MIT Press

MIT Press publishes the best works in selected academic disciplines. One of the largest and most respected university presses in the world, MIT Press is known for quality, innovation, and distinctive design. The Press publishes in diverse fields including art and architecture, cognitive science, computer science, economics, environmental studies, neuroscience, new media, and science, technology, and society. It publishes journals, scholarly monographs, trade books, textbooks, and reference works in print and electronic formats. MIT Press authors are drawn from throughout the global academic community. The Press is noted for its work in emerging fields of scholarship, for its strong international distribution, and for pioneering projects such as CogNet, the electronic community of cognitive science. Through its contributions to scholarship, MIT Press supports the Institute's mission of advancing knowledge; through its award-winning publications, the Press extends the visibility of the MIT name around the world.

FY2010 Highlights

This year was marked by continued economic pressures and by organizational restructuring. The pursuit of our strategic goals for the Press guides the evolution of our organization. We believe firmly that our future depends on achieving a fully integrated digital publishing process for books, journals, and other forms of scholarly work. We are making steady progress toward that goal internally, yet the lack of a clearly established marketplace for digital content remains a major challenge. At this time we cannot see clearly how our readers will want to access and read our e-books in the years ahead, yet we constantly face critical decisions about how best to publish them. We are a large university press and among the dominant publishers in our selected fields, yet we are dwarfed by the competing giants that are shaping our world: the e-book and reading device vendors such as Amazon, Google, and Apple. In general, we sense that the tipping point of readers preferring to read digitally is closer than ever, but it is not yet reflected in our own customers' choices. FY2010 finds us still at an early stage of the expected marketplace transformation, with print sales flat or declining and digital revenues rapidly growing but very small.

The highlights of FY2010 span, as always, our people, products, and publishing process.

In September 2009, Nick Lindsay (formerly journals marketing manager) was appointed journals manager. In December 2009, Katie Hope joined us as director of marketing for the books division.

Also in September 2009, we achieved the successful implementation of our Press-wide XML workflow, with our new Xtyles software and our RSuite content asset management system (on our new Mark Logic server) both in use. This achievement represents a transformation of the MIT Press's technical capabilities in just 12 months' time and reflects the hard work of the manuscript editorial, design, production, IT, and file management departments. Marking the transition from workflow start-up to ongoing publishing responsibilities, most of the file management team members returned to their original departments and a new department, the Digital Initiatives Group (DIG), was formed. DIG now has the responsibility for the development and maintenance of the Press's digital activities and projects.

In January 2010, we published book number 9,000 in the MIT Press archives: *Grammar as Science* by Richard K. Larson. Book number 1 in the archive, Max Born's *Problems of Atomic Dynamics*, was published in 1926.

With support from the Institute, we were able to consolidate the MIT Press offices in Cambridge by moving our journals group into our location at 55 Hayward Street. The move was accomplished at the end of June 2010.

In June, we announced changes in the London sales and marketing office that we share with Harvard University and in our sales representation for the territories managed by the London office: the United Kingdom, Europe, and parts of the Middle East and Africa. Starting with the spring 2011 season, we will join a new sales consortium with the California, Columbia, and Princeton university presses.

We were deeply saddened in June 2010 by the passing of William J. Mitchell, long-time author, Editorial Board chair, and great friend of MIT Press.

Our publishing programs continued to generate high-quality books and journals during FY2010. More details about these titles—and the complex sales and marketing activities that support them—are provided below.

FY2010 Financial Results

Total MIT Press revenues, including book sales, journal subscriptions, and other publishing income, were \$25.5 million in FY2010, up 3.2 percent from FY2009. Thanks to modestly higher sales than expected, the Press generated a net operating surplus of \$382,000.

MIT Press Operating Results (\$000)

	FY2008	FY2009	FY2010
Books sales	17,873	15,693	16,969
Journals subscription sales	6,212	6,307	6,131
Total sales	24,085	22,000	23,100
Cost of sales	11,266	10,612	10,787
Gross margin on sales	12,819	11,388	12,313
Other publishing income	2,199	2,717	2,401
Total publishing income	15,018	14,105	14,715
Operating expenses	14,100	14,010	14,406
Bookstore net	91	101	74
Net operations	1,009	196	382

MIT Press Management Board, 2009-2010

Ann J. Wolpert (chair), director of Libraries, MIT

Hal Abelson, professor, Electrical Engineering and Computer Science, MIT

Laura Brown, senior advisor, Ithaka

Mary Curtis, president, Transaction Publishers, Rutgers University

Joseph Esposito, president, Portable CEO

Ellen W. Faran, director, MIT Press

Deborah Fitzgerald, dean, Humanities, Arts, and Social Sciences, MIT

Steven R. Lerman, dean for graduate education, MIT

Christopher Lynch, vice president for publishing, Massachusetts Medical Society

William J. Mitchell, professor, Program in Media Arts and Sciences, MIT (deceased)

Barbara Kline Pope, executive director, National Academies Press

Israel Ruiz, vice president for finance, Office of the Executive Vice President and Treasurer, MIT

MIT Press Editorial Board, 2009-2010

William J. Mitchell (chair), professor, Program in Media Arts and Sciences (deceased)

Steven Gass (ex officio), associate director for public services, MIT Libraries

JoAnn Carmin, professor, Department of Urban Studies and Planning

Edward Gibson, professor, Department of Brain and Cognitive Sciences

Daniel Jackson, professor, Department of Electrical Engineering and Computer Science

David Kaiser, professor, Program in Science, Technology, and Society

Frank Levy, professor, Department of Urban Studies and Planning

Bruce Tidor, professor, Department of Electrical Engineering and Computer Science

William J. Urrichio, professor, Program in Comparative Media Studies

Books Division

FY2010 Revenues

MIT Press ended FY2010 with total books revenues of \$17.8 million, an increase of \$962,000 or 5.7 percent over the prior year.

