

CHAPTER 6

Summary of findings, conclusions and recommendations

6.1 Summary of findings

This section summarizes the main research findings of the study. The primary research question is: ***Do African university presses have a distinct character from their American and European counterparts?*** The study sought to provide answers to this basic question by answering the following sub-questions:

1. Who are the selected university presses?

For ease of reference, the presses were numbered from 1 to 6 in the order: Ghana Universities Press (Accra), University of Zimbabwe Press (Harare), University of South Africa Press (Pretoria), University of Cape Town Press (Cape Town), University of Zambia Press (Lusaka), and University Press of Nairobi (Nairobi). The selected university presses are from countries that have the most vibrant publishing industries in the sub-region (Zell, 1992; Teferra, 1998; Altbach, 1998a). Furthermore, out of the ten African country-members of the International Publishers Association represented by their national publishers associations, all but one of the five countries covered in the study are listed together with Egypt, Morocco, Sudan, Tanzania and Uganda (IPA, 1998). The University of Maiduguri Press and Ahmadu Bello University Press (Zaria), both in Nigeria, responded to the preliminary questionnaire only.

2. What led to the establishment of the presses?

The study showed that the presses were founded between 1957 and 1993, (see *Table 5.5*). This is evidence that university publishing in Africa is a recent phenomenon that started after African countries had won political independence from colonial rule. Outside South Africa, university publishing in Sub-Sahara Africa actually started in 1955 with the university of Ibadan, Nigeria. Included in the immediate events leading to the establishment of the presses are:

'established as a result of recommendation of a commission of university education; initially to publish academic journals; senate and council decisions to publish research works and scholarly journals; lack of commercial publishers' interest in scholarly publications'. In general AUPs were founded to provide publishing avenues for researchers of the newly independent African states.

3. What do they publish?

Press 2 in its mission statement said it is committed to providing quality publications that contribute to the development of Southern Africa and empower the region's people...'continually strive to maintain our position as the region's leading publisher of academic and scholarly works---books for empowerment'. The mission statement of press 3 read: 'by publishing outstanding research work, scholarly journals and textbooks of high academic merit for South Africa and the international academic fraternity ...students and the Southern African community and to market and distribute these products'. The presses [4,5,6] without written mission or vision statement responded in various terms that they are committed to publishing high quality, relevant and competitively priced publications; revitalizing research; exhibiting high standards of book publishing; boosting morale by ending dependence on foreign books; and maintaining a reputable imprint through quality publications.

4. What kinds of books do they produce?

The presses publish research monographs, undergraduate texts, school textbooks, professional books, trade books, reference works and research journals. The main publishing categories are undergraduate textbooks and research monographs. *Table 5.4* gives the summary of categories published by each press.

5. Are they actually sold, if so in what quantities? And to whom?

Responses to information on the proportion of the annual output that they are able to sell and the trend over the fifteen-year period, 1986-2000 are displayed in

Table 5.10. The presses are able to sell between 20-65% of their production. The least in terms of the proportion sold is just a fifth of its production, however together with the rest it said the trend in sales has increased over the years. The press with a 40% average annual sales said that sale figures, which increased during the period 1986-1990, have decreased over the ten-year period starting from 1991 till 2000. Students, scholars, and libraries are the main target markets of the presses as presented in *Table 5.17*. This is not unexpected since the main publishing categories are undergraduate textbooks, research journals, and monographs as indicated in *Table 5.6* on page 163.

6. Have they done so successfully over the last fifteen years? If not, why?

Deducing from the paragraph (5) above, not all the presses in the study have been successful at selling the books they publish, because selling below 60% of the books published may not recover production costs. Most of the presses do not appear to have a clearly defined subject focus. This may be interpreted to mean their lists are not focused, a factor that could partially explain the difficulty they face in marketing their books. Successful marketing in publishing is built around the principle of having a ‘family’ of books which can be promoted and sold across the board to a fairly coherent readership. Furthermore, publishing titles that do not have continent-wide appeal (see ANTSI/Unesco series on engineering science, on page 197) means they can only be sold within their country of origin. The lack of cooperation among university presses also could be a factor because without joint distribution strategies it might be difficult to market the books of one publisher in another country and vice versa.

