



Australian
National
University

Review of ANU Press

Review Panel Report

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Background

The Australian National University Press was established in 2003 to explore and enable new modes of scholarly publishing. It was Australia's first fully open access scholarly Press.

It has two main areas of activity:

- Publishing monographs and journals to encourage the dissemination of high-quality peer reviewed research by ANU academics through the ANU Press, eView and eText imprints
- Managing publication support schemes including the Publication Subsidy Fund and the ANU eTEXT Grant Scheme.

The Press is a unit within the Scholarly Information Services Division. The ANU Press Manager reports directly to the University Librarian and the budget comes through the Scholarly Information Services Division.

Upon its 13th anniversary, with changes in the assessment of research quality and research impact in Australia, and the development of new scholarly communication technologies, it is timely to review the Press. This will assist in establishing directions for the next decade and in understanding its contribution to supporting the objectives of ANU including that of increasing the impact of authors. Full Terms of Reference are in [Appendix 1](#).

The Panel members for the Review are:

- Dr Amy Brand, Director, MIT Press
- Professor Geoffrey Crossick, University of London
- Mr Andrew Stammer, CSIRO Publishing.

Process

The Panel was provided with a portfolio of information as background to the Review. This included a 96 page self-assessment document from the ANU Press and written submissions from the ANU community.

A copy of the review timetable across 27, 28 and 29 July appears as [Appendix 2](#). [Appendix 3](#) details the stakeholders whom the Panel spoke with whilst on campus. The Panel met with members of the University Publications Advisory Committee (UPAC), Editorial Board Chairs, Authors, members of the University Executive and ANU Press staff.

A call for submissions went out across the ANU campus on 30 May 2016. Submissions to the Review officially closed 20 June, although late submissions were accepted. In total 32 written submissions were received. A listing of the submissions received appears in [Appendix 4](#).

The Review Panel was requested to report to the University Librarian, with the report being made available to the Executive Director, Administration and Planning, Deputy Vice-Chancellor (Research) and Deputy Vice-Chancellor (Academic). The panel asked that its report also be made available to the Vice-Chancellor, with whom it had discussed the review.

Executive Summary

The Review Panel was impressed by the achievements of ANU Press since its establishment, but is of the opinion that it has now reached a plateau. The Press requires new direction and expanded opportunities, or it risks losing its distinctive position and its ability to fulfil its potential to enhance ANU's world standing. The Press is no longer as innovative as it originally was, and could be left behind if it doesn't pursue new directions. The Press needs a refresh - new thinking to lift it to a new level and to allow it to grow to its full potential.

This report sets out a number of recommendations focused on the Press moving forward with strategic direction, marketing, innovation, understanding the business from a financial point of view and collaboration via connecting with others and leveraging capability.

Observations and findings

The following narrative summarises the observations and findings of the Panel as a result of its discussions. These observations and findings informed the key recommendations of the Panel.

ANU Press has an impressive history of innovation and achievement. Its early adoption and commitment to open access is commendable, and university presses around the world have taken notice. In discussion with key stakeholders it is apparent that:

- Academic staff speak highly of working with the Press. They value highly the speed of production, the variable formats of publication that are catered for, and find working with the professional Press staff a positive experience.
- The intellectual investment of the Editorial Boards is striking. Academic staff have made a significant commitment of time to ensure the success of the Press.
- The Press covers an impressive range of publications and the number of downloads is extensive.
- The Press has operated on very modest direct resourcing and would not be successful without the academic contributions.
- Strong commitment to open access remains a core value of the Press.

The Review Panel is of the opinion that the ANU Press has now reached a plateau. The Press requires new direction and expanded opportunities, or it risks losing its distinctive position. The Press is no longer as innovative as it originally was, and could be left behind if it doesn't pursue new directions. The Press needs a refresh - new thinking to lift it to a new level and to allow it to grow to its full potential.

The Press by current standards appears to lack nuance in understanding what open access and digital publication can deliver today and in the future. The Press needs license and resourcing to be more innovative. That innovation needs to go beyond what now is essentially delivery of the printed book online.

The Press suffers from a lack of brand clarity and visibility both inside and outside of ANU, and needs to address issues that seem to pose a challenge to brand quality. Publishing only books written or edited by ANU authors places a limitation on the brand.

