The MIT Press

About the MIT Press

One of the largest and most distinguished university presses in the world, the MIT Press is known for bold design, creative technology, and its commitment to continuous reinvention of university-based publishing. Since its founding in 1962, the MIT Press has embraced experimentation in how and what it publishes, changing the rules of engagement between academic authors and their readers, as the creator of some of the earliest interactive online books and communities; as the publisher of challenging, ground-breaking, meticulously designed books and journals across the arts and sciences; and as a significant force for the flourishing of new interdisciplinary fields of study.

The MIT Press, a business unit of the Massachusetts Institute of Technology, is widely considered the most innovative university press in operation today. It supports the Institute's mission to address global challenges by giving voice to peer-reviewed research in book and journal form, in fields that align with MIT's many areas of strength. It is the only university press grounded in science and technology; engaged in children's STEM publishing; distributed by Penguin Random House, the world's largest publisher; successful in launching its own publishing technology lab; and actively transitioning a high-impact academic book and journal program to default open access. Through its award-winning publications and global distribution channels, the Press extends MIT's visibility and reputation for excellence throughout the world.

Mission

To lead by pushing the boundaries of scholarly publishing in active partnership with the MIT community and aligned with MIT's mission to advance knowledge in science, technology, the arts, and other areas of scholarship that will best serve the nation and the world in the 21st century.

Vision

The MIT Press works daily to reimagine what a university press can be and to use our power as an academic publisher to elevate knowledge to inform and empower. Known for bold design and creative technology, the Press mobilizes knowledge by publishing significant works from leading researchers, scholars, and educators around the globe for the broadest possible access, impact, and audience. We seek to honor real-world complexity by featuring challenging, provocative, and transformative scholarship that crosses traditional academic and geographic boundaries. We support the struggle for social justice and commit to including underrepresented voices and perspectives. Our workplace thrives on an open culture of diverse and spirited individuality that values employee initiative, supports professional growth, and encourages experimentation and learning.

Director's Highlights

Fiscal year 2021 was a fraught year for so many individuals, nations, institutions, and industries, and the MIT Press (MITP) was not spared. Many members of our staff were understandably hurting and stressed, and the pandemic-related financial

setbacks we experienced during the last quarter of FY2020 continued. We depleted our entire operating reserve in FY2020 to cover losses of $2.4 million related to pandemic disruptions to demand and supply chain, and in FY2021 we called on $2.3 million of a $2.5 million backstop generously provided by the Institute due to the ongoing volatility as bookstores and wholesalers struggled to remain operational, supply chain disruptions continued, and reduced academic library budgets impacted subscription sales.

World-changing crises like the Covid-19 pandemic are also opportunities for needed change. Throughout the pandemic, we've seen how adversity brings people together. Teams at MITP and elsewhere pulled together heroically to make remote work feasible. Publishers and libraries expanded access to critical research content. People found new ways to connect and care for one another from within their own cyber-silos and are now adjusting to the FY2022 reality of hybrid remote and in-office staffing. With the help of external diversity, equity, and inclusion consultant Tara Robertson during the second half of FY2021, we succeeded in drafting a robust action plan to enhance diversity, inclusion, and belonging at MITP, based in part on survey and focus-group input from all members of staff.

While there will be significant challenges in learning how to optimize our businesses processes and office culture for hybrid collaboration—a planning effort that will take priority in the months ahead as we transition to new offices in Kendall Square—it's momentous to be giving the more than 100 staff of MITP complete freedom to decide when to work in the office and when at home. Not only that, we're free to hire people based outside the local area, which is a huge boon in attracting a more diverse talent pool to our company and our industry.

As a result of the pandemic, how we accomplish the work of publishing, how we get our content where it needs to go, and how we view ourselves, our authors, and our readers are all transformed. The pandemic brought into sharp relief how important access to credible research is—not only for other researchers but also policy makers and the global public. At the same time, it accelerated ongoing change in scholarly communication. Transformation that was until now proceeding gradually—specifically toward digital formats, open access, and commercial consolidation—sped up significantly as a result of economic reversals and the global spotlight on structural inequities.