7. What are the policies on manuscript acquisition, editorial, marketing and distribution, and production?

Manuscript acquisition None of the presses has a formal written policy on manuscript acquisition. The director of press 1 stated that the press acquires manuscripts over the transom only but did not give the proportion of that source nor how much of it gets published. The second press acquires manuscripts

through the acquisitions editor, the academic grapevine, referrals from other presses, and over the 'transom'. This press acquires most (70%) of its manuscripts from the academic grapevine and is able to publish 80% of this source. The acquisitions editor brings in manuscripts mainly by approaching writers of subject areas through their departments.

For Press 3, manuscript acquisition is through the academic grapevine (30%), referrals (20%), acquisition editors, and unsolicited as a result of the 'stature of the parent university'. The last two modes constitute 50% of the source of manuscripts. The approximate percentage of what gets published from each source was put respectively at 30:20:50. For this press the acquisitions editor identifies potential authors and follows them up with proposals. The main authors of this house are faculty of the university, scholars from Africa, and scholars from outside Africa. There is a lucrative profit sharing contract that attracts the university's academics to publish with the press.

Press 4 acquires manuscripts through the acquisitions editor who accounts for 80% of the manuscripts, the academic grapevine (10%), and through referrals from other presses (10%). The acquisitions editor brings in manuscripts through commissioning and the press is able to publish 70%, 5%, and 2% respectively of these sources, which makes the acquisitions editor the main source of published works by the press.

Manuscript acquisition by Press 5 is through the academic grapevine (50%) and by soliciting manuscripts from prospective authors (50%). Approximately 70% of the acquisitions from the former source and about 90% of the latter get published. Like Press 1, this press does not have an acquisitions editor. For Press 6, manuscript acquisition is through the academic grapevine and referrals. The press gave neither estimates of the proportions nor the approximate percentage of what gets published from each of the two sources. The most popular manuscript acquisition methods from the survey are the academic

grapevine and the acquisitions editor. Both sources represent the highest in terms of the proportion of manuscripts that get published by the presses.

Editorial According to the survey, the size and composition of the editorial boards vary from 2-5 for one press, 6-9 for two presses, 10-13 for another, and over 14 for the remaining two. Membership is split between faculty only, faculty and non-university members, and faculty and other university staff. In terms of faculty-by-faculty representation, the presses with large board sizes have representation from all faculties. This might account for their large sizes. The presses with small board sizes (between 2-5, and 6-9) do not have representation from all faculties. The number of editorial meetings per annum varies from 3 to 5, with three of the presses meeting quarterly. The director of press 5 reported that there are at least six permanent boards depending on the kind of publication, and ad-hoc boards are formed with different publications having different editorial boards. Each board decides how often it meets depending on the workload.

The functions of the editorial board according to the survey are 'to accept manuscripts and formulate overall management policy; recommend the publication of manuscripts, approve policy decision; make sure that the books published by the press are of a certain acceptable academic standard; formulate editorial policies and approve manuscripts for publication'. All these functions point to the mission of the board as one that chooses manuscripts that ultimately get published, and appropriately bear the imprint of the university. Five presses responded that the final decision to publish any title rests with the board.

Comments on the specific role of the press director on the board included: 'provide direction and advise; ex-officio member; leads the presentation on manuscripts [of reviewers reports, author's responses, etc]; secretary to the senate publications committee'. The presses reported that all manuscripts are

reviewed by a minimum of two academic peers in the appropriate discipline or by outside reviewers selected locally or from abroad.

Marketing and distribution Four [2,3,4,5] out of the 6 presses gave direct sales as the most popular means of selling their works, followed by review copies which was cited as the second most important by three presses. The third place on their marketing plans is shared by scholarly journal adverts, and conferences and conventions. *Table 5.14* gives the rank order of marketing plans by each of the presses. Two presses [1,2] who are members of ABC stated foreign bulk remittance, wider circulation, and distribution in the North as benefits and that ABC accounts for 25% of their sales. All six identified the bookseller as the single most important distribution channel. Four [1,2,3,4] stated that this channel brings in 70-90% of sales (from *Table 5.15*).

Production For the majority (4 out of 6) of the presses, the most important publishing category is undergraduate textbooks. This sounds logical for two reasons—economic and service. The large size of student population compared to academics makes this category economically attractive. Secondly, the need to publish materials adapted with careful explanation of concepts to the students' environment or to suit their inadequate backgrounds is being met. Combining the results obtained from *Tables 5.6 and 5.7* it could be argued that the most important publishing categories of undergraduate textbooks, research monographs and professional books are published in press runs of between 300 and 3000. The low print runs underscore Bgoya's (1999) call for increased cooperation among universities by offering common courses, a point made by Currey (1999) when he said university books can be developed and used throughout the continent of Africa.

