Joining the knowledge creation, scholarly publishing and dissemination network: The development of publishing at UNAM

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Abstract
Since it was established in 1992, the University of Namibia has established itself as an institution of higher education that has won respect across Africa and internationally. It has developed new faculties, graduated thousands of students, and produced a wide range of publications including research reports on subjects of national, regional and international significance. As it approached its 20th anniversary in 2012, UNAM took the bold step of establishing a new unit dedicated to publishing, apparently ignoring the prevailing reality for smaller university presses around the world, which have experienced falling markets since the turn of the century. What was the context for this? What is the history of publishing at UNAM? How does the new unit fit into the overall work of the University and where is it going? This paper explores these questions. It is the product of my own involvement as Publisher for UNAM Press, appointed in June 2011, information gathered from meetings with academic leaders at UNAM, and an examination of University documents and publications and the UNAM Press Policy approved by Senate in 2011.

Introduction
Since it was established in 1992, the University of Namibia has established itself as an institution of higher education that has won respect across Africa and internationally. It has developed new faculties, graduated thousands of students, reached out to learners from disadvantaged areas of the country, provided distance learning access, and developed the new Library/Information and Learning Resource Centre (ILRC), and research centres and programmes that produce a wide range of reports on subjects of national, regional and international significance.

Academics at the University are also engaged in their own research, some of which has been published in book form within Namibia and some in international journals. A number of publications have been published by in the name of different faculties and units of the University.

A significant step was taken in the early 2000s to take ownership of publishing at the University, when UNAM decided to establish its own publishing imprint, UNAM Press.

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1 This paper was presented at the Launching Seminar for the Human Resource Development Project at the University of Namibia Library: Institutional Cooperation by the University of Namibia Library, University of Helsinki Library and University of Tampere Library, 10-14 October 2011, Windhoek, Namibia; and updated in May 2012.

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© 2012 University of Namibia, Journal for Studies in Humanities and Social Sciences
Volume 1, Number 2, September 2012 - ISSN 2026-7215
However, UNAM Press did not have an institutional base in the University and did not publish on a regular basis. Then in 2011, the University established a new unit dedicated to publishing. What was the context for this? What is the history of publishing at UNAM? How does the new unit fit into the overall work of the University and where is it going?

UNAM publications output

Different types of publication
The word ‘publications’ occurs in many University documents. It covers a wide range of different types of publication: textbooks, scholarly books, distance learning materials, journals, articles in international journals, literary creations, booklets, technical reports, research reports, discussion papers, annual reports, newsletters, etc. It encompasses printed and, in recent years, some online materials, those distributed free and those for sale.

Publications come from all Faculties, from UNAM Centres, the Library and the Oshakati Campus. A look at past Annual Reports shows us the nature and extent of these publications.

- In 1999 the Faculty of Humanities and Social Sciences alone listed 136 publications: 13 books, 13 monographs, 26 articles in refereed journals, 19 academic conference papers, 2 other academic writings, 6 editorial contributions, 18 original creative and academic productions, and 13 teaching manuals and study guides (University of Namibia, 1999).

- In 2000, the Faculty of Science listed 42 publications: 1 book, 6 chapters in books, 11 journal articles, 18 workshop papers, 3 consultancy reports and 3 occasional publications (University of Namibia, 2000).

- In 2002, the Faculty of Agriculture and the Faculty of Humanities and Social Sciences listed 100 and 101 publications respectively (University of Namibia, 2002).

- That same year, the Multidisciplinary Research Centre listed 1 book, 1 chapter in a book, 3 refereed journal articles, 4 manuals and 23 of its own reports.

- In 2008, the Faculty of Science published 59 articles; the Faculty of Law published six books, one Law journal, one translation of the Constitution into Afrikaans, and 40 articles; the Faculty of Medical and Health Sciences published 12 articles in accredited journals and another 11 articles were submitted, plus chapters in books and peer reviews (University of Namibia, 2008).

These figures are examples of the publications output of the University. They are not a complete record of the total number of publications in the years cited, because not all Faculties and Centres have systematically reported on the publications of their staff members.

