

# From Press to Imprint: Examining UBC Press' Acquisition of Purich Publishing

by

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## ABSTRACT

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In December 2015, UBC Press announced the acquisition of Saskatchewan-based publisher Purich Publishing Ltd., whose founders were retiring. Within media industries like publishing, consolidation and conglomeration of multiple companies is now a common practice. Industry insiders and business columnists endlessly discuss the contracts, prices paid, and asset values, but rarely is there any discussion about what happens *after*. For UBC Press, the acquisition was a strategic decision to reinvest in its business through the purchase of assets. The Press then faced the difficulty of how to suitably integrate these titles into its existing publishing program, including coordinating metadata, integrating stock, and assessing the marketing potential for these titles. There is also the consideration of the future of Purich as an imprint, and how to best utilize the existing brand and list, while keeping it distinct from UBC Press' existing publishing program. This report looks at the trend of consolidation in publishing in the context of scholarly publishing in general, considers the business decision behind such an acquisition, takes a deep look at the logistics of assimilating another company, and offers analysis and recommendations based on the opportunities and challenges that UBC Press now faces.

**Keywords:** book publishing, consolidation in publishing, publishing merger, Purich Publishing, scholarly publishing, UBC Press.

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# CONTENTS

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Approval	ii
Abstract	iii
Acknowledgements	iv
Contents	v
List of Figures	vii
<b>Introduction</b>	<b>1</b>
The Field of Scholarly Publishing	2
The Trend of Consolidation in Publishing	5
<b>Part I: The Acquisition</b>	<b>8</b>
History of Purich Publishing	8
UBC Press: Company Summary	12
New Commercial Undertakings	13
How Purich Fits with UBC Press	16
The Acquisition of Purich	17
Analyzing the Success of Purich's Publishing Program	18
<b>Part II: The Integration</b>	<b>24</b>
The Value of Metadata	24
Digital Files & Data	26
Integration to Internal Database Systems	27
Inventory & Assets	30
Distribution & Stock	30
In Print vs. Out of Print Stock	32
Ebook Assets: Compatibility and Availability	34
Communications & Marketing	36
Website	39
Catalogues	40
Sample Chapters	41
Publicity Received	42
Course Adoptions	43
<b>Part III: The Future</b>	<b>45</b>
Changes Going Forward	45
Editorial Vision	45
Manuscripts in Progress & New Acquisitions	46

Future Ideas	47
Recommendations	48
Acquisition Stipulations	48
Wiki & Internal Style Guide	48
Social Media & Direct to Consumer Marketing	49
eBooks	50
<b>Conclusion</b>	<b>52</b>
<b>Bibliography</b>	<b>54</b>
<b>Appendices</b>	<b>59</b>
Appendix A: List of All Purich Titles (Chronological by Year of Publication)	59
Appendix B: Active Purich Titles (Alphabetical by Contributor Last Name)	63
Appendix C: Out of Print Purich Titles (Alphabetical by Contributor Last Name)	66
Appendix D: Purich Overview for Sales Conference	67
Appendix E: Title Information Sheet for <i>More Indian Ernie</i>	68

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## LIST OF FIGURES

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Figure 1: Most Recently Published Titles by Purich before acquisition.....	19
Figure 2: Top 10 Bestselling titles published by Purich (sales data from 2011–July 2016) .....	20
Figure 3: Purich announcement within UBC Press’ inaugural newsletter, Fall 2016.....	38
Figure 4: Forthcoming Purich, UBC Press’ Spring 2017 Scholarly Catalogue .....	41

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## INTRODUCTION

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On December 1, 2015, UBC Press announced the acquisition of Saskatchewan-based publisher, Purich Publishing Ltd. For UBC Press, it was a strategic decision to reinvest in its business through the purchase of assets. Don Purich and Karen Bolstad started Purich Publishing Ltd. in Saskatoon in 1992, and have since retired. Purich has published more than 50 titles on topics of Aboriginal law, Western history, and social justice. A number of their books continually sell well in the scholarly market and several have found success with a trade audience, while others have been out of print for a number of years.

UBC Press, upon acquiring the assets of Purich Publishing, faces a multifaceted obstacle: how to best integrate these titles into its existing publishing program, market them further, and then continue Purich as an imprint. Initial activities included integration of Purich inventory at UBC Press' distributor, metadata dissemination to sales partners, and bringing the Press' departments up to speed. Next, there is the consideration of how to treat the Purich imprint going forward. While Purich Publishing had excellent national sales, they did not have significant US or international reach. There is a benefit to be gained by assessing further sales opportunities for the recent releases and best sellers, particularly in foreign markets not previously exploited. Purich Publishing did not peer review their books, although they did consult outside reviewers, and the small team allowed for direct involvement in each title to ensure scholarly value as well as a broader appeal. Many of their books struck an accessible midpoint between trade non-fiction and academia. As a non-peer-reviewed imprint, Purich will provide an opportunity for UBC Press to publish more subjective opinions on social issues. However, as this is a new territory for UBC Press, it also presents many challenges.

From July–September 2016, I was an intern at UBC Press with the express goal of helping the integration and transition of Purich Publishing. Many pieces of the company transfer were underway, and both Don Purich and Karen Bolstad were retained as consultants for the year following the acquisition. One of the first steps in a project like this is to take an assessment of the current situation and identify the work that needs to be completed. Some of the logistics had



begun, including the transfer of accounts, files, and data such as inventory and distribution contracts. The majority of my internship with UBC Press was spent bringing the received data up to internal and industry standards, creating and locating missing content, and developing elements such as summaries and spreadsheets to aid UBC Press moving forward.

This report will begin by briefly looking at the field of scholarly publishing and the trends of consolidation in the industry. Acquisitions and mergers such as this are part of a much larger ongoing trend in the media industries of conglomeration and consolidation. Part I gives a historical overview of both Purich Publishing and UBC Press leading up to the acquisition, considering the business logic behind the acquisition and strategic goals. Part II focuses on the coordinated integration of Purich's assets into UBC Press' operation, and considers the future of the imprint going forward.

## The Field of Scholarly Publishing

According to the Association of Canadian University Presses (ACUP), scholarly publishing is a “branch of publishing whose primary concern is the widest possible distribution of the results of scholarly research.”<sup>1</sup> The scholarly book publishing industry is a complex system where content producers differ significantly based on academic affiliation, profit model, and publishing process. While the most common publisher for scholarly material would be a university press, other producers not associated with a university also publish work of scholarly and educational value. Major trade publishers like Penguin Random House or HarperCollins frequently publish non-fiction books by academics and scholars written for a more general audience. There are also for-profit publishers like Elsevier and Taylor & Francis publishing academic journals, books, and K-12 learning materials. According to the ACUP, there are three main aspects that differentiate scholarly book publishing from other types of educational publishing: peer review, ownership, and markets.

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<sup>1</sup> “Association of Canadian University Presses (ACUP),” *Association of the Canadian University Presses*, accessed February 22, 2017, <http://www.acup.ca/>.

The first main aspect of scholarly publishing, and probably the most well-known, is the peer review process. In the scholarly community, peer review is the highest academic standard for research—to be vetted and approved by a jury of one’s academic peers. The peer review process is multifaceted and can vary depending on the type of publishing (book or periodical), academic discipline, and the publisher’s mandate. Detailing these nuances and complexities is beyond the scope of this report, but at its most basic, peer reviewers are scholars who read, review, and comment on the manuscript to the benefit of the author, acquiring editor, and publication review board. This arms-length process is designed to verify the integrity of the research within the academic community, and depending on the type of peer-review, ensure fairness and reduce favouritism.

The second aspect of scholarly publishing is the ownership model. In Canada, the ownership of a university press is clear: they are “non-profit organizations set up either as departments of universities or ... as incorporated not-for-profit companies.”<sup>2</sup>

The third main aspect that differentiates scholarly publishing is the nature of the market. Although subsidized to different degrees by the home university, academic presses do still need to generate revenue, which is difficult in a niche market: “Historically, these presses have been committed to the publication of specialized works for which the market is too small or financially unviable to attract the interest of for-profit publishers.”<sup>3</sup> The ACUP estimates that on average, a scholarly monograph sells fewer than 100 copies in Canada. If it has appeal outside a Canadian market, it may sell 300–600 copies. Therefore, “the average deficit of a scholarly book published in Canada is approximately \$15,000.”<sup>4</sup> There is a grant available, the Awards to Scholarly Publications Program (ASPP, formerly the Aid to Scholarly Publishing), providing up to \$8,000 in funding per accepted title,<sup>5</sup> and many scholarly presses rely upon it to make up a portion of the

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<sup>2</sup> Ibid.

<sup>3</sup> Andrea Kwan, “Open Access And Scholarly Monographs in Canada | Publishing @ SFU” (Project Report, Master of Publishing Program - Simon Fraser University, 2013), <https://publishing.sfu.ca/2013/08/open-access-and-scholarly-monographs-in-canada/>.

<sup>4</sup> “ACUP.”

<sup>5</sup> “Awards to Scholarly Publications Program,” *Federation for the Humanities and Social Sciences*, accessed March 6, 2017, <http://www.ideas-idees.ca/aspp>.

difference from other revenue sources such as retail sales, course adoptions, and foreign rights sales. The ASPP grant helps underwrite approximately 180 books a year, as well as five works in translation annually, and is administered by the Canadian Federation for the Humanities and Social Sciences with funding from the Government of Canada's Social Sciences and Humanities Research Council (SSHRC).<sup>6</sup> In the 2015–2016 fiscal year, SSHRC gave the Federation \$1,808,550.00 to administer through the ASPP.<sup>7</sup> As the market for scholarly books is fairly niche, even more so depending on the topic, any changes to the conditions of the market (such as funding changes or decreased budgets) impact the situation drastically.

As early as the 1980s, conditions in the academic marketplace began to change, leading to a crisis in the scholarly market. These challenges intensified in the 2000s as the dot-com bubble burst, and were further impacted by the global financial crisis of 2008.<sup>8</sup> Profits diminished in the media industries, creating a chain reaction: federal funding bodies and university endowments dropped, university library budgets were cut, and this all affected the university presses that relied on government funding, the university itself, and library sales. Historically, academic presses were used to challenging market conditions, and many of these presses also produced journals to produce revenue from subscriptions. But the decreased library budgets were unable to cope with ever-rising costs of journal subscriptions, specifically from huge multinational commercial publishers. These for-profit journal publishers charged exorbitant amounts on bundles to make “a profit that, in part, relies on the unpaid labor of scholars and researchers in nonprofit universities.”<sup>9</sup> A study from the University of North Carolina–Chapel Hill found that “per

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<sup>6</sup> Kel Morin-Parson, “In Focus: The Aid to Scholarly Publications Program (ASPP),” *University Affairs*, August 7, 2007, <http://www.universityaffairs.ca/career-advice/career-advice-article/in-focus-the-aid-to-scholarly-publications-program-aspp/>.

<sup>7</sup> “Details of the Project: Aid to Scholarly Publications Programme - Publications and Administration Grant - Canadian Federation for the Humanities and Social Sciences,” *Canadian Federation for the Humanities and Social Sciences*, accessed March 11, 2017, <http://www.outil.ost.uqam.ca/CRSH/Detail.aspx?Cle=148810&Langue=2>.

<sup>8</sup> Kathleen Fitzpatrick, *Planned Obsolescence: Publishing, Technology, and the Future of the Academy* (New York: New York University Press, 2011).

<sup>9</sup> Bret McCabe, “Publish or Perish: Academic Publishing Confronts Its Digital Future,” *The Hub*, September 10, 2013, <http://hub.jhu.edu/magazine/2013/fall/future-of-academic-publishing/>.

journal subscription costs rose 215% between 1986 and 2003.”<sup>10</sup> This means that even less of a university library’s dwindling budget was available for the purchase of scholarly books and monographs.

Aware of changes in market conditions, scholarly publishers sought a plan to rely less on library sales and subsidies. To keep afloat, some presses have reduced their overhead with new technology and processes, diversified into other product offerings, or reduced the size of their operation. Other publishers have consolidated with other presses, or secured new assets for additional income. Market conditions are constantly changing, hence the ongoing crisis in scholarly publishing, and academic presses are finding different ways to cope with these challenges.

## The Trend of Consolidation in Publishing

Consolidation among media companies is not a new trend, and multiple media industries—newspapers, telecommunications, magazines, publishing, film, television—have experienced both horizontal and vertical integration of assets worldwide for more than 30 years. A recent major merger in trade publishing was the joining of Penguin Group and Random House in 2013, both of which had already acquired a number of other publishers such as Doubleday, Knopf, and Viking. Penguin Random House is now the largest English-language publisher globally. The rationales for such consolidations are usually the same: cost savings, growth opportunities, “or a failing organization looking for a lifeline.”<sup>11</sup> But it’s not always a merger for mutual benefit; there are instances in the media industry of larger companies swallowing up others, leaving just a smattering of small companies who cannot possibly participate on the same scale. This leads to rampant speculation and fear about the survival of independent companies, particularly small trade publishers in Canada who can’t compete with the “Big 5” (all internationally owned

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<sup>10</sup> Andrea Peterson, “How One Publisher Is Stopping Academics from Sharing Their Research,” *Washington Post*, December 19, 2013, <https://www.washingtonpost.com/news/the-switch/wp/2013/12/19/how-one-publisher-is-stopping-academics-from-sharing-their-research/>.

<sup>11</sup> Carpenter, Todd A, “Merger - The Consolidation Wave Hits Two Publisher Associations,” *The Scholarly Kitchen*, May 22, 2013, <https://scholarlykitchen.sspnet.org/2013/05/22/merger-the-consolidation-wave-hits-two-publisher-associations/>.

conglomerates like Penguin Random House). In some cases, the speculation stems from legitimate benefits—economies of scale give larger publishers an advantage with overhead costs like administration, warehousing, and shipping. Yet these business practices can put smaller publishers at a disadvantage, particularly where one stakeholder holds a disproportionate amount of the power, such as negotiating discount rates with a national retailer.

It isn't just the publishers and distributors that are experiencing vertical consolidation; the marketplace itself is "experiencing unprecedented consolidation, with a growing share of all purchases of university press books flowing through one account, Amazon," explains Joseph Esposito in a report examining direct-to-consumer sales and marketing opportunities for university presses. This reduces the competition of the marketplace and allows these major corporations to dictate terms and conditions rather than negotiate. According to the CEO of Simon & Schuster, "in order to get meaningful revenue growth under today's market conditions, publishers need to either 'add a new business or take market share away' from competitors."<sup>12</sup> Although consolidation seems less of a direct concern for university presses since they are more dependent on the relationship with their home institution, they are in fact part of a larger scholarly marketplace that is also experiencing huge changes. The crisis in scholarly publishing includes drastic consolidation in journal publishing, allowing "big publishers like Elsevier to retain a balance of power that allows them to continue turning huge profits while conceding relatively little to academe."<sup>13</sup>

Yet some critics feel that consolidation isn't all bad—there are benefits to being part of a large publisher, particularly with international sales and marketing opportunities: "A powerful publisher can get a relatively obscure monograph into more libraries or make it easier to discover online."<sup>14</sup> For Purich Publishing, increased sales and marketing opportunities were part of the

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<sup>12</sup> Jim Milliot, "Sales Slipped, Profits Rose in 2016 at S&S," *Publisher's Weekly*, February 15, 2017, <http://www.publishersweekly.com/pw/by-topic/industry-news/financial-reporting/article/72799-sales-slipped-profits-rose-in-2016-at-s-s.html?platform=hootsuite>.

<sup>13</sup> Steve Kolowich, "In Fight Over Academic Publishing House, Fear of Corporate Values," *The Chronicle of Higher Education*, December 2, 2015, <http://www.chronicle.com/article/In-Fight-Over-Academic/234413/>.

<sup>14</sup> Ibid.

appeal of UBC Press. As Karen Bolstad explained, moving their books to a larger press “could offer more to our authors in terms of publicity and marketing generally,” such as US markets and international book fairs where UBC Press has a much greater presence.<sup>15</sup> Both UBC Press and Purich Publishing took a number of factors into consideration before the acquisition, which this report will discuss in Part I. First, we are going to examine the history of Purich Publishing as well as an overview of UBC Press in light of the changing scholarly market.

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<sup>15</sup> Karen Bolstad, “Personal Correspondence: Purich Publishing (March 24, 2017),” March 24, 2017.