8. What deficiencies exist in their operations?

Lack of cooperation among the AUPs and non-specialized areas (no list building) were identified as deficiencies. Two presses [1,6] did not have any form of

cooperation with any press at all. The remaining four [2,3,4,5] have partnerships with other presses but mainly with presses outside the continent, in particular Europe and America. Inter African press cooperation is very low on the agenda of most of the presses surveyed. On list building, one press said it publishes all subjects 'under the sun', including 'a large number of disciplines from African Studies and Architecture, the Classics and Economics, to Personal Finance and Physiology'.

The mission and vision statements of the presses in the survey were silent on this aspect of 'determining a publishing agenda' and as a result their lists cover very broad subject areas including engineering and technology. This may be interpreted to mean their lists are not focused, a factor that could partially explain the difficulty they face in marketing their books. All six presses publish substantially in the Social Science and Humanities, even though one press has an impressive list on Art and Architecture. Unwritten policies and non-existing manuals on press procedures and operations may lead to loss of corporate knowledge should experienced staff leave the press or resign at short notice.

9. How do these shortcomings help in creating a model of an African university press in the 21st century?

Views on an African model were divided between those who favoured AUPs remaining modelled after their European counterparts on the one hand, and on the other hand those for a unique African model. One director [5] replied 'yes' to an African model, 'but on condition that we respond appropriately to our circumstances', while one [4] proffered a joint partnership with a commercial publisher. The scholarly/commercial publisher relation makes economic sense since the latter takes care of funding—one of the most pressing needs of the scholarly publisher. The scholarly publisher brings into the relationship the high and stringent academic standards required of every scholarly press. This press, not unexpectedly, recommended this arrangement as a model that could be adopted by the AUPs. It is an option that needs a serious review.

Comments from those who do not subscribe to a unique African model included: 'European models are okay and AUPs can do equally well based on these'; and 'No, basic business principles should determine decisions, that is quality publishing with profit-making in mind'. Two presses [2,4] were for the idea, two [3,5] opposed it, and two [1,6] did not respond to the question. The shortcomings (as in 8 above) are lack of cooperation and no list building areas. In the context of their views on an African model, cooperation among AUPs must be seen as fundamental to strengthening their programmes and even to their basic existence. At the editorial level and in terms of structure, the individual university press in Africa must adopt policies that link it to the entire network of presses within its immediate geographical area and also abroad.

Subject specialization must be emphasized, based on the publishing heritage or tradition, the evident strengths of the parent university, the sales potential of various fields of inquiry, or the scholarly interests of the editors. The existing internal structures of each press may be retained but the overall arrangement within the university set up requires modification into a charitable trust. As a trust each press will operate with much autonomy as enjoyed by a private company, but have administration vested in the 'Trustees' who will promote the objectives of the press rather than maximize profit. This structure may attract donor funding for the publication of non-profitable works. In adopting an existing model, however, there is need to consider environmental factors such as adequate staffing, equipment, investment capital, etc that are basic to any sustainable publishing industry.

Serious thought should be given to publishing consortia. What is being proposed is a closely-knit association of presses into consortia along the lines of library consortia. Examples of press consortia are found in the idea of the Ghana universities press and the University Press of New England (UPNE) in the USA. As one of the presses covered in the study, Press 1 in Ghana is in fact a consortium as it was established in 1962 to serve the three premier public

universities and the country's scientific research institutes. The UPNE is an award-winning university press supported by a consortium of five schools. Founded in 1970, UPNE is a unique publishing consortium at Dartmouth College, the host institution.

Together with the Unesco *General History of Africa* textbook there are two other pan-African cooperatives whose programmes have continent-wide appeal. These are the Children's Science Publishing in Africa (CHISCI), a consortium of eight presses from nine African countries that co-publishes science books for children, and the ANSTI/UNESCO engineering science series that publishes undergraduate textbooks for African students.