Responsibilities for different publications
UNAM publications have been produced in a number of ways. It is worthwhile looking at the different actors and processes involved and the history of these publications.
Communications and marketing department
This department is responsible for annual reports, information booklets, newsletters, inaugural lectures and occasional publications, e.g. Vice Chancellor Professor Lazarus Hangula, *The Story of an Extraordinary UNAM Graduand – H.E. Dr Sam Nujoma* (Hangula, 2009a), published when the Founding President of the Republic, and Founding UNAM Chancellor, received his Master’s Degree in Geology.

Centre for External Studies (CES)
This centre is responsible for developing materials for distance education students pursuing courses at UNAM. The materials are usually developed by UNAM academics who receive a fee, while the university holds the copyright. The materials are printed through CES and are currently distributed free to distance students. The costs of production of the publications are covered in the students’ fees.

Research and Publications Committee
The Senate University Research and Publications Committee (RPC) is made up of representatives from all Faculties and Centres of the university. Its stated purpose (University of Namibia, 2005), is ‘To develop the University’s strategy for research, scholarship and innovation, thus contributing to the University’s overall mission.’ Its terms of reference mostly focus on research but also include developing and maintaining a scientific publications policy and procedures; developing and maintaining publication series; and appointing editors and editing boards. However, except for a period in the 1990’s when a Publications Sub-Committee existed for a short time, publications have received limited attention and funding.

The RPC receives a budget and distributes it in three ways – to cover visits to conferences, research, and publications. It receives submissions from Faculty Research and Publications Committees, requesting funding for research projects. Publication components are sometimes built into those requests. The Committee also processes requests for direct financial support for publications – either papers and articles submitted to international journals that require fees to be paid, or occasional books.

Publications funded by the RPC are supported on an individual basis. They are not part of a publishing programme and are not governed by any guiding publication policy. Books published with RPC funding usually carry the university logo, but beyond that they do not form a recognisable list of UNAM books. They are not publicised. They are not stored at a central place and are often not accessible. No distribution channels have been set up and there are very limited sales.

Local publishers
Faculties, departments and individual academics at UNAM have established working relationships with local commercial publishing companies, for them to publish manuscripts emanating from the University. The local publishers have handled the editorial management of these books, selected and briefed freelance copy-editors and designers, checked the proofs, and printed the books. Generally, the University has provided the funds to cover what has, effectively, been a professional publishing service rather than the more usual model whereby the publisher funds the book and recoups that investment through sales. The funds have come through the Research and Publications Committee or through financial support for specific projects of which the publications are one part.
In these cases, formal Agreements have usually (but not always) been concluded between the University and the publisher, and royalties of different amounts have been paid by the publisher to the University. These have then been divided between the University and the author(s).

**Publishing in the name of the University: UNAM Press 2002-6**

Alongside the work of the Research and Publications Committee, a significant step was taken in the early 2000s to take ownership of publishing at the University.

The Annual Report 2003 states that ‘Following the 10th anniversary during which a number of UNAM publications were produced, UNAM decided to establish a UNAM Press’ (University of Namibia, 2003). In fact, a UNAM Press Committee, appointed by the Founding Vice Chancellor, Professor Peter Katjavivi, first met in October 2002 and three books were published under the imprint that year. Professor Barnabas Otaala, the Director of the Teaching and Learning Unit and Chair of UNAM’s HIV/AIDS Taskforce at that time, became the Chairperson of the Committee.

The following twelve titles are listed in University documents as published under UNAM Press, or through its support:

**2002**
- Hinz, M. *The Constitution at Work: 10 Years of Namibian Nationhood.*
- Ministry of Basic Education Sport and Culture (Eds.). *HIV/AIDS. Government Leaders in Namibia Responding to the HIV/AIDS Epidemic.*

**2003**

**2004**
- Iipinge, S., Hofnie, K., & Freidman, S. *The Relationship between Gender Roles and HIV Infection in Namibia.*
- Winiarski, M.G. *Community-Based Counselling For People Affected by HIV and AIDS, with Longman and Catholic Aids Action.*

**2005**
- Hangula, L. *The Rise and Role of the University through the Ages: An Abridged Overview (Inaugural Lecture).*
- Kiangi, G.E. *Evaluating E-Business and E-Governance Projects (Inaugural Lecture).*
- Zimba, R.F. *Authentic University Learning, Teaching and Assessment (Inaugural Lecture).*
These publications were marketed by the University within Namibia and the Southern African Development Community (SADC), and in Europe and North America by the African Books Collective.