Books Division Revenues (\$000)

	FY2008	FY2009	FY2010
Net sales	17,873	15,693	16,969
Other publishing income	647	1,100	786
Total books revenues	18,520	16,793	17,755

New Books in FY2010

MIT Press published or distributed 192 original books and 64 new paperback editions this year. New books by MIT authors published during FY2010 included:

Amsden, Alice H., Escape from Europe

Brown, Michael E., Owen R. Coté, Jr., Sean M. Lynn-Jones, and Steven E. Miller, editors, *Going Nuclear: Nuclear Proliferation and International Security in the 21st Century*

Brynjolfsson, Erik, and Adam Saunders, Wired for Innovation: How Information Technology Is Reshaping the Economy

Cormen, Thomas H., Charles E. Leiserson, and Ronald L. Rivest, *Introduction to Algorithms* (3rd edition)

Juul, Jesper, A Casual Revolution: Reinventing Video Games and Their Players

Lee, Yang W., Leo L. Pipino, James D. Funk, and Richard Y. Wang, *Journey to Data Quality*

Mahajan, Sanjoy, Street-Fighting Mathematics

Mitchell, William J., Reinventing the Automobile

Miyagawa, Shigeru, Why Agree? Why Move? Unifying Agreement-Based and Discourse-Configurational Languages

Poe, Mya, and Jennifer Craig, *Learning to Communicate in Science and Engineering* Richards, Norvin, *Uttering Trees*

Singer, Irving, Ingmar Bergman, Cinematic Philosopher: Reflections on His Creativity

Singer, Irving, The Meaning in Life, Volume 1: The Creation of Value

Singer, Irving, The Meaning in Life, Volume 2: The Pursuit of Love

Singer, Irving, The Meaning in Life, Volume 3: The Harmony of Nature and Spirit

Singer, Irving, Mozart and Beethoven: The Concept of Love in Their Operas

Whitmarsh, Ian, and David S. Jones, What's the Use of Race?

A complete list of all new titles published by MIT Press during FY2010 is provided in Appendix A at the end of this report.

Awards

MIT Press books and authors garnered numerous publishing prizes and awards throughout the past year. Honors were granted by professional and academic associations from a variety of disciplines, recognizing the excellence of our titles and their significant contributions to scholarship. A selection of the most notable award winners from FY2010 is presented in Appendix B.

MIT Press Acquisitions Editors

Gita Manaktala, editorial director

Marguerite Avery, senior acquisitions editor, science, technology, and society, information sciences

Ada Brunstein, senior acquisitions editor, computer science, linguistics

Roger Conover, executive acquisitions editor, visual and cultural studies

John Covell, senior acquisitions editor, economics, finance, business

Philip Laughlin, senior acquisitions editor, cognitive science and philosophy

Jane Macdonald, acquisitions editor, economics, finance, business

Clay Morgan, senior acquisitions editor, environmental studies, bioethics

Robert Prior, executive acquisitions editor, life sciences, neuroscience, quantitative biology

Doug Sery, senior acquisitions editor, new media, design, game studies

The Press's acquisitions in 2010 benefited from a full staff of nine acquiring editors, each responsible for signing between 20 and 30 projects annually in distinct subject specialties, thereby ensuring a healthy pipeline of high-quality manuscripts for the press to publish as books. Acquiring editors are responsible for finding and selecting these projects, ensuring that they are properly peer reviewed and revised to meet the Press's standards, and helping to see them through to publication. The Press currently publishes books in about 12 major subject areas of the sciences, social sciences, and humanities. FY2010 saw, among other highlights, the signing of an entirely digital, interactive project with no print component. The Press's role in publishing this project includes peer review, usability analysis, copyediting, and promotion.

Sales

The MIT Press's book marketing and sales group includes staff in Cambridge, MA, and London, England, along with local sales representatives in major book markets around the world. This team sells the Press's books to libraries, wholesalers, chain bookstores, independent bookstores, college stores, and online retailers on six continents.

Worldwide Sales

FY2010 worldwide book sales totaled nearly \$17 million. Frontlist sales increased by over \$1.2 million, thanks in large part to the third edition of our bestselling title *Introduction to Algorithms* by Thomas Cormen and colleagues. Other strong sellers included *Chaos and Organization in Health Care* by Thomas Lee and James Mongan and

Asylum by Christopher Payne. One-year backlist titles, published in last fiscal year's difficult retail climate, continued to suffer, bringing our year-over-year numbers down by 32 percent. Continued sales of two-year backlist titles led to an increase of 56 percent over the previous year. Strong sellers included Matthew Frederick's 101 Things I Learned in Architecture School and Simon Benninga's Financial Modeling. Together, sales of these two titles were over 50,000 units worldwide and generated more than \$686,000 in revenue. Deep backlist titles, which always make up the largest portion of the Press's book sales, were slightly up, and overall backlist was flat with the previous year at \$11.9 million.

Domestic Sales

Domestic book sales in FY2010 increased by 10 percent to \$11.1 million. A strong pipeline of titles along with the economic recovery helped propel our sales to booksellers and the sell-through of books to consumers. Generally, stores were more willing to take risks on frontlist titles, and they continued to support backlist titles that have proven track records. While our title output was slightly down from last year, both unit sales and total revenue were up.

Our business with Amazon.com continued to grow in FY2010, up by 30 percent over the prior year to \$4.6 million. Amazon now makes up 36 percent of US business and 28 percent of total Press business, up from 30 percent and 23 percent, respectively, in FY2009. Amazon's direct business with the Press is now over 90 percent. Amazon continues to focus its efforts on the textbook market, aggressively pricing books to beat its competition. In addition to print books, Amazon's e-book sales continue to grow. FY2010 Kindle revenue for the Press totaled nearly \$70,000. We have submitted well over 600 titles to the Kindle program.

With this growth, we have seen shifts in other market channels. Independent bookstores are slightly down over the previous year. Chains, notably Barnes & Noble and Borders, are up over last year by 25 percent. Barnes & Noble's business is especially strong, and we are working closely with the company to continue to foster this relationship. Regular wholesalers, which supply books to all retail market channels, are up by 9 percent over last year.

In addition to traditional book market channels, we also focus on special sales market channels. These are usually bulk sales of both new and backlist titles made on a nonreturnable basis. Customers include corporations, niche stores, institutions, and our authors. FY2010 special sales were \$103,000, with a total of nearly 7,000 units. These year-end numbers are down from FY2009, 17 percent in net dollars and 25 percent in units.

International Sales

Book sales outside the United States totaled \$5.7 million, up 6 percent from FY2009 sales of \$5.4 million. FY2010 international sales accounted for 34 percent of total book division sales.

