



EXTERNAL REVIEW OF UNIVERSITY OF REGINA PRESS

Melissa Pitts, David Carr & Linda McCollum
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Executive Summary

The University of Regina Press (URP) has been described to us as “a gem.” The national and international reach and reputation of URP’s publications have raised the profile of the University of Regina and brought its name to a wide and diverse audience. The Press’s books and publishing activities have made significant and lasting contributions both to Canadian public discourse and in areas key to the university’s mission and strategic plan. The Press staff members have a pivotal role in this success, through their dedication to the Press’s mandate, to URP authors—and to the books they produce together.

By far the largest and most active book publisher in Saskatchewan, University of Regina Press is described as an essential cultural anchor, deeply engaged in amplifying Indigenous voices and those of other marginalized communities.

The Press’s ability to continue its important work is, however, at a crossroads. Over the last three years, two of its directors have abruptly left the Press, resulting in instability and turmoil. This has weakened the Press’s reputation among existing and potential authors, who are unsure of the Press’s vision and plans for the future. Equally, ongoing uncertainty about the Press’s leadership and direction has left URP’s staff exhausted and demoralized.

In 2023, University of Regina Press will celebrate its tenth anniversary as an academic publisher. The timing could not be more propitious for the University of Regina to confirm its ongoing support for Saskatchewan’s most significant publisher, highlighting its commitment to a revitalised vision for URP’s future through:

- **investing in stable leadership and staff well-being;**
- **promoting editorial focus;**
- **updating governance structure; and**
- **building digital infrastructure.**

Review Process

At the direction of Dr Chris Yost, I/VP (Research), University of Regina, the external review committee was charged with “inform[ing] the Press’s strategic development both in terms of its publishing program and the organizational structure required to support the program, as well as the development of a five-year strategic plan for the Press.”

To support our work, we were provided with a comprehensive, insightful, and transparent self-study document, authored by the interim URP director, Elsa Johnson, with the assistance of URP staff. Arrangements were also made for us to meet via Zoom with UR’s senior administration, URP staff members, authors, board members, series editors, and other key stakeholders for a total of 24 individuals interviewed over a period of 5 days.

Note: see addendum for a list of interviewees.

Review and Recommendations

Ø Review and evaluate the current publishing program at URP, its strengths and challenges, how the program compares with other university Presses in Canada, and the ability of the current Press brand to support and extend the University of Regina brand as a comprehensive research university, nationally and internationally.

University of Regina Press's publishing program makes a major contribution to the Canadian cultural landscape and is essential to Saskatchewan's publishing industry. It holds a unique position in Canadian university press publishing, heralded both for its influential trade list and its significant contribution to Indigenous studies. The latter draws from URP's origins as the Canadian Plains Research Centre, but URP broke new ground in 2014 with publication of the award-winning, scholarly crossover sensation *Clearing the Plains* and gained further publishing creds with the release of the trade book *The Education of Augie Merasty* in 2017.

URP has consistently amplified the voices of Indigenous, BIPOC, LGBTQ2S+ first-time authors and, too, established scholars from across Canada. URP publishes important stories from Treaties 2, 4, 6, 8, and 10, and provides these communities with much-needed Indigenous-language resources. The Press is exemplary in engaging with relevant cultural protocols and building long-term reciprocal relationships with the communities it publishes; not surprisingly, it is considered to be a critical community voice. With numerous accolades and awards—including the prestigious Canada Prize, the Governor General's History Award, the Clio Award in Prairie History, the Great Plains Book Award, fourteen ASPP award, and many others, URP is a leading scholarly publisher in Western Canada, strengthening its institution's position and contribution as a research university.

Most Canadian university presses publish works for a mix of academic and trade audiences. With a primary emphasis on the former, these presses also strive to make a meaningful commitment to publishing regional books that illuminate a unique understanding of place, culture, and geography for local and national reading audiences. An important part of the decision to publish trade titles is whether a press can reach a broader audience for the books. In several cases (as mentioned above and others) URP has had great success in reaching broad, non-academic audiences for its trade and some of its academic books. We understand this success may also have come at a financial cost that is not sustainable.

