

U N I V E R S I T Y   O F  
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P R E S S   L T D .

UNSW PRESS, A HISTORY: 1962-2012

N E W S O U T H  
P U B L I S H I N G

N E W S O U T H  
B O O K S



UNSW PRESS



NEWSOUTH



UNSW  
SYDNEY

Bookshop

**A UNSW Press book**

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## ACKNOWLEDGMENTS

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## UNSW PRESS, A HISTORY: 1962–2012

The University of New South Wales Press, on its 50th birthday in 2012, shares much in common with university presses throughout the world. Like most, it is a not-for-profit commercial enterprise under the control of a parent university. Its book publishing division – now named NewSouth Publishing – draws its authors from many universities and beyond to be published in Australia, as well as overseas. The list of some 1,200 books has included biography, Australian history, popular science, politics, culture and literary non-fiction. There are reference works for the general reader, textbooks, academic monographs and professional materials, covering a broad range of subjects across the arts and sciences. And in the digital environment of the 21st century, UNSW Press books are available in various formats, from the electronic for various reading devices to high-quality bound volumes. An active digital publishing program is under way, which includes select illustrated titles.

Through its NewSouth Books division, UNSW Press distributes books in Australia and New Zealand for a range of Australian and international publishers. And as the operator of UNSW Bookshop, it maintains a tradition of a half century in retailing – an activity relatively rare among university presses elsewhere, although usual in Australia.

With these diverse operations, UNSW Press as a business now has the largest revenue base and staffing of any university press in Australia. Formally operating since 1962, it is young among Australia's

university presses. Melbourne University Press began in 1922, University of Queensland Press in 1948, University of Western Australia Press in 1954. In recent decades much Australian book publishing has been absorbed by large multinational companies, leaving UNSW Press as one of the oldest Australian-owned book publishers.

UNSW Press has retained the structure of a not-for-profit company, rather than the university department typical of university presses overseas. Formally incorporated as New South Wales University Press on 22 December 1961, the Press's operational existence came into being at a meeting on 9 March 1962. But its origins lie two decades earlier, and indeed when a staff member retired in 1975 she was praised for her 25 years of service. So in 1962 the Press sprang fully formed into the world with its own backlist, its own printing shop, its own distribution and its own retail outlet in Sydney.

### CREATION OF A PRESS: 1962–1974

(The sections of this text that cover the period 1962 to 2002 are largely drawn from R Derricourt, 'The origins of a university press' in C Jarabak, *UNSW Press: a bibliography 1962–2002*, Sydney: UNSW Press, 1962, pp. 9–18.)

An understanding of the Press's origins must reflect an understanding of the origins of its parent university (see Patrick O'Farrell, *UNSW a portrait: the*

University of New South Wales 1949–1999, UNSW Press, 1999). These lay, at least in part, in the Sydney Technical College based in the inner-city Sydney suburb of Ultimo, and the war-time ambitions to develop from this an institution teaching for degrees, not just diplomas. This ambition saw the creation in 1949 of the New South Wales University of Technology, which was renamed in 1958 the University of New South Wales. To confuse the future historian, as the educational institution changed names, the former names were taken up by other bodies.

The new University thus began at the Sydney Technical College (STC) in Ultimo, and though work on the new campus in Kensington was begun in 1949, it remained split between Kensington and Ultimo for three decades. In a sense, UNSW Press continued that presence longer until the sale of their Ultimo retail outlet (The College Shop) in 1999.

The Press's origins, then, lie at the STC and in the 1940s. Pre-war Australia had been reliant on overseas textbooks, especially British, and World War II put severe restraints on supply chains, with shortages that continued to be a problem after the war ended. Faced with a lack of suitable texts, a group of STC lecturers in the Chemistry Department established a printing operation to provide their students with lecture notes. (These early origins are recorded in a manuscript from July 1994 held at the UNSW University Archives, 'Report of a discussion between some current and former officers of the University of New South Wales Press Limited'.) In due course the Chemistry staff donated the printing equipment to the STC Students' Union, which was a voluntary association and thus in need of revenue, and the Union continued to expand the operation of printing and the issuing of teaching materials in technical education.

Following the creation in 1949 of the New South Wales University of Technology, a Students' Union of the new University was formed in 1952 and in 1954 the STC Students' Union dissolved with its assets passing to the union of the larger institution. The new combined Union, split between Ultimo and the

new campus of Kensington, thus became responsible for the printing, publication and sale of the lecture notes and the nascent program of textbooks for technical education, as well as for the Union Store in Ultimo, which sold these and other supplies for the students of Ultimo's educational institutions. These remained Ultimo-based despite the steady growth of the Kensington campus of the renamed University of New South Wales.

By the end of the decade these printing, publishing and related retailing activities of the Students' Union had grown to a significant size and complexity. Turnover in financial year 1960–61 was £97,400 (equivalent to \$2.5 million in 2011–12) with assets in books and printing machinery of £35,700 (equivalent to \$925,000). Perhaps on the initiative of the University administration, the proposal evolved to separate these activities of the Students' Union into a separate entity, incorporated under New South Wales corporations law, with control of the new company shared equally between the University and the Students' Union. 'The New South Wales University Press Limited' was formally incorporated on 22 December 1961, with members in equal numbers from the Students' Union and the University.

The first formal meeting of the Press was on 9 March 1962 and elected directors for the new entity. Captain GID Hutchinson (of Cockatoo Dockyards) and Mr GL Macaulay (Registrar of the University, who had been actively involved in the initial administrative work to establish the company) were elected to represent the University and Mr AW Evans and Mr John Gannon to represent the Students' Union members. Sir Kenneth Coles was elected an alternate director and LM Stewart the Secretary to the University Council became secretary to the Board, a role he played until 1987, thus giving significant continuity to the affairs of the Board. The meeting chose a Students' Union nominee Arthur Kirkwood as Chairman. Kirkwood, who served as architect for the Sydney Morning Herald group, had played a part in establishing the printing service at the Sydney Technical College that had culminated in

the establishment of the Students' Union store and printery. (Minute books and related papers of the Company, which provide much of the information for this survey, are held at the offices of UNSW Press.)

By acquiring the business and the assets of the Union's activities, the new University Press began as an active going concern, with its own program of textbooks and lecture notes for sale to technical institutions and schools, its own printery and its own retail outlet in Ultimo: the Union Store. It took over the employment of the staff of these enterprises and the services of the new general manager Alan MacDonald. As MacDonald had been full-time Secretary of the Students' Union, he and his staff brought with them valuable cumulative knowledge of the business.

It was understood that the financial basis of the company lay in joint contributions. The Students' Union had provided the company with its assets – plant, equipment and stock; it was established that a primary contribution of the University would be to provide land and a building, operational premises for the non-retail side of the business.

Issues of space dominated the early discussions. The existing offices were in Ultimo, but a move to Kensington would have some disadvantages as 70% of trading was in Technical Education and Secondary Education, not in university materials.

Plans developed over the next year for the University to provide the Press with space in the Electrical Repair Shop of the former Randwick Tramway Workshops in Govett Street, closer to the University main site in Kensington. This two-storey brick building, with 1530 square metres of usable area on two floors, was part of a large property now acquired by the University and itself an historic site, having been the workshop where the 1917 General Strike had begun over the introduction of a card system for workers. Plans were developed to organise the space to suit the various needs of the company: offices, storage areas for paper and printed books, and areas for the printing machinery and binding. By mid-1964 the premises were ready to be occupied, and the Union Store Management Committee confirmed

that this marked the passing of complete control of their business to the new company. The Randwick building continued in use as the Press's warehouse and distribution centre until it was handed back to the University at the end of 2009.