International Sales (\$000)

	FY2008	FY2009	FY2010
UK/Europe/Middle East	4,071	3,639	3,870
Other export	816	741	686
Canada	651	547	627
Japan	287	340	406
Australia	192	158	155
Total export	6,017	5,425	5,744

International Sales in the United Kingdom and Europe

UK and European sales in pounds sterling for FY2010 were £2.43 million, flat with the total for FY2009. In dollars, these sales totaled nearly \$3.9 million, or 6 percent over last year, thanks to the gradual strengthening of the sterling to dollar exchange rate during the year. The continued growth of Amazon was a factor in most of these territories, as it was in the United States.

International Sales outside the United Kingdom and Europe

FY2010 sales to Canada, our second largest export market, were down 7 percent from the prior year. The decrease in Canadian sales is mostly due to reduced textbook orders from university booksellers. Like other territories around the world, Canada has seen a migration of sales from brick and mortar stores to online booksellers. FY2010 sales to Amazon.ca totaled \$271,000, up 12 percent from FY2009. This account now represents 40 percent of our total direct sales to Canada. Sales of text-designated titles came to nearly \$200,000, representing 29 percent of total FY2010 sales to Canada.

In other export markets supplied from our US fulfillment center (excluding Canada), total sales were up 13.7 percent, to \$1.2 million, from the prior year's sales of \$1 million. Sales to Japan, our third largest export market, totaled \$406,000, up 19 percent from FY2009. Amazon.jp is our largest account in Japan with sales of \$202,000, up 29 percent over the prior year's sales. Amazon.jp sales represent 50 percent of our direct sales to Japan. Sales to the combined East Asian markets of Japan, South Korea, Taiwan, and Hong Kong totaled \$722,000, up 22 percent from the previous year's sales. Sales to the combined Southeast Asian markets of Singapore, Malaysia, Thailand, and the Philippines totaled \$65,000, up 9 percent from last year. Sales to mainland China climbed to \$79,000, up 18 percent from the prior year. The July 2009 release of the third edition of Cormen's *Introduction to Algorithms* was responsible for the very significant lift in sales to these important export markets for textbooks. Footprint Books Ltd. in Australia, our distributor for Australia and New Zealand, finished the fiscal year at \$129,000, up 4 percent from last year. Lastly, export sales to all South American countries totaled \$78,000, basically flat with the prior year.

Marketing

The US- and London-based marketing, rights, and permissions teams are busy working amidst enormous change both in the marketplace and in our industry. It is an exciting time for book publishers, and we are poised to embrace the changes that are confronting us at lightning speed.

We have adopted several new strategic, tactical, and process-related changes to address the quick-fire needs of the market such as the War Room, a regular meeting that addresses market issues as they arise for specific titles while we still have an opportunity to impact sales. We have implemented a new program, Extreme Launches, in which we develop more creative, memorable marketing launches for select key titles each season (fall 2010 titles include the sixth edition of Akmajian's *Linguistics*, Bevis' *Aaaaw to Zzzzzd*, Bogost's *Newsgames*, Borner's *The Atlas of Science*, and Carens' *Immigrants and the Right to Stay*, among others). While every book is important and will benefit from marketing activities, we must focus on the largest sales opportunities each season or we cannot grow overall. These more robust marketing plans have been created in order to generate more revenue from successful books, authors, series, and franchises or for those titles that will benefit from the extra attention an Extreme Launch effort will afford them.

MIT Press Website

Work is under way on plans for a more effective web presence for the Press. Goals for the long term include an updated design, significantly more robust branding of the MIT Press imprint across all of our programs, the development of a much more user-centered experience, and the building of lifelong relationships with customers that follow them throughout both their education and career years.

North American Direct Mail

FY2010 traceable direct mail sales through the end of June continued to be ahead of last year, with 1,799 units sold for sales of \$59,651. Our sales for the year were up 34 percent in units and 43 percent in dollars from FY2009. The boost can be attributed primarily to the special reference book promotion done for the fourth edition of Michael Gazzaniga's *The Cognitive Neurosciences*. Also notable are significant traceable sales increases through most of our subject area catalogs, with the discipline catalogs in science, technology, and society; neuroscience; and cognition, brain, and behavior showing the largest increases over the previous fiscal year.

We created 10 direct mail campaigns in FY2010. Annual catalogs were produced and mailed to individuals in political science; science, technology, and society; neuroscience; economics and finance; cognition, brain, and behavior; philosophy; linguistics; art, architecture, and cultural studies; environment; and computer science and intelligent systems. As mentioned above, a special reference brochure promoting the fourth edition of Gazzaniga's *The Cognitive Neurosciences* was mailed to individuals in different specialties, and a revised PDF of the direct mail campaign was featured as a publisher promotion through Blackwell's Collection Manager website to inform librarians of the availability of this new edition. In addition to our mailed campaigns, we produced four small brochures in computational and systems biology, information and communication,

game studies, and bioethics to promote areas of our list that do not fit neatly into our more established subject areas. These pieces are designed and produced in-house and are used by our acquisition staff primarily at meetings to help support these developing programs.

Our discipline catalogs serve multiple purposes. More than just selling pieces, they showcase the depth and breadth of what we publish. They are used as a tool by our acquisitions department to further promote our lists to prospective authors, and they reinforce other areas of promotion, particularly textbook promotion.

The top three selling subject area catalogs for FY2010 were those in science, technology, and society; philosophy; and neuroscience.

North American Textbook Sales and Marketing

FY2010's US text adoption sales of \$948,901 were down 11 percent from FY2009. The total number of units was 32,613, down 16 percent from FY2009. Thirteen direct mail text promotions were sent to 47,000 professors in various disciplines.

The following were the top 10 best-selling textbooks by net adoption sales revenue for FY2010:

Cormen, Introduction to Algorithms, 3rd edition

Naughton, The Chinese Economy

Allen, Logic Primer, 2nd edition

Viscusi, Economics of Regulation and Antitrust, 4th edition

Benninga, Financial Modeling, 3rd edition

Easterly, The Elusive Quest for Growth

Cabral, Introduction to Industrial Organization

Tester, Sustainable Energy

Salen, Rules of Play

Rosser, Comparative Economics in a Transforming World Economy, 2nd edition

FY2010's total US sales of text-designated titles were \$5.2 million, up 14 percent from FY2009. The total number of units was 219,081, up 3.5 percent from FY2009.