In short, incumbent models for scholarly books and journals are failing faster than we predicted pre-pandemic. On the book side, there's the shift from print to digital and audio, including in library purchasing; on the journals side, there's the shift to open access and preprints. At MITP, we were quick to launch *Rapid Reviews Covid-19* at the start of the pandemic, with generous support from the Patrick J. McGovern Foundation. Overlay journals that peer review preprints represent a sea-change in science publishing, in which speed and accountability become the critical criteria. There's tremendous urgency now to make peer review more efficient, fair, and reliable.

Inside our cyber-silos and with increased competition for limited human attention spans, there is also increased demand for trustworthy content and truth as people seek deeper understanding of infectious disease, systemic racism, climate chaos, and other

looming topics. Book sales took a major hit at the start of the pandemic due to bookstore closures and other supply chain challenges. While industry-wide book sales eventually rebounded, this excludes most scholarly monographs, which have relied historically on library sales that no longer sustain them.

Hence the bold move toward new models like MITP's Direct to Open model, in which participating libraries contribute toward a threshold that allows us to open all monographs in each successive year, funding these books once for the world while making open access publication accessible to all authors, anywhere, regardless of their own ability to pay upfront. It's clear post-pandemic that institutionally subvented open access for scholarly books is simply a more equitable and sustainable business model.

This approach to monograph publishing points toward a new compact between academic publishers and institutions, one in which university leaders embrace greater ownership and investment. As we accept that established models are unfit for a post-pandemic world of shrinking library budgets, inefficient journals, languishing monographs, and commercial monopolies, the imperative grows for universities to take on knowledge dissemination and infrastructure more directly. The need for universities to move from commercial outsourcing to insourcing also includes the design and application of metrics used to judge academic reputations.

When we apply a diversity, equity, and inclusion lens throughout this ecosystem, it becomes clear that equitable access is just one part of a greater advance that starts with addressing who can participate in the research enterprise and how excellence in knowledge creation and sharing is judged. How do we build a publishing ecosystem that doesn't perpetuate or amplify entrenched bias, one that expands mechanisms of credit and attribution? We envision values-driven publishers like the MIT Press working with our host universities to modernize academic assessment and diversify reputational signals.

In an open access world, both authors and readers are the publisher's customers. Hence, our focus on author services will continue to grow. This includes providing information back to authors to support their own impact narratives. Citations, book sales, article downloads, awards, reviews, news coverage, media interviews, tweets, and retweets all speak to the influence of an author's work. How we signal contribution and peer review rigor also figures in this currency. As scholarly publishers, we're responsible for helping authors achieve the recognition their ideas deserve within their own fields and institutions, something preprint servers or institutional repositories on their own are not equipped to do.

Our main strategic priorities for FY2021 were to become a comprehensively antiracist, inclusive organization; build organizational agility and resilience; and maximize revenue opportunities. We made significant headway on the first two and have continued to struggle with the third due to conditions beyond our control. Looking ahead, our strategic priorities for FY2022, FY2023, and FY2024 are as follows.

Financial Growth and Sustainability

- Achieve at least 18% revenue growth total over the next three years

- Further diversify revenue streams, including launch of MITops

- Start building an endowment for the Press

- Find new cost efficiencies

Prosocial Mission and Values

- Be an antiracist organization in how we hire/promote, how we work, and what and who we publish

- Grow sustainable open access models for books and journals via MITP Direct and PubPub

Measurable Excellence

- Implement data-driven processes for key workflows and business decisions

- Achieve across-the-board operational excellence and agility

- Be preeminent in the fields in which we publish, as measured by awards, publicity coverage, and success in competitive signings

Innovation

- Execute a robust, cutting-edge digital publishing strategy

- Lead in innovations that help modernize research discovery and academic assessment and diversify indicators of scholarly impact and excellence

With the permanent structural changes described above and eroding pricing power of academic presses, MITP is unlikely to grow new revenue sources (e.g., trade books and publishing services) fast enough to sustain the financial balance in FY2022. We are extremely grateful for the Institute's commitment to backstop MITP losses in FY2022, up to $2 million. Looking further ahead, to continue its service to the Institute and its scholarly mission, we believe the compact between the Institute and the Press should evolve to reflect new priorities and structural realities in recognition of what the Press contributes to the Institute currently and the greater value it will be able to provide going forward with appropriate support for our mission-aligned activities in the areas of open science and open publishing.