10. What should be the ideal relationship between African scholars and their publishers?

Responses to the question on the ideal author-publisher relationship stressed cooperation and partnership. Press 1 simply replied 'cooperative' while press 2 said 'African scholars must be partners with their publishers to contribute towards costs where they can'. Press 3 stressed 'mutual respect for professionalism', adding that publishers should identify and nurture potential authors. Press 4 stated 'mutually symbiotic', and expect African scholars to publish with African presses. There were no comments from two of the presses. Five [1,2,3,4,6] out of the six presses have standard written contract documents. On author royalties, one press [1] pays royalties in the range 6-10%, two [2,4] pay within 11-15%, whilst three [3,5,6] pay 16% and above. Three presses [3,4,5] pay royalty rates on net price only.

11. How can they promote African scholarship (on a global basis)?

The responses received included 'assisting scholars to write; through cooperation among the presses; mentoring programmes, where experienced authors and (the press) provide guidance and incentives for the new generation of authors'. In addition the presses suggested getting more subsidy for publishing

from government and business. It is the view of press 5 that AUPs may be able to promote publishing by Africa for Africa through publishing quality works, which they distribute more efficiently. He ends by saying that 'scholars don't just want to be published but read and quoted as well'.

12. Can they do this in ways which, say Oxford University Press cannot?

Two views were expressed on this issue but it was swayed towards getting the needed profits to support non-profitable but essential publishing by the university press. Press 1 cited such involvement by the OUP and the CUP, stating: 'yes, to generate sales revenue to support scholarly and academic book publishing. Both Oxford and Cambridge are examples'. This view is shared by three other directors [3,5,6] who said 'yes, within their capacity and depending on available resources', and 'obviously because of market limitations for scholarly publishing', and to be able to sustain the publishing agenda. On the other hand, two directors [2,4] responded: 'No, you have enough school publishing houses' and 'that niche is oversubscribed to; there is a lot of publishing work for AUPs without encroaching on educational books'. With profits made from textbook publishing, which is the most profitable of all publishing types, AUPs can invest in the production of other works, of fiction, higher education, and general trade books.

The AAU at its 10th General Conference in 2001 underscored the central role that must be played by African universities in helping Africa to find effective solutions to the perennial problems of poverty, hunger and disease through their research and teaching. By implication AUPs need to provide adequate publishing outlets for African scholars by making their works visible for wider collaboration and application across the continent and overseas. With Cambridge and Oxford as notable examples of university presses publishing non-scholarly works, AUPs need not operate on the standards of American or European university presses. Out of necessity AUPs have to adapt some practices to suit their interests and environments, while keeping those that enhance their programmes.

In the African context, a university press must take on the special responsibility of publishing not only scholarly works emanating from the specialized research devoted to the continent but also of promoting a literate culture upon which the foundations of the university as a national institute must ultimately rest. The university press in Africa must relate to the university as a significant channel for the discharge of its functions as an institution with the vocation towards scholarship in general and towards service to the wider society. In the words of Irele (1993:74), 'the university press must be seen as one of the clearest manifestations of the educational and cultural role of the university itself in relation to its particular environment.'

Apart from the scholarly book, there is also need for a determined policy on tertiary level textbooks and its logical extension downwards to the secondary and primary levels of education. Again citing the textbook publishing success of Cambridge and Oxford in Anglophone Africa, the current difficulties of direct importation of study materials from traditional Western sources dictate a similar role for the university press in Africa. Furthermore, AUPs have the responsibility for promoting culture, here understood to include the quality of life and the general consciousness of the larger society. Concern over language policy is also one other reason why the university press in Africa must set its own standards and publish vigorously in the local languages to promote the literatures and cultures on the continent, a point argued forcefully by Irele (1993:76).

6.2 Conclusions

1. The coping strategies adopted by the AUPs in the face of harsh environmental conditions include the introduction of ICTs in their operations. The other strategies were changes in the treatment of authors, editorial policy on publishing non-scholarly materials, staff levels and use of outsourcing, and approaches to sources of funding. In fact this is not peculiar to the presses surveyed, as Jones (1998) and Caraway (1995) reported similar moves by US presses including the

adoption of information technology, aggressive funding policies, outsourcing, and trade publishing as a result of changes in publishing environment.

2. There is a serious absence of competition and cooperation between the presses surveyed and in general among all university presses within sub-Saharan Africa. The good thing about competition is that it may force a press to publish good books that would sell enough copies to support itself in the climate of low subsidies. Press 1 did not have any form of cooperation at all and those that exist are few and limited to overseas publishers. The forty African publishers who attended the 1995 Bellagio co-sponsored seminar on co-publishing held in Addis Ababa, Ethiopia agreed in principle that co-publishing is good and of particular benefit if it takes place among African publishers.