The Panel feels it was not able effectively to evaluate the quality and impact of the individual publications. While the production quality of the printed books was impressive for print-on-demand, the Panel felt unable to make a judgment on the quality of content in the absence of evidence from post-publication peer review. It is difficult to evaluate the impact. The download statistics provided were impressive, but do not indicate whether the content was actually read and what broader impact it

may have had. There is a need for better evidence collection. Different views emerge on altmetrics, which are at an early stage of development, but they are certainly one set of measures that could be considered going forward. Adding narrative details when available from authors on the use made of publications would be helpful and this type of evidence ought to be collected.

The absence of a marketing component within the Press is a significant limitation. To move to a new level the Press needs to address this issue. Media monitoring by the University should include collection of information related to ANU Press publications.

There is a need for enhanced leadership in editorial strategy and coordination for the Press and this may require an additional staff member to support this function. It is clear that there is strong potential within the existing team and the Panel was struck by their appetite to address these challenges. With a recalibration of the vision of the Press, the existing team can, the Panel believes, take the Press to the next level of prestige, growth and visibility.

In the Panel's view, there is far greater risk for the Press in stagnating and losing its position if it stands still than if it takes on these challenges and embraces change.

The Editorial Boards are invaluable and must be retained. However, there is a need for strategic editorial capacity as well as for a strategic academic-led Committee to give leadership and direction. The aim of this strategic committee should be to assist in making the publication profile less supply driven. More structured, developed lists in areas of particular potential will allow people externally to see where ANU Press is strong. A strategic academic-led committee (with external publisher expertise on the Board) will result in well-informed strategic and publishing advice. It is the Panel's view that the existing advisory committee could be re-structured with a reconstituted or expanded membership to serve this purpose. Neither the staffing nor the governance of the Press is currently structured and resourced to meet what is required. It is proposed that the Press open up access to high-quality non-ANU authors. Targeted acquisitions will serve to enhance the quality of the Press's brand.

The University has choices to make. It could leave the Press as it is now. In the opinion of the Panel that would be unwise because its once innovative position is today less striking and its brand is in need of clarification if it is to serve the objectives of the University. The preferred option, and the one that the Panel strongly recommends, would be to allow the Press to develop and expand its role. Although the University may provide an increase in grant it seems unlikely that a budget increase could be forthcoming sufficient to support the scale of change required, and therefore the Press will need to generate additional resources. Targeted acquisitions and increased quality of the brand will result in much better market opportunities for printed books. There is much current evidence that having books available by open access today does not diminish print sales, and in fact sometimes increases them, assuming adequate marketing. The Press needs to develop a better model for the pricing of its print editions. Currently it is run on a costing model. It needs to move to a pricing model, and think about market-based approaches. Other ways of increasing income need to be explored and these opportunities may develop through external partnerships.

If the University is unable to provide a grant to expand the scope of the Press, or one that may not be on the scale needed, the Press in order to begin its process of enhancement could request from the University seed funding or a loan to be repaid over time. The Press will need to be allowed to accumulate surpluses to invest. At the moment there is no incentive to make surpluses because funds cannot be retained and reinvested in the Press. ANU financial systems mean retaining surpluses might be problematic – but this situation could be resolved with the move to a trading budget.

Innovative approaches to open access need to be explored, including the potential for supporting those activities that increase flexibility in use and engagement. This would require the explicit use of

Creative Commons (CC) licenses while allowing author flexibility in the choice of license. Broader license arrangements are available and can be advantageous.

To clarify the brand it will need division into distinct sub-brands for the different types of publication. Currently, for example, monographs, works explicitly published for wider non-academic impact, e-text books, journals and undergraduate research outputs are all published. This diversity of publications can dilute the academic monographs. The Press should consider different sub-brands and make it clear what ANU Press is.

The Panel considered the presence of two types of journal in the Press's portfolio. Undergraduate outputs are currently a component of the Press activity but the quality and format of the current output seems problematic. It is an old-fashioned and traditional journal. It would benefit the Press to encourage students to be much more innovative in the ways in which they communicate their own research and thinking, but the Panel doubted whether this should be part of the Press's portfolio and propose that it should be moved elsewhere in the University's activities. The Panel also noted the presence of a small and disparate number of academic journals and asked itself whether they were a necessary part of the portfolio.

Marketing for the Press, both for use of books and for sale of the print on demand, is vital. There needs to be better visibility and branding of the Press both within the ANU and externally. To be a well-known, strong brand the Press need its own web presence. It is currently buried in too many layers of organisational structure.