The newly located printery now sought to extend its services to the University and to provide a range of printing facilities to meet University needs.

The Union Store – the name was still used as the imprint for many early books – remained in Ultimo with its main market the Sydney Technical College, but it made a move to Railway Square, giving the shop more visibility. The business (renamed The College Shop) remained at this location until 1994.

As the list of publications shows, the new imprint 'New South Wales University Press' was used for the first time in 1962. Indeed one of the authors in that first year, Phil Hadlington (*Pests of Australian Homes and Industry*), continued to contribute new books to UNSW Press for another four decades making him in 2012 the longest-standing author of the Press in print.

From 1962 to 1974, under MacDonald's management, the bibliography lists over 100 publications, representing both new books and new editions of books from the former Students' Union operation. The scope was almost exclusively student textbooks – not the usual beginning for a modern English language university press – and mainly for technical education or secondary education rather than for the degree-level courses typical of the new partner in the venture: the University. The scope of disciplines covered was broad, and many titles from this period had a life which continued in new editions for many years. The heritage of *Introductory Accounting* (1963) could be seen in the nine editions which concluded with *Mills, Call and Drew Foundations of Accounting* (1996), while the range of engineering and applied science topics continued to grow. *Branko Gorenc Steel Designer's Handbook* was first published in 1970 and its eighth edition in 2012. *Ian Burnley From Southern Europe to New Zealand: Greeks and Italians in New Zealand* (1972) marked the beginning of what would build into a strong social science list.

What perhaps seemed logical at the time seems

very strange today: for the same institution to be publisher, typesetter, printer, distributor of published textbooks and to own a major retail outlet for them. Within the University members there emerged wider visions for what the operation might become.

Strategic issues were discussed both by the Board and at the annual meetings of members. Five years after the foundation of the Press, the AGM of 1967 considered financial concerns. Profits were in decline from publishing because of changes in the secondary school syllabus, and because of the setup costs of new books. The printing role was facing increased outside competition. And it remained a matter of concern that the University was providing less printing business than had been hoped and expected. Nevertheless the business continued to make some annual profits that allowed the Board the choice between accumulating reserves and investing in new plant for the printery.

Discussion of the role of the Press remained uppermost, however. A discussion at the 1970 AGM compared New South Wales University Press with other university presses in Australia. The others were primarily publishers and had considerable funds at their disposal. New South Wales University Press was primarily a printer and retailer and, with the demands on printing equipment expenses and improvements, did not have the funds available for publishing that other presses seemed able to boast.

Printing continued to face limited patronage from the University as well as significant competition. The demands for increasing expenditure on printing and associated equipment remained. Slow payments by trade customers also marked a financial problem, and the Press booked a small loss in the financial year 1970–1971 from trading revenue of \$89,275 at the retail store and \$118,473 from the printery, a total turnover equal to \$2.1 million in 2011–12 values. The net assets stood at \$103,716.

The annual meeting at the end of 1972 (when founding chairman Kirkwood retired, to be succeeded by Mr JJ Toomey) saw discussion about New South Wales University Press becoming ‘a true university press’ saying publication would assist the development of the Press

because of its role both as a printer and a publisher.

Over the next year the new Board considered the issue of growing the business to be a full university press, though noting the challenge that even local University authors preferred the exposure achieved by publishing with international imprints. The Press had considered moving the typesetting and plate-making business from the Student Union premises and this was done with building modifications at Randwick.

Fortuitously, there was both push and pull in these strategic considerations, for as the wish for a fuller publishing program emerged, the financial value of the printing operation declined and led to the major changes of 1974.

In the year ending June 1973 losses of \$26,000 were recorded and as the year progressed a decision was made to close the printery with effect from November 1973. The University had a consultant report that recommended closure; the Students’ Union had a conflicting report saying the printing business could be viable; but the decision was made to close down. It had faced rising costs and diminishing work, with university departments preferring their own in-house printing, and increasing competition for Australian printing work coming from off-shore.

## CHANGING VISIONS: 1974–1994

In 1974 the inaugural general manager Alan MacDonald resigned and at the request of the UNSW Registrar (still a Board Member), the UNSW Assistant Registrar Douglas S Howie took over the administration of the Press on a part-time basis. Howie was already responsible for the University’s internal publications, and proved an inspired choice to guide the future of the organisation. In June 1974 the decision was made to dispose of the printing machinery. The role for New South Wales University Press was now defined as that of issuing ‘lecture notes and textbooks for students of the Department of Technical Education and secondary schools’, as well as operating the retail store at Sydney Technical College in Ultimo. But Howie was to support and



deliver on the ambition held by some members that the publishing program should expand, to reflect a broader vision of the role and function of a university press.

A general meeting in August 1974 changed the articles so that members would now be 5 from the University, 5 from the Students' Union and 2 nominated by the directors; the directors would retain the current division but with the option for them to co-opt two additional directors. The following year, following the Chairman's move away from Sydney, a professional accountant Mr Harry Levy became Chairman, serving from 1975 until 1978 when University Librarian Allen Horton took on the Chair, and also in 1978 the constitution was further amended to allow for a single electorate for Directors.

At the end of 1974 Howie agreed to be appointed General Manager of the Press, though on a part-time basis with his office remaining at the University Chancellery. Thus, physically the Press office, and the publishing initiative, moved away from the Govett Street, Randwick site, which became primarily a warehouse and distribution centre. Doug Howie's salary remained funded by the University until March 1979 when he became full-time General Manager and the Press carried his costs fully. Two years later in 1981 the Press offices were moved to a house at 32 Botany Street, Randwick, within walking distance of the main campus. After another 10 years the Press moved to offices in King Street, Randwick, closer to the warehouse.

The fortunes of the company began to turn, as a profit for the 1974–75 year was recorded. Publishing policy was further redefined (in '14th Report of the Board of Directors to the Annual General Meeting', Minutes Book, UNSW Press) as maintaining the program of material for technical education while 'broadening our publishing basis by seeking typescripts which would be suitable as university texts or scholarly books'. The imprint of 'The Union Store' ceased but a number of the technical education books for the Technical and Further Education system were issued under the imprint 'TAFE Educational Books', which continued in use until 1995 (for some reprints

even later) – the thought being that 'university press' might be off-putting to some in the TAFE market.

For most titles though the imprint was 'New South Wales University Press' and the logo simply 'NSW University Press'. Doug Howie gradually extended the more ambitious publishing policy by developing books that would take the realm of ideas, generated within or sometimes beyond the universities, to a wider audience of readers, and also creating works of general reference. In turn this helped to define the role of the Press within its parent University and within the publishing and bookselling world of Australia and beyond.

The proactive role of Doug Howie marked the Press as a non-fiction publisher of increasing distinction. In the 20 years from 1975 to the end of 1994 the bibliography notes 357 new books and new editions – an average of 18 per year with a high of 33 books in 1988, Australia's bicentenary year.

The TAFE textbooks remained strong contributors through this period, with a substantial annual income derived from successive editions of the introductory accounting text. Higher-level technical publishing also expanded; 1977 saw the first publication of Hall and Archer's *Engineering Statics*.

A perusal of the bibliography shows the diversity and strength of the new and expanded program. Books on Australian culture and history were well represented, including a distinguished suite of books by the UNSW historian Patrick O'Farrell whose *Irish in Australia* (1986, with new editions in 1993 and 2000) took out a New South Wales Premier's Literary Award and the Ernest Scott Prize. *Collective bargaining and compulsory arbitration in Australia* by future Vice-Chancellor John Niland was issued in 1978. David Holroyd's work such as *Darwinian impacts* (1980) in the history of science helped bridge the disciplines, while the UNSW reputation in science was enhanced by a range of scientific studies and, for a while, the Press sponsored the Eureka Prize for the best scientific book of the year. Templeton Prize winner Charles Birch began his distinguished group of Press books with *On Purpose* (1990), concluding in 2007 with his personal memoir *Science and Soul*.