In its three latest publishing seasons (spring and fall 2022 and spring 2023) URP will publish only 4 new scholarly titles—only 20% of its output in this period. It is vital for a university press to devote a significant part of its work to producing new scholarly titles. This is true even for a press like URP with a strong commitment to trade publishing. If this current level of scholarly production continues, the reputational problems that now make attracting new authors difficult will only become worse. We understand that URP plans to hire a second acquisitions editor soon, and this will eventually help increase scholarly title production. We recommend that URP aim that as soon as possible at least 50% of its new books be scholarly. A rebalance of the mix between scholarly and trade can also help provide stability to the Press's long-term sales revenues.

The question now facing the Press is what balance to establish between a risky but potentially lucrative trade market and the recognition of URP as a scholarly publisher of note?

Two immediate concerns inform our recommendations below: internal and external confusion about URP's editorial direction; and uncertainty about the Press's continued existence. In response, we recommend:

- the University of Regina move quickly to appoint a permanent full-time director for URP;
- the University immediately meet with staff and describe in transparent terms what next steps are in place to seek stable leadership, including a clear timeline and process for how the search will be undertaken and who will be involved in the hiring process; and
- the new director, within six months following their appointment, release a strategic plan clearly outlining URP's editorial future direction.

Ø Consider the role of URP in relation to the University of Regina's strategic priorities and research program. Assess how the Press is currently contributing to the University and where there are opportunities for further alignment between the publishing program of the Press and the University's strategic priorities.

We found strong support for URP among the university stakeholders we have interviewed. This is also reflected in the survey of UR faculty and staff conducted earlier this year, which found that over 70% of respondents felt the Press added research value to the UR and enhanced the university's reputation. As an academic Press, URP strives to publish the best in Indigenous studies and language resources, Canadian history and politics, Black Canadian studies, environmental studies, and social justice studies. In both its publishing program and operations, URP supports the University of Regina's strategic priorities in its commitment to enacting truth and reconciliation, strengthening community connections with publications that support community needs and interests, and enriching the scholarly field in areas such as Indigenous studies and climate action.

To quote the External Committee's Terms of Reference, "In both its publishing program and operations, URP supports the University of Regina's strategic priorities in its commitment to enacting truth and reconciliation, strengthening community connections with publications that support community needs and interests, and enriching the scholarly field in areas such as Indigenous studies and climate action. "

Specifically, as outlined in the Self Study the publishing program and activities of the Press reflect a close alignment with the University of Regina's strategic priorities in the following manner:

Discovery—URP offers students experiential learning opportunities through part-time, casual editorial positions.

Indigenization—As a publisher of Indigenous authors and topics in both scholarship and trade, URP stays abreast of cultural protocols and makes sure Indigenous language resources are created with and approved by their home communities. This is especially the case with its list of books on Indigenous topics, Indigenous language resources and books by Indigenous authors. In this regard alone, the Press has played a critical role in the university's contribution to reconciliation.

Environment and Climate Action—publishes on climate change and other environmental issues.

Equity, Diversity, and Inclusion—the hiring of Indigenous students and staff is a priority, and the Press is now developing internships for members of BIPOC communities as well. URP is committed to publishing underrepresented voices and working with series editors and freelance editors who come from BIPOC and LGBTQ2+ communities. URP has previously invested in cultural competency—acknowledged at a provincial publishing level.

Given the value of a university press to its host institution, it's not surprising that a full 78% of major North American research universities host, or support through consortia, a university press. A press's contribution to its university's strategic mission, however strong, may always be enhanced. To support URP's ongoing value in this capacity we recommend:

- the University consider the Press director as an essential member of its senior management team and include the director in high-level strategy committee meetings and other relevant University-wide discussions.