Du Pisani and Otaala’s (2001) UNAM HIV/AIDS Policy was also distributed internationally in this way, although it was published prior to the existence of the UNAM Press imprint.

In the Annual Report 2004, Professor Otaala stated that ‘The challenge for the University is to constitute a fully-fledged publishing house and all that goes with it’ (University of Namibia, 2004). This was never done, however. Professor Otaala retired in 2006 and the UNAM Institutional Audit of the same time led to the Teaching and Learning Unit becoming an independent unit, which did not include the responsibility of UNAM Press. No UNAM Press publications are listed in the Annual Report 2006, or in subsequent annual reports.

UNAM Press was thus initially a name under which titles were published and distributed by the University. It had no defined mission or publishing programme, no staff and no long-term budget. Nor did it have an institutional base within the University. When Professor Otaala retired, no more books came out under the name of UNAM Press and the committee stopped meeting.

Publishing at UNAM 2006-10
Even though books no longer came out under the name of UNAM Press, funding for scholarly publications continued to come from the Research and Publications Committee and from partners who supported specific projects: ‘Government Ministries, the Private Sector, through contractual research agreements; and through private/public partnerships, and mutual agreements that addressed specific problems affecting the nation’s interests; and various sponsorships by Foundations and Agencies, including the United Nations System’ (University of Namibia, 2006).

Books were published through local commercial publishers or non-governmental organisations such as the Namibia Scientific Society, UN agencies, donor foundations, etc. The Konrad Adenauer Stiftung funded a series of books from the Faculty of Law, published under the name of Macmillan Namibia but managed by Law Faculty academic staff and the Resident Representative of the Konrad Adenauer Stiftung. The Law Faculty also published a number of other titles.

The Konrad Adenauer Stiftung made the books it funded available free of charge to students and its partner institutions, including Law Faculties of universities in sub-Saharan Africa. Only 100 copies were available for sale in Namibia through Macmillan. However, interested individuals outside Namibia, and university libraries outside Africa that were not part of the Konrad Adenauer network, did not easily have access to the books.

The Namibia chapter of the Organization for Social Science Research in Eastern and Southern Africa (OSSREA) published two titles in the joint names of OSSREA and UNAM. They had UNAM ISBN numbers but incomplete details of the publisher on the copyright page. Copies of the books were sold directly from UNAM and distribution was, again, limited.

UNAM academics were actively involved on the Editorial Boards of the Namibia Law Journal, and the Namibia Educational Research Association Journal, although neither of these publications is owned by the university.
An online journal, the Namibia Development Journal, was launched by the University in 2007. One issue was published and another prepared but technical problems with the server and limited human resources to manage the journal, meant that subsequent issues did not come out. The Editorial Committee met but members had their own teaching and research work and insufficient time for the commissioning and reviewing of papers, copy-editing, and managing the production of the journal.

Those academics with experience of the publishing process, appropriate academic writing skills and editorial competency, and good contacts with NGOs and foundations active in their fields, have been able to publish. However, those without the contacts, academic writing skills or editorial competencies, have had to depend on the support of the Research and Publications Committee and submit their manuscripts to the peer-review process set up by the committee. This situation has benefitted those with initiative, who can approach donors and get books published without peer-review or central editorial approval.

Distribution has been a problem for all, however, both within Namibia and beyond our borders. Yet there is little point publishing unless the books produced are distributed.

Reviving UNAM Press

A publishing policy framework

In 2008 the Vice Chancellor, Professor Hangula, appointed an Interim UNAM Press Committee with the Librarian, Ms Ellen Ndeshi Namhila, as Chairperson. The Committee was entrusted with the responsibility of producing a Publishing Policy Framework for UNAM Press. In his letter of appointment to members of the Committee, the Vice Chancellor (Hangula, 2008) stated:

Publishing is classically an inspiration and passion for every academic institution. Universities are creators and multiplicators of knowledge and one of their very basic distinctive characteristics is research, scholarly knowledge production, both universal and local knowledge, which has to be published to have an impact. Knowledge transmission and scholarly communication is one of the main pillars of academic life... The University of Namibia aspires to join the knowledge creation, scholarly publishing and dissemination network.