University senior management expectations for the Press, and how they fit into the University's overall objectives, are not clear. They should be set out in broad terms so that the ANU Press Manager can see what the University is expecting. The Panel was encouraged by its meeting with the Vice-Chancellor in which he identified the key challenges that he saw facing the University. There was agreement at that meeting that an enhanced and successful ANU Press, in particular as an open access publisher, had the potential to contribute to the University's addressing of each of these priorities. These included, in particular, the need for ANU to differentiate itself from other Australian universities, to establish a brand as strong nationally as it is internationally, to establish its presence as a leader in research on the region and to make that research available within the region, and to increase the impact of ANU's research on government, business and civil society.

If the Press is to move to a new level the University needs to consider where it sits in current management and commercial structures. This is an issue that needs careful consideration. Reporting line, budget line, organisational and physical location all need consideration and do not necessarily need to be aligned. There needs to be flexibility in thinking about how the Press is positioned within ANU.

It is the strong belief of the Panel that any changes should be addressed by the current Manager and her staff. The Panel has been greatly impressed with their professionalism and commitment. The staffing needs enhancement in the ways proposed here in order to support a strategic change of direction. When any changes have been implemented the ANU Press should at the right time be re-launched and presented as a new brand.

ANU Press - moving forward

The review Panel believes that ANU Press has reached a plateau and now needs to refresh and evolve in order to better serve the University. The Press needs to expand its remit and strategic approach. There is risk associated with moving onto a new level of operation but an even bigger risk if the Press doesn't embrace innovation.

The Panel see four elements, together with their associated functions, that need development:

- strategic direction
- marketing and innovation
- understanding business from a financial point of view
- collaboration (connecting with others and leveraging capability).

This section builds on the analysis in Observations and Findings (above) and develops proposals for the ANU Press in order to take it to a new level and fulfil its potential.

Strategic Direction

ANU Press has reached a plateau and now needs to refresh and evolve in order to better serve the University (Recommendation 1). The University Executive should set clear strategic objectives for the Press (Recommendation 2). The Manager of the Press should draft the new strategy, in discussion with the senior executive and a reconstituted strategic advisory committee (Recommendation 4), and produce an agreed strategic plan for the Press (Recommendation 3).

There is untapped strategic capability within the existing Press staff. The Panel was highly impressed with their commitment and professionalism. At the same time, gaps exist in the collective skills of the team, which are impeding progress. The need for marketing expertise is noted elsewhere in this section. The Press runs on minimal staffing and turnover of staff can have a considerable impact on productivity. For the Press to expand the role of the Manager, ANU Press needs to review the post's description and the job classification needs to take into account the extent of change in the Press Manager's responsibilities and duties that accompany this re-launch of activity. In view of the enhanced role and ambition that is being proposed for the Press and for her role, the Panel recommends that the Manager should have direct access to members of the University Executive as appropriate.

Editorial Boards are a strength of the Press and should be retained (Recommendation 5). Editorial Boards have evolved in an ad hoc way, as academic staff in thematic areas decided they were needed. Academic staff workload is an issue as this work is all voluntary and ability to publish depends on how many items a particular Board can handle on an annual cycle.

The University Publishing Advisory Committee needs to provide strategic publishing advice – this Committee would benefit from recalibration of its terms of reference and reconstitution of its membership including the addition of some external publishing expertise (Recommendation 4). The Advisory Committee is not expected to set a strategic direction at the moment. Its role appears to be more about coordination. At the moment the Press is simply servicing what Editorial Boards send to them, and strategic direction from the Press is lacking. Currently the Press has distributed acquisitions and peer review to the Boards. This Committee needs a new name and strategic focus. The Committee needs to guide the distinctive identity, emerging strategy around the Press and build on the strength of areas such as, publishing Australian and regional books.

The Press should play a more active role in developing editorial strategy, including the development of high-quality lists containing non-ANU authors in specific areas of strength, and consideration should be given to the appointment of an additional staff member to support this function (Recommendations 6 & 12).

ANU Press has a distinctive identity within the region and this should be developed. The ANU Press could play a broader role in the region in publishing research of policy relevance and addressing regional issues.