Ø Assess the organizational structure of URP, its staffing—in particular editorial, and governance structure in comparison with other university Presses in Canada and the U.S. Identify potential organizational inefficiencies and provide advice on structure or processes needed to address staff burnout and low morale.

URP has many strengths. Its publishing staff are all experienced and have deep roots in the book publishing world. The Press has a strong backlist with healthy sales revenues and stable funding from a wide range of external funders. Current Press leadership has worked hard to get URP's financial reporting system in order and have implemented several much-needed corrections, such as implementing an automated royalty payments system. The University has provided consistent and critical financial support for the Press. But these strengths by themselves are not enough to ensure URP will be able to move forward with strength and assurance into the future. We see substantial gaps in the Press's organizational structure, which we outline below and for which we offer specific recommendations.

Leadership

The Press made a rapid transition from its roots as the CPRC to a diversified publishing program of academic and trade books led by a sometimes controversial publishing veteran (director) whose vision for the Press included a significant foray into trade publishing. Subsequently, following the departure of the first director and the appointment and abrupt departure of a second director over the last three years the staff has been, at times, leaderless and uncertain of the direction they were to be taking. This leaderless uncertainty has both exhausted the staff and weakened the Press's reputation among existing and potential authors. We recommend:

- the University quickly move to permanently fill the position of URP director;
- the job search be promoted widely to the national book publishing community; and
- the search committee include representatives from the Press's Pub Board and at least one external publishing professional.

It cannot be over-emphasized how important experienced and knowledgeable leadership is to the future success of the Press.

Editorial

The Press has benefited in the past from a strong editorial focus supported by knowledgeable and professional editorial staff. The recent turbulence in leadership has served not only to weaken this clarity of the Press's editorial purpose, but in doing so, to destabilize the editorial workflow itself. How submissions are managed is a critical issue for URP as it is essential to all publishers that proposals are responded to in a welcoming, timely, and efficient manner. Due to the existing structure at the Press it is

difficult to fully discern how the current editorial direction is being set. How proposals are reviewed and decisions set about what will be published, and how publications move through from one department to the next (workflow) is uneven and, we believe, resulting from the existing staff uncertainty about leadership.

Strengthening the acquisitions function by adding a second position could increase the number of authors contacted and manuscripts reviewed and improve timeliness, perhaps leading to more titles being published each season and a broader range of disciplines/subject matter. The interim director has already been engaged in discussions about graduate studies to develop practicum opportunities, which has promising potential to both expand the experiential experience and opportunities for students and helping URP use the talents of students. We were pleased to learn that there is willingness at the University to look for funding to assist with the costs of such a program. To support an exciting future editorial vision for URP, we recommend:

- a clear editorial plan be developed by the incoming director as a top priority;
- the University support the restructuring necessary to realize this plan; and
- the staff be involved as much as possible in building this vision.

Governance

The University of Regina Press, like most university presses, is led by the Press director who is responsible for all financial and operational functions of the publishing house and provides leadership and direction for the publishing program. The URP director reports directly to the vice-president of research, which is appropriate in that the Press' primary role is the dissemination of research findings. The Press director acts as a key liaison between the Press and university administrators, faculty, researchers, staff, and students. The director and staff also work with a Pub Board, who help determine the scholarly list, and consult with an Indigenous sharing circle.

Currently, the Pub Board meets irregularly and only scholarly manuscripts are presented for the Board's consideration. Thus, decisions on whether to publish a trade book is left to the Director with input by the Senior Acquisitions Editor. This is an unusual practice in university press publishing. Our experience is that all manuscripts considered worthy of consideration and possible approval are presented to the Pub Board, along with readers' reports. The exception to this practice may be in the case of series which are managed by a series editor working with an advisory board. In this case the Pub Board is informed of all pending publications.

The Indigenous Sharing Circle was originally developed to offer context and advice to help URP staff reflect on and improve its decisions vis-à-vis the selection of authors and contributors. Following further reflection and changes at URP, we understand the current mandate of the Indigenous sharing circle is to meet with the Press team twice a year to talk about incoming proposals and offer guidance to ensure that publications that are by and about Indigenous peoples meet community standards of what is considered to be respectful and meaningful representations of Indigenous peoples' lives, their knowledges, traditions, histories, beliefs, stories, and scholarship.