Finance and Operations

Fiscal Year 2021 Financial Results

Although not as severe as MITP's losses during the last quarter of FY2020, FY2021 was heavily impacted by the pandemic, resulting in a sustained deep decline in book sales versus the pre-pandemic results of FY2019, as many booksellers, wholesale operations, and online retailers continued to struggle with supply chain issues, such as tariffs, labor shortages, and port-of-entry disruptions. In addition, academic library purchasing declined as budgets were cut in response to the pandemic, resulting in reduced subscription purchasing for MITP journals. The MIT Press Bookstore permanently closed its Massachusetts Avenue location and is currently scheduled to reopen fall 2021 in its new Kendall Square location on Main Street.

FY2021 MITP revenues were worse than the prior year by $0.5 million (3.7%), ending the year at $13.6 million. Gross margin on book net sales and journal subscription sales were worse than the prior year by $1.1 million (10.1%), ending the year at $9.7 million. Operating expenses decreased $0.2 (1.5%) from the prior year and ended at $15.9 million, driven by Covid-related cost-savings measures and greatly reduced travel. MITP net income was down from the prior year and ended with a $2.3 million deficit, which was generously covered by an Institute backstop. Even as indicators point to an improved FY2022, the Press remains vigilant and nimble as a means of safeguarding against continued market volatility.

MIT Press Operating Financials (in Thousands)

	FY2019	FY2020	FY2021
Book net sales	$18,383	$16,351	$16,626
Journals subscription sales	$4,123	$4,224	$3,192
Total sales	**$22,506**	**$20,575**	**$19,818**
Cost of sales	$10,284	$9,731	$10,072
Gross margin on sales	$12,222	$10,844	$9,746
Other publishing income	$4,357	$3,280	$3,852
Total publishing income	**$16,579**	**$14,124**	**$13,598**
Operating expenses	$16,551	$16,183	$15,943
Net operations	**$28**	**-$2,059**	**-$2,345**

Revenues

Books Division Revenues (in Thousands)

	FY2019	FY2020	FY2021
Net sales	$18,383	$16,351	$16,626
Other publishing income	$1,952	$1,628	$1,804
Total books revenues	**$20,335**	**$17,979**	**$18,430**

Editorial, Production, Design Highlights

The editorial, design, and production (EDP) team building continued this year with monthly meetings. These meetings have been highly informative and highlighted how we can learn from each other, sparked ideas for improving our processes and cross-functionality, and helped us stay connected as a 20-person, three-department unit. Looking ahead, the EDP departments will undertake a systematic review of departmental and interdepartmental workflows for efficiencies and redundancies with an eye toward future distributed working models. We will also be streamlining and updating our TeX-macro offerings and digging into accessibility enhancements for our e-books.

Manuscript Editorial

Editorial department staff attended a webinar about editing with inclusive language. Subsequently, they drafted an antibias language guide for MITP—a working document promoting the use of inclusive, nondiscriminatory language in our publications. Liz Agresta, who joined the Press in 2015, received a promotion to the role of assistant editor in March.

Design

Design department staff began capturing and recording several new data points in our title management system to enable more robust reporting and project prioritization. This has increased our ability to finalize cover designs earlier in the production process. We moved to a cloud-based font management platform that allowed us to scale access to our fonts across the organization and with freelancers on an as-needed basis, improve user experience, and reduce individual system downtime.

Production

The Production department staff onboarded a new printer for 4/c textbook printing. They are highly focused on updating legacy print on demand (POD) titles to comply with new specifications as well as loading new titles into our new POD platform. The pandemic continues to greatly affect printing schedules and material prices as well as overseas shipping. Production staff members Tori Bodozian and Emma Martin received promotions from production assistants to production coordinators in April.

Digital Products and Software Services

Digital Products and Software Services (DPSS) is a small, cross-functional unit tasked with managing the Press's technology systems and services for all our public-facing products and sites. The Press's enterprise projects include the MIT Press Direct eBook and Journals institutional platform, the Press's main website, and MIT CogNet. We also work closely with Data Services and other teams to support the systems and workflows that lie at the foundation of the Press, with an aim toward introducing streamlining, automation, and excellence wherever possible.