It was noted then, almost ten years ago, that there was only very limited collaboration among African publishers in different countries. This shortcoming, according to the seminar participants, should be remedied because co-publishing has the potential of solving problems of small markets, lack of infrastructure, and distribution across national borders in Africa. But this situation has not changed much, if at all, as this survey shows. Called networking by Jones (1998), co-publishing, joining a consortium, and selling or buying publishing rights, is practiced increasingly by all categories of US university presses.

3. There is no aggressive fund raising, for example through alumni, book clubs, foundation money, publishing component of research money, and publishing fund for universities. Yet as the survey showed financial constraint is undoubtedly the most crucial factor that impedes the development of African scholarly publishing.

4. AUPs do not have press publishing areas or press lists, which define the subject areas in which each press concentrates its publishing. Apart from its

implications on marketing, a well-defined list provides a reputation in a field, making it the first choice for prospective authors.

5. Some presses are without mission and vision statements and lack documentation of procedure and policy manuals. Unwritten policies and non-existing manuals on press procedures and operations may lead to loss of corporate knowledge should experienced staff leave the press or resign at short notice.

6. AUPs were founded on European and American models and are therefore operated on their standards. They do not differ much in terms of policies and structure from their Northern counterparts.

7. The history and development of the publishing industry is inextricably tied to the economic fortunes of a particular country, as well as to its social, political and educational development.

6.3 Recommendations

1. Proposed model for an African Consortium of University Presses (A-CUP)

A continent-wide body based at the AAU, in Accra, or APNET in Harare (now moved to Abidjan) and having sub-regional 'nodes' spread throughout the continent would form the basic building block of the A-CUP. It should have representations from the West, Central/Eastern, Southern, and Northern sub-regions (beyond sub-Saharan) to benefit from the rich publishing experience of a country like Egypt. The proposed model is structured at the micro and macro levels to take care of the AUP as a unit within a university and as belonging to a network of publishers on the continent. The premise for this model at the **micro level** is four-fold:

- **Specialization**, which should see the presses rely on outsourcing and using freelance editors, illustrators, and designers, use of literary agents, focused press lists, and project management skills. Each press should carefully select and develop its publishing around specific subject areas based on its strength but bearing in mind the publishing lists of other presses in the network. Areas of subject specialization may be selected on the basis of the publishing heritage or tradition, the evident strengths of the parent university, the sales potential of various fields of inquiry, and the scholarly interests of the editors. Since most AUPs publish in the arts and humanities, special efforts should be made to designate specific presses as centers for the publishing of science and technology. This will be contingent on the prowess of the coordinating agency.
- **Cooperation**, in the form of sharing resources and expertise, clearinghouse to register business needs and ideas, and co-publication to reduce local development and production costs and widen the dissemination of books in Africa. These activities should cover adaptations, translations, co-publishing, co-production, co-distribution, reciprocal distribution, rights sales, bulk purchase of raw materials, capital investment, and long-term joint ventures. Co-publishing arrangements could cover the publication of book series using the relatively small academic community of experts in Africa.
- **ICTs** including electronic mail and facsimile could be at the centre of the press infrastructure for the exchange of information and the transfer documents. The introduction of e-publishing and print-on-demand technologies could be hastened.
- In terms of **structure** each press could operate as a Trust enjoying much autonomy as a private company, but registered as a non-profit organization, and possibly get donor funding for publishing non-profitable works.

At the **macro level**, the success of the model should not be isolated from the economies of African countries, the general infrastructure, and educational policies to sustain it. In that respect, appropriate steps should be taken on:

- **Financial assistance** such as the Dag Hammarskjold Foundation book loan guarantee scheme for indigenous Kenyan publishers, and donor funding for specific projects like the buy-back children's book project supported by CODE of Canada in Tanzania need to be increased. The African Development Bank (ADB) as a regional financial institution could be lobbied to devise a scheme to meet the peculiar needs of the AUP by extending credit at rates of as low as 5 or 6 per cent to the publishing industries. Additional funding source could come in the form of state policy such as buying a given number of every work of fiction, an option that requires a network of libraries in each country.
- the link between **educational**, economic and social development of the society may be achieved through a thoughtful and well-balanced **book policy** apparent in efforts to eradicate illiteracy, in the educational policy and in the development of the library system (Hassan, 1987:95). Appropriate policy framework for the book industry comes in the form of government investment in the educational system, and in particular to book publishing and the development and stocking of libraries, (Davies, 1995:26) because the development of Africa lies in the rehabilitation of education.
- **Setting up sub-regional university presses** Walter Bgoya (1999) cited the investigation into the setting up of an SADC university press for Southern Africa and the little chance of books published in one country finding markets in the sub-region, except where there is a common curriculum. Cooperation and regional integration could be hastened through Ecowas, SADC, etc and by relying on continent-wide institutions, such as the AU, AAU, and ADB. This would essentially break trade barriers between African states, and improve on the distribution of cultural products, including books.