A link between the science books and the technical educational list came in books on horticulture – Rowell's *Ornamental Plants* dates from 1975 and the first edition of *Postharvest* was published in 1981. The Press's botanical list was growing, but the major commitment was the 4-volume *Flora of New South Wales* compiled at the Royal Botanic Gardens by Gwen Harden and her colleagues with the first volume issued in 1990. The Australian Natural History Series began in 1987 with Stahel and Gales *Little Penguin* followed by a reprint of Grant's *The Platypus*. Gradually this program was to expand to include books on broader environmental and ecological issues in which the Press led much of the debate in Australia.

Social issues were explored over a wider canvas with individual books and with the launch in 1994 of *Frontlines*, short polemical contributions to debate on issues of broad public concern.

New South Wales University Press published a number of titles with support from outside institutions: such as *Centennial Park a history* (1988) and *Randwick a social history* (1985), for which the Press designer Diane Quick, newly appointed in 1984 (and still employed in 2012 as the Press's Design Manager) won the Young Designer of the Year Award.

Throughout this period the College Shop in Ultimo continued to serve the needs of the students of institutions in that area, selling stationery and equipment alongside some books. Each year it contributed a modest surplus to the Press's funds. With the end of its tenancy at Railway Square in March 1994, an era was expected to end, but a new site in Harris Street was obtained late in 1994 and the College Shop reopened to trade successfully under Manager Dennis Richardson until the Press sold the business in late 1999 to the Students' Union of the University of Technology.

It is interesting to note in Press documents an early awareness that scholarly publishing was subsidy publishing, whether subsidised from reserves, College Shop profits or surpluses from publishing other categories of books; the Chairman's estimate in 1980 of \$3000 of Press resources needed to subsidise each

scholarly book is equivalent to about \$12,000 today.

The decision to move out of printing and into more book publishing, at a growth period in the Australian educational and general book market, allowed the Press to build up significant reserves. Indeed, UNSW Press is unusual if not unique in never having received a cash subsidy from its parent University (in 1978 they made a one-off cash grant to the University!). Indeed, it has been argued (by O'Farrell, *UNSW a portrait*, pp. 105–107) that there were 'lukewarm vice-chancellorian attitudes' and a distancing of the Press from the University staff. This may have had advantages: the need to be commercially self-reliant and the ability for Board and management to make independent judgements on publishing and policy. The not-for-profit company structure that united financial and policy responsibility in one board, not beholden to University administrators or academic hierarchies, proved an additional strength.

Certainly it is a sign of achievement that in the 1960s the Press was complaining that university staff were not keen to publish with them; by the 1980s and 1990s the Press would complain of the pressures from university staff that the Press should publish them – pressures the independence of the Press enabled it to withstand as it set its own standards of quality and viability and publishing priorities. The 1987 decision by Sydney University to dispose of its Press, following the same decision by the Australian National University, and the disappearance of other print imprints started by universities, only strengthened the efforts and resolve of UNSW Press staff and board.

The Chairman advised the 1982 annual meeting of members that investment income was the key to the Press's stability as a publisher: only 23% of the surplus came from publishing, and this proportion fluctuated but eventually declined. By 1989 the publishing program had ceased to pay for itself, as the market became tougher and more competitive. The Press's role was defined as enhancing the reputation of the University and of the Press by publishing manuscripts of superior quality, and that its books should stimulate the wider community outside the

University and promote goodwill for and interest in the University. The landmark of publishing revenue in excess of \$1 million was reached in 1990–91; it would take another 15 years to reach the second million from Press sales alone.

In the early days of the Press its textbooks for a defined market appeared almost to have sold themselves. The diversification into scholarly and trade books put more requirements on promotion and on sales representation by freelance representatives. By the late 1980s the Australian market was highly competitive with international books well represented and well supplied. Collaborative sales representation arrangements were therefore established in 1988 with Melbourne University Press, Hale & Iremonger and New South Wales University Press representing each other's books in the trade to achieve wider visibility and sales. Foreign rights sales and slimmer international sales through distributors were a welcome bonus.

A strategic review of the Press by outside consultants Coopers and Lybrand was received and reviewed during 1991 and 1992 by the Press management and board, and this led the Press to define its publishing strategy more formally, with primarily three areas of publishing: natural science and the environment; Australian studies; and textbooks. Additional commissioning editors, Rex Parry and Julia Collingwood, were appointed to help develop the science and the humanities side of this program. The focus helped make possible some economies of scale in sales and distribution as UNSW Press took on trade distribution of CSIRO Press's science books and Pluto Press Australia titles in Australian culture and politics.

At the end of 1993 the Company changed its name some 32 years after first registration. To reflect the corporate identity of its parent University, the company was now registered as 'University of New South Wales Press Limited' and, just as the University promoted its abbreviation UNSW, so the imprint became 'UNSW Press'.

Doug Howie's last full year in charge of UNSW Press, 1994, saw 28 books published, a record

number, with an even larger number under contract or in production for release the following year. These reflected the range that the Press had developed under Howie's guidance: reference, trade, scholarly and textbooks. By the end of 1994 UNSW Press held a strong visible position in Australian university press publishing, with around 457 books issued, some three-quarters of which appeared during Howie's period of office.

## STRATEGIC DIVERSIFICATION AND GROWTH: 1995–2010

Doug Howie's retirement at the start of 1995 left the Press with a strong reputation, but challenges in facing changing book markets. The Board remained a combination of University staff and outside experts, chaired by businessman John Willson from 1993 to 1996 and by publisher Oliver Freeman from 1996.

The incoming managing director, Peter Sharpe, who guided the press for two years, built on his background in tertiary educational publishing and marketing to prompt a number of changes of direction at the Press. There was new emphasis on the development of some major tertiary textbooks and on general trade books, with pessimism about the scholarly publishing program. Sharpe made significant changes to strengthen and change the structure of the company with more marketing and sales resources, and his period at the Press saw major changes in personnel.

Interest rates from investments, on which the Press had relied for so many years, were beginning to decline. Continuing to operate with no grant from the University, Sharpe and the Board sought other funding opportunities. A major effort of Peter Sharpe's last period at the Press was to develop for the Board a submission to the University to operate the University bookshop when the lease of University Co-operative Bookshops Limited ended. Expressions of Interest were invited and UNSW Press' submission was made shortly before Peter Sharpe resigned to return to Melbourne.

His successor appointed as Managing Director,

Dr Robin Derricourt, joined in January 1997 from a publishing background with Longman Group in the UK, Cambridge University Press in the UK and as CUP's Publishing Director in Australia, and as the director of Fine Arts Press, and remained with the Press until February 2010. In his first year he initiated a number of structural changes in the funding and operational model of the company while staying within the mission statement he had inherited from the Board: *'To contribute to the intellectual and cultural development of Australia by publishing in a sustainable profitable environment works which will promote intellectual debate, the advancement and dissemination of knowledge, scholarship and the reputation of UNSW throughout the world'*.

It remained clear that direct funding support from UNSW would not be forthcoming, other than the provision of the Randwick building used as a warehouse. For the long-term stability of UNSW Press it seemed essential to look beyond revenues from sales of university press books, together with the income derived from the College Shop in Ultimo and falling investment returns. In 1997 the company diversified in two important directions: taking on the University Bookshop and developing its sales and distribution activities into an ambitious fully staffed operation: UNIREPS. These together with UNSW Press Publishing and the College Shop would be supported by a common Central Services division providing accounting, IT, personnel and management services, so that by the end of 1997 the company had been enlarged and restructured into five operating divisions.