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## PART I: THE ACQUISITION

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### History of Purich Publishing

Purich Publishing took shape in 1992 as the brainchild of Don Purich, who had a law background and at the time was a term appointee at the University of Saskatchewan as Director of the Native Law Centre. In his role at the Native Law Centre, Don Purich observed a lack of books on governmental relations with Aboriginal Peoples, as well as issues affecting the prairies. He had authored six books by then and decided to try publishing as a creative enterprise and business opportunity.<sup>16</sup> Co-owner Karen Bolstad contributed to Purich Publishing on a part-time basis while continuing to practice law. In 1999, she left her 19-year law career behind and made the transition to Purich full time.

Like many small publishers in their infancy, Don Purich used his industry networks to acquire the first titles published. He reached out to local contacts seeking proposals and helped colleagues develop manuscripts. The first book published was *Law, Agriculture, and the Farm Crisis* (1992),<sup>17</sup> by Donald Buckingham and Ken Norman. Purich also created the Aboriginal Issues Series to establish authority in the burgeoning field of Aboriginal studies. The fifth title Purich published, *Aboriginal Self-Government in Canada: Current Trends and Issues* (1994) by John Hylton,<sup>18</sup> was the third in the series, and the third edition published in 2008 is still selling strongly.<sup>19</sup> The personal relationships that Purich Publishing established by developing author's manuscripts and ideas is part of what contributed to Purich Publishing's success.

While there are many challenges as well as benefits in being a small publisher (which this report will discuss below), Purich survived—and thrived—for more than 20 years. The main

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<sup>16</sup> Don Purich, "How We Became Publishers," *Purich Publishing*, November 7, 2013, [http://www.purichpublishing.com/blog/posts/how\\_we\\_became\\_publishers.html](http://www.purichpublishing.com/blog/posts/how_we_became_publishers.html).

<sup>17</sup> Donald Buckingham and Ken Norman, eds., *Law, Agriculture and the Farm Crisis* (Saskatoon: Purich Publishing, 1992).

<sup>18</sup> John H. Hylton, *Aboriginal Self-Government in Canada: Current Trends and Issues* (Saskatoon: Purich Publishing, 1994).

<sup>19</sup> Kelly Laycock, "From Cover to Cover: Saying Goodbye to Purich Publishing," *Bencher's Digest (Law Society of Saskatchewan)*, Fall 2016.

source of income was from book sales, a significant portion of which were backlist titles. As a participant in a 2008 study with the Saskatchewan Publishers Group (now SaskBooks), Purich did a detailed review of their sales reach. According to their findings, approximately 61% of sales in 2007 were within Western Canada (BC, Alberta, Saskatchewan, Manitoba), 38% of which was in Saskatchewan alone (23% of total sales), 30% to Ontario, and 9% to the rest of Canada and foreign sales.<sup>20</sup> Until 2011, Purich handled all distribution in-house: shipping to bookstores and trade retail, and conducting direct to consumer sales. In October 2011, Purich contracted Brunswick Books (formerly Fernwood Books) to handle the sales representation and distribution of their titles to trade and academic bookstores and retail outlets. To enable book sales, in addition to any work Brunswick Books undertook, the main marketing activity Purich performed was a physical catalogue mailed to a list of more than 6,700 contacts, as well as email notifications to several hundred opt-in recipients. Historically, Purich estimated direct to customer sales to account for anywhere from 25–40%, which not only included individuals, but also bulk sales to corporations, associations, First Nations, Aboriginal organizations, and other groups. With the increased presence of big box stores and online retailers like Indigo and Amazon, Purich estimated that direct sales accounted for only approximately 17% in 2014.<sup>21</sup>

Other marketing activities included entering book award competitions as appropriate, such as the Manitoba Book Awards, Saskatchewan Book Awards, and the Manitoba Historical Society's Margaret McWilliams Award. Most of their book releases included a launch event and many authors attended speaking engagements. Holding events where authors hand-sell their books is a well-known tactic in the publishing industry, and Purich took advantage of such opportunities. Purich Publishing was also an active member of the Association of Canadian Publishers (ACP) and SaskBooks, and built strong ties within the provincial and national academic and publishing communities.<sup>22</sup> This also ensured that Purich titles would be present at various conferences in the academic market, including the annual Congress of Humanities and

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<sup>20</sup> Purich Publishing Ltd., "2015 CBF Grant Application," April 1, 2015.

<sup>21</sup> Ibid.

<sup>22</sup> Laycock, "From Cover to Cover: Saying Goodbye to Purich Publishing."



Social Sciences and the conference for the Native American and Indigenous Studies Association, at either the ACP or SaskBooks booth if Purich could not attend themselves.

In Canada, there are a number of government grants available to assist in artistic and cultural activities, including writing and publishing support. Purich received grants through the Saskatchewan Cultural Industries Development Fund (formerly the Saskatchewan Cultural Industries Development Fund) since the program's inception in 1999. In 2013, a new organization called Creative Saskatchewan was formed to support cultural industries in the province, and Purich applied for two grants in 2014: a Creative Industries Production Grant and a Market & Export Development Grant. Although they consider themselves a scholarly publisher, Purich titles would not have been eligible for ASPP funding as one of the criteria requires that "at least two peer reviewers, conforming to ASPP conflict-of-interest guidelines, must provide detailed reports on the work."<sup>23</sup> Purich Publishing Ltd. was eligible for Canadian Heritage grants from the Government of Canada through the Canada Book Fund (CBF) and was receiving those since 2006 (formerly the Book Publishing Industry Development Program, BPIDP).<sup>24</sup> CBF "assists the ongoing production, marketing and distribution of Canadian-authored books" through three streams: Support for Publishers—Publishing Support to assist in ongoing production, marketing and distribution of Canadian-authored books, including export sales;<sup>25</sup> the Support for Publishers—Business Development stream for assistance with "internship projects and business planning projects";<sup>26</sup> and Support for Organizations for groups "primarily in the book publishing, distribution, marketing, wholesale or retail sectors," or that represent

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<sup>23</sup> "ASPP Publication Grant Guidelines for Publishers" (Federation for the Humanities and Social Sciences, December 2013), <http://www.ideas-idees.ca/sites/default/files/sites/default/uploads/aspp/aspp-publication-guidelines-publishers-en.pdf>.

<sup>24</sup> Purich Publishing Ltd., "2015 CBF Grant Application."

<sup>25</sup> "Support for Publishers: Publishing Support – Canada Book Fund," *Government of Canada*, accessed March 10, 2017, <http://canada.pch.gc.ca/eng/1449765951312/1449765951315>.

<sup>26</sup> "Support for Publishers: Business Development – Canada Book Fund," *Government of Canada*, accessed March 10, 2017, <http://canada.pch.gc.ca/eng/1449765951318/1449765951321>.

Canadian authors like a professional association.<sup>27</sup> In 2014–2015, Purich received \$25,310 as Support for Publishers.<sup>28</sup>

One ongoing issue for Purich was the constantly increasing cost of shipping. In 2015, Purich Publishing charged direct sales customers eight dollars shipping within Canada (plus 50 cents per book thereafter), but this no longer covered the cost of postage within Saskatchewan, much less international shipping. Another frequent concern has been the cost of warehousing and the amount of backlist inventory maintained. Although Purich experienced steady sales from many backlist titles—for example, *Two Families: Treaties and Governments*<sup>29</sup> published in 2007 had a third reprinting in 2014—they still had many unsold titles that were not moving. Although they only reprinted as needed, a lot of their backlist had very low turnover and in the years prior to acquisition they made considerable headway to reduce slower moving inventory. The act of pulping—shredding—boxes of books is a distressful idea to any reader, but in publishing it is a cost-saving measure to no longer have to pay monthly rent for the warehouse space.

Although they were a small staff, both Don Purich and Karen Bolstad tried to keep up with changing technologies and market landscape, such as the digitization project undertaken in 2013 to produce ebooks. They also attended meetings, conferences, and professional development sessions through the ACP and SaskBooks. “As a publisher we’ve decided that the key to survival is to stay small and specialized,” Don Purich explained in a 2013 article.<sup>30</sup> And Purich not only survived, they thrived; publishing more than 50 titles with only two full-time staff is no small achievement. Purich Publishing built a strong reputation in the Canadian scholarly publishing market and the field of Aboriginal studies, which was one of the appealing factors to UBC Press. Later in Part I, this report will examine the valuable aspects of Purich as an acquisition, and discuss in greater detail the success of their publishing program.

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<sup>27</sup> “Canada Book Fund - Support for Organizations,” *Government of Canada*, accessed March 10, 2017, <http://canada.pch.gc.ca/eng/1449765951324/1449765951327>.

<sup>28</sup> “Canada Book Fund Recipients (2014-2015),” *Government of Canada*, accessed March 10, 2017, <http://canada.pch.gc.ca/eng/1450356457855/1450356614920>.

<sup>29</sup> Harold Johnson, *Two Families: Treaties and Government* (Saskatoon: Purich Publishing, 2007).

<sup>30</sup> Don Purich, “Book Publishing: The Challenges,” *Purich Publishing*, December 2, 2013, [http://www.purichpublishing.com/blog/posts/book\\_publishing\\_\\_the\\_challenges.html](http://www.purichpublishing.com/blog/posts/book_publishing__the_challenges.html).

## History of UBC Press

UBC Press was founded in 1971 as a not-for-profit publisher affiliated with the University of British Columbia. The Press is one of Canada's leading academic publishers in the humanities and social sciences, with 70 new titles annually in "Aboriginal studies, Asian studies, Canadian history, environmental studies, gender and women's studies, geography, health and food studies, law, media and communications, military and security studies, planning and urban studies, and political science."<sup>31</sup> According to the press' Self-Study Review in 2007, "the publishing mandate at the Press is to create publications that will not only be well-respected for their quality, but that will reflect well on the University of British Columbia and its contribution to scholarship."<sup>32</sup> The Press prides itself on a strong international reputation for publishing high-quality works of original scholarship as well as books that "draw on and reflect cutting-edge research, pushing the boundaries of academic discourse in innovative directions."<sup>33</sup>

However, the course of UBC Press has not always been smooth. "The press endured a near-death and resurrection in the late 1980s and early 1990s," states Murray Tong in his Simon Fraser University Master of Publishing project report.<sup>34</sup> Interpersonal conflicts, financial mismanagement, and a weakened editorial focus affected the press. The situation was so dramatic that the 2007 Self-Study Review divided the press' history into pre- and post-1990 periods. The post-1990 period saw the appointment of director Peter Milroy and a restructuring to focus the press' activities, processes, and subject areas. Upon the retirement of Peter Milroy, Melissa Pitts moved into the role of Director from her previous UBC Press position in editorial acquisitions. Pitts has prior experience in publishing outside of acquisitions, working previously in sales and

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<sup>31</sup> "UBC Press - About," *UBC Press*, accessed March 5, 2017, <http://www.ubcpres.ca/company/about.html>.

<sup>32</sup> Emily Ann Rielly, "The Marketing Plan in Scholarly Publishing: A Study of the University of British Columbia Press" (Project Report, Master of Publishing Program - Simon Fraser University., 2011), <http://summit.sfu.ca/item/12084>.

<sup>33</sup> "UBC Press - LinkedIn Profile," *LinkedIn*, accessed March 5, 2017, <https://www.linkedin.com/company/ubc-press>.

<sup>34</sup> Murray Chun-Kee Tong, "An Examination of Acquisitions: The Case of University of British Columbia Press" (Project Report, Master of Publishing Program - Simon Fraser University, 2009), <http://summit.sfu.ca/item/9375>.

marketing management at the University of Toronto Press, as the chair of the Book and Periodical Council, and briefly as the marketing director at UBC Press. This familiarity with the industry affords her strategic business insight into the future of UBC Press.

UBC Press also utilizes support available for Canadian-owned publishers in Canada, including CBF, Canada Council, and ASPP. In 2014–2015, UBC Press received \$218,168 from CBF<sup>35</sup> as well as several ASPP grants awarded on a per-title basis. In 2015, the Press also received a Book Publishing Support Block Grant from the Canada Council for the Arts in the amount of \$127,800, a steadily increasing amount since 1998. It has also previously applied for and received grant support for author promotion tours, translation grants, grants for art books, and the Flying Squad Program, using all the resources available to market and enhance the sales opportunities for its titles.<sup>36</sup>

## New Commercial Undertakings

In addition to standard scholarly publishing activities, UBC Press has diversified its business model since 1990 to include other commercial ventures within the realm of scholarly publishing. In 1995, UBC Press expanded into marketing and distribution services in Canada for foreign publishers such as Jessica Kingsley Publishers in the UK, and the University of Washington Press and their clients.<sup>37,38</sup> In the past two years alone, UBC Press has also expanded its existing publishing program to include new series, imprints, and digital partnerships.

In Fall 2015, UBC Press released its first book in the newly created On Campus imprint, *How to Succeed at University (and Get a Great Job!)*, by Thomas R. Klassen and John A. Dwyer

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<sup>35</sup> “Canada Book Fund Recipients (2014-2015).”

<sup>36</sup> “Disclosure of Grant and Prize Recipients,” *Canada Council*, accessed March 11, 2017, <http://canadacouncil.ca/about/public-accountability/proactive-disclosure/grant-recipients?form=submitted&page=1&year=all&discipline=Writing+and+Publishing&program=all&recipient=University+of+British+Columbia+Press&province=all&city=&area=all&riding=all&Sort1=Recipient&Sort2=Recipient&Sort3=Recipient>.

<sup>37</sup> “Publishers Represented :: UBC Press,” accessed March 5, 2017, <http://www.ubcpress.ca/company/publishers.html>.

<sup>38</sup> “Our History,” *UBC Press*, accessed March 25, 2017, <http://ubc.stisonbooks.com/our-history>.

(2015).<sup>39</sup> This new imprint is open access and more trade than academic, with the intent of helping students “successfully tackle the intellectual and social challenges encountered at university or college today” through books, essays, and other supplementary material.<sup>40</sup> Following the closure of Pacific Educational Press (PEP) on October 1, 2015, UBC Press announced it would add the remaining PEP publishing program to its roster effective November 1, 2015, but would not be actively acquiring new titles for the imprint.<sup>41</sup> Pacific Educational Press was founded in 1971 as the Vancouver Environmental Education Project as part of the Faculty of Education at the University of British Columbia. Prior to closing, PEP developed hundreds of educational products for K–12 core curriculum, as well as resources for students and teachers-in-training in environmental topics, Aboriginal education, language arts, and social studies.<sup>42</sup> UBC Press rounded out 2015 with the acquisition announcement of Purich Publishing on December 1, 2015.

In January 2016, UBC Press announced the launch of its trade imprint, On Point Press, for non-fiction titles in history, politics, Aboriginal studies, the environment, and the natural world. These are subject areas that reflect UBC Press’ existing expertise and strong scholarly publishing reputation. The main difference is On Point Press is not an academic imprint, it will publish trade non-fiction with a larger commercial appeal. Without the peer-review process, it can acquire manuscripts with less formal writing, bring books to publication quicker, and access a wider audience outside the scholarly market. UBC Press launched On Point Press with the Spring 2016 season; the inaugural book was *The Call of the World: A Political Memoir*, by Bill Graham.

Another addition to the Press’ business model was announced in April 2016: UBC Press and the University of Washington Press (UWP) jointly received a three-year US \$509,000 (CAD

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<sup>39</sup> Thomas R. Klassen and John A. Dwyer, *How to Succeed at University (and Get a Great Job!): Mastering the Critical Skills You Need for School, Work, and Life*, 1st ed. (Vancouver: UBC Press / On Campus, 2015), [http://www.ubcpres.ca/search/title\\_book.asp?BookID=299174910](http://www.ubcpres.ca/search/title_book.asp?BookID=299174910).

<sup>40</sup> “On Campus - UBC Press Imprint,” *UBC Press*, accessed March 25, 2017, <http://www.ubcpres.ca/oncampus/>.

<sup>41</sup> “We Have a New Home at UBC Press!,” *Pacific Education Press News*, October 1, 2015, <http://pacifiedpress.ca/ubcpres/>.

<sup>42</sup> “About,” *Pacific Educational Press*, accessed March 5, 2017, <http://pacifiedpress.ca/about-2/>.

\$679,970) grant from the Andrew W. Mellon Foundation to develop a digital platform for collaborative research and publishing in Indigenous studies.<sup>43</sup> This vision, conceived of and directed by UBC Press' acquisitions assistant director Darcy Cullen, is for an online platform for media-rich books where communities, individuals, and scholars can collaborate, share, and create knowledge. By building two digital multi-path book prototypes—*Musqueam Stories Transformed* and *Kwakiutl Dance and Movement*—as part of the three-year grant, the presses hope to create a foundation for more interactive books, and the reciprocal exchange of knowledge and ideas. The project is designed in partnership with First Nations communities and organizations, museums, as well as experts, in order to manage the knowledge and heritage in culturally sensitive ways. While a new avenue for UBC Press' business model, this ongoing project will be an exciting case study for stakeholders in publishing and the digital humanities, particularly Indigenous scholars. In addition, the partnerships and community outreach could also result in new manuscripts and projects for the press.