The Press should be showcased to the ANU community. Currently there is nowhere on campus where you can see the publications. It is not easy to find the Press office and the accommodations are cramped and lack meeting space. The Press is buried in the Chifley Library Building. Reporting

line, budget line, organisational and physical location need review and may not necessarily need to be aligned (Recommendation 7).

Marketing and Innovation

The Press needs a broader knowledge of open access and digital publications in order to better meet the needs of academic staff and stakeholders (Recommendation 8). Staff are using ANU Press as it can publish quickly and because it provides open access but there are many further benefits that could be gained in becoming more innovative in approach, and more prestigious in reputation.

Academic staff are often passionate about open access and about providing academic material to those in the region and beyond who cannot afford print copies. Accessibility in the region is important and could be enhanced. The passion for open access could be expanded into different flavours of open access, e.g. text and data mining and developing platforms, tools and services to support researchers and to allow interactive engagement with publications and their discussion. The Press has a duty to ensure authors are aware of and, where appropriate, following best practice.

The Press should give consideration to upgrading some elements of its production processes so as to deliver Digital Object Identifiers to the chapter/article level, together with ONIX compliant metadata, linked references and so on (Recommendation 9). It needs the capacity to export metadata to appropriate databases (e.g. CrossRef) upon publication of each title, so maximising discoverability of products.

There has been a level of discussion in the University about indexing and whether the publication looks like a physical book or is truly digital content. The Panel did not hear clear commitment from authors and editorial boards to the claim that digital books do not need indexes and can instead use keyword searching and bookmarks, and it sympathised with the doubts it heard expressed in relation to monographs. Editorial Boards are not always aware of what approaches are available. The Press has not initiated policy in the area as well as it could.

Broader and more flexible license arrangements for authors should be considered (Recommendation 10). Opportunities can be presented via use of Creative Commons licenses.

Innovative digital content would allow ANU to draw on strengths from performance and film and allow the ANU to showcase the Schools of Art and Music. There are many possibilities emerging for the arts in digital format and these could be explored by the Press Manager with staff in these areas.

Innovative approaches could also see the results of research presented in a format more accessible to non-academic audiences, with short pithy opinion pieces that rest on research (e.g. online expert opinion pieces such as '[The Conversation](#).')

ANU Press needs brand clarity. The Press brand needs refreshing and consideration should be given to establishing distinct sub-brands (Recommendation 11). The reputation of ANU Press is suffering with having too diverse a publication range. ANU has a wide variety of research, the Press needs to recognise and incentivise different types of publications.

The Press should move away from publishing exclusively ANU authors. Strategically approaching high-profile researchers could enhance brand reputation. Strategic positioning of open access ability could entice these authors towards markets that they couldn't reach previously. A strategic approach to publication of high-quality non-ANU authors could see an increase from staff internally wanting themselves to publish with the Press. Access for non-ANU staff would be based on merit and targets could be defined, so the number of external authors could be slowly developed and a cap set on the total to ensure that ANU work remains the core of the Press publications.

Strategically enhance ANU Press (and therefore ANU) brand by:

- Establishing a marketing capability to widely promote the brand within the University and to the external community, and to increase sales revenue for print-on-demand books
- Selectively publishing prestigious non-ANU authors on topics where ANU has recognised strength or the opportunity to develop it (Recommendation 12)
- Adjust publication formats to maximise discoverability.

Pay for all this through:

- Allowing the Press to retain and reinvest any surpluses (and trade out of any losses)
- Making a loan to the Press specifically targeted to improving its brand
- Encouraging the Press to strategically apply its resources to attract prestigious non-ANU authors while also seeking support (\$\$ and/or in-kind) from those authors so as to advance support for open access to publicly-funded research.

ANU Press needs better evidence collection in order to gauge the impact of publications (Recommendation 13). ANU Press was the single largest publisher in the ANU Excellence in Research for Australia (ERA) evaluation process and yet there is little qualitative data to support the standing of the Press. ANU has a strong focus on public policy yet it is difficult to ascertain the impact of publications. Download statistics do not display impact or whether the publication enters public debate. ANU Press needs to investigate whether the download rates are achieving the rates of policy and other impact that are desired.

There are many innovative ways to track impact of publications via news policy articles electronically. ANU Media team does harvest any reference to ANU in the media, and this could be leveraged to monitor mentions of the Press, authors and publications. Incorporating metrics into the publications would be advantageous. Systems like Altmetric, although still at an early stage of development, also mine policy and allow evidence of social media impact. Broader data gathering, including information from authors, would allow greater visibility of the use of publications.