North American Exhibits

Final FY2010 traceable conference sales totaled \$76,515, down 4.6 percent from last year, a drop that was expected due to a 12 percent budget reduction in attending and sending books to conferences. The total number of conferences where the MIT Press had books represented and displayed in FY2010 was 176, down from last year's 209. Top North American exhibits priorities continue to be promotion of new and relevant backlist titles, working jointly with the journals group to provide our conference readership with a more cohesive MIT Press experience, direct interaction with our core customers

(professors, professionals, and students), book sales, text promotion, and fostering future acquisition opportunities for the Press.

The top five MIT Press North American conferences, ranked by discount code traceable meeting sales in FY2010, were as follows:

- 1. Society for Neuroscience, October 18–21, 2009, Chicago, IL: \$33,759
- 2. College Art Association, February 10–13, 2010, Chicago, IL: \$8,649
- 3. Allied Social Science Associations/American Economic Association, January 3–5, 2010, Atlanta, GA: \$4,966
- 4. Toward a Science of Consciousness (Biennial), April 13–17, 2010, Tucson, AZ: \$1,955
- 5. Computer-Human Interaction, April 12–15, 2010, Atlanta, GA: \$1,857

US Publicity

We continue to garner robust coverage for our recent titles list in book sections, off the book page features, and the growing number of online publications. Highlights from our spring 2010 trade list included *Reinventing the Automobile* by William J. Mitchell, Christopher Borroni-Bird, and Lawrence D. Burns, which has done well with coverage in Metropolis, the New York Times, Fast Company, Financial Times, The American Prospect, and Nature. James Westcott's When Marina Abramovic Dies received widespread attention around the opening of the artist's show at the Museum of Modern Art in New York, including a feature in *The New Yorker* and articles in *Bookforum*, *Modern Painters*, and others. We also had very successful launch events at the Armory Show and at New York University. William Bainbridge was interviewed about The Warcraft Civilization on National Public Radio as well as for a piece on Inside Higher Education. A slideshow of David Nye's When the Lights Went Out was posted on the New York Times website and the book was reviewed in Bookforum, Publishers Weekly, and The Wilson Quarterly. Alexandra Schwartz's biography of West Coast pop icon Ed Ruscha has also been well received in art publications. There was a well-attended launch event at Gagosian Gallery in New York, and another is planned for the gallery's Los Angeles outpost in early summer. Roger Battistella's Health Care Turning Point was reviewed in the Wall Street Journal, and the author has been interviewed on several morning drive time radio programs.

The MITPressLog continues to thrive, and we have a growing number of guest contributors and new features—both from Press staff and from our authors. Our presence on social networking sites continues to grow; at the end of FY2010, we had 8,000 fans on Facebook and almost 6,000 followers on Twitter.

London Office Promotion and Publicity

Publicity

FY2010 saw particularly good media coverage for *Asylum* by Christopher Payne, *The Coming Insurrection* by The Invisible Committee, *Sonic Warfare* by Steve Goodman, *When Marina Abramovic Dies* by James Westcott, and *Reinventing the Automobile* by William

J. Mitchell, Christopher Borroni-Bird, and Lawrence D. Burns. James Westcott was interviewed on the BBC World Service arts program *The Strand*, and Eli Berman, author of *Radical, Religious, and Violent*, discussed his book on the BBC World Service news program *The World Today*.

Among the author events during the past year was Diego Rasskin-Gutman's "Talk about Chess Metaphors" at the London Chess Classic in December 2009, which prompted further reviews and discussion about the book on chess websites. Also, Beryl Graham and Sarah Cook launched their book *Rethinking Curating* with a symposium at the AV International Festival of Electronic Arts at the BALTIC Centre for Contemporary Art in Newcastle (March 2010), and Steve Goodman gave "A Talk about Sonic Warfare" at Southbank Centre in London as part of the Ether Music Festival in April 2010.

Text Promotion

There were several exciting new texts to promote in spring 2010, including new editions of the leading monetary economics text *Monetary Theory and Policy* (3rd edition), by Carl Walsh, and *The Economics of Microfinance* (2nd edition), by Beatriz Armendariz and Jonathan Morduch, as well as a new introductory linguistics text, *Grammar as Science* by Richard Larson, and a new finance text, *Introduction to Quantitative Finance* by Robert Reitano. Sales of the international student edition of *Introduction to Algorithms* (3rd edition), by Cormen, Leiserson, Rivest, and Stein, are strong and exceeded sales projections for FY2010.

Direct Mail

In FY2010, international versions of the following subject catalogs were mailed to individuals and bookshops in the United Kingdom and Europe: science, technology, and society; neuroscience; economics and finance; cognition, brain, and behavior; philosophy; linguistics; art, architecture, and cultural studies; and computer science and intelligent systems. A version of the special brochure for Gazzaniga's *The Cognitive Neurosciences* (4th edition) was also mailed to individuals and selected libraries.

UK and European Exhibits

Throughout FY2010 we exhibited at 13 major academic conferences, including the annual meetings of the Cognitive Science Society, the Digital Games Research Association, the Association of Art Historians, and the Political Studies Association; the European Economic Association and Econometric Society European meeting; the European Conference on Visual Perception; the International Symposium on Electronic Arts; and the London Art Book Fair. In addition to booths, acquisitions and marketing staff were present at these conferences. There were many other opportunities throughout the year to promote individual titles and selected books at appropriate events with the help of local conference organizers or bookshops.

Subsidiary Rights and Permissions

Our subsidiary rights income includes royalties on foreign-language editions, permission fees for inclusion of our material in edited volumes and course packages, and English language reprints. In FY2010, this income totaled \$789,780, a 2 percent increase over last year.

Income from translations increased by 11 percent from FY2009, despite continued economic concerns affecting publishers abroad. These publishers trust our imprint and continue to look at projects, both published and forthcoming, with the idea that conditions will improve and that our contributions to various disciplines point to the direction of discourse in those areas. We continue to negotiate slightly improved terms from Chinese, Japanese, and Korean publishers, while European publishers have cut their editorial programs and translation budgets in response to the worsening economic conditions in those markets. Although we were able to place several foreign editions of Cormen et al.'s *Introduction to Algorithms* (3rd edition), the advances were relatively small, proportionate to the large upfront investment that these translations require. *Reinventing the Automobile* by William Mitchell, Christopher E. Borroni-Bird, and Lawrence D. Burns yielded the highest advance ever paid for one of our books in China. The bulk of translation income comes from royalties due on backlist titles placed recently and from those existing translations that are performing well.