Most recently, in October 2016, UBC Press put out a call for proposals for a new book series titled Landmark Cases in Canadian Law, with the mandate to “publish comprehensive, book-length examinations of high court cases that have had a major and permanent impact on Canadian law, politics, and society.”<sup>44</sup> Scholarly publishers use book series to highlight a press' expertise and profile in particular disciplines.<sup>45</sup> UBC Press already has a number of long-running series in a variety of disciplines including Law and Society, Canadian studies, military history, sexuality studies, environmental history, First Nations languages, and Asian studies, making this new series relevant to its existing editorial vision.

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<sup>43</sup> “Press Release: Mellon Foundation Grant for Digital Publishing Platform In Indigenous Studies” (UBC Press, April 2016), [http://www.ubcpres.com/company/press/PressRelease\\_MellonFoundationGrantforDigitalPublishingPlatformInIndigenousStudies\\_April2016.pdf](http://www.ubcpres.com/company/press/PressRelease_MellonFoundationGrantforDigitalPublishingPlatformInIndigenousStudies_April2016.pdf).

<sup>44</sup> UBC Press, “Call for Proposals - New Series: Landmark Cases in Canadian Law,” *UBC Press*, October 12, 2016, [http://www.ubcpres.ca/books/series\\_landmarkcases.html](http://www.ubcpres.ca/books/series_landmarkcases.html).

<sup>45</sup> Lesley Ann Erickson, “One Thing after Another: Book Series and Navigating the Crisis in Scholarly Publishing--a Case Study” (Project Report, Master of Publishing Program - Simon Fraser University, 2007), <http://summit.sfu.ca/item/8398>.

In light of these new activities and avenues for UBC Press, the acquisition of Purich Publishing fit with its expanded publishing program. Yet for each new pursuit, a number of decisions and discussions would have taken place at UBC Press, considering how the new opportunity or acquisition would fit with its existing brand and mandate, and how challenges would be met.

## **How Purich Fits with UBC Press**

Purich's focus on Aboriginal law, social justice, and Western Canadian issues complements UBC Press' existing strength in Aboriginal studies and law, and pushes UBC Press into new areas of youth and the law, Aboriginal health and education, and social justice. Purich's backlist was also highly praised; several titles had received multiple accolades including reaching the bestsellers list in Saskatchewan, and awards from the Manitoba Historical Society, Saskatchewan Book Awards, and Manitoba Book Awards. Purich Publishing had a very strong regional focus in Saskatchewan and many of their authors were located in the Prairies. Purich authors are professionals and academics, experts in their field, and vocal advocates in their communities. They include both experienced and early career authors, with many having written, edited, or contributed to other books.

UBC Press was already interested in developing an imprint that had academic appeal as well as trade crossover, and Purich's existing editorial program offered a strong backlist with ongoing sales. Purich was also an established authority in the market, and their defined areas of focus enabled Don Purich and Karen Bolstad to select appropriate manuscripts to publish. Although this editorial vision may change slightly to avoid competition with UBC Press' existing publishing program in Aboriginal studies and law, UBC Press is interested in maintaining Purich as an imprint. At the annual UBC Press company retreat in 2015, the staff brainstormed how the new imprints of Purich, PEP, and On Point Press would fit into its existing brand.<sup>46</sup> Titles are not being actively sought for PEP, and On Point Press is intended solely for trade titles. Staff highlighted that Purich had more of a social activism component and was more trade market

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<sup>46</sup> UBC Press, "UBC Press & Imprints (Venn Diagram)" (UBC Press, 2015).

driven, while acknowledging some existing overlap with UBC Press' main publishing program. Although the editorial vision of Purich as an imprint is still in development, the emphasis on social justice issues, UBC Press' established subject areas, and trade crossover appeal will be a guiding factor for UBC Press' acquisition editors.

## The Acquisition of Purich

Despite the market conditions in scholarly publishing, since the overhaul in 1990, UBC Press has carefully managed its budget and grants received. Approximately 10 years ago, Canadian libraries made a major digital purchase from multiple Canadian university presses with one-time funds from the Canadian Research Knowledge Network, allowing for a modest rolling surplus for UBC Press. Although a surplus is beneficial as a buffer for any unforeseen expenses, UBC Press felt it would be more valuable to reinvest it in the press. Director of UBC Press Melissa Pitts clarified that the Press wanted to secure properties that would continue to be an ongoing source of revenue.<sup>47</sup> Therefore, it made the strategic decision to purchase the assets of Purich Publishing Ltd. Aside from the clear appeal of the subject matter and scholarly material in key topics, there were many other factors for UBC Press to consider prior to making an offer of acquisition. Ultimately it is both a strategic and risky business decision.

Melissa Pitts heard about the sale of Purich Publishing through former director Peter Milroy, who was acquainted with Don Purich and Karen Bolstad. Milroy had "been a mentor to [Purich] through the ACP, and from that developed a friendship," Bolstad explained.<sup>48</sup> With Milroy's encouragement, Pitts put together a business plan scenario to present to the UBC Press board and submitted a confidential bid to Purich Publishing.<sup>49</sup> The business plan had UBC Press seeking to recuperate its expenses within three years and carefully weighed the cost-benefit of such an acquisition.

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<sup>47</sup> Melissa Pitts, Personal Correspondence: Questions for Melissa (March 17, 2017), Telephone, March 17, 2017.

<sup>48</sup> Bolstad, "Personal Correspondence: Purich Publishing (March 24, 2017)."

<sup>49</sup> Pitts, Personal Correspondence: Questions for Melissa (March 17, 2017).



Both parties had to come to an agreement on the value and sale price of the company. The purchase price would have been determined mainly by considering inventory, works in progress, contracts held, and goodwill. Aside from physical books, other assets included permission to use the brand and trademark name, the existing customer base, and the reputation of Purich Publishing. The intangible values of cultural and social capital are a key point in marketing—having readers and professors who know and value your books is easier to leverage than starting from scratch. UBC Press was also able to consider Purich’s history of sales, taking into account projected future revenues on backlist, the right to reprint, and manuscripts in progress to ascertain financial stability.

The acquisition of Purich Publishing was already completed legally by the time I was hired as an intern at UBC Press. However, in considering the future of Purich as an imprint, it was important to look at the company and its records with a more critical eye.

### **Analyzing the Success of Purich’s Publishing Program**

Part of my assignment was to assess Purich’s publishing program—the individual titles, the list as a whole, the types of authors—to ascertain what made them successful and what gaps were present. There were a number of factors that helped Purich Publishing to acquire meaningful manuscripts and garner strong sales. First and foremost, Don Purich and Karen Bolstad stress the importance of maintaining a close relationship with their authors and describe their editing style as hands-on. They put a lot of work into developing and helping the author shape the manuscript to appeal to a multidisciplinary audience with accessible writing.<sup>50</sup> They also maintained close ties to the Aboriginal law community and publishing community within Saskatchewan, putting an emphasis on local sales and outreach. Finally, Purich Publishing had a strongly defined editorial mandate in specific subject areas, allowing them to build a solid reputation and recognition in those disciplines.

The most recently published titles (as seen below in Figure 1, and listed chronologically in Appendix A) include a mixture of first-person narratives, essays, and original works all relating to

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<sup>50</sup> Laycock, “From Cover to Cover: Saying Goodbye to Purich Publishing.”

Aboriginal studies within the disciplines of law, culture, and health. Purich titles where the author has a personal link to the topic—such as cultural background, vocation, or familial connection—tend to be more inviting to a general reader who may be interested in the subject matter but intimidated by a dissertation or thesis. Authors Ernie Louttit, Sylvia McAdam (Saysewahum), Marie Battiste, and Aimée Craft all demonstrate the sweet spot of Purich’s list: an authentic and engaging personal connection to a topic with strong relevance in both the scholarly and trade market.

<i>More Indian Ernie: Insights from the Street</i>	2015-05-15	Louttit, Ernie
<i>The Honour and Dishonour of the Crown: Making Sense of Aboriginal Law in Canada</i>	2015-04-01	Dickson, Jamie
<i>Nationhood Interrupted: Revitalizing nêhiyaw Legal Systems</i>	2015-02-15	McAdam (Saysewahum), Sylvia
<i>Moving Aboriginal Health Forward: Discarding Canada's Legal Barriers</i>	2015-02-15	Boyer, Yvonne
<i>Revisiting the Duty to Consult Aboriginal Peoples</i>	2014-03-01	Newman, Dwight
<i>Indian Ernie: Perspectives on Policing and Leadership</i>	2013-10-15	Louttit, Ernie
<i>Decolonizing Education: Nourishing the Learning Spirit</i>	2013-09-27	Battiste, Marie
<i>Breathing Life into the Stone Fort Treaty: An Anishinabe Understanding of Treaty One</i>	2013-03-13	Craft, Aimée

*Figure 1: Most Recently Published Titles by Purich before acquisition*

On the whole, the writing in Purich books is not overly verbose and the manuscripts tend to be fairly short (fewer than 200 pages). I read and reviewed most of the titles published by Purich and found specialized theories presented in a simpler method than in traditional academic texts, and the language did not include a lot of jargon. Don Purich wanted their books to have a broad audience as it would bolster sales, but this was often tricky as many Purich authors were lawyers or specialists in fields where the “language tends to be unique and precise, and getting legally trained people to express themselves in a way that would be understood by a wider audience was always a challenge.”<sup>51</sup> This accessibility of writing was beneficial in reaching a more commercial audience and being adopted in lower level post-secondary courses.

The top titles from Purich, based on sales data from 2011 to July 2015 (see Figure 2 below), confirm these strengths of accessible writing and strong personal stories. Only the last three books on the list (entries 8, 9, and 10) the author has just a professional association, not a personal

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<sup>51</sup> Ibid.

connection, to the topic. These observations reflect Purich’s editorial mandate, particularly around social justice, and the combination of both academic and crossover titles. The cumulative sales numbers also support this, suggesting the titles had trade appeal, as the sales numbers are higher than average for an academic title.

Rank	Book Title	Date Published	Contributor(s)
1	<i>Indian Ernie: Perspectives on Policing and Leadership</i>	2013	Louttit, Ernie
2	<i>A Healthy Society: How A Focus on Health Can Revive Canadian Democracy</i>	2012	Meili, Ryan
3	<i>Decolonizing Education: Nourishing the Learning Spirit</i>	2013	Battiste, Marie
4	<i>Beyond Blood: Rethinking Indigenous Identity</i>	2011	Palmater, Pamela
5	<i>Cree Narrative Memory: From Treaties to Contemporary Times</i>	2007	McLeod, Neal
6	<i>Breathing Life into the Stone Fort Treaty: An Anishinabe Understanding of Treaty One</i>	2013	Craft, Aimée
7	<i>Treaty Promises, Indian Reality: Life on a Reserve</i>	2005	LeRat, Harold & Ungar, Linda
8	<i>Realizing the UN Declaration on the Rights of Indigenous Peoples: Triumph, Hope, and Action</i>	2010	Hartley, Jackie; Joffe, Paul; Preston, Jennifer
9	<i>Aboriginal Law: Commentary and Analysis (4<sup>th</sup> Edition)</i>	2012	Isaacs, Thomas
10	<i>Aboriginal Self-Government in Canada (3<sup>rd</sup> edition)</i>	2008	Belanger, Yale (ed.)

Figure 2: Top 10 Bestselling titles published by Purich (based on sales data from 2011–July 2016)

As a small press of only two people, Purich was able to maintain a one-on-one relationship with their authors, and many of their sales successes were attributable to the strong direct connection to the audience. Fostering these relationships as a small press is a key to success, as is selecting authors who understand the importance of hand-selling their book. One such author is Ernie Louttit, retired Saskatchewan beat cop who wrote a book about his life patrolling the streets in *Indian Ernie: Perspectives on Policing and Leadership* (2013).<sup>52</sup> Don Purich and Karen Bolstad described Louttit as incredibly motivated and charismatic; he schedules multiple speaking events during the year where he hand-sells copies of his books.<sup>53</sup> At these engagements, Louttit talks about policing in Canada as it relates to rural communities, society’s vulnerable populations, and his own opinions on leadership within a community. Because of the limitations of a small staff, Purich undertook fewer marketing activities in comparison to larger publishers. Most book

<sup>52</sup> Ernie Louttit, *Indian Ernie: Perspectives on Policing and Leadership* (Saskatoon: Purich Publishing, 2013).

<sup>53</sup> Don Purich and Karen Bolstad, Conversation with Don Purich and Karen Bolstad (July 15, 2016), July 15, 2016.

releases included a launch event and occasional additional speaking events, but more appearances or media outreach related to any scheduled readings would have required either a freelance publicist or a dedicated marketing staff person. However, for one of their most recent books, *Nationhood Interrupted: Revitalizing nêhiyaw Legal Systems*, by Sylvia McAdam (Saysewahum) (2015),<sup>54</sup> Purich did hire a freelance publicist to organize media outreach and book speaking engagements, and steady sales and award recognition followed.

Another aspect of Purich's business model is that their books are not peer-reviewed. Although this may seem like a detriment in the scholarly market—mistakenly taken as not corroborated by other academics—it actually provides a market opportunity to appeal as a trade crossover. As discussed, many of Purich's books are personal accounts, first-hand knowledge, or protected wisdom that belongs to an Aboriginal community. For example, in writing *Nationhood Interrupted*, which discusses Cree law, Sylvia McAdam (Saysewahum) sought and obtained the permission of the local Cree community and her elders to share these sacred teachings, previously transmitted only through oral traditions.<sup>55</sup> These types of books and knowledge sharing are an important part of academic exploration, often creating the first written source. What academics consider the “standard” historical record actually relies heavily on written documents and physical artifacts—existing records and evidence that the author can cite. This emphasis in the academic model leaves little room for the intricacies of Aboriginal cultures, particularly oral tradition. Ironically, this is a significant theme in Purich's *Decolonizing Education* by Marie Battiste (2013): the hierarchy of knowledge established by the Eurocentric education system has historically dismissed and invalidated Aboriginal knowledge as subordinate.<sup>56</sup> This is especially important when we consider the history of oppression and erasure that First Nations have suffered, and continue to face. According to historian Ken Coates, historical texts on First Nations progressed from the study of colonials and the fur trade to a “growing political emphasis on First Nations’ demands, claims, and public statements ... [which] gave greater legitimacy to what once had been

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<sup>54</sup> Sylvia McAdam, *Nationhood Interrupted: Revitalizing Nêhiyaw Legal Systems* (Saskatoon: Purich Publishing, 2015).

<sup>55</sup> Ibid.

<sup>56</sup> Marie Battiste, *Decolonizing Education: Nourishing the Learning Spirit* (Saskatoon: Purich Publishing, 2013).

a small, marginal fragment of the Canadian historical profession.”<sup>57</sup> Purich was adept at acquiring and publishing titles in Aboriginal studies that contributed to the scholarly conversation. Without the peer-review requirements, Purich saved time, labour, and money, thereby maintaining its profit margin and contributing to their overall success.

In publishing, author reputation or brand is one of the major driving forces in manuscript acquisitions—regardless of whether it is trade publishing or academic publishing. The major difference is that, in trade publishing, the marketability and the author’s platform (personal brand and online presence) is more important, whereas in scholarly publishing the author’s academic standing within the university community is crucial. In addition to the quality of the manuscript and the subject fit, the scholarly press may consider where an author teaches, what they’ve published and where, and how their research has been received. Purich manuscripts were not peer reviewed, but they were professionally edited as well as evaluated by outside reviewers and freelancers as necessary. Purich wanted these books to appeal as crossover titles in both the trade and academic market, therefore the reputation of the author mattered.

The reputation of the press also matters— how Purich Publishing was received within the academic community and among scholars was an important facet of the analysis for UBC Press in purchasing the company. Within the field of Aboriginal scholarly publishing, Purich was well known for producing key texts when information was still thin on the ground. Purich published the first edition of *Aboriginal Law* in 1995<sup>58</sup> and the fourth edition in 2012.<sup>59</sup> Purich was highly regarded as a local press, regularly publishing authors from the prairie provinces and books focused on the region and local issues.