Along these lines, DPSS plays a pivotal role in operationalizing our Open Access agenda. DPSS was responsible for the migration of the Press's more than 40 journals from a legacy hosting platform to the Silverchair platform now in use for the Press's e-books.

Our goal is to aggregate all the Press's institutional content assets on one enterprise-scale publishing and distribution platform. This change will ultimately deliver improved user experience, user interface, and search functionality for our global academic library customers, reduce vendor costs for the Press, and promote new opportunities through the hosting of book and journal content and related resources on a single platform.

The Press is a technology-driven business operation and is dependent on a wide variety of proprietary systems and attendant vendor relationships. The Press technology portfolio is currently overseen by a Technology Steering Committee that includes key executives and line managers. This group reviews and evaluates the technology services and tools deployed by the Press. The committee makes recommendations to senior management about our IT portfolio—what technologies should be upgraded or deprecated, and what new tools and systems should be evaluated and adopted. The committee's goal is to make strategic investments that enhance our enterprise capabilities in ways that will ensure we remain competitive.

Our roadmap for FY2022 includes the migration of MIT CogNet, our 25-year-old community for the cognitive and brain sciences, to the Silverchair platform; conducting a comprehensive accessibility review of our public-facing sites; creating analytics reports for open access book authors and D2O partners; re-architecting and rebuilding the Press's mail website; and developing and promoting new indicators of impact, especially as relates to diversity.

Data Services

At the start of this fiscal year, MITP transitioned its warehouse and distribution operations to Penguin Random House. This transition exposed areas of improvement in where, when, and how we capture our data. Throughout the year, the department partnered with MITP staff and Penguin Random House to redesign workflows to ensure timely, accurate, and useful data. We continue to view educating MITP staff on systems and processes as a key component of our function at the Press. During the first half of FY2021, as part of MITP's Objective and Key Results (OKR) initiative, we completed an OKR related to data reporting in order to support organizational agility and resilience. A staff survey indicated 75% of staff are now able to effectively retrieve data from Press data sources. Individual emails were sent to the other 25% of respondents and additional training and/or system enhancements were implemented to improve the ability to retrieve necessary data.

We also partnered with an outside consultant this year to help with new features of the journals database. The ability to move this project forward was a huge win, both for data management, as well as morale. We will continue to support future database enhancements in-house.

Help Desk

A highlight of this pandemic year was our migration to ServiceNow ticketing system, which provides richer data on the root cause of a ticket (hardware, software, permissions, connectivity, etc.). We use this information to guide the regular "Tech IT Out!" entries in our Press newsletter (biweekly distribution). We have seen an

overall decrease in tickets as people have become more adept and confident in basic troubleshooting issues.

Trade Publishing, Sales, and Rights

Trade Publishing Results

In a year when the pandemic caused retail storefronts to close, bars and restaurants to stop service, and even Broadway to shut down, it may be surprising to learn that the book industry showed a slight upturn in sales overall. However, as one digs into the data, it shows trends that do not favor MITP's publishing programs. Fiction, always an outsized share of the market, dominated during the pandemic as readers sought mental escape. Children's book sales also held their own as forms of diversion, with libraries and schools largely closed.

The nonfiction categories that did grow during the pandemic reflected the social issues of the times. That said, the subject categories in which MITP publishes were generally challenged during the past year. Other than books on the science behind the pandemic, books on scientific and technical topics were tough sells. The Press's reputation for producing beautifully packaged, browse-worthy books was undervalued as well, as all book buying moved online and the ability to browse through physical books was thwarted.

We had the good fortune and fortuitous timing to have entered into our new sales and distribution relationship with Penguin Random House Publishing Services (PRHPS). The process planning for our transition from Triliteral to PRHPS's superior services was already well underway when our offices closed. Thanks to the hard work of our internal team, the July 1, 2020 turnover went ahead as scheduled.

The move to PRHPS has been enormously stabilizing, providing us with the widest possible sales and distribution reach in publishing at a time when global freight and transportation are supremely challenged and infrastructures frayed. PRHPS has given us the security to weather the ongoing storm. Their internal systems have elevated our ability to respond rapidly to shipping delays and reprint demands. The inventory processes have been refined over a decade of working with client publishers and the global sales team is unparalleled, greatly outnumbering in size and experience of our previous team.