In October that year, the University of Namibia’s Interim UNAM Press Committee held a workshop to discuss practical and policy issues concerning publishing at the University. It produced a Publishing Policy Framework for UNAM Press (Interim UNAM Press Committee, 2008). This established the background to UNAM Press, proposed vision and mission statements, discussed the possible scope of future University publications, and looked at a structure for UNAM Press, possible partnerships, and the question of sustainability.

The workshop proposed that the vision of UNAM Press should be ‘To become the leading publisher of innovation and academic excellence in Namibia’. The proposed mission was:

- To publish and disseminate critical scholarly works of excellence through books, journals and the electronic media, for national and international audiences.
- To contribute to innovation in basic and applied research across a broad spectrum of relevant disciplines and interdisciplinary scholarship.
- To protect the intellectual property of the University.
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- To contribute to national development through publishing in areas of national significance
- To creatively stimulate intellectual debate and authorship within Namibia, the Southern African region and beyond (Interim UNAM Press Committee, 2008)

To fulfill this vision and mission, the Publishing Policy Framework stated that UNAM Press should aim to:
- Speedily and professionally bring into published form the research done by UNAM academics, Namibian scholars and other scholars writing about Namibia.
- Be the publisher of choice for UNAM academic staff and promote their publications.
- Help shape national policy debates – assisting the development of UNAM as think-tank of the nation – and building the intellectual life of UNAM and the nation as a whole.
- Help to develop people’s writing and publishing skills (Interim UNAM Press Committee, 2008).

The Publishing Policy Framework further stated: ‘The success of the Press depends on the active involvement and commitment of UNAM academics and management. Academics will become involved through their own research and manuscripts... Management will dedicate human resources, and financial and moral support.’

It asserted that the value of UNAM Press should be judged in terms of academic excellence and the benefit it brought to the University, emphasising that it would be a powerful means of raising the image and profile of the University.

Implementation plan
In his Speech during the Academic Year Commencement Ceremony in March 2009, the Vice Chancellor, Professor Hangula, referred to ‘the efforts we are making to invigorate UNAM Press and make our research and publication more coordinated and visible’ (Hangula, 2009b).

Later that year, a consultancy was undertaken: ‘to develop the UNAM Press Policy Framework drawn up in October 2008 into an Implementation Plan, with budget, that will strengthen UNAM Press and situate it within UNAM structures as a publishing branch of the University to support the mission and mandate of the University, win respect for and help to market the University within Namibia, the Southern African region and beyond, and become a catalyst for intellectual discourse through scholarly publications’ (Katjavivi, 2009).

The consultancy report recommended that UNAM Press be established as an independent unit, reporting to the Pro-Vice Chancellor for Academic Affairs and Research, with a Publications Committee that would function as an editorial board, made up of representatives from different Faculties and Centres. It proposed the appointment of three full-time staff:

1. A Publisher to plan, direct, coordinate, maintain and manage UNAM Press, commission books for publication and draw up budgets.
2. An Editorial and Production Manager to manage the editing and production of the books and journals and work with freelancers and outside printers.
3. An Administrative Officer to be responsible for general administrative tasks as well as keeping records of book stocks and sales.
However, financial constraints did not allow further action until late 2010. Mr Kavevangua Kahengua of the University Library supported the work of the Interim UNAM Press Committee in the meantime until mid-2011, when the posts of UNAM Press Publisher and Administrative Officer were filled by Ms Jane Katjavivi and Ms Fredrika Motinga, respectively. Ms Mutaleni Nadimi was later appointed as Editorial and Production Manager and started in February 2012.

Establishing the UNAM Press Unit
The UNAM Press unit was initially located within the Library, reporting to the Librarian, and on taking up her post in June 2011, the Publisher was tasked with:

- outlining the structure of UNAM Press;
- articulating its major goals;
- developing terms of reference for a UNAM Press Editorial Committee;
- translating the Publishing Framework from the 2008 Workshop into a UNAM Press Publication policy;
- revising the strategic management plan;
- developing a budget, administrative systems, an Author’s Agreement, guidelines for commissioning and submitting manuscripts, for peer reviews, editors and copyeditors, etc.

A policy document to guide the work of UNAM Press was drawn up following discussions with colleagues at UNAM, especially regarding publication output and needs, governance of UNAM Press, the editorial board, objectives, strategic planning and the policy making process, and the relationship between UNAM Press and other University Centres and Units. This was discussed by the Academic Planning Committee (APC) in October 2011, and a revised document went on to Senate later that month, where it was formally approved.