2. Adoption of POD technology

The new technique of digital printing could also advance the course of African publishers as it cuts out the costs of overprinting, unsold stock, warehousing, and transportation. With no less than 85% of African publishers falling in the categories of small to medium enterprises (Nwankwo, 2002), this technology,

which allows print runs of 150-200, is custom made for African publishers. This has far reaching implications on the economics of the publications of low demand titles like scholarly works and most African language books. Essentially, the introduction of print on demand goes a long way to solve the twin problems of marketing/promotion and distribution. The printing of short runs would hopefully reduce over-printing and solve the problems of waste, low sales, warehousing, and extra resources required for promotion and distribution.

3. Develop innovative methods for funding

Donovan (1998) is concerned that money spent obtaining good research findings that are not subsequently published represents money wasted and there is a growing feeling that research project funds could well contain a certain element to help with the costs of publishing research findings. This practice is common in Germany and Scandinavia. Through the allocation of one to two percent of the research grant to information retrieval and publication the money could go toward the purchase of journal subscriptions or other published material related to the topic of the research. Additional methods may include endowments, book clubs and friends of the press.

4. For further research

- a study of the effect of technological developments on university press publishing in Africa.
- a follow up study in 10 years to see how the university presses in Africa are surviving.
- a detailed study of university press consortia and the implications for tertiary education in Africa, preceded by a follow-up seminar on publishing cooperation—Arusha 5—to work out modalities for a comprehensive programme of cooperation between and among AUPs. Organizations to be involved may include ABC, AAU (Accra), APNET (Harare), Bellagio Publishing Network, The Dag Hammarskjold Foundation, and other donor agencies.

As a final note, university publishing in Africa is barely fifty years old (1955-2002) compared to its introduction in the US at Cornell University in 1869, and its origins in the UK with Oxford in 1478. Within this period, almost every African country has established at least one university press, which gives indication of the importance attached to this kind of publishing by African governments. What needs to be done is the consolidation of the presses to provide the essential link between research and publication in the bid to find solutions to the many problems facing the continent. Additionally, the special circumstance of Africa places the AUP in the singular position to offer leadership in the publishing industry through the expansion of its list to include all genres of publishing and thus improve on the quality of life and the general consciousness of the larger society. There are real challenges on the road to sustaining the presses but these must be seen as opportunities, not threats.

APNET will continue to play a leading role in this endeavour but whether or not AUPs will survive in the next 10-15 years will depend largely on their resolve to take bold initiatives based on cooperation and the adoption of new technologies. I am optimistic that this is not insurmountable even though it requires the persistence of publishing personnel. Success will also depend on other factors, the key ones being adequate funding and deliberate efforts by African governments to provide the 'enabling environment' for publishing to thrive. The viability of any national publishing industry is inextricably linked to the literacy level of the population, reading habits, provision of libraries, available publishing infrastructure (such as telecommunications and distribution outlets), and sound government policies.

The research has shown that AUPs do not have distinct characteristics from their American and European counterparts after which they were modeled. In terms of policies, practices, procedures, and structure they are seen to have retained these identities. The circumstances of Africa however differ and are potential

sources for serious review for a unique identity, through adaptation and adoption to suit the special needs of the continent. These recommendations as a matter of course need the active engagement of the publishing industry personnel. A self-conscious book industry (of publishers, binders, printers and sellers) which understands the broad ramifications of their policies, to effectively organize and communicate with government and the public, and provide effective leadership in book development. The creation of a viable consortium requires adequate funding, commitment, and shrewd coordination, together with a set of operating standards. Earlier attempts at cooperation must have failed for lack of these requirements. The options open to AUPs are mergers, consortia formation, or total collapse. Unless the current pressures on the presses for self-sufficiency are removed, press directors have little choice but to forge alliances that would keep them in business.