As a result, we have pivoted our sales focus entirely in the span of just six months, greatly increasing our ability to respond to inventory issues, marketing trends, and media attention while amplifying our domestic, international, educational, and corporate sales efforts in the process. The transition to PRHPS has also meant the following:

- Moving to best-in-class sales and inventory systems

- Increased representation, visibility, and distribution to all major accounts, including Amazon, Barnes & Noble, Ingram, and Baker & Taylor

- New representation to nontraditional book accounts like Walmart, Costco, Bookazine, Hudson News, etc.

- A transition from wholesaler aggregator business to 599 new direct-to-bookstore relationships through PRHPS (instigated by free shipping to each)

- 392 new customer accounts in the Specialty Market category, including museum, gift, comics, airport shops, and outliers from Urban Outfitters to National Parks

- A 15% increase in the Special Market category

- A unique opportunity to have an extended sales team in the Education space, not only fulfilling and distributing our standard textbook course adoptions, but promoting our trade and professional lists directly to schools (k–12 and higher education) and through Penguin Random House Education.

Subsidiary Rights

Our subsidiary rights operation includes advances and royalties from the licensing of foreign translation rights, audiobooks, and English language reprints, as well as permissions fees from the republishing of our intellectual property throughout the world.

During a time of unprecedented disruption in global business, we have maintained our strong record of success in licensing our copyrighted works. Despite the pandemic and additional strains in international relations brought on by the outgoing administration, the Press had the second best licensing year in its history—an impressive achievement and a welcome affirmation that the network of international publishers interested in translating our books remains strong.

New Business (Advances Invoiced)

	2017	2018	2019	2020	2021
Gross revenue	$390,175	$916,950	$830,750	$536,524	$873,200
# of licenses	222	257	304	237	265
# of languages	25	23	27	28	23

Old Business (Revenue Received)

	2018	2019	2020	2021
Revenue received	$782,000	$1.2 million	$747,000	$1.1 million

MIT Kids and MITeens Press Imprints with Candlewick Press

We are very excited that the first published titles in our collaboration with children's book publisher Candlewick Press are the early reader picture book *Ada and the Galaxies* by MIT's Alan Lightman (September 2021) and *Become an App Inventor: Your Guide to Designing, Building, and Sharing Apps* by the MIT App Inventor Project (January 2022). The Lightman book has already received starred reviews in both *Publisher's Weekly* and *Kirkus Reviews*, the publishing industry's top trade journals.

The collaboration has been remarkably fluid and fruitful, with a growing list of projects in the pipeline on wide-ranging topics from neuroscience to the microbiome and from evolutionary history to the hidden figures of scientific discovery. A small group of dedicated MITP staff have fielded proposals for this side project and recommended those of the strongest merit. We have been able to suggest to Candlewick new works for young audiences from distinguished authors such as L.A. Times Book Award Finalist Ainissa Ramirez, astronaut Kathy Sullivan, and bestselling children's history writer Joy Hakim. In return, Candlewick brings its award-winning network of book designers, illustrators, packagers, and sales professionals, adept at creating wonder—all contributing to our core mission of engaging readers at the earliest possible age in an understanding and love of the sciences.

Acquisitions

Many books will be written about the Covid-19 pandemic. MITP has already published several of these, and more are in the pipeline. Like our colleagues across the Press, Acquisitions staff members faced various pandemic-related challenges, but we also benefited greatly from the safety and privilege of remote work and continuous employment.

In July, we welcomed Elizabeth Swayze as our new senior editor for computer science, replacing Executive Editor Marie Lee, who retired. Elizabeth brings long and deep expertise as a textbook editor and is off to a strong start in the role. Senior Editor Doug Sery left MITP at the end of December; Doug acquired our books in the areas of game studies, new media studies, and interactive design. Noah Springer, who worked with Doug in a supporting role, is now managing this important list.

Our editors transmitted 340 projects into production during FY2021 and signed contracts for 322 new MIT Press titles, plus 89 books distributed for other publishers. Press-originated signings include a record number of new trade projects along with on-target signings of new textbooks, scholarly works, and books written for professionals. Signings by book type appear in the table below.