Indeed overheads were about to increase, as the King Street building was demolished to make way for an expanding Institute of Languages. The University provided UNSW Press with a suite of offices at their small Beach Street, Coogee campus with phasing in of a commercial rent payable by the Press to the University. The new offices were designed and fitted out to meet the Press's anticipated needs and the move there in 1998 allowed a significant upgrade to IT and communications with email and internet access available to all staff for the first time – though hopes of 'the paperless office' would remain illusory.

The new offices included a meeting room, and a library room for Press backlist titles named in honour of former manager Douglas Howie. Expansion of staff meant that part of another floor was taken over in early 2003, and further pressures of staff numbers required the use of rooms alongside the main Bookshop and back at the Randwick warehouse site.

Expenditure on IT continued to loom large in the Press's focus and budget through the first decade of the 21st century. The Bookshop had its own specialised system for stock and sales, but the company as a whole invested in the development of Navision software acquired in 2000, and designed to integrate company accounting with the processing of all sales, stock movements and customer service for Press books and agencies of UNIREPS. Management would complain regularly to the Board about the apparently bottomless pit of costs for IT and associated development, and much staff time in Central Services and other areas was dedicated to this.

The functions of Central Services would be helped by increasing continuity of staff who were still in post in 2012. In 2003 David Moody joined the Press from a background in industry and government, as Finance Director and Company Secretary. His accounting team included Joanna Chai and Alison Smith (who had started at UNSW Press in 1997). Given increasing requirements from the University, the cycle of completing annual financial statements moved from four months to less than three weeks. Brett Haydon, also with the company since 1997, moved from roles with the Bookshop and UNIREPS marketing to handle the ever-growing areas of IT as Systems Manager.

In the late 1980s and early 1990s the Press's operations and finances had been increasingly integrated into the University's own reporting mechanism. The Press had been required to change its financial year to fit that of the University, annual audits were undertaken for the State Government's Audit Office of New South Wales, and the University now treated the Press as a 'controlled entity', consolidating its accounts with those of the University. To complete this cycle the University administration asked the Press to amend

its constitution so that the directors were appointed directly by them, not by the members. In the new constitution, adopted by a majority at the 1998 Annual General Meeting, the directors (other than the Chief Executive, who would be a member of the Board as Managing Director) would be appointed by the University, and these (between six and eight) would serve for a maximum of two three-year terms, with the Chairman eligible for a third three-year term. The directors would report annually to the Members, who were now defined as the directors together with individuals to represent each Faculty in the University: in each case the Dean or the Dean's nominee together with a nominee of the Vice-Chancellor. This structure maintained the Board's responsibility both for financial and policy matters. A Finance Committee of the Board was established in 1997, meeting monthly, and allowing the main Board to review general and policy issues. WJ (Bill) Mackarell, a former publishing chief executive with Thomson Reuters, succeeded Oliver Freeman as Chairman of the Board in 2003, retiring in 2011. He was succeeded by Peter Eichhorn, former Finance Director of Allen & Unwin, who had previously chaired the Finance Committee. The Board maintained a mix of UNSW academics and senior administrators with external experts from business, law and media.

The constitution required the Press to apply its income solely to the promotion of the objects of the company. While there was thus no context in which a surplus would be passed on to the University, there was equally a requirement to maintain self-sufficiency. The Press's decision in 1997 to invest in the University Bookshop used all available cash reserves for stock together with a share of fit-out costs. With the establishment of this shop on the main Kensington campus the strategic value of the College Shop in Ultimo had decreased. This was sold in 1999 to the UTS Students' Union (the University of Technology Sydney now supplying the main customers for the shop) with effect from 1 November 1999, and this release of capital from College Shop stockholdings helped fund the investment in software and warehouse redevelopment required to develop UNIREPS.

The ambitious expansion of the Press's activities appeared justified as the contribution from these activities allowed the publication of otherwise unprofitable titles and started to ensure annual surpluses for the company as a whole. From 2001 the cash reserves which had been depleted by investment in UNSW Bookshop and UNIREPS were gradually rebuilt from a deficit in 2001 to \$1 million by 2009, alongside a significant expansion in the range and number of books.

Press senior staff played their role in the book industry in Australia and internationally during this period. The Manager of the UNSW Bookshop served a term as President of the Australian Campus Booksellers Association and the Managing Director served on committees and briefly on the Board of the Australian Publishers Association. He and others attended international book fairs and meetings of the American Association of University Presses, giving an opportunity to present aspects of the different – if not unique – world of Australian university press publishing to an overseas audience. In describing UNSW Press, flexibility and adaptability were presented as the bywords.

## RETAIL BOOKSELLING

In 1997 the University accepted the Press's Expression of Interest and asked the Press to take on the operation of the Bookshop at the main UNSW campus.

Under the agreed contract, discounts on sales were guaranteed to members of the University community, and the annual trading surplus would be shared equally between Press and University. The fit-out and stocking of the new bookshop was completed in a speedy process, with the shop opened by the Vice-Chancellor in July 1997. The bookshop went on to win the accolade as Australia's Tertiary Bookseller of the Year after its first year of operation, a nomination (renamed Campus Bookseller of the Year) repeated twice more in the next four years, with specific aspects of the quality of service and range of stock acknowledged on many further occasions in these awards.



Mark Halliday was appointed as the Manager of the Bookshop and has continued to oversee its growth, development and adaptation to the changing needs of the university community. From its establishment, UNSW Bookshop sought to suit a range of customers and markets. Efficient textbook supply and customer service was a priority, with revenues concentrated at the beginning of each teaching semester. For the rest of the year sales to staff and students of general and specialist academic books, as well as computer software, ensured continuing activity and the shop quickly established itself as one of the best stocked bookshops in Sydney's eastern suburbs.

Through the 1990s and 2000s many departments within UNSW developed course packs of readings for students and gradually UNSW Bookshop took over the sales of these (and from 2001 even the production for some), paying back substantial revenues to the originating school. A small printing facility within the shop was added in 2010. Many in university teaching – and indeed the publishing industry – had expectations that such course readers would supplant traditional printed textbooks and that on-line resources would soon supplant both, but by 2012 printed course packs and textbooks still generated significant sales and revenues for UNSW Bookshop. Year-on-year changes in revenues largely reflected student numbers, especially of first-year students, and were especially affected by the oscillation in overseas student enrolments. But reduction in book prices from 2010, following the rise in the value of the Australian dollar, also affected Bookshop revenues and margins.

With a website which detailed books in stock or available to order, UNSW Bookshop was able to develop on-line sales well ahead of many general bookshops. This area of the business, operating under the rubric of 'Special Sales Unit', grew its revenues to over \$1.5 million and allowed UNSW Bookshop to service some professional markets outside the campus. However, shop-based sales remained the focus of the operation that contributed significantly to the sustainability of UNSW Press as a whole.

An early distraction was a legal case brought against the University and UNSW Press by University Co-operative Bookshop Ltd who had operated the bookshop on UNSW Campus until 1997. Alongside this legal action the Board of the Uni Co-op implemented in all their campus bookshops a national boycott of books published or distributed by UNSW Press and set up two shops near the Kensington campus selling heavily discounted textbooks. An out-of-court settlement was reached between the parties in 1998 but Uni Co-op maintained their boycott of UNSW Press for a period thereafter, and closed their off-campus shops in mid-2000.