Vision and Mission Statement
The UNAM Press Policy document (University of Namibia, 2011) states its mandate, vision and mission as follows:

**Mandate**
In the University of Namibia Act, Number 18 of 1992, the University is mandated, amongst other tasks, ‘to advance and disseminate knowledge’. UNAM Press will take up this mandate.

**Vision**
The vision of UNAM Press is to be the leading publisher of scholarly research and innovation in Namibia. [The same statement defined by the 2008 Publishing Policy Framework Workshop.]

**Mission**
The mission of UNAM Press is to publish and disseminate critical, scholarly, works of excellence through books, journals and the electronic media, for national and international audiences, and to contribute to policy debates and development strategies in areas of national significance.
The UNAM Press Policy document further states its policy principles as follows:

**Policy principles**
UNAM Press will play a vital role in fulfilling the vision and mission of the university, in particular in the following aspects:

- Disseminating the results of the university’s research across a broad spectrum of real-world problems, in order to communicate and share this research with others and so contribute to nation building.
- Serving as a repository for the preservation, development and articulation of national values and culture, through the promotion of Namibian history, art and languages.
- Engaging with society in the creation and dissemination of knowledge.
- Becoming a treasure house of knowledge at the service of national development.’

**Structure**
The work of UNAM Press is guided by a UNAM Press Committee, with the mandate to develop and maintain a publications policy and a budget for UNAM Press, guide its publishing strategy and programme, ensure high academic standards in UNAM Press publications, and approve or reject proposals and manuscripts. This is a Committee of Senate, comprised of representatives of all faculties and autonomous academic centres of the University, thus making UNAM Press horizontally accountable (University of Namibia, 2011).

At its first meeting in March 2012, the UNAM Press Committee set up an Editorial Board to implement the publishing programme of UNAM Press, and make recommendations regarding publication proposals and submitted manuscripts in the process of editorial development and/or production (design and printing). The Editorial Board is a sub-committee of the full UNAM Press Committee and reports to it (University of Namibia, 2012).

**Function of the UNAM Press Unit**
The UNAM Press unit is responsible for managing the editorial development of manuscripts; design, layout, production and printing; marketing, distribution and sale of books and journals published in the name of the University. It works with University Committees, Faculties and Centres, to define a publishing strategy, guidelines and procedures, develop academic writing skills, and contribute to building academic capacity through providing publishing opportunities for UNAM staff (University of Namibia, 2011).

**Scholarly publishing strategies**
In their Case Study of the University of Cape Town Press, Eve Gray and Michelle Willmers (2009, p.5) described the prevailing atmosphere in smaller university presses worldwide during the past fifteen years as one of crisis: ‘university press directors confronted falling markets on the one hand, and increasing pressure from their parent institutions for them to break even, on the other’. The presses responded by trying to commercialise and publish trade books that would compete on the general market. This, however, created a distance between universities and their presses, a loss of strategic alignment of presses with their host institutions, and in too many cases, decisions being taken by the universities to stop publishing altogether. In the case of UCT, their publishing division was sold to the commercial publisher Juta.
Gray and Willmers (2009, p.6) go on to propose a ‘re-conceptualisation of scholarly publishing in the digital age [that] would have the potential to restore the central purpose of scholarly publishing – the communication of research findings that are of interest and importance to the scholarly community and the potential to translate these research results for a wider readership and for community impact’. They conclude by saying that: ‘The strategic focus of the university press needs to match the strategic profile of the university.’

A publishing strategy for UNAM Press
The publishing strategy of UNAM Press is in line with this thinking and with current moves of scholarly presses to align themselves with the core functions of their host universities. It was developed after close examination of the University’s overall vision and mission statements, its strategic plan for 2011-15, its agenda for change, the methodology for measuring current and desired states of service, the means of transformation and the scorecard approach for measuring achievements; and through consultation with senior academics from various Faculties and Centres. The Publishing Strategy of the UNAM Press Policy document (University of Namibia, 2011) states:

As a small publishing unit in a limited, highly specialized, academic book market, UNAM Press will aim to be cost-effective and to develop appropriate strategies to build sales income and recover costs.

It will engage critically with content and language, design and technology, to ensure that its publications are of high academic, editorial and production quality.