Collecting permission fees for the reuse of our content is increasingly challenging because of the wide use of electronic transmission of media and the unrestricted access enjoyed by many end users. Electronic piracy of our titles on the Internet is a recurring problem. Nevertheless, our permission income increased by 12 percent this year, due in part to more aggressive collection of money owed and to the success of our relationship with the Copyright Clearance Center (CCC). Our income from CCC's skillful negotiation of blanket treaties with countries worldwide resulted in an 18 percent increase in revenue in FY2010 over last year.

Income from reprinted editions of our books—largely limited to the Indian subcontinent—decreased by 13 percent this fiscal year, as all renewals are up to date and new editions are not yet ready for licensing. We deliberately keep the placement of reprints in this territory to relatively few titles in an effort to ensure our imprint's visibility without running the risk of undermining sales of our own editions. To this end we continue working closely with Prentice-Hall India. Income from book club editions has all but disappeared, decreasing our revenue in this area by 100 percent.

Subsidiary	Rights	Income	(\$)
------------	--------	--------	------

	FY2008	FY2009	FY2010
Translations	273,481	337,181	373,540
Permissions	346,708	333,444	375,372
Other*	149,986	106,372	40,867
Total	770,175	776,997	789,978

^{*}In FY2009, roughly \$60,000 received from McGraw-Hill as part of our copublication agreements on several backlist titles appeared in this category. The lower figure listed for FY2010 reflects a reclassification into sales of this income.

E-content Partnerships and Products

The MIT Press makes its books available in a variety of electronic formats and business models, working with e-retailers, offering e-books for sale on our own website, and working through partnerships with outside content aggregators, vendors, and technology providers. Established relationships include those with netLibrary, ebrary, Books 24x7, and MyiLibrary. We also participate in promotional full-text viewing programs such as Google Book Search and Amazon's Search Inside the Book.

During FY2010, the Press provided our titles to Bookshare, a not-for-profit organization offering books to students with print disabilities. Over 600 of our titles became available this year for Amazon's Kindle. MIT Press e-books are now offered through Barnes & Noble's Nook program and in the United Kingdom and Europe through Dawson, the British wholesaler; our content also became part of Knovel, a web-based engineering reference application. In addition, the Press worked toward an agreement, not yet concluded at year end, for Google Editions, the long-awaited e-book program from Google. Much effort has been devoted to building the infrastructure within the Press that will be required to thrive in the digital future of publishing and to producing files from our new XML workflow and content management system that are in the proper e-pub file format now becoming the standard for e-content providers.

Journals Division

FY2010 Revenues

In FY2010, the journals program ended the year with total revenues (subscriptions plus other publishing income) of \$7.45 million, a decrease of 5.6 percent from FY2009.

	FY2008	FY2009	FY2010
Subscription income	6,212	6,308	5,836
Other publishing income	1,552	1,616	1,614
Total journals revenues	7,764	7,924	7,450

In FY2010, we experienced two shifts in the library market: significant cancellations of serials due to tightening library budgets and an increased uptake in electronic-only subscriptions. The former had a particularly noticeable impact as we saw several institutions rigorously remove duplicate subscriptions (e.g., cancel a department subscription while retaining the library one) and others cancel subscriptions altogether because of serious cuts to their serials budgets. This accounts for the majority of the revenue drop-off the Press experienced. The switchover to lower priced electronic-only subscriptions continued to accelerate. E-only subscriptions made up 18 percent of all subscriptions purchased from MIT Press in FY2010.

During FY2010, the sponsors of two of MIT Press's economics journals notified us of their intention to move their titles to larger publishers. *The Quarterly Journal of Economics*

and the *Journal of the European Economic Association* will be moving to Oxford University Press and Wiley-Blackwell, respectively, for the 2011 volume year. These upcoming departures from the program serve to remind us anew of our close interdependence with the academic community. In general, our sponsors and journal editors appreciate deeply the advantages of working with a highly professional, nonprofit journals publisher with congruent values. During FY2010 two of MIT Press's most important journals signed long-term contract extensions: *The Review of Economics and Statistics* (through 2016) and *International Security* (through 2014). Discussions about additional extensions were under way at the end of FY2010 with the sponsors of *Leonardo, October, PAJ*, and the *Journal of Cold War Studies*.

The journals marketing group underwent a significant change in approach in 2010, dropping almost all print materials in favor of e-marketing. While still producing catalogs and a small number of print pieces to support our library exhibit program, the journals division has moved to e-mail campaigns, online banner advertising, podcasts, and extensive use of social networking and other online methods to promote our journals. These tactics have proven to be as effective as print in generating subscriptions while being far cheaper. In FY2010, we conducted more than 10 e-mail campaigns and recorded four podcasts (two of which featured Noam Chomsky and Louis Menand).

The division ended the fiscal year publishing CogNet, the online brain and cognitive sciences database comprising books, journals, and reference works from MIT Press, and 32 journals:

African Arts

Artificial Life

Asian Economic Papers

Biological Theory

Computational Linguistics

Computer Music Journal

Daedalus

Design Issues

Education, Finance and Policy

Evolutionary Computation

Global Environmental Politics

Grey Room

Innovations

International Journal of Learning and Media

International Security

Journal of Cognitive Neuroscience

Journal of Cold War Studies

Journal of the European Economic Association

Journal of Interdisciplinary History

Leonardo

Leonardo Music Journal

Linguistic Inquiry

Neural Computation

The New England Quarterly

October

PAJ: A Journal of Performance and Art

Perspectives on Science

Presence: Teleoperators & Virtual Environments

The Quarterly Journal of Economics

The Review of Economics and Statistics

TDR: The Drama Review

World Policy Journal

MIT-Affiliated Journal Editors

George-Marios Angeletos (professor, Department of Economics): editor, *Journal of the European Economic Association*

Owen R. Coté (associate director, Security Studies Program): editor, *International Security*

Nathaniel Durlach (senior lecturer, Research Laboratory of Electronics): consulting editor, *Presence*

Samuel Jay Keyser (professor emeritus of linguistics and special assistant to the chancellor): editor-in-chief, *Linguistic Inquiry*

Earl Miller (professor, Department of Brain and Cognitive Sciences): editor, *Journal of Cognitive Neuroscience*

Iqbal Quadir (founder and director, Legatum Center for Development and Entrepreneurship): coeditor, *Innovations*

MIT Press Bookstore

After some initial declines, bookstore sales made a slow recovery through the second half of FY2010. Gross physical bookstore sales were up 2 percent to \$475,000. Sales from special book sales held on campus were steady at \$97,000 for the year, even though we held one less sale in FY2010.