With the refurbishment of the adjacent Heffron Building at UNSW, the Bookshop was able to expand its space for book display and staff facilities in 2007. Meanwhile the campus Secondhand Bookshop had been taken over from the 2000 academic year, operating from a succession of different sites on campus, and a giftware and memorabilia shop of UNSW crested items was operated from 2000 until 2007 when it was absorbed within the main shop. Bookshop staff undertook outreach sales at meetings and conferences held on the Kensington campus and at UNSW events held off campus, as well as giftware at graduations. Integration with other university activities was strengthened by periodic print catalogues, the development of an electronic books newsletter *Words* (building to over 8400 subscribers), and hosting of book events in the Bookshop itself. The enthusiasm and commitment of the Bookshop staff went alongside flexibility in staffing with casual employees hired to meet periods of peak demand (up to 5000 customers in one day). Among evolving customer-service initiatives, from 2007 an automatic text message was sent to a customer mobile phone as soon as a special order was received into stock. From 2010, social media networks were utilised, including use of Facebook, Twitter and 'staff picks' presentations on the Bookshop web site and YouTube.

Some ventures were less productive: it proved difficult to attract local residents onto the campus to buy their books because of the difficulty of parking (and navigating). Although the increase of residential

students on the UNSW campus from January 2010 helped increase Saturday trade. Experiments to promote online sales to alumni proved a challenge, and the largest period of general bookselling nationwide, that of the days leading up to Christmas, was affected by the trend to early closure of the campus for the summer vacation.

Operation of a campus bookshop by a university press was not unique to UNSW. Melbourne University Press had long operated its campus bookshop until their parent university established Melbourne University Publishing as a stand-alone (but subsidised) company in 2003. Its bookshop was spun off as a separate enterprise until 2012 when the operation was sub-contracted to the Co-Op. University of Queensland Press, which operated as a university department, ran the campus bookshop until they found it advantageous to subcontract the operation. The relationship between UNSW Press and bookselling on their own parent University's campus has proved to be advantageous to the university community and to the financial health and support of the Press's own publishing.

## FROM UNIREPS TO NEWSOUTH BOOKS

Upon appointment in 1997, the new managing director Robin Derricourt found an unusual structure for a small publisher. UNSW Press still operated its own warehouse with one permanent staff member and casuals, maintained its own customer service and credit control, and had its own sales representation with Australia covered by two full-time sales staff and part-time or commission representatives. These handled the relatively small UNSW Press list together with two local agencies: CSIRO Press (later CSIRO Publishing) and Pluto. This was a period of increasing competition for book sales and increasing expectations by booksellers.

He argued that a choice was needed to improve service, overall costs and therefore viability. Either sales representation and distribution should be outsourced, leaving the Press to concentrate on

publishing and marketing, or these services should be spread across a much larger revenue base, by representing a larger group of publishers. The availability of the rent-free warehouse in Randwick persuaded the Press to follow the second alternative. With the view that publishers might prefer not to be represented as if part of another publisher's list, a new division was created and the name University and Reference Publishers' Services – UNIREPS for short, registered in May 1997 – was announced.

The Press's New South Wales sales representative Maria Foster was appointed to head this new operation, initially managing marketing, distribution and sales. The growth of the division of subsequent years matched the growth in sales revenue, as additional warehouse and customer service staff were hired, specialist marketing resources were developed, and the mixture and number of employed and commission sales representatives changed.

The initial vision for UNIREPS was that it would focus on books published by academic lists, especially those of the leading overseas university presses and international imprints. These were offered trade sales rounds to secure bookshop exposure for their titles: initially bimonthly, then monthly, in contrast to the six-month cycle common overseas. Their textbooks would be promoted by direct mail rather than sales visits, and scholarly books would similarly be stocked and sold direct or through bookshop and library supplier orders. New Zealand and the whole of Australia were covered in this arrangement.

Energetic visits to meet with overseas publishers showed that this vision would be challenging to achieve. Based on the Managing Director's experience with an international imprint, he argued that a publisher could expect to achieve a minimum of 5% of world revenue from Australia and New Zealand. But UNIREPS visits to North American university presses found most of them unexpectedly insular, if not uncommercial, in the late 1990s, operating with substantial subsidies, and happy to focus on their domestic market, with Canada and, for most, the UK seen as icing on the cake, leaving the potential Australian market of no interest. A few medium-sized

presses signed up with UNIREPS, but the larger ones stayed elusive. At the same time the large private academic publishers were nervous of a small if enthusiastic newcomer and preferred to be handled by the Australian branches of large (though rival) multinationals. The UNIREPS agency list and sales revenue grew, but initially not at a fast pace.

Books from agency publishers were held on consignment and shipped to Australia at the publisher's expense. Publishers were therefore able to set their own Australian dollar prices. This arrangement protected UNSW Press from buying stock that might not sell, while ensuring the availability to the Australian and New Zealand market of a wide range of titles not previously available locally. UNIREPS carried the credit risk for sales.

A chance event of nature helped transform UNIREPS agency business. Stock handling at the Randwick warehouse had been limited by the space of a low-level ground floor. This supported low-level picking shelves with limited space for bulk storage. A high upstairs level could be accessed by raising pallets through an opening and wheeling these to one of the few locations that did not receive rain through the ancient roof during heavy storms – covering them nevertheless with plastic sheeting to reduce risk and moving them around if threatened. Then on 14 April 1999 an exceptionally heavy hail storm so damaged the warehouse roof that an insurance claim had to be invoked and a completely new roof was fitted. This made the whole upstairs area permanently dry and usable. Old machinery remaining from the railway workshop and printery days was removed, high racking and appropriate equipment for moving and raising pallets were installed and UNIREPS could now service more Australian publishers who required their bulk stocks to be stored by their distributor. While in time this would prove a mixed blessing it started to shift the emphasis of agency business towards local as well as overseas imprints, and Melbourne University Press was signed up with effect from 1 April 2000 (continuing until 2004). Every year from then the value of agency business exceeded that of UNSW Press publishing and provided the desired economies

of scale. While the sales value of UNSW Press's own publishing saw significant annual growth, the additional sales of large new agencies grew faster.

Local publishers required and expected widespread book trade representation. The general trade side of UNIREPS activities grew though textbook supply also continued strongly, and the supply of the more specialised overseas books became a smaller part of overall business. Many academic libraries preferred to stay with supply from the country of origin, while individual academics and professionals increasingly turned to overseas online booksellers such as Amazon for their own needs.

The wooing of overseas university presses had one particular unexpected bonus in sales revenue. Edinburgh University Press, a UNIREPS agency since 2001, sold their trade list to another publisher in the same city, Polygon, and UNIREPS remained the distributor under the new owner. A little-known Edinburgh academic, Alexander McCall Smith, had signed up with this imprint for a novel *The No. 1 Ladies Detective Agency* published in 1999. Poet Robert Gray, then working in bookselling, told UNIREPS sales representative Jane Kembrey that this was a writer to watch; UNIREPS therefore put particular efforts into marketing his novel. Other books from the same author followed, with UNIREPS helping to tour the author in Australia. Before long he was one of the most popular fiction writers in English and sales of his books made significant contributions both to the revenues and to the profile of UNIREPS. They also provided distribution challenges with 10,000 copies of a new hardback being picked, packed and despatched over 4 days for simultaneous nationwide publication. Although Australian rights to some of his titles moved to multinational publishers, the McCall Smith exercise proved the professionalism and service that UNIREPS could offer.