We have heard some suggestions that the Press might benefit from the creation of a new 'Governance Board,' which would presumably deal with business and financial matters and not editorial matters. We do not recommend the creation of a second board such as this. It is unusual for a press of the size of URP to have two separate boards. We believe that the Press Director working with the Publications

Board chair and with stakeholders within the university are best positioned to address financial and business matters. We recommend:

- the University establishes defined Board member terms for service, e.g. an initial one year appointment which may be extended to three (3) years. Subsequently a second term of three (3) years may be enacted;
- the Pub Board meet regularly, at least every second month;
- the Pub Board be directed to consider all manuscripts that will bear the URPress imprint, not only scholarly manuscripts;
- a set of guidelines be drafted for the Pub Board to reflect and implement the recommendations above;
- a member from the Indigenous Sharing Circle serve as a representative on the Pub Board; and
- an additional governance board not be established at this time. The question may be reviewed at a later date.

Staffing

It is recognized by all that URP staff are struggling with a high workload, high stress related to uncertainty surrounding the Press's future, and additional distress due to what staff describe as a toxic work environment. Without direct action, URP is in danger of losing its most important asset: its deeply committed and knowledgeable workforce. We see this as an emergency and recommend:

- the University immediately meet with staff and describe in transparent terms what next steps are in place to find stable leadership, including a clear timeline and process for how the search will be undertaken and who will be involved in the hiring process; and
- a representative from HR or the University's 'Respectful University Services' meet individually with staff members and, subsequently, develop and implement a Press-specific plan to uphold the University's "Respectful Workplace" policy.

Ø Review the Press's financial operations and performance relative to other university Presses of similar size and publishing program in Canada, including a review of the Press's sales and other revenues, as well as title output compared to staffing level. Advise on ways for increasing revenue.

General financial situation

We have reviewed URP's two most recent financial statements as well as its budget forecast for 2022-23. In the last two years, URP has had a healthy mix of revenues spread between book sales, external funding, and institutional support. Revenues have roughly matched expenditures, resulting in modest operating surpluses. This is commendable, especially when seen within the context of the impact of Covid-19. The Press is forecasting a significant operating deficit for the current year (2022-23), largely as a result of increases to staffing costs. It has a significant carry-over fund (from previous year sales surpluses) that is sufficient to cover these increased staffing costs for both this year and (we assume) going forward into 2023-24. However, after 2023-24, unless revenues or expenses change dramatically, its carry-over will not be able to cover this deficit in future years. In the face of this, we recommend:

- URP undertakes long-term financial planning to ensure its future financial stability. This should include a review of expenses as well as long-term revenue projections that take into account the variables of the book market; and

- the URP Director consider any future staff attrition and retirements as an opportunity to review the Press's departmental structures and roles.

Sales revenues

URP has shown a consistently strong performance for sales of its books. In the last 9 years, annual sales have more than doubled, thanks to strong acquisition choices, excellent design and book production, and effective and robust marketing. URP's sales are currently at an impressive level for a press of its size. However, we feel there are structural issues that may make maintaining this current sales level difficult in the long-term. This is not a reflection on the abilities of the Press's staff, but rather the realities of the Canadian book market. We believe, however, that there are ways for the Press to plan for stable, long-term sales revenue with some adjustments to its publishing program and focus.