ANU Press needs marketing expertise (Recommendation 14). There is currently no marketing function within the Press. Publications rely on the author to promote them or rely on discovery – but these books have no digital object identifiers (DOI) to assist their coming up in search engines.

If the Press allows non-ANU authors it will need to raise the profile and promote the prestige of the brand and will need a strategic marketing approach. The Press needs a Marketing coordinator, a marketing strategy and to drive a marketing campaign – to establish the personality and a presence of the brand. Housed within the national university the Press could assist ANU to take much more of a lead in developing national narrative and discussion around public policy issues.

Associated with marketing expertise ANU Press needs a distinct and readily accessible web presence (Recommendation 15). Much like the physical Press Office the web site is obscured through layers of ANU organisational structure.

Understanding the business from a financial point of view

ANU Press needs to move to a pricing model for its print-on-demand books (Recommendation 16). Currently the Press does not know the costs of the books it produces. The vast amount of academic staff hours are not tracked and there is no visibility of the cost to the University. Impact of the Press is limited to the number of books they can publish within Editorial Board and the Press staff workloads. Currently the Press is sustained on such a small staffing component because of the workload carried by the academic staff. Recognising the full costs of the operation would be a major move forward. To generate income the Press needs to identify and understand the underlying costs.

The time invested and commitment of the Editorial Boards is commendable and this work should be recognised and addressed in University promotion indicators and be a part of the workload discussions in performance review meetings (Recommendation 17).

Consideration should be given to the Press moving to a trading budget (Recommendation 18). The Panel learned that at ANU the trading budget allows a unit to carry forward surpluses and accumulate cash reserves, it also appears to allow better reporting around direct and indirect costs. In trading budgets a unit can configure project lines and budget tracking is more transparent.

The Press needs to generate funding from other sources:

- Alumni fundraising opportunities should be considered.
- Allowing the Press to retain and reinvest any surpluses (and trade out of any losses)
- Making a seed investment or loan to the Press specifically targeted to implement these changes to improve its brand and to generate income for long-term sustainability.
- Encouraging the Press to strategically apply its resources to attract prestigious non-ANU authors while also seeking support (\$\$ and/or in-kind) from those authors so as to advance support for open access to publicly-funded research.

Collaboration

ANU Press is a small operation and needs to leverage capability via connections with others. Press staffing is lean but internship opportunities could provide additional resources. Authors could benefit from collaborations between ANU Press and other leading presses -- for example, co-publication with non-Australian presses for marketing and publicity purposes. The current relationship with NewSouth Books should be investigated as it may not meet the needs of the enhanced operation that we are proposing, and other options explored.

Commendations

The reviewers would like to thank all of those interviewed for their willingness to engage with the questions we wished to explore.

The time invested and commitment of the Editorial Boards is commendable. Since its creation the Press has benefited from the leadership, input and tireless efforts of many academic staff who are dedicated to its success.

Throughout this review the Panel was impressed with the professionalism, skill and dedication with which the Press staff approach their work. The staff operate on minimal resources and deliver a quality service.

The Manager of ANU Press, Lorena Kanellopoulos, is held in high regard both internally by her staff and across the broader ANU community. She has done a tremendous job in setting up the Press from scratch and in seeing it operate successfully over the last 13 years. It is the opinion of the Panel that Lorena should be given the opportunity to lead the Press into its next phase of evolution.

The University Librarian Roxanne Missingham is clearly a tireless advocate for the role of the Press on campus and we thank Roxanne, Lorena and all the Press staff for their contribution to the Review process.

Consolidated list of Recommendations

Below is a consolidated list of the recommendations that the Review Panel has made throughout this report (not listed in any priority but rather as they appear in the Report):