Despite the successes Purich Publishing did achieve, there were also some neglected areas in their publishing program. One of the main limitations of small presses is lack of resources and time to complete marketing and publicity activities, comprehensive reporting, or thorough archival records. Although the direct relationship with the author is an advantage, in analyzing

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<sup>57</sup> Ken Coates, “Writing First Nations into Canadian History: A Review of Recent Scholarly Works,” *The Canadian Historical Review*; *North York* 81, no. 1 (March 2000): 99–114.

<sup>58</sup> Thomas Isaac, *Aboriginal Law: Cases, Materials, and Commentary* (Saskatoon: Purich Publishing, 1995).

<sup>59</sup> Thomas Isaac, *Aboriginal Law: Commentary and Analysis*, 4th ed. (Saskatoon: Purich Publishing, 2012).

Purich's marketing activities I observed a lack of records about what type of outreach and publicity they engaged in. This is not to say they did not complete these activities—a conversation with Karen Bolstad confirmed that Purich arranged events and publicity outreach for their titles.<sup>60</sup> However, if these activities were recorded (e.g., a publicity report for a given title), this information was not transferred to UBC Press. Other than mailed catalogues, book launches, and submissions to regional book prizes such as the Saskatchewan Book Awards, I have insufficient records of other marketing activities undertaken. There are also no records of publicity received or course adoptions, a topic we will discuss later. Records of these activities aid in grant reporting, communicating success to potential authors, and demonstrating usefulness to readers. For UBC Press, such records would provide the opportunity to assess what marketing and publicity activities Purich undertook, and evaluate the success of the titles against these endeavours.

The overview of both publishers and the situation of the marketplace discussed in Part I provides the foundation for interpreting the next section. UBC Press has weathered crises both internally and within the scholarly market, adapting and diversifying its business model to survive. Purich has faced and overcome different challenges as a small press, and has established a strong publishing program with a focus on Aboriginal knowledge and personal stories. UBC Press now faces new obstacles while integrating Purich as an imprint. Part II of this report will focus on the technical integration of Purich into UBC Press and discuss specific issues encountered during this process. It will also provide context for these issues by discussing the scholarly book industry and publishing standards.

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<sup>60</sup> Purich and Bolstad, Conversation with Don Purich and Karen Bolstad (July 15, 2016).

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## PART II: THE INTEGRATION

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Part II will address the three main parts of Purich's integration: digital files and data, physical inventory and assets, and the communication and marketing of the imprint. As succession in publishing becomes a more pressing issue, there needs to be effort made to impart the information stored in an individual's memory. By mutual agreement, the principles of Purich Publishing were retained as consultants for a period of time following the acquisition. The majority of my internship was focused on the logistics of integrating Purich's records, data, and files into UBC Press' existing systems. The legal paperwork had been handled prior to my arrival, and UBC Press had taken over royalty payments to Purich authors by the first quarter of 2016. One of my first steps was to take an assessment of the records and files received from Don Purich and Karen Bolstad, and all the accounts and data transferred into UBC Press' ownership. From this assessment, I identified the work that needed to be completed and prioritized the importance of each task. As I reviewed the materials and data received, I noticed it was not always as complete as the information maintained by UBC Press for its own titles. A great deal of my time was therefore spent troubleshooting erroneous information, verifying details such as print status, rebuilding metadata, enriching the database entries, and preparing new content for marketing tools and communication. Underscored by the importance of creating and distributing high-quality metadata, the following sections will look at each of these steps, performed concurrently, to address the obstacles faced, analyze the decisions made, and describe the solutions chosen in the context of scholarly publishing.

### **The Value of Metadata**

Metadata is the backbone of publishing in the digital age; from emailing a completed manuscript to the production, distribution, and sales tracking for a title, all these activities use metadata. Although every publisher has its own internal processes, there are certain industry standards that make publishing activities supported by metadata flow more easily. BookNet Canada (BNC) is a not-for-profit industry organization that helps establish and maintain the data standards for the Canadian book industry, which are continually being developed and improved as technology advances. ONIX is the main method used to provide information about a

publisher's books "such as the ISBN, title, contributor, description, price, and availability," explains BNC.<sup>61</sup> It is this data that supports the sale and marketing of a book; inventory management, shipping, invoicing, distribution, and online sales all depend on ONIX feeds to transfer the necessary metadata.

BookNet Canada originally had three levels of assessment for metadata completeness: Bronze, Silver, and Gold. In October 2016, BNC announced that it was retiring support for the Bronze template and converter for ONIX 2.1 to 3.0.<sup>62</sup> ONIX 3.0 has been the new standard since December 2014, and while Bronze status was adequate for earlier ONIX releases, it does not provide support for full and complete book data in ONIX 3.0. UBC Press has worked hard over the years to achieve a consistent Gold Standard, whereas the Purich data received from BNC was scored as Bronze. When assessing the Purich metadata received from BNC, I found a number of problems: the nine most recent titles were completely missing, along with key data fields such as BISAC categories, page counts, and publication dates. The desire to obtain Silver- or Gold-quality metadata pertains to discoverability both online and in-person. According to a comparison by Nielsen of two studies in the US and UK markets, titles with more complete metadata see higher average sales at retailers and increased check-outs from libraries. In fact, according to the US part of the study, sales increased 51% when a cover image was included, compared to titles without a cover image.<sup>63</sup> Upgrading the Purich data to Gold Standard was important for UBC Press as an in-house standard, and because conforming to the current 3.0 standard aids discoverability and reduces technical errors. BNC's recommendation for any presses still dependent on the Bronze template was that "it's time to invest in a database—either in-house or through a third party."<sup>64</sup> Fortunately, UBC Press has database systems established in its workflow and integrating the Purich data was a high priority.

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<sup>61</sup> "ONIX Standards," *BookNet Canada*, accessed March 6, 2017, <http://www.booknetcanada.ca/onix-standards/>.

<sup>62</sup> BookNet Canada, "ONIX Converter Retirements," *BookNet Canada*, October 31, 2016, <http://www.booknetcanada.ca/blog/2016/10/31/onix-converter-retirements>.

<sup>63</sup> Porter Anderson, "Nielsen Book Releases New UK and US Metadata Reports," *Publishing Perspectives*, January 17, 2017, <https://publishingperspectives.com/2017/01/nielsen-book-uk-us-metadata-reports/>.

<sup>64</sup> BookNet Canada, "ONIX Converter Retirements."



All stages of the publishing and supply chain, not just discoverability, are affected by metadata. One such stage is the coordination of inventory with warehousing, distribution, and sales partners, as later discussed. UBC Press regularly sends out ONIX data to its Canadian sales reps (Ampersand), domestic and international distributors (UTP Distribution, UWP, and Combined Academic Publishers), and ebook partners (retail vendors and library aggregators), thus ensuring these companies have all the necessary data to facilitate sales and distribution. In subsequent sections, I will discuss assessing the state of the Purich data, how I addressed missing information, and the technical details of entering information in the three main database systems UBC Press uses: Klopotek, CoreSource, and PressTrack.

## Digital Files & Data

Upon looking at the digital files transferred from Purich Publishing, as well as data received from providers such as BNC, Ingram's CoreSource, and UTP Distribution, there was a significant number of items missing or misplaced. There was little consistency in Purich's file naming, contracts for reprints were missing, and the metadata was incomplete. Although every organization will have a different system, there should be written procedures so all employees can abide by the system—UBC Press uses an internal wiki. Some smaller organizations have forgone such formal procedures as the principle creator is usually involved in all aspects of the company.

I began by reorganizing the digital files supplied by Don Purich and Karen Bolstad into folder systems that mirrored UBC Press' current shared drives. By sorting and retitling files and folders, I was able to see what content was missing and what was just misplaced, thus providing an overview of Purich's publishing program including titles published. Spreadsheets that would normally include metadata, sales figures, and inventory amounts were incomplete and scattered, so finding information was challenging. A portion of the original production files were missing, and some were inaccessible due to technical incompatibility with old versions of Quark Xpress. Several of the titles, particularly the older ones, didn't have digital cover images or the original

production files. I consulted with Karen Bolstad who confirmed that all the files Purich had were transferred,<sup>65</sup> and I verified that some of their reprint contracts had been verbal agreements to let the original contract stand.<sup>66</sup> The missing files could be either a result of freelancers not supplying original files or the press plates being kept by the printer in pre-digital days. While some of these problems had straightforward solutions, such as scanning the printed book cover, several other issues required further research and recreating documents.

## **Integration to Internal Database Systems**

A wide variety of organizations collect, redistribute, and sometimes modify, clarify, or enhance the metadata sent by publishers within the supply chain, as discussed. UBC Press uses two main databases: Klopotek stores all the metadata about its titles in a robust database system, and Ingram's CoreSource holds all digital file assets, such as cover images, printer files, and ebooks. To prepare all the information to be added to Klopotek, I first had to find all the data missing from the incomplete Bronze template provided by BNC. Using multiple sources in Purich's marketing files and digging deep in search engine results, I was able to put together the correct information or make an educated guess (e.g., BISAC subject headings and BISAC regional codes). Once I completed this spreadsheet, all the data had to be manually inputted into UBC Press' internal databases, along with other supplied information such as catalogue copy and contributor bios, which will aid in marketing and publicity.

Klopotek is software that supports the entire publishing value chain for print and digital products, including editorial planning, production, contracts, rights and royalties, marketing, and sales. The implementation of Klopotek at UBC Press was due in part to a larger industry-wide issue in the late 1990s and early 2000s around the supply chain, and improving bibliographic data and standards. UBC Press implemented Klopotek around 2007, and one of the early benefits was automated catalogue production and pushing the press to have its data up to ONIX standards. Peter Milroy, then director of UBC Press, credits Klopotek in maintaining "the ONIX

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<sup>65</sup> Purich and Bolstad, Conversation with Don Purich and Karen Bolstad (July 15, 2016).

<sup>66</sup> Karen Bolstad, "Personal Correspondence: Aboriginal Law - Clarification (August 26, 2016)," August 26, 2016.

Canadian ‘Gold’ Standard for catalog production and the benefits of a software solution that integrates all aspects of handling contracts, rights and royalties.”<sup>67</sup> Staff members at UBC Press in every department use Klopotek, including editorial, production, finance, marketing, and sales. However, UBC Press continues to use PressTrack to populate the old website and generate production reports which shows where a book is in the production process. Once phased out, UBC Press will have “the added benefits of a more powerful system [Klopotek] with impressive capabilities for data storage and organization as well as mailing list management,” explains Emily Rielly in a 2011 case study of UBC Press on marketing in scholarly publishing.<sup>68</sup> Klopotek’s remote server-based system also means that out-of-town staff members can access the central database.

Within Klopotek, I focused on transferring data from my research into the relevant mandatory fields used within UBC Press, referencing its in-house wiki for the style guide. There were 39 active titles under the Purich imprint, and the metadata was in varying stages of completeness. The following Klopotek fields, described below, are vital to UBC Press’ marketing department:

- Awards—if shortlisted, nominated, or won any prize. Note the prize, status, and date.
- Bio Note—full list of contributors with a single sentence biography.
- Classifications—long checklist of items includes: UBC Press’ internal subject codes; Imprint name, which is important since the database includes thousands of titles for all the publishers UBC Press represents; the correct BISACs; and select “Show on the Web” so the title will export to data file for new website.
- Format—set to the format that corresponds with this ISBN. If the ISBN was registered as a trade paperback, the format should be set as such. Within Klopotek you can group ISBNs to ensure all formats of the same title share certain metadata, such as subtitle and descriptive copy, but have different specs for format and price.
- Main Description—100 words maximum, primarily used for catalogue production.

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<sup>67</sup> “Canadian Publishers Hosted Software Solutions (CPHSS)— Klopotek Software Implementation,” Case Study, (September 23, 2010), [https://www.klopotek.com/fileadmin/Klopotek\\_PDF/Case\\_Studies/CPHSS/Klopotek\\_Case\\_Study\\_CPHS\\_S\\_Letter\\_EN.pdf](https://www.klopotek.com/fileadmin/Klopotek_PDF/Case_Studies/CPHSS/Klopotek_Case_Study_CPHS_S_Letter_EN.pdf).

<sup>68</sup> Rielly, “The Marketing Plan in Scholarly Publishing.”

- One Liner—a single sentence summary of the title. The sales handle, a hook, or highlighting its uniqueness.
- Originators—what contributors are called in Klopotek; can include authors, illustrators, editors, the author of the foreword, afterword, preface, or introduction.
- Page Count—full count of printed pages, including front matter and end matter, not limited to just what the final page number is.
- Price—CAD, USD, and GBP, calculated according to a formula based on current exchange rates.
- Pub Date—date on which this particular edition was published.
- Quotes—used for blurbs, endorsements, or review quotes.
- Subtitle—exactly as it appears on the title page of the final book.
- Title—exactly as it appears on the title page of the final book. Make sure to use Prefix section if title starts with an article (e.g., The, A, An, etc.).
- TOC—table of contents as it appears in the printed book. If this information was not available in Purich’s existing files, I transcribed it from a copy of the book.
- Web/Readers Description—can be longer than Main Description. Will appear on the website.
- Long Description—not mandatory, but can include if longer description is needed.
- Long Bio Note—used mainly for website. No word limit.

Once all this data is complete, an ONIX file is exported from Klopotek and sent to distribution partners and services. Purich’s incomplete data meant that distribution partners had many missing parts, therefore sending them an updated ONIX file was a high priority.

The other major database used by UBC Press to manage assets in house and distribute files and metadata is Ingram’s CoreSource. Whereas Klopotek contains all the written information and metadata, CoreSource is for digital files that will need to be distributed. CoreSource is “a secure, searchable content repository and a high-capacity data distribution network, allowing publishers to move digital content easily and swiftly from their organization to any channel

partner globally.”<sup>69</sup> The benefit is these channels will be receiving files and metadata in a standardized way—including cover images to retailers and libraries, ebook files to distributors and retailers, and sample chapters to reviewers and sales reps. Each file—from EPUB to JPG—needs to be titled according to the naming convention with the ISBN-13 and then a slug based on the type of file (e.g., FC for Front Cover).

I prepared any missing assets if possible; for example, a number of older Purich books did not have a cover image in digital format. In order to create these assets, I scanned a copy of the book at the highest resolution possible and used Photoshop to colour correct and re-touch any imperfections. Although these scanned covers were not as high quality as an original PDF, they were mostly older titles where something was better than nothing. The main priority was ensuring UBC Press had front cover images for all Purich’s active titles; any other assets, such as jacket cover, author headshot, or internal typeset documents, were not mandatory. Book covers are a vital part of discoverability and online visibility. They are used by publishers for its website and catalogues, and are pushed through with metadata files to channel retailers (like Chapters Indigo) and e-retailers (like Amazon). Once any such assets are ready they are uploaded to CoreSource, a process Ingram calls “ingestion.” When finished, the user receives an Ingestion Manifest that confirms the status—complete, incomplete, or duplicate—and highlights any errors. With all the available Purich files resized, renamed, and organized, I began the ingestion process. Most of Purich’s digital assets uploaded without error, except the EPUB files, as I will discuss below.

## Inventory & Assets

### Distribution & Stock

Brunswick Books was Purich’s distributor since 2011. Upon acquisition, UBC Press negotiated for the transfer of the Brunswick account into its name. All inventory was then

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<sup>69</sup> “Press Release: eBOUND Canada Selects Ingram’s CoreSource for ACP Members E-Content Management Needs,” *eBOUND Canada*, accessed March 7, 2017, <http://www.eboundcanada.org/News/ebound-canada-selects-ingrams-coresourcer-for-acp-members-e-content-management-needs/>.

transferred to UBC Press' existing distributor exclusively. The consolidation of distribution is one of the key parts of an acquisition and can increase profitability by reducing overhead costs. UBC Press is already contracting three companies for distribution services: University of Toronto Press (UTP) Distribution in Canada, the University of Washington Press (UWP) in the United States, and Combined Academic Publishers (CAP) for distribution in Europe, Africa, and the Middle East. UTPD provides distribution for more than 70 publishers, and their online reporting system, UTP Publisher Intelligence (UTPPI), allows clients to track all title activity, including sales, orders, inventory and receipts.<sup>70</sup> By adding the Purich titles to UBC Press' existing account for warehousing and distribution at UTPD, sales and distribution activities are streamlined through one service.