Gradually the success of UNIREPS trade activities and the shift of UNSW Press publishing to titles with bookshop appeal led the Press to place clear emphasis on this side of the business. By 2002 there were 30 publishers distributed by UNIREPS and trading accounts for 1300 customers; by 2008 this had



become 44 publishers. To better serve the stronger agencies, a number of smaller overseas publishers with specialist lists were dropped. More Australian publishers were signed up, including the drama publishers Currency Press (from 2001), University of Western Australia Press and Aboriginal Studies Press (from 2005) and the National Library of Australia (from 2007).

In July 2001 Maria Foster resigned and, given the expansion of UNIREPS, her role was split into three. Brian Yates was recruited as Operations Manager. Jane Kembrey, who had been part-time with the Press since 1997 and then NSW sales representative, became Trade Sales Manager and has remained in this position growing the business substantially. Nella Soeterboek was appointed Marketing Manager in September 2003, subsequently taking on responsibility for the sales department as well and then in 2007 becoming the overall Director of UNIREPS (and now its successor NewSouth Books).

The growth of Australian publishers added welcome sales revenue, but it also required storage of bulk stock, and the whole print run of each new book from most Australian publishers was delivered to the Randwick warehouse. UNIREPS contracts, issued when space had no longer seemed an issue, had not included penalties for overstocks and some publishers were intensely loyal to excess stock that would never sell. This provided operational challenges to the warehouse staff. At the same time, through the decade of the 2000s customer expectations were increasing. New standards for order handling and supply (including the heavy levels of book trade returns for credit) had been established by three or four mega-distribution centres established by large multinational publishers, and to match requirements of different chains and groups of bookselling customers required constant expenditure on software development and IT systems. As a result, the Managing Director revisited some of the issues considered in 1997: the idea of outsourcing warehousing and distribution for Press and agency books, but this time retaining sales representation. This was reviewed by the Board in early 2008 and again a year later,

when the recommendation was approved to close the Randwick warehouse and outsource customer service and distribution to TL Distribution in western Sydney with effect from May 2009, with UNSW Press retaining responsibility for credit control and cash collection. Surplus stock was pulped and two-thirds of a million books were shipped to the new location, with a policy change to bring in slow selling titles from overseas to meet individual orders 'just in time' rather than holding stock 'just in case'. There was a small number of redundancies in Randwick alongside the termination of casual staff. UNIREPS could now concentrate on sales and marketing, and reduce expenditure on the physical infrastructure of a distribution centre.

The rebranding of the division, long under discussion, was timed to coincide with this move. It had long been realised that 'UNIREPS' no longer accurately described the range and focus of the services provided. While ultimate ownership lay with a University and its Press, and university textbooks and scholarly works continued to be represented and serviced, they were a minority of sales. To a new bookseller the term might appear misleading. The new name from 1 May 2009, NewSouth Books, reflected the ownership by a University whose students referred to it as 'New South'. It also took up the words that had been used by other companies owned by the University.

The sales and marketing division NewSouth Books increased its representation substantially in 2011 following the closure of Scribo, a book sales representation and distribution business itself formed from a merger of four companies. Part of this expansion involved establishing a new unit within NewSouth Books, called TowerToo, to manage the range of the new agencies. By the end of 2011 NewSouth Books was representing books from UNSW Press and 36 other Australian publishers, and 27 overseas publishers. Overseas agencies included Tuttle and the Perseus Books Group, with its numerous imprints and associated independent publishing companies such as Harvard Business Review. By 2012 Australian publishers represented by NewSouth Books

included Giramondo, Transit Lounge, Magabala Books, Insight Publications, the National Library of Australia, Museum Victoria, Powerhouse Publishing, Western Australian Museum and National Museum of Australia. Typically, marketing services were provided for the overseas publishers, while the Australian publishers undertook their own, but of course the same division handled all the marketing for UNSW Press's own books.

## PUBLISHING AND ITS CHALLENGES

When Peter Sharpe was appointed Managing Director in 1995, there was a block of titles in production or due, and new titles grew to 33 in 1995 and 34 in 1996, putting pressure on the Press's funds. Sharpe reviewed the publishing and commissioning program and took a pessimistic view of the possibility of continuing with scholarly specialist works. In his pithy observation, Australian scholars were 'enthusiastic to produce what they were unwilling to consume'. The Australian academic library market was small, the overseas market for Australian books minimal, but the purchase by individuals of specialist books for personal use seemed inadequate to support viable print runs. He considered the Press needed to change direction. To reflect this, a number of publishing contracts were cancelled (some, but not all, having overrun their manuscript delivery dates) and two new commissioning editors were appointed to replace Julia Collingwood and Rex Parry. While retaining commitment to the illustrated trade reference books, which had been a feature of the recent UNSW Press list, Sharpe argued that the list should develop with a focus on more general trade titles and some major introductory textbooks at university level to try to find the niche that UNSW Press had once held in TAFE textbook publishing.

When after two years Robin Derricourt replaced Sharpe in early 1997 he found a relatively small number of titles under contract or in production: only 13 titles appeared that year. He acknowledged the difficulty of publishing scholarly monographs in the

Australian market, but also argued that UNSW Press was not well positioned to acquire the best general trade books, and that competing with the major multinational textbook publishers for introductory textbooks could prove as challenging in editorial resources as in the specialist marketing required. The main such title in development, Gaffikin, Dagwell, Wines and Smith, *Corporate Accounting in Australia* (1998) (fourth edition 2007) was the test case of this. There was also the issue of the role of a university press in the framework of the wider University. If the Press published only loss-making specialist books and went out of business, like the presses at Sydney University, ANU and elsewhere, it would serve no-one; if it published only the same books for the general reader as any commercial trade house there would seem no purpose in the University owning a Press.

The publishing strategy was gradually redefined, with an ambitious program of new publishing. In 1999 there were 47 new books, including new editions, though the annual total would drop back for a period after that before reaching 57 in 2005 and staying around that level thereafter. In the new strategy, a mix would remain, but a particular emphasis was placed on the development of titles, usually in paperback format, which would sell to individual readers as well as public libraries, would be written both by academics and by others: a number of professional journalists and unaffiliated writers contributed to the program. These books would convey *ideas* – matters of interest, areas for debate, and fields of discovery. In subsequent years, such books covered many areas of social policy, political life, Australian culture and history, the environment, with broader scientific and medical subjects tackled with the appointment of a popular science publisher from 2009. Such books already existed in the UNSW Press backlist: by formalising the program, one aim was to make clear in a competitive Australian market that these were not scholarly monographs for a restricted university-based audience, but were designed to get the best of knowledge and discussion out to a broader audience.

Initially a standard livery and design was used,

partly to distinguish them, partly to rationalise the design and production costs. But with their success a more varied approach to image evolved and publishers began commissioning work from various Australian book designers. For some titles, the Press built confidence to launch them first as trade hardbacks.

These books showed up in increasing numbers on shortlists and as winners of national and state book awards. Some of the most admired and awarded books came from historians: Mark McKenna, *Looking for Blackfellas' Point* (2002), Tom Griffiths, *Slicing the Silence: voyaging to Antarctica* (2007), Jim Davidson, *A Three-Cornered Life: the historian WK Hancock* (2010) and Peter Spearritt, *Sydney's century: a history* (1999).

By the end of the noughties this group of books had further broadened to include memoirs and biographies and literary non-fiction: works that were serious in intent but appealed to a broad readership and might be expected on the shelves of any good bookshop or public library. To distinguish such books from those traditionally associated with a 'university press' an additional imprint was introduced in 2006, New South (initially as two words, later one). It became the dominant imprint, as UNSW Press was used mainly for more scholarly and reference titles and books published for client organisations. An initiative of publishing director Phillipa McGuinness produced a series of short hardback literary portraits of Australian cities – the first (Peter Timms, *In Search of Hobart*) in 2009, then Delia Falconer, *Sydney*; Matthew Condon, *Brisbane*; Sophie Cunningham, *Melbourne*; Kerryn Goldsworthy, *Adelaide*; and Paul Daley, *Canberra*, with other cities to follow. Another series – books on writing styles and techniques by Mark Tredinnick, the first of which was *The Little Red Writing Book* (2006) – are amongst the company's best-selling titles.