As URP's self-study points out, the foundation of its sales now lies in its backlist sales ("backlist" meaning books published prior to the current year). In the last two fiscal years, for instance, backlist sales have accounted for more than 75% of total sales. These backlist sales are dominated by the sales of 6 to 8 "perennial best-sellers" such as *Clearing the Plains* and *The Education of Augie Merasty*. Most of these backlist sales are also for trade books – books meant for a general readership. Even "Clearing the Plains," which although based on the author's PhD thesis, has been marketed (very successfully) as a trade book. A strong backlist is one of the keys to success for any publisher, and backlist sales have given URP a strong revenue base that has allowed it to develop and grow. Eventually, however, sales of these older perennial best-sellers will naturally begin to decline. This could eventually become a problem given URP's strong reliance on its backlist. To maintain sales at current levels URP will have to either find new trade 'best-sellers' to replace these older titles or it will need to refocus some of its acquisitions and marketing to strengthen sales of new titles.

Finding new "best-sellers" to eventually take the place of the "perennials" may be difficult. The trade book market is notoriously fickle and unpredictable and there is no guarantee that the Press will be able to regularly add new "best-sellers" to its list each year to replace older backlist sales. While we commend URP's commitment to bringing its books to a wide readership, it is important to be realistic about the trade potential—especially on a national level—for new titles. There can also be additional costs associated with these kinds of trade titles. As the self-study points out, a trade title aimed at a large national audience can require more editorial development and more use of marketing resources than the typical scholarly title or regional trade title.

We believe that URP will need to reassess its long-term publishing strategy to find ways in which it is not as dependent on the ongoing sales of several "perennial best-sellers." We recommend the Press:

- adjust the current ratio between new scholarly and new trade titles. While not abandoning its focus on trade titles, rebalancing this mix between trade and scholarly titles could add more stability and also strengthen the Press's commitment to scholarly communication;
- investigate the best sales and marketing mixes to ensure stable sales revenue that avoid over dependence on one part of the book market. For instance, the Press's current plans to develop an academic sales database to expand these sales is a move in the right direction; and
- improve team-sharing of sales data for planning and setting priorities.

University of Regina Support

Since URP's inception in 2013, the University of Regina has provided the Press with stable financial support. Based on the self-study's analysis, the level of institutional support URP receives is within the norm for university presses of similar size. The university's support has provided the Press with a firm foundation to build an impressive list of titles and an international reputation. Although we understand that the university itself is facing serious financial challenges this year, we recommend:

- the University maintains its current financial level of support for the Press. After the last three years of turmoil that URP has experienced, highlighting institutional support is one of the best ways for the University to send a message of stability to the Press's staff, authors and customers, which will, in turn, help the Press increase its number of publications and fortify its revenue streams.
- the University provide additional resources—through financial or managerial means—to help the Press undertake and implement a five-year strategic plan, including a focus on how the Press can maximize revenue through partnerships and services within the University as well as beyond. By partnerships we give as examples an ongoing working relationship with NFU, involvement with relevant conferences held at URegina, developing projects with the Archer Library, and so forth. In regards to services, we suggest the Press work with the fund development office to identify and secure an endowment and that the University assist with financial services support at no cost or minimal cost to URP.

External Funding

URP is doing a good job at accessing the different federal and provincial sources for external funding available to Canadian university presses. It now has stable ongoing support from a diverse range of sources such as the Canada Council for the Arts, the Canada Book Fund, and Creative Saskatchewan.

One external grant that could be expanded is the federal SSHRC-funded Awards to Scholarly Publishing Program, which supports new scholarly titles on a competitive basis. When URP rejuvenates its scholarly book program it should be able to increase the current level of funding it receives from ASPP, currently at fourteen grants over eight years. This could eventually result in an additional \$16,000 to \$32,000 a year in support for the Press. While still modest in comparison to total sales revenue and other grants, a steady supply of ASPP support can help ensure the success of a scholarly publishing program. We recommend:

- URP regularly pursue funding support from the Awards to Scholarly Publishing Program for its scholarly titles.

Open Access

URP's self-study has very accurately analyzed the loss in sales revenues when titles are published Open Access. We understand the Press will continue to experiment with O A titles. However, at a time when it needs long-term financial stability, we encourage it to proceed cautiously with OA and to take on new OA titles only on a strictly cost-recovery basis. While we understand the benefits of OA for the dissemination of scholarly research, URP is not now in a position to take on the financial burden of OA publishing on its own. In addition to title subsidies for print publications, the Award to Scholarly Publishing will soon be rolling out a plan to support an annual number of OA titles per press, per year. This may offer an excellent opportunity for URP to increase its OA offerings without the attendant financial risk.