The final shipments of books were received by UTP from Brunswick Books in the spring of 2016, and immediately there were a few issues. First, because the barcodes weren't scanning properly, several titles had to be re-stickered just to get the stock processed and shelved by UTP. The second concern was raised once the final shipment of Purich stock arrived at UTP. Seven of the titles had fewer than 50 copies available. The term "low stock" is relative to the speed at which a title is selling, the demand from professors and university bookstores for course adoption, and the age of the title. Within UTPPI, a client can generate Inventory Reports that list the recent orders placed, returns, and current warehouse stock numbers. Liz Hudson, the coordinator of Inventory and Distribution Services, receives regular stock reports from UTP and would assess the need for a reprint in consultation with other staff members. She considers 20-50 copies or fewer in the warehouse to be low stock. *Cree Narrative Memory: From Treaties to Contemporary Times* by Neal McLeod (2007)<sup>71</sup> had fewer than 10 copies in stock and had steady annual sales that would warrant a reprint, and fortunately UBC Press had all the digital files necessary to do so on hand.

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<sup>70</sup> "UTP Distribution - Client Services," *University of Toronto Press*, accessed March 4, 2017, [http://www.utpress.utoronto.ca/UTP\\_Distribution/services.php?section=Client%20Services&sectionID=4&subsectionID=1&pageID=1](http://www.utpress.utoronto.ca/UTP_Distribution/services.php?section=Client%20Services&sectionID=4&subsectionID=1&pageID=1).

<sup>71</sup> Neal McLeod, *Cree Narrative Memory: From Treaties to Contemporary Times* (Saskatoon: Purich Publishing, 2007).

While these initial issues were resolved through communication with various staff within UTP and UBC Press, another difficulty was raised when I examined the full Inventory Report from UTP. There were some inconsistencies in UTP's inventory when compared to the list of titles provided by Purich, which was compounded by the incomplete files discussed earlier. In UTPPI, 14 Purich titles were listed as "out of stock indefinitely" (OSI) and UBC Press had not received any physical copies from Purich Publishing or Brunswick Books. Therefore, I needed to examine these OSI titles more closely to determine where the issue lay.

### **In Print vs. Out of Print Stock**

Every book is an asset of the company, as both physical inventory and intellectual property (the right to reprint). In the contract between the author and publisher, the term of the contract is stated explicitly—frequently expressed as "the life of the contract," and defined "as long as the book is in print." In a publishing contract, the status "in print" is determined by specific circumstances—such as  $n$  copies sold per month,  $x$  copies per year, or in stock at the warehouse.<sup>72</sup> Although the term "out of print" (O/P) can be considered obsolete when you consider print-on-demand technology and electronic publishing, this report will focus on physical inventory. In Purich's contracts, the publisher retains copyright even if a title is OSI with no print copies available as long as the author has not submitted a written request for reprint. If the author has expressed a request for reprint, Purich has a set time limit to fulfill this request or the rights revert to the author. OSI is different from low stock, as discussed above, in that there are no copies available but it hasn't officially been designated O/P. In this way, Purich retained the right to reprint without having to pay for warehouse space or printing costs.

When considering whether to declare a title officially O/P or reprint, there are a number of factors to consider. If the book is old enough, the files will not be digital, the printing plates may have already been destroyed, proofs from the printers may not have been retained or stored properly, and more. The publisher must evaluate the cost of reprinting the title against the projected sales demand. Furthermore, an O/P title with low demand may signify that the content

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<sup>72</sup> Alex Palmer, "DIY: Reversion of Rights," *Publisher's Weekly*, April 5, 2015, /pw/by-topic/authors/pw-select/article/66082-diy-reversion-of-rights.html.

is out of date, which suggests the need for a revised edition if it is to be reprinted. But depending on how old the title is, there may be considerable editing required to make it attractive to new audiences. In the case of a number of Purich titles, new editions would require significant revision to update information, remove redundancies, include commentary from First Nations sources, and have new introductions or forewords written. Furthermore, without updating the packaging—cover design and interior layout—the publisher runs the risk of not positioning the title properly, which affects discoverability. Then, like any new release, a comprehensive marketing plan should be executed with a mix of traditional and new media outreach. In general, the assessment for reprinting or revising OSI titles must consider not only the logistics of production but also the relevance and market demand for the title.

After consulting Don Purich and Karen Bolstad regarding the OSI and low stock titles, it was decided that the 14 OSI titles identified were not worth maintaining as assets, and some of the low stock titles were not worth reprinting. Demand for these titles had drastically dwindled, the time and cost to reprint them was prohibitive, and producing revised editions was not viable. Some of the titles were earlier editions of an already revised title, such as *The Cypress Hills: The Land and Its People*, by Walter Hildebrandt and Brian Hubner,<sup>73</sup> published in 1994, which was reissued in 2007 as *The Cypress Hills: An Island by Itself*.<sup>74</sup> Other titles, such as *Saskatoon's History in Street Names* by John Duerkop (2000),<sup>75</sup> would have required a complete rewrite as the geographic area had drastically changed. Ultimately, we reclassified nine standalone titles and four previous editions as O/P, as can be seen in Appendix C (arranged alphabetically). I set the status of these books to “Out of Print” within Klopotek, UTPPI, and CoreSource, and this data was then exported to publishing partners.

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<sup>73</sup> Walter Hildebrandt and Brian Hubner, *The Cypress Hills: The Land and Its People* (Saskatoon: Purich Publishing, 1994).

<sup>74</sup> Walter Hildebrandt and Brian Hubner, *The Cypress Hills: An Island By Itself* (Saskatoon: Purich Publishing, 2007).

<sup>75</sup> John Duerkop, *Saskatoon's History in Street Names* (Saskatoon: Purich Publishing, 2000), <https://www.abebooks.com/Saskatoons-History-Street-Names-Duerkop-John/5105888605/bd>.



## Ebook Assets: Compatibility and Availability

In 2013, Purich Publishing began a digitization project with their backlist and released 16 titles as ebooks in EPUB and PDF formats. Digitizing these titles involved Purich navigating various factors, including technical standards and whether or not electronic rights were granted in the contract with the author. When integrating the existing ebooks into UBC Press' systems, I encountered three major issues: the first related to EPUB standards; the second was regarding metadata distribution; and the third involved recently published titles.

At UBC Press, ebook files (EPUB, EPDF, and .mobi for Kindle, if available) are all maintained in CoreSource. During the ingestion process documented above, all EPUB files from Purich were flagged by CoreSource as non-EPUB 3 compliant. For the educational market, the main benefit of using EPUB 3 is that “accessibility support will eliminate the need to produce a second [more expensive] digital version using a specialized format,” according to the Association of American Publishers.<sup>76</sup> Although EPUB 3 was introduced as the new standard in 2011, even by 2015 many publishers were still undecided if they should be making an effort to move toward the EPUB 3 standard, according to a survey from BNC.<sup>77</sup> One of the main challenges for publishers and vendors in digital media is keeping up with web technologies as they mature and improve; readers who read digitally expect the ebooks to keep up with device improvements. Therefore, the creation of EPUB 2 files during Purich Publishing's digitization project in 2013 was not out of the ordinary.

The other immediate issue with regard to Purich's ebooks relates to the metadata issues already discussed. When searching for Purich ebooks, I encountered stock availability errors and metadata problems with the three major ebook retailers, Amazon/Kindle, Kobo, and Google Play. Sometimes the Purich titles did not appear at all, or they would appear several times with slightly different titles. To document these issues for UBC Press, I conducted searches specifically for the

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<sup>76</sup> Bill McCoy, “Why Publishers Are Making a Push for EPUB3 Now - Digital Book World,” *Digital Book World*, July 25, 2013, <http://www.digitalbookworld.com/2013/why-publishers-are-making-a-push-for-epub3-now/>.

<sup>77</sup> BookNet Canada, *The State of Digital Publishing in Canada 2015* (Toronto: BookNet Canada, 2016), <http://deslibris.ca.proxy.lib.sfu.ca/ID/10061012>.

ebook titles on these three platforms; none of the titles were displaying on Kobo, and the Amazon and Google Play results were inconsistent. According to internal records, Purich had a contract with eBOUND for distribution to Kobo and Amazon/Kindle that was transferred to UBC Press, and Purich distributed to Google Play directly. The Purich contracts were supposed to be transferred to UBC Press' eBOUND account; however, many of the titles weren't showing up in the eBOUND account management database. I catalogued all these observations and sent the query to UBC Press' eBOUND contact. A staff member at UBC Press suggested that some of these titles may not have been properly distributed. To test this theory, the first step was to properly distribute all of these titles and associated metadata to UBC Press' vendors, wait 24-48 hours, and then run a Distribution Audit Report within CoreSource. My internship concluded before I could completely resolve this matter, but based on search results conducted in Spring 2017, it appears the ebook data and availability is more consistently circulated. Many of these integration issues stem from electronic data transmission, of which there are industry standards. Moving forward, UBC Press faces the issue of non-compatibility as Purich's ebooks have not been updated to EPUB 3, which will be further discussed in Part III.

The third matter was discovered while assessing the digital files available and the print status of backlist titles: six recent titles had not been made into ebooks. All six were published within the last few years (2013-15) and Purich had already been granted electronic rights via the original contracts. Based on sales data, these titles could be good candidates for ebook release. One of those titles is *Moving Aboriginal Health Forward: Discarding Canada's Legal Barriers* by Yvonne Boyer, which had significant print sales for a scholarly title (based on sales data from publication in 2015 to mid-2016). Boyer has been in communication with UBC Press about continuing promotion for the title,<sup>78</sup> so it could benefit from being converted into an ebook with a complementary marketing push. For another title, the lack of an ebook might be hindering its discoverability—*Revisiting the Duty to Consult*, by Dwight G. Newman (2014), has not been converted to ebook, despite being a follow-up to *The Duty to Consult* (2009), which was digitized during the 2013 project. UBC Press does have the original interior design files from Purich for

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<sup>78</sup> Yvonne Boyer, "Personal Correspondence: UBC Press (July 23, 2016)," July 23, 2016.

these six recent titles, which reduces some of the technical barriers to converting said titles into ebooks. Any additional ebook conversions will need to address several logistical issues in bringing a book to market, including the original production files being in an accessible digital format, rights secured for any maps or photographs, and the new ebook meeting EPUB 3 industry standards. All of these requirements involve additional time, technical skills, and money—issues that UBC Press will have to consider as the Purich imprint moves forward.

## Communications & Marketing

One of the most basic parts of integration is communicating the change to your stakeholders and audience. The acquisition of Purich came at a very eventful time for UBC Press, as discussed earlier, with the launch of On Point Press, the unexpected addition of PEP, a lengthy project developing a new website, and the digital collaboration with UWP. Staff at UBC Press are adding new tasks and responsibilities to an already full roster of duties. The heavy workload for press staff was also what necessitated my internship to be focused primarily on Purich as a new imprint. To manage the acquisition and transfer of Purich Publishing, several key aspects were prioritized: communication with stakeholders and customers; online marketing through the website and social media; print catalogue mailing and distribution; and the procedures for uploading sample chapters to the website, publicity tracking, and previous course adoption analysis.

To announce their retirement, Purich Publishing sent a letter to all authors, contributors, and partners about the acquisition by UBC Press. In keeping with Purich's close relationship with their authors, the letter was personalized for each recipient. It clearly detailed what would happen regarding contractual agreements, inventory, ordering, royalties, ebook agreements, any manuscripts in progress, and Access Copyright payments. The personalized touch that Don Purich and Karen Bolstad took in informing their authors was thoughtful, and one of the benefits of maintaining a direct relationship with contributors. The acquisition was also announced to consumers through several other avenues. Purich updated their social media and website

([www.purichpublishing.com](http://www.purichpublishing.com)) and UBC Press issued a press release regarding the acquisition,<sup>79</sup> as well as announcing it via their active social media accounts on Facebook and Twitter. Purich Publishing also had a Facebook Page with a couple hundred fans and transferred ownership of the Page to UBC Press, who posted an announcement about Purich's new home at UBC Press. In its inaugural e-newsletter, UBC Press announced the acquisition of Purich and its future as an imprint at UBC Press (see Figure 3).<sup>80</sup> This e-newsletter, launched in Fall 2016, is a new avenue of communication for UBC Press and was envisioned in conjunction with the forthcoming website. In a 2014 study examining sales and marketing opportunities for university presses, direct-to-consumer was identified as an occasion where scholarly publishers were lagging behind trade and web publishers. UBC Press has been building this contact list for a number of years, securing opt-in subscribers in accordance with Canada's Anti-Spam Legislation (CASL), while preparing an associated communication strategy. UBC Press' e-newsletter has the potential to be a very strong prospect for direct sales and an opportunity to transition Purich's existing email contacts into UBC Press' list, which will be discussed in Part III. At the core of all of these types of communication are tools for marketing.

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<sup>79</sup> "Press Release: UBC Press Acquires Purich Publishing," December 1, 2015, <http://www.purichpublishing.com/ckfinder/userfiles/files/PurichUBCPressPressRelease.pdf>.

<sup>80</sup> "UBC Press E-Mail Newsletter, Fall 2016," *UBC Press | MailChimp*, accessed March 7, 2017, <http://us4.campaign-archive2.com/?u=8f8246e0332a92ad2a1271c02&id=3b5d377bd6&e=42f76d3006>.

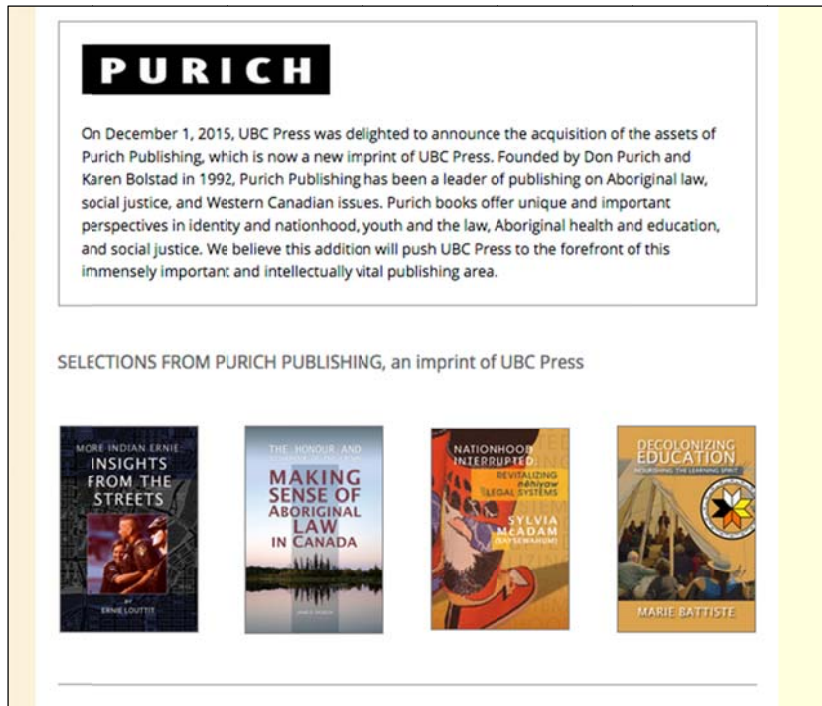


Figure 3: Screenshot of Purich announcement within UBC Press' inaugural newsletter, Fall 2016

At its most basic, all marketing is about communication—telling an audience about a product and why they need it—in this case, academics and professors, as well as sales people like sales reps and booksellers. To apprise UBC Press' sales reps of the newly obtained backlist, I prepared a one-page overview about Purich that UBC Press distributed at sales meetings in 2016 (see Appendix D). I also prepared a Title Information Sheet for the most recent (and final pre-acquisition) title, *More Indian Ernie: Insights from the Streets*, by Ernie Louttit (2015), a follow-up to his bestselling *Indian Ernie* (2013). The Title Information Sheet was designed to correspond visually to UBC Press' style for marketing materials (see Appendix E).

A significant portion of my internship also involved the preparation of future marketing initiatives. I uploaded title data to the old website system, prepared content for the new website, and wrote text for future Purich communications such as catalogues and newsletters. In scholarly publishing, a lot of work also goes into approaching academics and professors to urge course adoptions. This section will detail some of the tasks I completed and why they are an important part of scholarly publishing. I will discuss online visibility; marketing tools such as catalogues, newsletters, and sample chapters; and consider how Purich titles could be pitched for course adoptions or journal reviews.

## Website

UBC Press is in a years-long process of developing and launching a new website to replace its existing site at [www.ubcpress.ca](http://www.ubcpress.ca). As of writing this, the new website is still in beta and although the outgoing website does list Purich as an imprint, there are no further details. As the acquisition had occurred more than six months earlier, the “buy now” links had already been removed from Purich’s former website. Although UBC Press intended to launch its new website in the Fall of 2016, several Purich titles were identified as being important to upload to the outgoing website during my internship in Summer 2016.