Our online sales more than tripled this year to \$28,000. As a result of our partnership with alibris.com, our collection of used and out-of-print books is now available through 18 different Internet retail channels. In addition, we've begun selling a select number of damaged MIT Press textbooks directly through Amazon.com.

We continued to cut operating expenses this year. Expenses were down 8 percent, largely through reductions in print advertising and sponsored author readings.

Our net sales for FY2010 were up 5 percent to \$105,000.

The top 10 best-selling MIT Press books at the bookstore during FY2010 were as follows (asterisks indicate MIT-affiliated authors):

- 1. William Mitchell, Reinventing the Automobile*
- 2. William Mitchell, Imagining MIT*
- 3. Sanjoy Mahajan, Street-Fighting Mathematics*
- 4. Andreas Schäfer et al., Transportation in a Climate-Constrained World*
- 5. Matthew Frederick, 101 Things I Learned in Architecture School
- 6. Erik Brynjolfsson, Wired for Innovation*
- 7. The Invisible Committee, The Coming Insurrection
- 8. I.H.T.F. Peterson, Nightwork*
- 9. Alex Pentland, Honest Signals*
- 10. Mya Poe et al., Learning to Communicate in Science and Engineering*

Ellen W. Faran Director

More information about MIT Press can be found at http://mitpress.mit.edu/.

Appendix A: New Titles Published in FY2010

Trade Books

Agamben The Signature of All Things

Alberro Institutional Critique

Amerika META/DATA

Amsden Escape from Empire
Arcade Bad Reputation
Bader Hall of Mirrors

Bainbridge The Warcraft Civilization

Bais In Praise of Science

Baker Taking Economics Seriously

Barsky The Chomsky Effect

Batchen Photography Degree Zero
Battistella Health Care Turning Point

Benderson Pacific Agony
Beranek Riding the Waves
Berardi The Soul at Work

Berman Radical, Religious, and Violent

Berry Tim Rollins and K.O.S.

Beyer Grace Hopper and the Invention of the Information Age

Bhagwati Offshoring of American Jobs

Blesser Spaces Speak, Are You Listening?

Bond Lacan at the Scene

Brennan Curating Consciousness
Brynjolfsson Wired for Innovation

Castells Mobile Communication and Society

Collectif Argos Climate Refugees

Diffie Privacy on the Line, updated and expanded edition

Doherty Situation

Edwards A Vast Machine

Fassin Contemporary States of Emergency

Flanagan Critical Play

Friedel A Culture of Improvement
Fumagalli Crisis in the Global Economy
Gecan After America's Midlife Crisis

Gessert Green Light

Gillespie Wired Shut

Goethe The Metamorphosis of Plants

Graham Rethinking Curating
Guercio Art as Existence

Guyotat Coma

Hays Architecture's Desire
Heller-Roazen The Enemy of All
Heller-Roazen The Inner Touch

Hennig The Little Black Book of Grisélidis Réal

Hocquenghem The Screwball Asses
Ito Engineering Play

Iversen Chance
Joselit Feedback

Juul A Casual Revolution

Kac Signs of Life
Kelly Cracked Media

Klein Streetlights and Shadows

Knechtel Water

Kotz Words to Be Looked At
Krauss Perpetual Inventory

Krier Drawing for Architecture

Lee Chaos and Organization in Health Care

Lotringer The German Issue, new edition

Ludlow The Second Life Herald

Madoff Art School

Marazzi The Violence of Financial Capitalism

Margolis Stuck in the Shallow End
Mitchell Reinventing the Automobile
Moorefield The Producer as Composer

Morley The Sublime

Morris New Media Poetics

Nagel Anachronic Renaissance

Noble Utopias

Nusselder Interface Fantasy

Nye When the Lights Went Out

Ophir The Power of Inclusive Exclusion

Park Secrets of Women

Payne Asylum

Pearce Communities of Play
Peltomäki Situation Aesthetics
Princen Treading Softly
Rasskin-Gutman Chess Metaphors

Raunig A Thousand Machines

Rossi A Scientific Autobiography

Rubin Psychedelic
Sanouillet Dada in Paris

Scarry Rule of Law, Misrule of Men

Schori Perspecta 42

Schwartz Ed Ruscha's Los Angeles

Scott Architecture or Techno-utopia

Singer Ingmar Bergman, Cinematic Philosopher

Smil Why America Is Not a New Rome

Szewczyk Meaning Liam Gillick

Tennekes The Simple Science of Flight, revised and expanded edition

Tiqqun Introduction to Civil War

Tomasello Why We Cooperate
Tomlinson Greening through IT
van Campen The Hidden Sense

Wapner Living Through the End of Nature

Wardrip-Fruin Expressive Processing

Westcott When Marina Abramovic Dies

Professional Books

Alpaydin Introduction to Machine Learning, 2nd edition
Armendáriz The Economics of Microfinance, 2nd edition

Atran The Native Mind and the Cultural Construction of Nature

Badash A Nuclear Winter's Tale

Balaguer Free Will as an Open Scientific Problem

Bangalore Supertagging

Bara Cognitive Pragmatics

Bickerton Biological Foundations and Origin of Syntax

Biermann Managers of Global Change

Bijker The Paradox of Scientific Authority
Black Exploring General Equilibrium

Bohman Democracy across Borders

Bois Gabriel Orozco

Booth Peer Participation and Software

Braman Change of State
Brendel Healing Psychiatry
Brown Chips and Change
Brown Going Nuclear

Brown Health and Medicine on Display

Brown Science in Democracy
Bruya Effortless Attention
Buchloh Gerhard Richter

Callebaut Modularity

Cameron Theorizing Digital Cultural Heritage

Campbell Knowledge and Skepticism

Campbell Time and Identity

Cantor Making Medical Decisions for the Profoundly Mentally Disabled

Chapelle Semi-Supervised Learning

Chemero Radical Embodied Cognitive Science
Cohen Color Ontology and Color Science