FY2021 Number of Titles Signed by Book Category, Actual versus Goal

Category	Goal	Actual
Professional edited collections	18	9
Professional/scholarly monographs	102	105
Trade books	120	170
Trade edited collections	13	3
Trade Essential Knowledge series	14	8
Texts (original)	27	27
Texts (revised)	8	1
Reference and handbooks	1	1
Total MITP contracts	303	324
Distributions	112	89
Grand total	**415**	**413**

Diversifying Our List and Our Industry

The conditions of work were far from typical this year. Academic authors and peer reviewers faced challenges similar to those encountered by other remote workers. With schools and child care facilities closed, the burden of teaching and child care fell disproportionately on mothers. The numbers above do not reveal the gender disparities in our author networks or suggest how these might have been affected by the pandemic. Neither do we see the representation of Black, Indigenous, Latinx, and other people of color among our authors. In order to capture such data and track it responsibly over time, the Press has partnered with the Association of University Presses and MIT's Institutional Research Office to survey recent MITP authors about their demographic identities. Authors will be given the option to identify their gender, sexual orientation, race/ethnicity, age, disability, geographical location, and other details. Our intent is to aggregate anonymized data and track changes in our overall networks over time as a way of measuring progress toward the Press's diversity and inclusion goals.

Meanwhile, individual acquisitions editors are working to sign authors who bring less represented perspectives to the discussion of topics in science, technology, social science, the arts, and other fields. Science, Technology, and Society Editor Katie Helke signed a new scholarly series on Global South Epistemologies and Cosmologies. Edited by Professor Chakanetsa Mavhunga at MIT, the series will feature the work of authors in and of the Global South, with the aim to "explore how different societies on Earth make sense of and develop a knowledge of the physical and animate world and of the human itself."

Another innovative new series called On Seeing, developed by Design and Visual Culture Editor Victoria Hindley, will focus on the power disparities that contemporary visual culture encodes and perpetuates. Curated by an editorial collective of scholars from diverse backgrounds, this series is seeking funding with the goal of providing $10,000 grants directly to authors who bring diverse and underrepresented perspectives to the discussion of visual culture.

We recently signed a second book from Professor Meredith Broussard entitled *More than a Glitch: What Everyone Needs to Know About Making Technology Anti-racist, Accessible, and Otherwise Useful for All*. Broussard, whose first MITP book won the 2019 Association of American Publishers Prose Award for best book on computer science, is a data scientist and a journalism professor at NYU and recently appeared in the documentary *Coded Bias*. In her new book, Broussard will argue that everyday technologies from soap dispensers to HR screening systems are racist in effect if not intent. Only when we are willing to see how racism has been encoded as a feature and not a glitch of our infrastructural systems do we begin to see how technology works to sustain white supremacy.

Alissa Richardson of the University of Southern California's Annenberg School of Communication published a celebrated first book with Oxford University Press and is now writing a book for us on contemporary cancel culture. *Canceled* will use Blackness as a lens to examine the emergence of cancel culture and to locate it within a longer tradition of Black, feminist, and queer resistance in the United States.

In June, we welcomed Suraiya Jetha to MITP as our sixth and final Mellon University Press Diversity Fellow. Suraiya just completed her PhD in anthropology and feminist studies at the University of California at Santa Cruz. Through the new fiscal year, we will help her gain the experience needed to secure a permanent position in publishing following the fellowship term, assuming she opts to stay in the field. The Mellon University Press Diversity Fellowship, in which six presses currently participate, assists brilliant students from diverse and low-income backgrounds in becoming acquisitions editors in a position to shape the course of knowledge production. Presses wishing to diversify their staff must make the effort to find, hire, train, mentor, and support professionals of color to thrive in publishing organizations whose staff members currently are overwhelmingly white. In addition to hiring, developing, and retaining professionals of color, the publishing industry and MITP need to also shift to be more inclusive and a place people who have been underrepresented in this field want to stay.