Based on publication date and sales performance, I identified 17 titles either published within the past five to six years or deemed as strong sellers, and these titles needed to be listed on the UBC Press website. I uploaded the basic publication information to UBC Press’ outgoing website, including primary author or editor, publisher and imprint, publication date, print format, price, and catalogue description. Once this database was synced to the website, these 17 titles were listed online as available for purchase and clearly identified as being part of UBC Press. While some of these titles are older (e.g., *Treaty Promises*, *Indian Reality*, by Harold LeRat and with Linda Ungar was published in 2005), this visibility is important for a number of purposes. First, potential readers and academics need to be able to find the book, and purchasing clients like libraries need to know it exists. Next, by including Purich titles on the website, they communicate to authors that they are now a valued part of the UBC Press family. And lastly, showcasing the variety of manuscripts UBC Press publishes can attract new authors, particularly for Purich as a future imprint.

The benefit of UBC Press’ forthcoming website is that it will be more integrated with their existing production and marketing processes, which will significantly reduce the workload. These systems—the internal database, Klopotek, and CoreSource for images and files—are already used in putting together catalogues, sales conference material, and title release sheets; however, this means that all the information within Klopotek has to be comprehensive, correct, and conform to all style guides.

## Catalogues

A major part of marketing visibility came in the form of Purich's catalogue. Most publishers produce seasonal catalogues that include a mixture of forthcoming titles, highlights from previously published titles that are experiencing a boost due to awards or media attention, and the backlist. Although digital online catalogues are becoming more popular, these printed catalogues serve a variety of purposes, including in-person meetings with sales representatives for bookstores and libraries, distribution at book fairs and trade shows, and pitching to publicity and media. Unlike the standard seasonal schedule, Purich only produced a new catalogue when they released a new book, and their books were not confined to any seasonal schedule, as can be seen in Appendix A. In this way, their publishing program also did not adhere to any set number of titles per season. But it also meant that several months could pass between a new title and the preceding one, reducing brand recall for marketing and publicity pitches. Despite this, Purich Publishing generated a significant number of direct sales from the print catalogue. The catalogue was the press' primary marketing tool and was mailed to more than 6,000 Canadian addresses and approximately 700 US and foreign addresses.<sup>81</sup> Purich frequently updated the list from their customer database and contracting researchers to add new individuals, agencies, and university departments in key subject areas. Early on in the acquisition process, UBC Press identified the catalogue as an integral part of the marketing plan for the imprint moving forward. In an effort to bring the imprint's identity into the UBC Press family, the new catalogue will adhere to the existing design style of UBC Press' popular Subject Catalogues. These are small booklets (5.5 x 8.5 in.) produced annually on particular scholarly topics such as law, sociology and anthropology, Aboriginal studies, etc. They are a direct-to-consumer marketing product used for targeting professors and academics in specific disciplines, and for distribution at relevant academic conferences and events.

With knowledge of the success that Purich had with direct-to-consumer mailing of the catalogue, UBC Press planned to send a new catalogue to those same subscribers. I prepared the copy for this new catalogue, which was to include five Purich titles and nine UBC Press titles

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<sup>81</sup> Purich and Bolstad, Conversation with Don Purich and Karen Bolstad (July 15, 2016).

with a focus on Aboriginal studies and Law. The primary purpose would be to inform customers of the acquisition, introduce them to UBC Press, and assure them that Purich would continue as an imprint. The secondary purpose was to drive sales—as always. I prepared the material for this catalogue in the early Fall of 2016, and while the funds to print and mail the catalogue have been approved, UBC Press decided to delay until the latest Purich title could be included. *Upstream Medicine: Doctors for a Healthier Canada* was officially announced in UBC Press’ Spring 2017 Scholarly Catalogue, and will be Ryan Meili’s second title with Purich (see Figure 4: Forthcoming Purich title as listed in UBC Press’ Spring 2017 Scholarly Catalogue). As the financial commitment for printing and mailing more than 6,000 catalogues is significant, UBC Press anticipates the mail out will generate sales for *Upstream Medicine*.

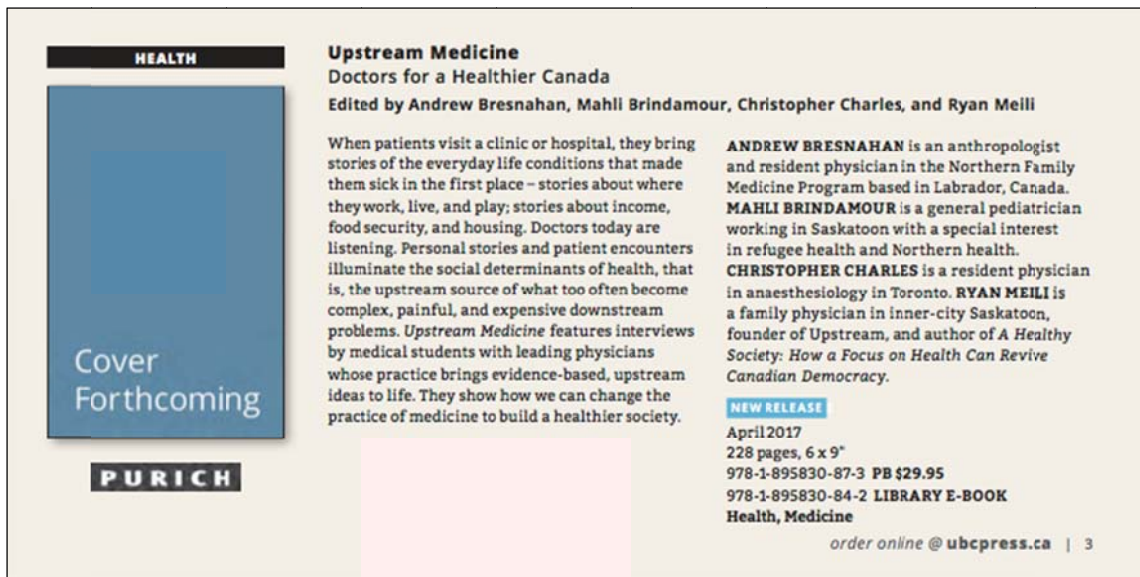


Figure 4: Forthcoming Purich title as listed in UBC Press’ Spring 2017 Scholarly Catalogue

## Sample Chapters

UBC Press creates a sample chapter for every new book published, to be used in marketing to promote sales. These samples are useful for academics and professors to assess course potential, determine if they want to request an examination copy, or just to pique a reader’s interest. The Academic Sales & Marketing Manager, Harmony Johnson, creates these as watermarked and encrypted PDFs, which are made available on the website. The sample usually includes the introduction, and the foreword if short, with the aim of being approximately 30 pages. As the



Purich titles are significantly shorter than the average UBC Press title, we aimed for approximately 20 pages in the Purich samples. Where we had interior files available, I created the samples for Purich titles and uploaded the content to PressTrack for the outgoing website, and CoreSource for all other marketing and distribution needs.

## **Publicity Received**

As discussed earlier, annotating titles in Klopotek with review quotes, blurbs, and awards is a standard marketing activity. Not only does this information communicate to readers, professors and customers that this title has been well received by other literary and academic gatekeepers, it also helps communicate the success of UBC Press titles to potential authors and funding bodies. Publicity pitches are sent out and tracked in a spreadsheet by the Publicity and Events Manager, Kerry Kilmartin. Reviews are received as physical press clippings, such as a print magazine, or digitally—both of which are logged in the spreadsheet. Any salient quotes or passages are put into Klopotek (and for now, PressTrack). A copy of this clipping is saved as a PDF either scanned from print or saved from the web, and filed on the internal servers for reference. This PDF is then emailed to the authors, and the acquisitions editor and marketing manager are cc'd. Although this is a labour-intensive process, it means that all publicity received is thoroughly tracked, recorded, and shared with relevant individuals.

While Purich titles did receive reviews, blurbs, awards, and endorsements, there is no paper trail or log of these accomplishments. Using a mixture of Google, the Internet Archive WayBack Machine, and university library databases, I began tracking down publicity and media received for Purich titles. I started with recently published books or bestsellers by authors such as Marie Battiste, Ernie Louttit, and Sylvia McAdam (Saysewahum). If sufficient media was found, I entered the data into Klopotek and filed the clipping according to internal standards. However, my findings were nowhere near comprehensive or complete, and this activity was a low priority. If time allows or the occasion arises, it could be worth continuing this avenue of research.

## Course Adoptions

Also integral to the marketing and sales of UBC Press titles is when a book is selected for course adoption. Not only do these sales contribute to the success of a title, they can also continue as the title becomes backlisted, helping to sustain the press and support future titles. Johnson was eager to know more about Purich's academic adoptions and course use, but this was not something explicitly tracked by Purich so I had to find a work-around to get a better picture of the situation. To try to figure this out, I used the Lifetime Sales spreadsheet amalgamated from reports from Brunswick, UTPPI, and Purich's direct sales. I manually removed any customer that was not a university or bookstore at an educational institute. I further filtered for any university bookstores that purchased 10 or more copies, rationalizing that this could indicate a required course text or at least a highly recommended purchase for students. Using this narrowed list, I began a reverse course lookup. This was a tedious and ineffective task because most university bookstores don't keep data more than a semester or two, or the university website does not make syllabi and course descriptions openly available. Despite the challenges, I was able to specify a few instructors who have adopted Purich texts, and identify other professors teaching relevant courses. Although the reverse course lookup was ultimately unproductive and incomplete, Liz Hudson, Inventory and Distribution Services Coordinator, says that just the current list of purchasers would be useful for her to contact the bookstore directly as opposed to the instructor. From there, Hudson and Johnson will be able to get a better sense of the course adoption potential for Purich books moving forward.

In the scholarly market, course adoptions are a highly desirable outcome, thus UBC Press focuses a lot of attention on marketing to academics, instructors, and professors. Johnson maintains detailed lists of instructors, courses they teach, and the affiliated university bookstores. When a title is adopted as a course text, the publisher receives an influx of bulk orders from university bookstores each academic term the class is offered. Therefore, it is a valuable investment of time and energy for the marketing staff to keep these contact lists current as well as build a rapport with these connections.

As discussed, there are a number marketing tools UBC Press uses to increase visibility, create awareness, and bolster sales for its titles. Several of these activities take a lot of pre-planning and

add to the already numerous responsibilities of the staff. But, as the success of UBC Press indicates, these marketing activities are well worth the time.

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## PART III: THE FUTURE

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### Changes Going Forward

The future of Purich as an imprint is heavily connected to UBC Press' existing standards and procedures, many of which will (and should) continue. For example, with the Purich metadata input into Klopotek, the press should be able to maintain its Gold Standard with BNC and discoverability within the supply chain. As new titles are acquired for the imprint, it stands to reason that these rigorous procedures will continue internally. UBC Press also attends various conferences and events in the academic and international book markets such as Congress of the Humanities and Social Sciences in Canada, London Book Fair, and the Law and Society Association. As these activities continue, Purich titles will have the benefit of greater national and international exposure. Other marketing activities that Purich titles will benefit from include the full resources of UBC Press' subject-instructor database for course adoptions, examination copy pitches, book award submissions, and university bookstore outreach. As well, UBC Press applies for a number of grants, some of which will need to be updated to reflect its new endeavours, including PEP, On Point Press, and Purich Publishing. As a press that releases approximately 70 titles each year, UBC Press has a clear process and quality control standards to ensure all of its books meets or exceeds industry standards and needs.

### Editorial Vision

Redefining the editorial vision of Purich within the scope of UBC Press will be an important task, and may take several seasons to establish as new titles are released. UBC Press will also have to weigh the benefit of brand recognition versus rebranding to better fit the revised editorial vision. The new imprint's branding needs to complement, not compete with UBC Press titles. It would be wiser to gradually guide Purich's imprint brand in a deliberate direction to avoid clashing than trying to adapt UBC Press' established niche. As UBC Press titles are heavily vetted by peer review and editorial boards, this also opens up UBC Press' acquisitions editors to potential authors who may be interested in writing on these scholarly topics but in a less strict model than peer review offers. As already discussed, the peer review process privileges written and

documented cultural history, which can pose problems as a model for First Nations history. The peer review process also seeks to ensure a particular balance and unbiased approach, prioritizing objectivity in the presentation. Purich Publishing was able to publish innovative and compelling personal stories that contributed to the scholarly conversation but not intended for the peer review model. Many Purich titles centre around the author, often of Indigenous descent, telling a story with a strong personal connection. These titles regularly hit a successful spot with sales in both trade and academic markets.

As UBC Press explores more trade opportunities with the On Point Press imprint, the cross-over nature of Purich books could also benefit from these prospects. This is an opportunity for both its imprints to publish more opinionated monographs on social issues and topics. I would recommend the editorial vision of the Purich imprint focus on non-peer-reviewed works of original scholarship, especially traditional Aboriginal, Indigenous, and First Nations knowledge told by members of those communities. In cases like this, where an outside party is publishing the cultural heritage of a traditionally marginalized group, maintaining authenticity, accountability, and transparency is vital.

#### **MANUSCRIPTS IN PROGRESS & NEW ACQUISITIONS**

With the acquisition, UBC Press received contracts for titles in progress as well as some proposals under consideration. In a few instances, UBC Press chose not to pursue these proposals, or the author withdrew the manuscript for various reasons. One of the manuscripts in progress, was the new title from Ryan Meili, *Upstream Medicine: Doctors for a Healthier Canada* (as seen in Figure 4: Forthcoming Purich title as listed in UBC Press' Spring 2017 Scholarly Catalogue above), a collection of interviews by medical students with leading physicians, edited by Andrew Bresnahan, Mahali Brindamour, Christopher Charles, and Ryan Meili, forthcoming in April 2017.

During my communication with Purich's existing authors, a few spoke with interest about a new manuscript idea, including Ernie Louttit and Sylvia McAdam (Saysewahum). This type of direct communication is possible at a small press, like Purich Publishing, and part of the appeal for authors to have a close relationship with their publisher. It was also beneficial for new authors and early-career academics, who may not have extensive experience with publishing, to obtain

more detailed direction from the editors. In order to maintain this type of relationship, Darcy Cullen, the Assistant Director of Acquisitions at UBC Press, as well as the other acquisitions editors, would need to spend even more time communicating with authors and guiding them through the publication process. With the size of UBC Press' publishing program, the sheer number of manuscripts each season, and the workload already undertaken by each editor, dedicating more time to communication with authors is not feasible. Therefore, for prospective authors may not familiar with traditional publishing practices, I would recommend that the UBC Press convey through a more formalized procedure what to expect during the process and communicate the benefits of publishing with a larger press like UBC Press.

### **FUTURE IDEAS**

In considering their new editorial vision, in addition to more personal or subjective nonfiction, I think there is strong potential for more social justice titles and creative nonfiction within UBC Press' existing subject areas. These books, in traditional Purich fashion, could continue to straddle the line between trade and scholarly. Several independent Canadian publishers with social justice editorial mandates that may be worth looking at more closely are New Society Press, Talonbooks, Greystone, Fernwood Books' Roseway imprint, and Between The Lines Books.

UBC Press has a number of existing subject areas—all of which are peer-reviewed—that could be reimagined as part of a publishing program for the Purich imprint. Some of UBC Press' series include Canadian Studies, Equality | Security | Community, Sexuality Studies, Sustainability and the Environment, Women and Indigenous Studies, Nature | History | Society, First Nations Languages, as well as Law and Society. I could also see explorations around issues of poverty, racism, democracy, and healthcare. These are all areas that could fit with Purich Publishing's established editorial vision, as well as moving forward as an imprint.

# Recommendations

## Purchase Stipulations

Every organization is going to have a different system to track and manage their files and assets. Although one would hope these systems are fairly straightforward, every company can benefit from a list of written procedures so anyone working for the company—employees, interns, freelancers, contract workers, volunteers—are able to maintain a well-organized system. The primary benefit is that when someone needs to find an asset, particularly if a coworker is unreachable, they will be able to locate the files. The other benefit of having this in place is for situations like an acquisition or merger.

As discussed, a large portion of the original files from Purich Publishing were missing, disorganized, or inaccessible. Purich Publishing also transferred the files via multiple email attachments and several CD-ROMs. When drawing up a contract, I would suggest parties include recommendations or stipulations for how the files are to be received. This is already common in author-publisher contracts where there are details about how the manuscript is to be submitted including file type, formatting requirements, and style guides adhered to. Therefore, it stands to reason that a similar procedure would be beneficial for an acquisition or merger. In this way, the onus is on the sender, who is most familiar with the materials, to ensure all items are accounted for through the preferred method. This type of workflow procedure is also common in other areas of the publishing process—UBC Press editors use a Transmittal form to pass a manuscript on to the production and marketing teams—so it is logical that other procedural stipulations would be recommended for transferring the ownership of a company.