Consalvo Cheating

Corburn Toward the Healthy City

Cormen Introduction to Algorithms, 3rd edition

Coyne The Tuning of Place
Cramton Combinatorial Auctions

Crist Gaia in Turmoil

Dalzell Engineering Invention

Davidson The Future of Thinking

De Schutter Computational Modeling Methods for Neuroscientists

Deibert Access Controlled

DeNardis Protocol Politics

Doing Velvet Revolution at the Synchrotron

Driesen Economic Thought and U.S. Climate Change Policy

Dutton World Wide Research

Dybvig The Scheme Programming Language, 4th edition
Eichengreen Global Imbalances and the Lessons of Bretton Woods

Feenberg Between Reason and Experience Feenstra Offshoring in the Global Economy Ferreiro Ships and Science
Fiengo De Lingua Belief
Foster Richard Hamilton

Frampton Distributed Reduplication
Frey Economics and Psychology

Frisby Seeing, 2nd edition

Fuhrer Understanding Inflation and the Implications for Monetary Policy

Gazzaniga The Cognitive Neurosciences, 4th edition

Gee New Digital Media and Learning as an Emerging Area and "Worked

Examples" as One Way Forward

Gerdts Hypothesis A/Hypothesis B

Gilboa Rational Choice
Gold ThermoPoetics

Goldberg The Genetics of Cognitive Neuroscience

Goodman Sonic Warfare

Graedel Linkages of Sustainability

Grammont Naturalizing Intention in Action

Gross A Hole in the Head
Gross Ignorance and Surprise

Guicciardini Isaac Newton on Mathematical Certainty and Method

Haladyn Marcel Duchamp

Hales Relativism and the Foundations of Philosophy

Handy Brain Signal Analysis

Hanson Foundational Issues in Human Brain Mapping

HårdUrban MachineryHarriganSecond Person

Hecht The Radiance of France, new edition

Hogan The Natural Resources Trap

Hong Wireless

Horgan Austere Realism

Hugdahl The Two Halves of the Brain
Huxley Evolution: The Definitive Edition
Iglesias Control Theory and Systems Biology

Ito Hanging Out, Messing Around, and Geeking Out

Izhikevich Dynamical Systems in Neuroscience

James Young People, Ethics, and the New Digital Media

Jeusfeld Metamodeling for Method Engineering

Kaptelinin *Acting with Technology*

Keller Science in Environmental Policy

Klein Exchange Rate Regimes in the Modern Era

Lamoreaux Financing Innovation in the United States, 1870 to Present

Landau The Locative Syntax of Experiencers
Laubichler From Embryology to Evo-Devo

Lauwereyns The Anatomy of Bias

Lawrence Learning and Inference in Computational Systems Biology

Lee Journey to Data Quality

Legge Michael Snow
Levin Urban Modernity

Mahajan Street-Fighting Mathematics

Malik Sarah Lucas

Matthew Global Environmental Change and Human Security

Maurer WMD Terrorism

Menary The Extended Mind

Metzger Laws of Seeing

Mishkin Monetary Policy Strategy
Miyagawa Why Agree? Why Move?
Moreno Progress in Bioethics
Mukherji The Primacy of Grammar

Mullin Governing the Tap

Nevins Locality in Vowel Harmony

Niyogi The Computational Nature of Language Learning and Evolution

O'Brien Innovation in Cultural Systems

O'Keefe The Craft of Prolog

Parikh Language and Equilibrium

Pigliucci Evolution—The Extended Synthesis

Poe Learning to Communicate in Science and Engineering

Potoski Voluntary Programs
Racine Pragmatic Neuroethics
Raftopoulos Cognition and Perception
Reid Biological Emergences

Reitano Introduction to Quantitative Finance
Reuter-Lorenz The Cognitive Neuroscience of Mind

Revonsuo Inner Presence
Richards Uttering Trees

Richardson Evolutionary Psychology as Maladapted Psychology

Roelstraete Richard Long

Rosa Human Footprints on the Global Environment

Ross What Is Addiction?

Sacks The Configuration Space Method for Kinematic Design of Mechanisms

Salter Entangled

Schot Technology and the Making of the Netherlands

Sebanz Disorders of Volition

Selin Changing Climates in North American Politics
Selin Global Governance of Hazardous Chemicals

Senior Methods in Mind

Seth Crafting the Quantum

Sherman Exploring the Thalamus and Its Role in Cortical Function, 2nd edition

Singer Meaning in Life, Volume 1
Singer Meaning in Life, Volume 2
Singer Meaning in Life, Volume 3
Singer Mozart and Beethoven

Sterling The Art of Agent-Oriented Modeling

Stoy Self-Reconfigurable Robots

Strawson Mental Reality, 2nd edition, with a new appendix

Szallasi System Modeling in Cellular Biology
Tachibanaki Confronting Income Inequality in Japan

Theis Biomedical Signal Analysis

Thimbleby Press On

Tsuya Prudence and Pressure

van den Heuvel Aligning Modern Business Processes and Legacy Systems

Van Hentenryck Constraint-Based Local Search

Van Hentenryck Online Stochastic Combinatorial Optimization

van Schewick Internet Architecture and Innovation

Vision Veritas

Volz Prospects for Monetary Cooperation and Integration in East Asia

Walsh Monetary Theory and Policy, 3rd edition

Warner Human Information Retrieval

Wetzel Types and Tokens

Whitmarsh What's the Use of Race?

Williamson Globalization and the Poor Periphery before 1950

Textbooks

Akmajian Linguistics, 6th edition

Felleisen Semantics Engineering with PLT Redex

Koller Probabilistic Graphical Models

Larson Grammar as Science

Reitano Student Solutions Manual to Accompany Introduction to Quantitative

Finance: A Math Tool Kit

Appendix B: Awards in FY2010

MIT Press books and authors won recognition in the form of many literary prizes in FY2010. Below is a selection of some of the most notable awards and their winners.

Yvonne Spielmann's *Video: The Reflexive Medium* won the 2009 Lewis Mumford Award for Outstanding Scholarship in the Ecology of Technics. MIT Press also won this award last year with Steve Dixon's *Digital Performance*.

Peter Dauvergne's *The Shadows of Consumption* was the 2009 winner of the Gerald L. Young Book Award in Human Ecology presented by the Society for Human Ecology.