1. ANU Press has reached a plateau and now needs to refresh and evolve in order to better serve the University.
2. The University Executive should set clear strategic objectives for the Press.
- 3.& 4. The Manager of the Press should draft the new strategy, in discussion with the senior executive and a reconstituted strategic advisory committee, and produce an agreed strategic plan for the Press.
5. Editorial Boards are a strength of the Press and should be retained.
6. The Press should play a more active role in developing editorial strategy, including the development high-quality lists containing non-ANU authors in specific areas of strength, and consideration should be given to the appointment of an additional staff member to support this function.
7. Reporting line, budget line, organisational and physical location need review and may not necessarily need to be aligned.
8. The Press needs a broader knowledge of open access and digital publications in order to better meet the needs of academic staff and stakeholders.
9. The Press should give consideration to upgrading some elements of its production processes so as to deliver Digital Object Identifiers to the chapter/article level, together with ONIX compliant metadata, linked references and so on.
10. Broader and more flexible license arrangements for authors should be considered.
11. The Press brand needs refreshing and consideration should be given to establishing distinct sub-brands.
12. Selectively publishing prestigious non-ANU authors on topics where ANU has recognised strength or the opportunity to develop it.
13. ANU Press needs better evidence collection in order to gauge the impact of publications.
14. ANU Press needs marketing expertise.
15. Associated with marketing expertise ANU Press needs a distinct and readily accessible web presence.
16. ANU Press needs to move to a pricing model for its print-on-demand books.
17. The time invested and commitment of the Editorial Boards is commendable and this work should be recognised and addressed in University promotion indicators and be a part of the workload discussions in performance review meetings.
18. Consideration should be given to the Press moving to a trading budget.

Appendix 1: Terms of Reference

Review terms

With changes in the assessment of research quality and research impact in Australia, the development of new technology and the reaching of its 13th anniversary, it is timely to review the Press to assist in establishing directions for the next decade and understanding its contribution to increasing the impact of authors.

The review terms are to:

- Assess the quality and impact of publications produced by the ANU Press, having particular regard to:
 - Impact factors
 - International and national citations
 - Differences between monograph and journal impact measurement
 - Comparative assessment of the publishing profile and reputation of relevant national and international University Presses
- Consider and make recommendations on ANU Press's achievements and its role in contributing to the University's strategic objectives, including in relation to engagement in public policy and response to changing trends in use and format of resources in university education
- Make recommendations on the Press' future activities and how these might relate to the University's strategic priorities
- Consider and make recommendations on Press' administration, systems and governance structure and its relationships with other areas of the University.

The review will report to the University Librarian, with the report being made available to the Executive Director, Administration and Planning, Deputy Vice Chancellor (Research) and Deputy Vice Chancellor (Academic).

Appendix 2: Panel Review Schedule

Wednesday, 27 July

Time	Interviewee - name	Interviewee – role
9.00 am	Panel convenes and meets Roxanne Missingham and Lorena Kanellopoulos	University Librarian Manager ANU Press
10.15	Break	
10.30 am	Reviewer discussion	
11.00 am	Group session 1: members of University Publications Advisory Committee (UPAC) and Editorial Board Chairs	
12.00 noon	Group session 2: Authors	
1.00 pm	Lunch	
2.30 to 3pm	Prof Margaret Harding	Deputy Vice-Chancellor (Research)
3 to 4pm	Prof Marnie Hughes Warrington	Deputy Vice-Chancellor (Academic)
4.00 pm	Reviewer discussion	
5pm	finish	

Thursday, 28 July

Time	Interviewee - name	Interviewee – role
9.00 am	Professor Ian Chubb	Former Vice-Chancellor
10.00 am	Group session 3: ANU staff (Invite went out via Deans and Directors)	
10.45 am	Break	
11.00 am	Chris Grange	Executive Director (Administration and Planning)
11.30am	Tour of Chifley Library and ANU Press Office Meet with ANU Press Staff	ANU Press Staff
1.00	Lunch	
2.30 pm	Reviewer Discussion	
3.30pm	Dr Douglas Robertson	Director Research Services
4pm	Reviewer discussion with Roxanne Missingham and Lorena Kanellopoulos	University Librarian Manager ANU Press
5pm	finish	

Review of ANU Press

Friday, 29 July

Time	Interviewee - name	Interviewee – role
9.00 am	Professor James Fox	Chair, University Publication Advisory Committee
10.00 to 1pm	Roundtable luncheon university Presses: Scholarly Societies, Australian University Presses, ARC	
1.30 – 2pm	Professor Brian Schmidt	Vice-Chancellor
2.30pm	Finish	