## Wiki & Internal Style Guide

Maintaining an internal style guide is incredibly helpful and vital in a larger publishing operation, to track procedures and ensure consistency in how titles are presented. At UBC Press, the internal wiki is an ideal tool to assist in managing this process; however, in my experience, the wiki was frequently out of date and did not reflect changes in practice or styles. This was particularly evident for entries on how data was to be entered into Klopotek, such as the correct

order of information when citing a review quote, endorsement, or the date of an award received (e.g., Winner, 2015 John Porter Prize, Canadian Sociological Association). The information provided for CoreSource procedures was also incomplete, notably the file naming procedures which were not part of the wiki. By combining this information in one location, UBC Press can save time and ensure better consistency from the various staff, interns, and work-study students who use these resources to complete their jobs. Although it should be noted that UBC Press was in the process of hiring a new staff member as Digital Projects Manager, so some of the tasks that would be this staff member's primary responsibility were overlooked. I would recommend that UBC Press consider having a wiki editing session as part of its next staff working retreat, with further regular edits assigned to one staff member thereafter.

## **Social Media & Direct to Consumer Marketing**

As already explored, Purich Publishing's direct to consumer marketing, particularly through their catalogue, was one of their most successful initiatives. UBC Press faces the task of continuing that connection to the customer base and leveraging those individuals' support of UBC Press in general. This is a challenge that confronts any company post-consolidation or merger.

Purich Publishing did use some social media, mainly Facebook and intermittently, gathering 380 likes, which is decent for a smaller publisher with no dedicated marketing person. Purich also assisted their authors in establishing their own Facebook pages. However, rather than attempting to run separate social media profiles or dilute the main UBC Press brand, it will be more beneficial and less work in the long run to convert Purich followers to the UBC Press brand. Despite the different audiences for the imprints of Purich, On Campus, On Point Press, and UBC Press, the subject areas have significant overlap. Also, as the imprints produce substantially fewer titles compared to the main UBC Press brand, having a singular identity online provides the opportunity to reach cross-over audiences. The main difficulty in converting fans from Purich Publishing to UBC Press is that due to Facebook's secretive algorithms, many of the fans may not see updates or notices in their news feeds. Don Purch and Karen Bolstad did transfer the page admin ownership to Laraine Coates, the Marketing Director at UBC Press, so Coates may be able to utilize Facebook's ability to merge two pages. This process would include renaming the Purich



Facebook page to include mention of UBC Press, and then submitting a request to merge it into the UBC Press Facebook page. However, the merge process was created mainly for duplicate listings and is subject to Facebook's approval.

Converting the email list subscribers should be more straightforward, as it's possible to send a direct pitch to Purich email subscribers informing them of the change and getting them to opt in to further communications from UBC Press, as outlined by CASL.

The large list of mailing addresses for Purich's catalogues is a vital component of Purich's direct to consumer sales, and continuing to leverage these recipients is a high priority. Purich did update the list regularly, so there may be duplicate contacts in the lists the marketing department maintains for course adoptions, review media, and university bookstores. One recommended method to convert these recipients to UBC Press' communications would be a blow-in or flyer, once the new Purich catalogue is sent, asking them to sign up for the e-newsletter. Another single-sheet flyer could be sent a few months later as a reminder. Another option—a fairly large undertaking in terms of labour, but cheaper than mailing costs—would be to manually cross-check the Purich mailing list against internal lists maintained by UBC Press, and then only contact those individuals who were not already categorized.

## **eBooks**

As discussed earlier, the current state of the Purich ebooks is unresolved. Several suitable titles for digitization have not been converted, many of which were published recently. Other titles are either missing the original files, do not have approval, or have a lot of hard-to-obtain permissions for archival material. There are also a handful of authors who have been in touch and are eager to continue promotion for their titles, such as Yvonne Boyer (*Moving Aboriginal Health Forward*, 2015) and Sylvia McAdam Saysewahum (*Nationhood Interrupted*, 2015). I compiled a detailed spreadsheet for all Purich titles that listed the status of electronic rights, the current stage of ebook digitization achieved, and print sales data. This will enable UBC Press to make an informed decision about whether to pursue ebook creation on a per-title basis.

There also needs to be follow-up on the ebook distribution issues, including running a Distribution Audit Report in the back end of CoreSource. A new metadata file being pushed out

to retailers may not have solved the visibility and distribution errors for Kobo, Amazon/Kindle, and Google Play. If so, further investigation will be needed to get to the root of the issue. It is important for any publisher producing ebooks to conduct spot checks to ensure their data and assets are being distributed and displayed properly. The responsibility lies with the publisher to ensure all metadata is error free so partners are able to correctly disseminate it.

The Purich EPUBs that were ingested into CoreSource were flagged as non-EPUB 3 compliant. The benefit of having a standard, especially within technology, is it allows for greater interoperability between a variety of products and devices. Although EPUB 3 is the current industry standard for ebooks, not all publishers are upgrading their existing titles to meet these standards. In the past 10 years, UBC Press experienced an increased request for producing EPUBs without having a clear process for doing so. According to research from BNC, in producing ebooks, 31% of Canadian publishers in the scholarly market outsource to a third party, 15% use Adobe InDesign, 15% use PressBooks, 15% use XML, 8% use Microsoft Word, and 15% selected “other.”<sup>82</sup> UBC Press now uses P-Shift, an e-publishing workflow developed by UTP particularly for scholarly presses.<sup>83</sup> “Part of the impetus for adopting an XML-early workflow ... stemmed from [UBC Press’] desire to produce EPUBs reliably, consistently, and at a lower cost,” explains Alex Sutcliffe.<sup>84</sup> However, the uncertainty of return on investment remains: Will the time and money spent to make these files EPUB 3 compatible result in profit? This issue is not just a concern for Purich’s files; UBC Press will need to address this issue on a larger scale with its other backlist titles offered as EPUBs. Although a full discussion of this issue is beyond the scope of this report, I would recommend that UBC Press research options available for dealing with outdated EPUB files in order to make an informed decision.

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<sup>82</sup> BookNet Canada, *The State of Digital Publishing in Canada 2015*.

<sup>83</sup> University of Toronto Press, “P-Shift - UTP,” 2015, <http://www.utpshift.com/>.

<sup>84</sup> Alex Sutcliffe, “The Search for an Alternative Workflow at UBC Press: Support- and Service-Based Models” (Project Report, Master of Publishing Program - Simon Fraser University, 2014), <http://summit.sfu.ca/item/14697>.

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## CONCLUSION

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From surviving as an independent press to relaunching as the imprint of a larger company, Purich has undergone a huge transition. The integration of a publisher is an arduous process with many interconnected pieces; the challenge starts with negotiations and acquisition terms, continues through the transfer of files and legal contracts, and then the undertaking of how to handle the integration of all those components. For UBC Press and Purich Publishing, the initial negotiations were cordial and fortunately came from a position of mutual respect, as both companies had previous interactions within the scholarly publishing community. Over the years, both presses had also referred prospective manuscripts to the other based on editorial suitability.<sup>85</sup> Following the negotiations, straightforward tasks included the transfer of assets such as the stock, and files and metadata from services like Ingram's CoreSource and BNC. During some of these procedures hands-on management was required, such as coordinating the digital files received, internal system integration (Klopotek), and adhering to existing practices like the offering of sample chapters and publicity reports. The staff at UBC Press were trying to coordinate this transfer and incorporation along with existing workloads, new commercial enterprises, and hiring for the essential Bibliographic Data Coordinator position.

Recommendations around internal processes and documentation of these decisions are not just important in cases like consolidation or mergers. They are also vital to mitigate knowledge-loss when there are retirements, prolonged absences, or staff changes. Planning for succession is not a pessimistic action; it is a sensible, proactive way to reduce the impact of these inevitable events, and retain the skills and knowledge that a company and its employees have worked hard to gain.

Small presses have a lot of benefits as well as challenges facing them, the most obvious being a constraint on time and resources. However, because they do not have large monetary resources at their disposal, they do need to be more judicious when considering additional projects, marketing and publicity, and communication activities. Despite recognizing the importance of

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<sup>85</sup> Bolstad, "Personal Correspondence: Purich Publishing (March 24, 2017)."

metadata, Don Purich and Karen Bolstad admitted that it was not their strong suit.<sup>86</sup> Also, while there are some funds available for digital technology plans, these are frequently one-time grants awarded on a per-project basis rather than ongoing assistance. In order to compete in a heavily digitized industry with constantly changing technology, small and independent publishers need to stay on top of emerging trends, like EPUB, and will have to analyze the cost-benefit to implementing such tools.

Now that UBC Press has successfully merged Purich Publishing into its publishing program, they have the challenge of how to present and define the imprint moving forward. A number of the titles Purich previously published do compete with other UBC Press titles, but many more offer something the university press is unable to: opinionated, passionate, personal stories not constrained by academic models. This is an opportunity for UBC Press to expand into a new market that straddles the line of scholarly and trade publishing, to offer narratives and authors that do not conform to academic styles but still contribute deeply to the much-needed conversation around Aboriginal rights and social justice. It is an exciting time for UBC Press with its new imprints On Point Press and On Campus, the digital collaboration for Indigenous studies, and of course continuing Purich as an imprint.

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<sup>86</sup> Purich and Bolstad, Conversation with Don Purich and Karen Bolstad (July 15, 2016).

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- “We Have a New Home at UBC Press!” *Pacific Education Press News*, October 1, 2015. <http://pacifiedpress.ca/ubcpres/>.

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## APPENDICES

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### Appendix A: List of All Purich Titles (Chronological by Year of Publication)

1. Buckingham, Donald; Norman, Ken. (1992-12-15). *Law, Agriculture and the Farm Crisis*. ISBN: 9781895830002
2. Goehring, Brian. (1993-09-01). *Indigenous Peoples of the World: Their Past, Present and Future*. ISBN: 9781895830019
3. Hildebrandt, Walter; Hubner, Brian; Oakes, Gordon. (1994-02-01). *Cypress Hills, The: The Land and Its Peoples*. ISBN: 9781895830026
4. Gosse, Richard; Henderson, James [Sákéj] Youngblood; Carter, Roger. (1994-08-01). *Continuing Poundmaker and Riel's Quest: Presentations made at a Conference on Aboriginal Peoples and Justice*. ISBN: 9781895830033
5. Hylton, John; Harper, Elijah. (1994-09-01). *Aboriginal Self-Government in Canada: Current Trends and Issues* (1<sup>st</sup> Edition). ISBN: 9781895830040
6. Isaac, Thomas. (1995-08-01). *Aboriginal Law: Cases, Materials and Commentary* (1<sup>st</sup> Edition). ISBN: 9781895830057
7. Potyondi, Barry. (1995-09-01). *In Palliser's Triangle: Living in the Grasslands 1850-1930*. ISBN: 9781895830064
8. Hoehn, Felix. (1996-09-01). *Municipalities and Canadian Law: Defining the Authority of Local Governments*. ISBN: 9781895830071
9. Dempsey, Hugh. (1997-10-01). *Tom Three Persons: Legend of an Indian Cowboy*. ISBN: 9781895830088
10. Sawchuk, Joe. (1998-02-01). *Dynamics of Native Politics, The: The Alberta Metis Experience*. ISBN: 9781895830095
11. Green, Ross Gordon. (1998-06-01). *Justice in Aboriginal Communities: Sentencing Alternatives*. ISBN: 9781895830101
12. Isaac, Thomas. (1999-05-01). *Aboriginal Law: Cases, Materials and Commentary* (2<sup>nd</sup> Edition). ISBN: 9781895830118
13. Barron, Laurie F; Garcea, Joseph. (1999-07-15). *Urban Indian Reserves: Forging New Relationships in Saskatchewan*. ISBN: 9781895830125

14. Watkinson, Ailsa. (1999-09-01). *Education, Student Rights and the Charter*. ISBN: 9781895830132
15. Hylton, John. (1999-11-01). *Aboriginal Self-Government in Canada: Current Trends and Issues* (2<sup>nd</sup> Edition). ISBN: 9781895830149
16. Battiste, Marie; Henderson, James [Sákéj] Youngblood. (2000-04-01). *Protecting Indigenous Knowledge and Heritage: A Global Challenge*. ISBN: 9781895830156
17. Duerkop, John. (2000-07-01). *Saskatoon's History in Street Names*. ISBN: 9781895830163
18. Mainville, Robert. (2001-04-01). *An Overview of Aboriginal and Treaty Rights and Compensation for Their Breach*. ISBN: 9781895830170
19. Findlay, Len; Bidwell, Paul. (2001-06-01). *Pursuing Academic Freedom: "Free and Fearless"?*. ISBN: 9781895830187
20. Isaac, Thomas. (2001-10-01). *Aboriginal and Treaty Rights in the Maritimes: The Marshall Decision and Beyond*. ISBN: 9781895830194
21. Chartrand, Paul; Daniels, Harry. (2003-02-01). *Who are Canada's Aboriginal Peoples?: Recognition, Definition, and Jurisdiction*. ISBN: 9781895830200
22. Proulx, Craig. (2003-05-01). *Reclaiming Aboriginal Justice, Identity, and Community*. ISBN: 9781895830217
23. Green, Ross Gordon; Healy, Kearney. (2003-09-01). *Tough on Kids: Rethinking Approaches to Youth Justice*. ISBN: 9781895830224
24. Isaac, Thomas. (2004-02-01). *Aboriginal Law: Commentary, Cases and Materials* (3<sup>rd</sup> Edition). ISBN: 9781895830231
25. Wilkins, Kerry. (2005-02-01). *Advancing Aboriginal Claims: Visions/Strategies/Directions*. ISBN: 9781895830248
26. Reynolds, James. (2005-04-01). *A Breach of Duty: Fiduciary Obligations and Aboriginal Peoples*. ISBN: 9781895830255
27. LeRat, Harold; Ungar, Linda. (2005-09-01). *Treaty Promises, Indian Reality: Life on a Reserve*. ISBN: 9781895830262
28. Vandergoot, Mary. (2006-03-01). *Justice for Young Offenders: Their Needs, Our Responses*. ISBN: 9781895830279
29. Belanger, Yale. (2006-09-10). *Gambling with the Future: The Evolution of Aboriginal Gaming in Canada*. ISBN: 9781895830286

30. Johnson, Harold. (2007-02-01). *Two Families: Treaties and Government*. ISBN: 9781895830293
31. Hildebrandt, Walter; Hubner, Brian; Butala, Sharon. (2007-05-01). *The Cypress Hills: An Island by Itself*. ISBN: 9781895830309
32. Office of the Treaty Commissioner (OTC). (2007-6-30). *Treaty Implementation: Fulfilling the Covenant*. ISBN: 9780978268503
33. McLeod, Neal. (2007-08-01). *Cree Narrative Memory: From Treaties to Contemporary Times*. ISBN: 9781895830316
34. Belanger, Yale; Hylton, John. (2008-04-21). *Aboriginal Self-Government in Canada: Current Trends and Issues 3rd Edition*. ISBN: 9781895830323
35. Whyte, John. (2008-06-01). *Moving Toward Justice: Legal Traditions and Aboriginal Justice*. ISBN: 9781895830330
36. Mills, P. Dawn. (2008-08-01). *For Future Generations: Reconciling Gitksan and Canadian Law*. ISBN: 9781895830347
37. Henderson, James [Sákéj] Youngblood. (2008-10-01). *Indigenous Diplomacy and The Rights of Peoples: Achieving UN Recognition*. ISBN: 9781895830354
38. Talbot, Robert. (2009-06-30). *Negotiating the Numbered Treaties: An Intellectual and Political History of Alexander Morris*. ISBN: 9781895830361
39. Newman, Dwight G. (2009-10-25). *The Duty to Consult: New Relationships with Aboriginal Peoples*. ISBN: 9781895830378
40. Gombay, Nicole. (2010-01-30). *Making a Living: Place, Food, and Economy in an Inuit Community*. ISBN: 9781895830590
41. Hartley, Jackie; Joffe, Paul; Preston, Jennifer. (2010-04-30). *Realizing the UN Declaration on the Rights of Indigenous Peoples: Triumph, Hope, and Action*. ISBN: 9781895830385
42. Palmater, Pamela D. (2011-04-25). *Beyond Blood: Rethinking Indigenous Identity*. ISBN: 9781895830606
43. Scott, Tracie Lea. (2012-02-07). *Postcolonial Sovereignty?: The Nisga'a final Agreement*. ISBN: 9781895830613
44. Meili, Ryan. (2012-04-16). *A Healthy Society: How a Focus on Health can Revive Canadian Democracy*. ISBN: 9781895830637
45. Isaac, Thomas. (2012-08-15). *Aboriginal Law: Commentary and Analysis (4<sup>th</sup> Edition)*. ISBN: 9781895830620