Matthew Kirschenbaum's book *Mechanisms* won the George A. and Jeanne S. DeLong Prize in Book History given by the Society for the History of Authorship, Reading and Publishing.

Wired Shut: Copyright and the Shape of Digital Culture by Tarleton Gillespie (2007) was the unanimous winner of the 2009 CITASA Book Award. CITASA is the Communication and Information Technologies Section of the American Sociological Association.

Michael Tomasello's *Origins of Human Communications* was the winner of the 2009 Eleanor Maccoby Book Award in Developmental Psychology presented by the American Psychological Association.

Author David Hess won the 2009 Robert K. Merton Book Award for his book *Alternative Pathways*. This award, given by the American Sociological Association Section on Science, Knowledge, and Technology, recognizes an outstanding book in science and technology studies.

Tom Angotti's *New York for Sale* was the winner of the 2009 Paul Davidoff Book Award given by the Association of Collegiate Schools of Planning. This biennial award is one of the most prestigious honors in the academic planning field.

MIT Press books were honored with two awards at the annual Society for the History of Technology meeting. The Sally Hacker Prize was awarded to David Nye for his book *Technology Matters*, and the Computer History Museum Prize (from special interest group SIGCIS) was awarded to Christophe Lécuyer for *Making Silicon Valley*.

Drafting Culture by George Barnett Johnston was the winner of the 2009 Publication Award given by the Southeast Chapter of the Society of Architectural Historians. The award committee was uniformly enthusiastic about the richness and originality of the research.

Architecture Depends by Jeremy Till won the 2009 President's Award for Research, given by the Royal Institute of British Architects (RIBA). J.K. Birksted's *Le Corbusier and the Occult* was also shortlisted for this award. The prestigious RIBA awards "celebrate the important contribution that architectural writing and publishing make to the dynamic activity of creating and transforming buildings and the landscape in which we live."

David Mindell won the 2008 Eugene E. Emme Award for Astronautical Literature, granted by the American Astronautical Society, for his book *Digital Apollo*. The award, named for NASA's first historian, is given annually to a work that contributes to the public understanding of astronautics.

Three MIT Press authors were honored with awards for their books at the Modern Language Association convention. The Prize for a First Book was given to Matthew G. Kirschenbaum for *Mechanisms*. The committee's citation reads in part: "*Mechanisms* is a genuinely original, field-defining contribution to media studies, promising to have a major impact on the fields of literary studies, book history, and digital culture."

The 10th Morton N. Cohen Award for a Distinguished Edition of Letters went to William G. Holzberger for *The Letters of George Santayana, Book Seven, 1941–1947* and *Book Eight, 1948–1952*.

The Katherine Singer Kovacs Prize for an outstanding book published in English or Spanish in the field of Latin American and Spanish literatures and cultures was given to Nicolás Wey Gómez for *The Tropics of Empire*. According to the prize committee, "*The Tropics of Empire* is already gaining recognition as a landmark study."

This year, eight MIT Press books were chosen as Outstanding Academic Titles by *Choice* magazine:

Race and Entrepreneurial Success by Robert W. Fairlie and Alicia M. Robb

Design Concepts in Programming Languages by Franklyn Turbak and David Gifford

America's Food by Harvey Blatt

Conflicts of Conscience in Health Care by Holly Lynch

Minimum Wages by David Neumark and William L. Wascher

Contagion and Chaos by Andrew Price-Smith

Video Game Spaces by Michael Nitsche

The Ethics of Protocells, edited by Mark A. Bedau and Emily C. Parke

Zainab Bahrani's *Rituals of War* won the 2009 James Henry Breasted Prize given by the American Historical Association. This prize is awarded for the best book in English on any field of history prior to the year 1000 AD.

Clouds in the Perturbed Climate System, edited by Jost Heintzenberg and Robert J. Charlson, won the Atmospheric Science Librarians International Choice Award.

MIT Press won in two categories of the 2009 PROSE Awards (formerly known as the PSP Awards):

Biomedicine and Neuroscience for *What We Know About Emotional Intelligence* by Moshe Zeidner, Gerald Roberts, and Richard D. Roberts

Computing and Information Sciences for *Probabilistic Graphical Models* by Daphne Koller and Nir Friedman

MIT also received honorable mention in two categories:

Architecture and Urban Planning for *Asylum* by Christopher Payne Media and Cultural Studies for *Critical Play* by Mary Flanagan

The Gerald Young Book Award, presented by the Society of Human Ecology, was given to *Human Footprints on the Global Environment*, edited by Eugene A. Rosa, Andreas Diekmann, Thomas Dietz, and Carlos C. Jaeger.

D.G. Webster's *Adaptive Governance* was the winner of the International Studies Association's 2010 Harold and Margaret Sprout Award for best book published on international environmental affairs.

The 22nd annual Lambda Literary Awards named Abdellah Taïa's *Salvation Army* a finalist in the Gay Fiction category.

Jill Sinclair's *Fresh Pond* was named a "Recommended Read" in the nonfiction category of the 2010 Massachusetts Book Awards.

Chris Payne's *Asylum* won the 2010 Ken Book Award given by the National Alliance on Mental Illness of New York City. The Ken Book Award honors authors whose works have shed light on the realities of mental illness.

Megan Mullin's *Governing the Tap* was awarded the 2010 Lynton Keith Caldwell Prize for the best book published on environmental politics and policy. The prize is given by the American Political Science Association's Science, Technology, and Environmental Politics section.

Design and Production Awards

Three MIT Press books won awards at the 2010 American Association of University Presses Book, Jacket, and Journal Show.

Trade Typographic Category: *Art School* by Steven Henry Madoff and *Camps* by Charlie Hailey

Trade Illustrated Category: *Cracked Media: The Sound of Malfunction* by Caleb Kelly

MIT Press won six awards at this year's 53rd Annual New England Book Show.

General Trade/Illustrated Category: *Asylum* by Christopher Payne and *The Metamorphosis of Plants* by Johann Wolfgang von Goethe

General Trade/Cover, Jacket Category: *Grace Hopper and the Invention of the Information Age* by Kurt Beyer, *When the Lights Went Out* by David Nye, *Dada in Paris* by Michel Sanouillet, and *Situation Aesthetics* by Kirsi Peltomäki