In 2003 the Press returned to the model of short books on current issues that had been tried by the Press's Frontlines series from 1994 to 2000. The new titles, under the series banner Briefings, were edited from Swinburne University by journalist Peter Browne, who was already working freelance as a commissioning editor for the Press, using a broad

range of writers and journalists as authors. With active promotion these books attracted media interest, attention and praise, but only modest revenues because of their low prices, and the project was reluctantly concluded in 2009.

Specifically scholarly books did remain on its list but as a minority, selected on grounds of importance and compatibility with the subject strengths of UNSW Press. Through most of the 1990s and early 2000s these were published entirely at UNSW Press expense and in print runs that reflected their sales potential to libraries and specialist users. There was no shortage of book proposals. Whereas an Australian scholar with a quality manuscript in philosophy or linguistics or mathematics or medicine could secure publication by an overseas publisher for world distribution, an author writing an equally good specialist study in Australian history or social science or literature would not appeal to overseas publishers, while local presses could not build up a sustainable print run. Recognising this several Australian universities and occasionally other bodies made modest funds available to support the publication of Australian monographs by their own scholars and such contributions allowed UNSW Press to take on otherwise unpublishable books of quality. By around 2006 a formal position was announced that scholarly books would require a subsidy of this kind alongside quality-control measures, and the Press would contribute the other costs from its own resources. Robin Derricourt argued in *The Australian* that a small part of the costs of research funding allocated to publishing research outputs could go a long way to resolve the problem of scholarly publishing in Australia.

Finally, in 2011, Robin Derricourt's successor, Kathy Bail for UNSW Press joined the three other main university presses in a recommendation to the Federal Government endorsed by the Book Industry Strategy Group for a national program of funding to university presses to allow the publication of more academic monographs from Australian humanities and social science scholars. Discussions began amongst the university press directors regarding other

potential collaborative ventures that might stimulate Australian scholarly publishing.

The Press had a distinguished program of illustrated reference books from the mid 1970s, with popular science areas, especially botany, looming large. These were design-intensive and involved high production costs, but topics of international interest commonly attracted American or British co-publishers who bought from the company a large print run in their own imprint, attracted by the Press's high reputation for quality of content and production. At its peak in 2000, there had been 10 co-editions with revenue from overseas reaching 23% of total Press sales. With the growth of internet use, however, readers began to turn away from print resources for their reference needs. The market for these highly illustrated works began to dip both locally and overseas, and foreign publishers' offers for co-editions became smaller or scarcer. Reluctantly, Press staff cut back on this program: of locally focused books, *Flora of New South Wales* went out of print (its data now freely available on the Botanic Gardens website) and the Australian Natural History Series was passed over to CSIRO Publishing in 2004, which allowed it still to be distributed by NewSouth Books. Books such as Riley and Banks *Orchids of Australia* (2003) continued to show the Press's abilities in design and production.

Co-publishing sales of editions to overseas publishers also became more difficult with the crunch in US and UK book publishing that accompanied the Global Financial Crisis from 2008, compounded by the rise in value of the Australian dollar from 2009 onwards. Select licensing deals in the USA and sales of translation rights into European and increasingly Asian languages provided some welcome additional income. UNSW Press exhibited every year at the Frankfurt Book Fair and built a broad range of contacts, but found greater caution in commitment to buy-ins than had been possible and important to the Press at the beginning of the century.

The design and production skills which had been invoked for illustrated reference books were now redirected to a program of collaborative publications with outside organisations. 'Client publishing' was

actively developed and reflected the Press's high reputation for editorial and production quality. Many organisations also valued being published under the imprint of a university press, and the Press insisted that books in this program, managed by publisher Elspeth Menzies since 2006, also had to meet the quality of content expected for the Press; there would be no vanity publishing. Typically most books in the client program were sold back to the sponsoring organisation for them to distribute, with a small number retained for sale to libraries and the trade. For the University itself the Press published Patrick O'Farrell, *UNSW: a history* (1999), continuing the relationship with one of its most distinguished authors. Partners in the client publishing program included federal, state and local government, voluntary organisations, schools, cultural institutions such as the State Library of NSW and companies such as Freehills and David Jones.

An exception to the trend away from reference publishing was the acquisition by the Press in 2003 of the list of Redfern Legal Centre Publishing. RLCP, operating since 1978, was a not-for-profit publisher that had spun off from the advice centre of the same name in 1982. Its landmark publications were the regularly updated editions of *The Law Handbook of New South Wales* and more recently *The Environmental Law Handbook*. Initially UNSW Press was asked to take over the latter because RLCP faced a downward cash-flow, but agreement was made to acquire the whole list and maintain the publishing program. RLCP was dissolved and several of its staff joined UNSW Press for a period. The print versions of the main books continued to be successful (with new editions of *The Law Handbook* in 2004 and 2007 and the *The Environmental Law Handbook* in 2006) but it proved more difficult to commission and develop books on specific topics. The demand had also arisen for online access to *The Law Handbook* materials and this implied updating more regularly than required for a biennial volume. Managing an online database and developing a paid subscription model for this was outside the framework of other UNSW Press publishing. It was maintained for some time, but an approach from

Thomson Reuters who had specialist expertise in this type of law publishing seemed the best arrangement for the future of the main RLCP reference works and in 2009 they were acquired by Thomson Reuters.

The other area that had been a strength of UNSW Press was tertiary textbooks. The Press had begun by publishing books for the TAFE market rather than university market, but by the late 1990s TAFE had become a much more competitive market and one that presented particular difficulties in marketing, with numerous dispersed and part-time teachers. UNSW Press continued to benefit from sales of *Financial Accounting* as long as they could be made, but no longer developed books in this area. A small number of successful university textbooks in specialised or higher level areas continued to reprint or go into new editions, and Press management recognised the great advantage of textbook publishing. Unlike trade and scholarly books – even those that won major prizes – textbooks continued to sell year after year. Several attempts were made to redevelop a university textbook list with a focus on areas the large multinationals with Australian offices did not publish: smaller disciplines and higher-level courses. But it did not prove possible to find the right combination of commissioning skills and market niches and this initiative was eventually, and regretfully, abandoned. Alongside this the Press had experimented with some books aimed at professionals rather than students, but here too the challenges of marketing individual books across a large market discouraged continuation of the program.

With effect from 2001 the Press took over the list of Deakin University Press, whose new publishing had been terminated. The arrangement allowed UNSW Press to sell Deakin books with commission payable to Deakin University, and to reprint (or commission new editions) where appropriate. UNSW Press also took on responsibility for paying author royalties. A similar arrangement followed when the Australian National University closed down Pandanus Books in 2006.

NewSouth Books reached agreement with the Australian Consumers Association in 2005 to represent their list of consumer advice books

published under the Choice imprint. This arrangement was extended in 2008 for UNSW Press to become the publisher of new books and new editions in the Choice imprint.

International agents were appointed to represent and stock UNSW Press books for their local or regional markets, with arrangements being reviewed and changed periodically. The revenues from these arrangements were modest, since most ‘international’ books had often been sold in a separate co-edition to another publisher and the books on specifically Australian topics had limited international appeal. In Europe the Press was represented by Eurospan, in North America by University of Washington Press and from 2009 by Independent Publishers Group, and there were agencies in Canada, Singapore and Japan.