46. Craft, Aimée. (2013-03-13). *Breathing Life into the Stone Fort Treaty: An Anishinabe Understanding of Treaty One*. ISBN: 9781895830644
47. Battiste, Marie. (2013-09-27). *Decolonizing Education: Nourishing the Learning Spirit*. ISBN: 9781895830774
48. Louttit, Ernie. (2013-10-15). *Indian Ernie: Perspectives on Policing and Leadership*. ISBN: 9781895830781
49. Newman, Dwight G. (2014-03-01). *Revisiting the Duty to Consult Aboriginal Peoples*. ISBN: 9781895830811
50. Boyer, Yvonne. (2015-02-15). *Moving Aboriginal Health Forward: Discarding Canada's Legal Barriers*. ISBN: 9781895830798
51. McAdam (Saysewahum), Sylvia. (2015-02-15). *Nationhood Interrupted: Revitalizing nêhiyaw Legal Systems*. ISBN: 9781895830804
52. Dickson, Jamie D. (2015-04-01). *The Honour and Dishonour of the Crown: Making Sense of Aboriginal Law in Canada*. ISBN: 9781895830835
53. Louttit, Ernie. (2015-05-15). *More Indian Ernie: Insights from the Streets*. ISBN: 9781895830828

## Appendix B: Active Purich Titles (Alphabetical by Contributor Last Name)

1. Barron, Laurie F; Garcea, Joseph. (1999-07-15). *Urban Indian Reserves: Forging New Relationships in Saskatchewan*. ISBN: 9781895830125
2. Battiste, Marie; Henderson, James [Sákéj] Youngblood. (2000-04-01). *Protecting Indigenous Knowledge and Heritage: A Global Challenge*. ISBN: 9781895830156
3. Battiste, Marie. (2013-09-27). *Decolonizing Education: Nourishing the Learning Spirit*. ISBN: 9781895830774
4. Belanger, Yale. (2006-09-10). *Gambling with the Future: The Evolution of Aboriginal Gaming in Canada*. ISBN: 9781895830286
5. Belanger, Yale; Hylton, John. (2008-04-21). *Aboriginal Self-Government in Canada: Current Trends and Issues* (3rd Edition). ISBN: 9781895830323
6. Boyer, Yvonne. (2015-02-15). *Moving Aboriginal Health Forward: Discarding Canada's Legal Barriers*. ISBN: 9781895830798
7. Chartrand, Paul; Daniels, Harry. (2003-02-01). *Who are Canada's Aboriginal Peoples?: Recognition, Definition, and Jurisdiction*. ISBN: 9781895830200
8. Craft, Aimée. (2013-03-13). *Breathing Life into the Stone Fort Treaty: An Anishinabe Understanding of Treaty One*. ISBN: 9781895830644
9. Dickson, Jamie D. (2015-04-01). *The Honour and Dishonour of the Crown: Making Sense of Aboriginal Law in Canada*. ISBN: 9781895830835
10. Findlay, Len; Bidwell, Paul. (2001-06-01). *Pursuing Academic Freedom: "Free and Fearless"?*. ISBN: 9781895830187
11. Goehring, Brian. (1993-09-01). *Indigenous Peoples of the World: Their Past, Present and Future*. ISBN: 9781895830019
12. Gombay, Nicole. (2010-01-30). *Making a Living: Place, Food, and Economy in an Inuit Community*. ISBN: 9781895830590
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15. Hartley, Jackie; Joffe, Paul; Preston, Jennifer. (2010-04-30). *Realizing the UN Declaration on the Rights of Indigenous Peoples: Triumph, Hope, and Action*. ISBN: 9781895830385
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17. Hildebrandt, Walter; Hubner, Brian; Butala, Sharon. (2007-05-01). *The Cypress Hills: An Island by Itself*. ISBN: 9781895830309
18. Isaac, Thomas. (2012-08-15). *Aboriginal Law: Commentary and Analysis*. ISBN: 9781895830620
19. Johnson, Harold. (2007-02-01). *Two Families: Treaties and Government*. ISBN: 9781895830293
20. LeRat, Harold; Ungar, Linda. (2005-09-01). *Treaty Promises, Indian Reality: Life on a Reserve*. ISBN: 9781895830262
21. Louttit, Ernie. (2013-10-15). *Indian Ernie: Perspectives on Policing and Leadership*. ISBN: 9781895830781
22. Louttit, Ernie. (2015-05-15). *More Indian Ernie: Insights from the Streets*. ISBN: 9781895830828
23. Mainville, Robert. (2001-04-01). *An Overview of Aboriginal and Treaty Rights and Compensation for Their Breach*. ISBN: 9781895830170
24. McAdam (Saysewahum), Sylvia. (2015-02-15). *Nationhood Interrupted: Revitalizing nêhiyaw Legal Systems*. ISBN: 9781895830804
25. McLeod, Neal. (2007-08-01). *Cree Narrative Memory: From Treaties to Contemporary Times*. ISBN: 9781895830316
26. Meili, Ryan. (2012-04-16). *A Healthy Society: How a Focus on Health can Revive Canadian Democracy*. ISBN: 9781895830637
27. Mills, P. Dawn. (2008-08-01). *For Future Generations: Reconciling Gitksan and Canadian Law*. ISBN: 9781895830347
28. Newman, Dwight G. (2009-10-25). *The Duty to Consult: New Relationships with Aboriginal Peoples*. ISBN: 9781895830378
29. Newman, Dwight G. (2014-03-01). *Revisiting the Duty to Consult Aboriginal Peoples*. ISBN: 9781895830811
30. Palmater, Pamela D. (2011-04-25). *Beyond Blood: Rethinking Indigenous Identity*. ISBN: 9781895830606

31. Proulx, Craig. (2003-05-01). *Reclaiming Aboriginal Justice, Identity, and Community*. ISBN: 9781895830217
32. Reynolds, James. (2005-04-01). *Breach of Duty, A: Fiduciary Obligations and Aboriginal Peoples*. ISBN: 9781895830255
33. Sawchuk, Joe. (1998-02-01). *The Dynamics of Native Politics: The Alberta Métis Experience*. ISBN: 9781895830095
34. Scott, Tracie Lea. (2012-02-07). *Postcolonial Sovereignty?: The Nisga'a final Agreement*. ISBN: 9781895830613
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36. Vandergoot, Mary. (2006-03-01). *Justice for Young Offenders: Their Needs, Our Responses*. ISBN: 9781895830279
37. Watkinson, Ailsa. (1999-09-01). *Education, Student Rights and the Charter*. ISBN: 9781895830132
38. Whyte, John. (2008-06-01). *Moving Toward Justice: Legal Traditions and Aboriginal Justice*. ISBN: 9781895830330
39. Wilkins, Kerry. (2005-02-01). *Advancing Aboriginal Claims: Visions/Strategies/Directions*. ISBN: 9781895830248



## Appendix C: Out of Print Purich Titles (Alphabetical by Contributor Last Name)

1. Buckingham, Donald; Norman, Ken. (1992-12-15). *Law, Agriculture and the Farm Crisis*. ISBN: 9781895830002
2. Dempsey, Hugh. (1997-10-01). *Tom Three Persons: Legend of an Indian Cowboy*. ISBN: 9781895830088
3. Duerkop, John. (2000-07-01). *Saskatoon's History in Street Name*. ISBN: 9781895830163
4. Gosse, Richard; Henderson, James [Sákéj] Youngblood; Carter, Roger. (1994-08-01). *Continuing Poundmaker and Riel's Quest: Presentations made at a Conference on Aboriginal Peoples and Justice*. ISBN: 9781895830033
5. Hildebrandt, Walter; Hubner, Brian; Oakes, Gordon. (1994-02-01). *Cypress Hills, The: The Land and Its Peoples*. ISBN: 9781895830026
6. Hoehn, Felix. (1996-09-01). *Municipalities and Canadian Law: Defining the Authority of Local Governments*. ISBN: 9781895830071
7. Hylton, John; Harper, Elijah. (1994-09-01). *Aboriginal Self-Government in Canada: Current Trends and Issues* (1<sup>st</sup> Edition). ISBN: 9781895830040
8. Hylton, John. (1999-11-01). *Aboriginal Self-Government in Canada: Current Trends and Issues* (2<sup>nd</sup> Edition). ISBN: 9781895830149
9. Isaac, Thomas. (1995-08-01). *Aboriginal Law: Cases, Materials and Commentary* (1<sup>st</sup> Edition). ISBN: 9781895830057
10. Isaac, Thomas. (1999-05-01). *Aboriginal Law: Cases, Materials and Commentary* (2<sup>nd</sup> Edition). ISBN: 9781895830118
11. Isaac, Thomas. (2001-10-01). *Aboriginal and Treaty Rights in the Maritimes: The Marshall Decision and Beyond*. ISBN: 9781895830194
12. Isaac, Thomas. (2004-02-01). *Aboriginal Law: Commentary, Cases and Materials* (3<sup>rd</sup> Edition). ISBN: 9781895830231
13. Office of the Treaty Commissioner (OTC). (2007-6-30). *Treaty Implementation: Fulfilling the Covenant*. ISBN: 9780978268503
14. Potyondi, Barry. (1995-09-01). *In Palliser's Triangle: Living in the Grasslands 1850-1930*. ISBN: 9781895830064

# Appendix D: Purich Overview for Sales Conference

## PURICH



- Purich Publishing Ltd. was started in 1992 by Don Purich and Karen Bolstad in Saskatoon, Saskatchewan
- Published more than 50 titles; 39 active titles
- Topics focused on Aboriginal law, Western history, and social justice; strong focus on Saskatchewan authorship and Indigenous studies.
- Successful direct mail campaigns (6,000+ contacts)
- Titles have been shortlisted for numerous awards, including the Saskatchewan Book Awards, Manitoba Historical Society, and Manitoba Book Awards.
- Authors include human rights activists, Indigenous scholars, professors, and lawyers, well-known and respected experts in their fields.
- December 1, 2015, UBC Press announced the acquisition of Purich Publishing

### Top 10 Best Selling

Indian Ernie: Perspectives on Policing and Leadership	2013	9781895830781	Louittit, Ernie
A Healthy Society: How a Focus on Health can Revive Canadian Democracy	2012	9781895830637	Meili, Ryan
Beyond Blood: Rethinking Indigenous Identity	2011	9781895830606	Palmer, Pamela D.
Decolonizing Education: Nourishing the Learning Spirit	2013	9781895830774	Battiste, Marie
Cree Narrative Memory: From Treaties to Contemporary Times	2007	9781895830316	McLeod, Neal
Breathing Life into the Stone Fort Treaty: An Anishinabe Understanding of Treaty One	2013	9781895830644	Craft, Aimée
Treaty Promises, Indian Reality: Life on a Reserve	2005	9781895830262	LeRat, Harold & Unger, Linda
Realizing the UN Declaration on the Rights of Indigenous Peoples: Triumph, Hope, and Action	2010	9781895830385	Hartley, Jackie; Joffe, Paul; Preston, Jennifer
Aboriginal Law: Commentary and Analysis (4 <sup>th</sup> edition)	2012	9781895830620	Isaacs, Thomas
Aboriginal Self-Government in Canada (3 <sup>rd</sup> edition)	2008	9781895830323	Belanger, Yale (ed.)

### Most Recent

More Indian Ernie: Insights from the Streets	9781895830828	Louittit, Ernie
The Honour and Dishonour of the Crown: Making Sense of Aboriginal Law in Canada	9781895830835	Dickson, Jamie
Nationhood Interrupted: Revitalizing <i>nêhiyaw</i> Legal Systems	9781895830804	McAdam (Saysewahum), Sylvia
Moving Aboriginal Health Forward: Discarding Canada's Legal Barriers	9781895830798	Boyer, Yvonne
Revisiting the Duty to Consult: Aboriginal Peoples	9781895830811	Newman, Dwight
Indian Ernie: Perspectives on Policing and Leadership	9781895830781	Louittit, Ernie
Decolonizing Education: Nourishing the Learning Spirit	9781895830774	Battiste, Marie
Breathing Life into the Stone Fort Treaty: An Anishinabe Understanding of Treaty One	9781895830644	Craft, Aimée

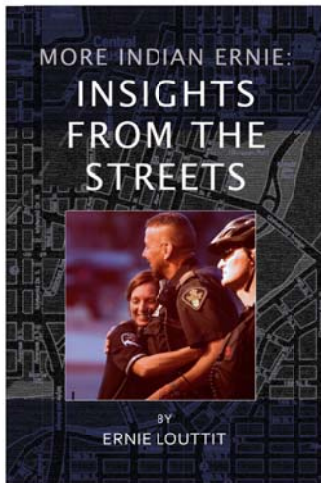
# Appendix E: Title Information Sheet for *More Indian Ernie*

UBC PRESS

## More Indian Ernie

Insights from the Streets

Ernie Louttit



May 15, 2015  
234 pages, 14 b&w photos, 6 x 9"  
978-1-8558-3082-8  
Purich Publishing  
TRADE PAPERBACK \$25.00  
Sales to date: 1,763

**PURICH**

### COMP TITLES

*One Native Life*, Richard Wagamese  
(9781553653127). 2009, trade paperback, BNC  
lifetime sales: 3,399

*Duty: The Life of a Cop*, Julian Fantion & Jerry  
Amernic (9781552638743). 2007, hardcover,  
BNC lifetime sales: 3,255

*That Lonely Section of Hill: The Botched Investigation  
of a Serial Killer Who Almost Got Away*, Lori  
Shenher (9781771640930). 2015, hardcover,  
BNC lifetime sales: 1,577

*Retired Police Sergeant Ernie Louttit heads back to the streets in his second book, giving readers a rare glimpse of the realities a street cop faces every day on the job.*

- Louttit's first book, *Indian Ernie*, was nominated for five Saskatchewan Book Awards in 2015: The Aboriginal Peoples' Writing Award; Book of the Year Award; First Book Award; and The Aboriginal Peoples' Publishing Award.
- *Indian Ernie* has sold more than 5,000 copies since published in 2013.
- Louttit had a remarkable 26-year career as a police sergeant, declining promotions to stay on the street and continue helping marginalized community members.
- Since retiring, Louttit now works as a motivational and public speaker, sharing lessons learned during his time on the force and his leadership principles.

When Ernie Louttit joined the Saskatoon Police Service, he was only the third Native officer in a city with a significant Aboriginal population. In his much-lauded first book, *Indian Ernie: Perspectives on Policing and Leadership*, Louttit shared stories of his years as a beat cop on the streets of Saskatoon, tales of conflict and violence, but most vividly, the struggles of marginalized people who are forced by circumstance to live in high-crime areas.

*More Indian Ernie* brings readers back to the street, where Louttit discusses post-traumatic stress, missing and murdered Aboriginal women, and the difficulties he has faced both as a Native man and a police officer. Although the Saskatoon Police Service—and other police services—have changed since Louttit has been a cop, the lessons he shares are still very relevant. He candidly discusses topics of substance abuse, prostitution, murder, Indigenous peoples, and police leadership with empathy and intellect. Louttit offers insights into the issues marginalized people face and calls for changes to how the police handle individuals with mental illness and addictions. Demonstrating passion and support for his community as well as society's less fortunate, Louttit believes empathy can be the greatest tool in an officer's hands.

### AUTHOR BIO

Ernie Louttit was born in Northern Ontario and is a member of the Missanabie Cree First Nation. He began his career at 17 with the Canadian Armed Forces and in 1987 became the third Native person hired by the Saskatoon Police Service. He spent his entire police career on the west side of Saskatoon, where he became known as "Indian Ernie". After retiring from service in 2013, Ernie's first book led him to a new career in motivational and public speaking, as well as writing.

### PRAISE FOR INDIAN ERNIE

*"... the best thing about this book is the stark intelligence of his opinion regarding every case. Sharing his leadership principles, Louttit's honesty will forever change our opinion about: the police force"*  
—*Prairie Books NOW* #61 Spring 2014

*"Dynamic, exciting, and painfully true—a must read for all Canadians"*  
—Saskatchewan Book Awards Jurors

*"Louttit's book is not just terrific, but terrific in ways I never expected ... Indian Ernie presents as a police memoir but it really is a love story, to his comrades in arms, to his family, and to this city. It is an arresting read."*

—The StarPhoenix (Saskatoon)

[www.ubcpres.ca](http://www.ubcpres.ca)

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