OER

We understand that the University of Regina's Open Textbook Publishing Program, supported through provincial funding, is set for ongoing growth and activity, with new textbooks in the pipeline for production. The managing editorial capabilities of URP staff are well-suited to the production of OER materials, presuming capacity for this work is available at the Press. When the Press's leadership is confirmed and the strategic plan is underway, we recommend the possibility of building a publishing partnership for OER be further explored for its potential to benefit the University and URP through shared resources and other efficiencies.

Audiobooks

With the Press's financial situation in mind, we also encourage it to move with caution in the production of new audiobooks. While audiobook production is currently assisted by significant federal grants, the cost of converting a book into an audiobook is still high. Audio conversion also requires staff resources to manage the process, resources that could be used on production of new books. As well, the long-term sales potential for audiobooks of serious non-fiction is still unclear, meaning that it is likely that sales revenue may not cover costs. While several Canadian university presses have recently entered the audiobook market, many others have avoided audiobooks because of the issue of cost-recovery.

URP's goal is to publish all 60+ Indigenous languages in Canada through its First Nation Language Readers (FNLR) series. Audio resources for these books would "enrich language acquisition, document and preserve the spoken language". This work will require significant funding. We recommend the University support the Press in this undertaking by securing an endowment. Additionally, it may be an opportunity for the Press to partner with FNU to produce the audiobooks.

Partnerships

We were encouraged to learn of the Press's recent discussions for a publishing partnership with Nature Saskatchewan. This could lead to a long-term relationship that would result in a new publishing stream (nature and environment) with strong sales potential and in which production costs are shared with Nature Saskatchewan. We recommend:

- URP considers pursuing more of these partnerships as part of its five-year strategic plan; and
- while supporting local conferences that come to the University of Regina that fit its lists including several at First Nation University, URP begin a dialogue with those entities to consider publication. It would seem a natural connection to begin a dialogue with FNU to partner on some publications.

Ø Provide advice on URP's technical and financial capacity to increase efficiencies in process, as well as reduce workload and risk of error.

Technical capacity and efficiency

The publishing team at the Press are all experienced; however, through the turmoil of the past few years they have, not surprisingly, become quite isolated and tend to carry out their various roles without the level of sharing that is essential to the success of any publishing endeavour. A title management system would go a long way to remedy this situation; however, a system is only as good as the intention and data input of the users. This requires organizational change. According to Harvard Business School,

approximately 50% of all organizational change initiatives are unsuccessful. Therefore, it is critically important to prepare individuals for changes before implementing any new management system. We recommend:

- designing and implementing a change management plan through either identifying change leaders within the Press or hiring an external person to work individually with each person to make a change plan and emphasize the fundamental requirement of information sharing prior to implementation of a title management system.
- URP research, purchase, and implement a centralized database (title management system) that offers, at minimum, the following capabilities:
 - Store and manage title metadata in one place
 - Manage marketing and promotion projects
 - Track and maintain author contract details

Financial capacity and efficiency

We found that there was some lack of clarity about URP's financial planning, particularly in how financial goals are established. While there did appear to be frequent meetings, our impression was these often did not result in clear decisions. Improvements to inter-staff communications could help to alleviate this problem. Also, we understand that the administrative assistant role has been performing finance tasks in a manner similar to a faculty department. It's not clear to us how financial information pertaining to the Press has been communicated to the University's Financial Services department, and vice versa. This situation improved when a financial analyst was seconded to the Press, but this appears to be a temporary measure and does not replace the Press's need for ongoing support to ensure sound financial planning and reporting. It also appears to be an expensive measure for the Press, based on our understanding of how Financial Services charges for this secondment.