Sales arrangements in New Zealand were varied between exclusive stock and sales agents and direct supply. In 2010 the Press took back direct sales representation with supply from the NewSouth Books distributor in Sydney.

The expansion and the diversification of Press publishing required new internal systems and personnel. Marketing responsibilities were based with the sales division – UNIREPS, later NewSouth Books – with media promotion playing an increasing role and direct marketing maintained. Press staff were highly successful in securing coverage for books in print media, online media and especially on ABC Radio, where authors were frequently called on to discuss their books. Many authors would pay formal compliments to the marketing, sales and publicity staff for their contribution. Writers’ festivals also came to recognise the contribution that could be made by UNSW Press authors and by 2012 there were 22 UNSW Press authors appearing at the Sydney Writers’ Festival.

The production side of a larger and varied list also required specialisation. In 1997 there had been one design and production manager, Di Quick, with a managing editor reporting to her. 15 years later the Press handled its diverse list with a Design Manager, Di Quick; a Production Manager, Rosie Marson; and a Managing Editor, Heather Cam, both appointed



in 2004. Additional staff and freelance resources accommodated the seasonal nature of workflows. From 2010, particular demands in time and cost lay in preparing electronic versions of books for multiple e-book platforms and in anticipation of future needs.

Commissioning was spread across a number of different and changing staff, including the managing director and a publishing group led until 2007 by John Elliot (who had joined UNSW Press in 1996). His own titles covered a wide range including the illustrated science titles and important books on Australian politics. Commissioning was subsequently led by Phillipa McGuinness whose publishing background included Cambridge University Press. She was first appointed to UNSW Press in 2002 becoming Publishing Manager, then in 2010 Publishing Director. Her list included influential books in Australian history and culture, and initiatives to broaden the Press list to include works of literary non-fiction. The appointment of a popular science publisher (currently Jane McCredie) led to the release of the inaugural collection of the *Best Australian Science Writing 2011* and the Bragg UNSW Press Prize for Science Writing to be announced in 2012.

## INNOVATION AND TRENDS: 2010 – 2012

Following the decision by Robin Derricourt to retire from UNSW Press from February 2010, the Board undertook a broad recruitment campaign for a new Chief Executive. The candidate appointed, Kathy Bail, brought with her a strong and varied editorial and business background in media, and especially in magazine publishing, most recently as editor of *The Australian Financial Review Magazine* and *The Bulletin*. She had also served on the Board of Melbourne University Publishing.

Kathy Bail was able to take a fresh view of the strengths and weaknesses of UNSW Press and of its public image. She inherited a publishing program that still did not cover all its share of the company's overheads, though the company as a whole achieved a small annual surplus, and she held a brief from the

Board to consider all aspects of the Press's operations and publishing strategies. Although they provided financial backing for the organisation, UNSW Bookshop was subject to the fluctuations of student numbers and NewSouth Books, now freed of the costs and responsibilities of undertaking distribution and warehousing, was still subject to the trends and issues of the Australian book market.

The years 2010 to 2012 presented some additional problems, questions and challenges: some real, some exaggerated by popular media ready to cast doubts about the future of Australian book publishing. The strength of the Australian dollar had depressed price levels of books imported to Australia, and set perceptions of appropriate price levels that the market applied equally to locally generated books. While local booksellers sought to maintain market share by offering customers on-line ordering and supply, the same customers could choose to order on-line from suppliers in the USA or UK and these books were supplied at country-of-origin price with no tax or import duties payable; indeed one supplier, Britain's Book Depository, was supplying overseas books by air freight with no postage charges. These trends placed new difficulties in the path of Australian book distributors and publishers in a market where international and local titles competed for customers' time and dollars.

Press staff had noted with some discomfort the acquisition of Borders stores by the owners of the Angus & Robertson and Whitcoulls (New Zealand) book chain and the attempted merger of some of their operations. When this combined business went into administration in 2011, NewSouth Books had to face some write-off of unpaid debts, but, more crucially, with the closure of some 130 shops, the loss of an important part of the Australian and New Zealand book trade.

The Press had held its first planning meeting on electronic publishing in 2000. Almost all publishers in Australia and the English-speaking markets overseas agreed that e-book sales could only continue to grow. This too presented commercial challenges as the perception, led by

some initial loss-leading supply through Amazon, was that e-books should cost substantially less than print editions. While e-books were growing fast, they still remained a small part of book industry revenues (4%–5% was estimated for Australia, and US university presses reported average sales revenues under 5%).

The multiple platforms and suppliers of e-books required publishers to prepare and supply their electronic manuscripts in different formats to suit different needs. UNSW Press faced the need to be fully engaged with the e-book market, while aware that expenditures would come ahead, possibly well ahead, of revenues. In 2011 large commitments were made to make e-books of more Press titles available, for supply through e-book resellers and directly from the Press's web sites. Without the drain on resources of a distribution system and warehouse, the Press was able to divert funds into preparing for a digital market, as well as upgrading company IT systems and web sites.

Alongside this was a shift to make backlist and specialist imported titles available as Print-on-Demand, so that stock need not be held in the warehouse, or orders held up waiting for a reprint. This benefitted the publishing division, and was presented on behalf of its agencies by the sales division NewSouth Books. The increased individual cost of a print-on-demand copy was more than compensated by the saving in shipping and handling and storage costs of books waiting for an order.

In 2010 a UNSW Press Literary Fund was established to facilitate the underwriting of suitable selective titles. The first such volume was a major anthology *Australian Poetry since 1788* (2011), edited by Geoffrey Lehmann and Robert Gray. The 1024-page book contains more than 1000 poems from 170 poets, as well as short critical biographies.

Given the shift of more titles into the NewSouth imprint, Kathy Bail secured Board agreement to rebrand the company's publishing division. From 2011 this would be known as NewSouth Publishing, which encompassed the three imprints of NewSouth, UNSW Press and Choice. New logos for each

imprint were accompanied by a new website with active social media links that presented features by and about Press authors and books, and provided a context for readers to buy copies of the book (and, in future, of e-books). This was complemented by a new image for NewSouth Books and UNSW Bookshop to bring its look into line with the University's current branding.

In a volume celebrating the 40th anniversary of UNSW Press in 2002, NSW Premier Bob Carr wrote 'Our academic presses hold a special place in the world of publishing. They're a strong, independent voice in the public discourse. They put works into print that might never survive commercial judgements but still warrant publication. They nurture a culture of academic excellence. The 700 plus quality titles of the UNSW Press make the case for its enduring place in Australian publishing' (C Jarabak, *UNSW Press*, p. 7). Ten years later this still can be said to apply, but with 700 plus now 1200 plus.

Through activities in its publishing and representation divisions and its retail outlets, UNSW Press continues to enhance the reputation of the University and extend its reach into the community. UNSW Press books are read nationwide and available worldwide, its titles are featured in print and online media, its authors discuss their books on radio and television and at writers' festivals, reaching a large and appreciative audience interested in reading in both print and electronic forms. As technology continues to transform book production, distribution and consumption in the 21st century, UNSW Press remains fully engaged with readers from academic and other communities and willing to harness the opportunities of this creative, digital era.

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Elizabeth Tynan, *Atomic Thunder: The Maralinga Story*

Meredith Lake, *The Bible in Australia: A cultural history*

#### VICTORIAN PRIZE FOR LITERATURE

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#### VICTORIAN PREMIER'S LITERARY AWARD FOR NON-FICTION

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Henry Reynolds, *Forgotten War*

Madeline Gleeson, *Offshore: Behind the wire on Manus and Nauru*

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