Appendix 3: List of stakeholders the Panel met with

Name	Area
Melissa Austin	Human Resources Division
Elouise Ball	ANU Press
Dr Beth Beckman	Centre for Higher Education, Learning & Teaching
Associate Professor Frank Bongiorno	School of History
Professor Ian Chubb	Crawford School of Public Policy
Professor Jenny Corbett	Pro Vice-Chancellor (Research & Research Training)
Dr Colin Filer	Research School of Pacific and Asian Studies
Professor James Fox	Research School of Pacific and Asian Studies
Helen Glazebrook	ANU Press
Chris Grange	Executive Director, Administration & Planning
Matt Gray	Marketing Office
Tracy Harwood	Coral Bell School of Asia Pacific Affairs
Professor Margaret Harding	Deputy Vice-Chancellor (Research)
Professor Marnie Hughes- Warrington	Deputy Vice-Chancellor (Academic)
Professor Margaret Jolly	School of Culture, History and Language
Lorena Kanellopoulos	Manager ANU Press
Professor Brian Kennett	Research School of Earth Sciences
Dr Patrick Kilby	Research School of Humanities & the Arts
Professor Paul Maharg	ANU College of Law
Roxanne Missingham	University Librarian
Frances Morphy	Research School of Social Sciences
Professor Melanie Nolan	Research School of Social Sciences
Professor Nicholas Peterson	ANU College of Arts and Social Sciences
Teresa Prowse	ANU Press
Farid Rahimi	Research School of Biology
Dr Craig Reynolds	ANU College of Asia and the Pacific
Dr Douglas Robertson	Research Services Division
Professor Brian Schmidt	Vice-Chancellor
Colin Steele	Emeritus Fellow ANU College of Arts & Social Sciences
Emily Tinker	ANU Press
Dr Matt Tomlinson	ANU College of Asia & the Pacific
Sacha Villarosa	ANU Press
Professor John Wanna	Research School of Social Sciences
Dr Kevin Windle	Research School of Humanities & the Arts

Appendix 4: List of written submissions to the Review

Name	Area
Altman, Jon	School of Regulation & Global Governance (RegNet). ANU College of Asia & the Pacific
Bammer, Gabriele	Research School of Population Health ANU College of Medicine, Biology & Environment
Blaxland, John	Strategic and Defence Studies Centre. ANU College of Asia and the Pacific
Blewett, Richard	Geosciences Australia
Boulton, Elizabeth	Fenner School of Environment and society. ANU College of Medicine, Biology & Environment
Braithwaite, John	School of Regulation & Global Governance (RegNet). ANU College of Asia & the Pacific
Board of Aboriginal History Incorporated	Aboriginal History
CAP Editors	ANU College of Asia and the Pacific Editors Group
CAP Research Committee	ANU College of Asia and the Pacific
Colleges of Science Press Committee	Science
Drahos, Peter	School of Regulation & Global Governance (RegNet). ANU College of Asia & the Pacific
Drysdale, Peter	Crawford School of Public Policy. ANU College of Asia and the Pacific
Dyball, Robert	Fenner School of Environment & Society ANU College of Medicine, Biology & Environment
Edmunds, Mary	Humanities Research Centre
Filer, Colin	Crawford School of Public Policy. ANU College of Asia and the Pacific
Firth, Stewart	Coral Bell School of Asia Pacific Affairs. ANU College of Asia and the Pacific
Hunt, Janet	Centre for Aboriginal Economic Policy Research ANU College of Arts & Social Sciences
Jolly, Margaret	School of Culture, History and Language. ANU College of Asia & the Pacific
Lal, Brij and Corbett, Jack	School of Culture, History and Language. ANU College of Asia and the Pacific
Lawrence, David	Crawford School of Public Policy. College of Asia and the Pacific
Macknight, Campbell	
Martin, Daniel	School of Literatures, Languages and Linguistics, College of Arts and Social Sciences
McKay, Daniel and Dierdre Pearce	ANU Undergraduate Research Journal, ANU Student Experience and Career Development
Morphy, Frances	Centre for Aboriginal Economic Policy Research. ANU College of Arts and Social Sciences
Nuttal, Ruth	School of Culture, History and Language. ANU College of Asia & the Pacific
Read, Peter	Centre for Aboriginal History. ANU College of Arts & Social Sciences
Social Sciences Board	
Steele, Colin	ANU College of Arts and Social Sciences
Taylor, Philip	School of Culture, History and Language. ANU College of Asia & the Pacific

Tomlinson, Matt	School of Culture History and Language. ANU College of Asia & the Pacific
Woollacott, Angela	School of History, ANU College of Arts and Social Sciences
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