URP's self-study indicates it is working on a new financial reporting system that will integrate the university's Banner financial system with publisher-specific reporting. Finding ways to efficiently integrate university financial reporting with the needs of an active book publisher can sometimes be challenging. To ensure development of URP's new system provides it with effective information for making publishing decisions, we recommend:

- URP financial staff consult with financial staff at other university presses on the development of its financial management system. URP may want to consider making use of the Association of Canadian Publishers' Mentorship Program, which can help to arrange an onsite consultation with a publishing professional with experience in this area.

The Press needs help to better manage its business, which will improve profitability, and in this environment of increased budget Pressures (due to the pandemic, government funding reductions, diminished enrollments) allow for greater financial oversight to aid the Press in allocating resources, including staffing, more appropriately. To support financial acuity and efficiency more generally, we recommend:

- the Press be provided with a permanent part-time finance manager;
- financial processes and reporting structures be put in place and information about the finance workflow be shared throughout the Press;

- the Press regularly review sales figures and other publishing-specific financial benchmarks (returns, cost-of-sales, etc.) at staff meetings to ensure a better understanding of the financial performance of its publishing activities; and
- financial forecasts inform management for decision-making and reporting.

Conclusion

University of Regina Press is exemplary in its contribution to the University of Regina. It extends the University's mission, influence, and brand, making evident URegina's commitment to community engagement through a reciprocal and respectful exchange of knowledge and ideas. Its outreach to local communities and to a broader readership is impressive, measurable not only through the quality of the books it publishes, but, too, through its promotional activities and its contribution to teaching and learning through substantive work study, internship, and apprenticeship experiences for students.

Publishing is a complex and multifaceted activity that requires time, great attention to detail and, most of all, a level of trust among all parties including authors, reviewers, editors and other professionals. Building the requisite relationships to ensure that academic and community voices are launched into the world of readers in the best possible manner requires great care throughout the publishing process and takes years in the making. Well-regarded for its publishing work across several disciplines, URP is seen provincially and nationally as a leading publisher of works by Indigenous authors and communities; it is recognized for its high-level of cultural competency and its urgent commitment to upholding Indigenous voices and languages.

URP is at a critical juncture in its evolution and it reaches this juncture at the very same time as the University of Regina is experiencing profound budgetary pressures. Our work as an external review committee was guided by the knowledge of these factors, but not entirely shaped by them. We see a Press more in need of administrative support and care than additional funding; we see a publishing company that, with strong leadership and vision, has the potential to expand its revenue streams and broaden its intellectual influence; and we see a cultural enterprise that, properly recognized and supported, could be the envy of universities across North America. Throughout our interviews, one message rang loud and clear: University of Regina Press is an irreplaceable asset to the University and to the province of Saskatchewan. We are heartened that the current leadership at University of Regina recognizes this and, beginning with the external review process, is committed to a revived future for University of Regina Press.

Addendum

Interviews took place via zoom over 5 days, beginning on November 22 and concluding on November 28, 2022. The following individuals were interviewed:

President Jeff Keshen	Elsa Johnston – URPress Director
Provost David Gregory	Murray Daku – Fin Serv/URPress
Kelly Laycock – URPress Managing Editor	Randy Lundy (Series editor)
Katie Biss – URPress Admin Assistant	Publications Board members
Duncan Campbell – URPress Art Director	Tom McIntosh
Jellyn Ayudan - URPress Editorial Intern	James Daschuk
Curran Faris – URPress Sales & Distribution Manager	Aziz Douai, Dean Faculty of Graduate Studies and Research
Karen Clark – URPress Senior Acquisitions Editor	Melissa Shirley, URPress Marketing & Publicity
David McLennan - URPress Editorial Assistant	Raymond Blake – Key Author
Jonathan Allen (Series editor)	Brett Waytuck, Librarian
Blair Stonechild – Key Author	Dale Storie, Assoc Librarian
Chris Yost VPR	Jillian Bell (SaskBooks)
Andrea Sterzuk AVPR	