It will publish a range of publications that reflect the strengths of the University and the best scholarship in and on Namibia, in order to build a list, make public the University’s scholarly research, attract authors, and build sales.

It will encourage academic staff to plan for publication of the results of their research, with publishing costs to be included if funding is sought from outside the University.

It will commission work in fields and disciplines of strategic or academic importance.

It will aim to be the publisher of choice for authors analysing or investigating Namibian society and arts, natural or social sciences, and public policy.

It will distribute its publications nationally, regionally and internationally in order to build sales and the reputation of UNAM Press.

It will make creative and innovative use of new technologies and different publishing and dissemination options – traditional offset printing, digital printing, print on demand, e-books, open access, etc. – in order to maximize use of UNAM Press resources and reach wider audiences.

In order to do this, it will need an effective, fast, internet and communications network.

Scope of UNAM Press publications
UNAM Press is responding to the interests and research programmes of academics at the University and nationwide, and intends to play a developmental role, working with authors to develop capacity and improve manuscripts, and participating in workshops on academic writing in cooperation with Faculties and Centres of the University.

The Policy document (University of Namibia, 2011) defines the scope of UNAM Press publications as follows:

UNAM Press will submit its publications to a rigorous peer-review process, to maintain standards of excellence. However, it will aim to balance the pursuit of academic standards with an approach that will allow new publishing voices to develop.
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It will consider titles for publication of the following types:

- Scholarly books
- Discussion papers and research reports
- Readers
- Monographs
- Textbooks
- Collections of conference papers
- Scholarly journals, including the Namibia Development Journal and a proposed new journal for postgraduate students/junior academics
- Literary works
- Artistic works
- Biographies and autobiographies
- Publications based on theses and dissertations.

The Namibia Development Journal and any other journals published by UNAM Press will have their own Editorial Boards, responsible for commissioning and collecting articles, with UNAM Press managing the peer-review of articles, copy-editing, the production process, marketing, distribution and sales.

UNAM Press will assist Faculties and Centres of the University to develop appropriate publication strategies to suit their purpose and needs.

It will consider manuscripts in English, and in national and other indigenous languages, including translations.

It will consider works written by people outside the University, within the fields of interest of the University, on topics related to Namibia and the Southern African region.

UNAM Press aims to develop appropriate forms of publications for the different needs of the various University Faculties and Centres. These include print and online publications, books and journals, research reports, conference proceedings, discussion papers, etc. Its core work is in editorial development, peer review, production quality, and maintaining standards of academic scholarship that enhance the work and reputation of the University.

The need for UNAM scholarly communications policy

An overall scholarly communications policy still needs to be developed at UNAM. The UNAM Press Policy document suggests that this be done through a collaborative effort between the UNAM Press Committee and Unit, the Research and Publications Committee and its Office, the Research Coordinator, School of Postgraduate Studies, Faculties, Multidisciplinary Research Centre, Centre for External Studies, Library, and other Centres (University of Namibia, 2011).

The policy would need to cover the different types of publication and scholarly communication at the University, different forms of dissemination, e.g. print and online, and the question of which publications are for sale or for free distribution. It also needs to address current scholarly debates about the sharing of data and open access to at least some University research.
The role of University Presses in society

Gray and Willmers (2009) cite a publication by the Association of American University Presses (AAUP), which identifies 24 ways in which university presses contribute to society, scholarship and their parent university community. Amongst these are the following:

- ‘Make available to the broader public the full range and value of research generated by university faculty.’
- ‘Contribute to the variety and diversity of cultural expression at a time of global mergers and consolidation in the media industry.’
- ‘Add value to scholarly work through rigorous editorial development; professional copyediting and design; and worldwide dissemination.’
- ‘Encourage and refine the work of younger scholars through publication of the first books that establish credentials and develop authorial experience.’
- ‘Extend the reach and influence of … [its] parent institution, making evident … [its] commitment to knowledge and ideas.’

The formulation of UNAM Press’s policy and strategy as discussed above place it firmly within this framework and shows that it aims to make similar contributions to the University of Namibia and the wider Namibian society.

Conclusion

The revival of UNAM Press is an important milestone in the history of the University. The policy statement and strategic focus of UNAM Press show that it is aligned with the strategic profile of the University. The establishment of this scholarly publishing unit will provide a platform for sharing research output and encouraging scholars within and outside UNAM.

References


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