Our two most recent Mellon Fellows, Kyle Gipson and María García, successfully built on the experience and mentorship they gained at MITP. Kyle took a position at the Johns Hopkins University press after leaving MIT and is now an associate editor at Basic Books, where he acquires in history, biography, and the social sciences. María joined Princeton University Press at the conclusion of her fellowship term and is now an assistant editor with acquiring responsibilities at the University of North Carolina Press.

Publicity

The Publicity Department garnered over 1,800 media hits across print, broadcast, and online platforms, with over 100 virtual events.

Our books were prominently featured in the following outlets:

- *New York Times Book Review* coverage included the following: Cass Sunstein's Too Much Information, Christie Pearson's The Architecture of Bathing, and Bruno Latour's *Critical Zones*.

- *Science Friday* featured several interviews with MITP authors, including Ainissa Ramirez on The Alchemy of Us, Christopher Mason on The Next 500 Years, and Juan Enriquez on Right/Wrong: How Technology Transforms Our Ethics.

- *The Washington Post* covered Gideon Lichfield's Make Shift, Henry Greely's CRISPR People, Jonathan Berman's Anti-vaxxers, Howard Gardner's A Synthesizing Mind, Sasha Costanza-Chock's Design Justice, Michael F. Jacobsons's Salt Wars, and Catherine Whitlock's Botanicum Medicinale.

- *The New York Review of Books* covered Dimitri Kochenov's Citizenship, Tara McDowell's The Householders, Éric Michaud's The Barbarian Invasions, Eva Meijer's Animal Languages, and Hervé Guibert's To the Friend Who Did Not Save My Life.

- *The New Yorker* covered Vaclav Smil's Growth, Mike Luca and Max Bazerman's The Power of Experiments, Joseph Reagle and Jackie Koerner's Wikipedia @20, Sarah J. Jackson, Moya Bailey, and Brooke Foucault Welles's #HashtagActivism, Kyle Devine's Decomposed, as well as Hervé Guibert's To the Friend Who Did Not Save My Life and *Written in Invisible Ink.*

- *The Financial Times* covered John Troyer's Technologies of the Human Corpse, Jack Price's The Future of Brain Repair, Jonathan Berman's Anti-vaxxers, and Joshua Gans's Economics in the Age of COVID-19.

- *Nature* reviewed Julia Lane's Democratizing Our Data, Heather Einhorn and Adam Staffaroni's The Curie Society, Jonathan Berman's Anti-vaxxers, Henry Greely's CRISPR People, Gareth Lang's The Matter of Facts, Joshua Gans's Economics in the Age of COVID-19, Jathan Sadowski's Too Smart, Simon Bowmaker's When the President Calls and François Jarrige and Thomas Le Roux's The Contamination of the Earth.

- We continued to see strong review coverage in major trade publications including *Publishers Weekly* (Sheila Williams's Entanglements [starred], Stanislaw Lem's The Truth and Other Stories [starred], Jonathan Berman's Anti-vaxxers, Marianne Taylor's The Story of Life in 10 ½ Species, Julia Lane's Democratizing Our Data, Davide Sisto's Online Afterlives, Adrian Hon's A New History of the Future in 100 Objects, and Cass Sunstein's Too Much Information); Kirkus Reviews (Ainissa Ramirez's The Alchemy of Us [starred], Howard Gardner's A Synthesizing Mind, Jonathan Berman's Anti-Vaxxers, and George Zarkadakis's Cyber Republic).

- Op-eds by our authors appeared in the New York Times, (Meredith Broussard's *Artificial Unintelligence*), the New York Times Well blog (Mikkael Sekeres's *When Blood Breaks Down*), The Atlantic (Sarah J. Jackson's *#HashtagActivism*), Forbes (Marco Bertini's *The Ends Game*), Scientific American (Julia Lane's *Democratizing Our Data*), Salon.com (Francois Jarrige's *The Contamination of the Earth*), the Toronto Star (Joshua Gans's *Economics in the Age of COVID-19*), Newsweek (Lee McIntyre's *The Scientific Attitude*), BBC Science Focus (John Troyer's *Technologies of the Human Corpse*), STAT (Michael F. Jacobson's *Salt Wars*), NBC Think (Dimitry Kochenov's *Citizenship*), BBC Future (Vincent Ialenti's *Deep Time Reckoning*), and more.

- The *MIT Press Essential Knowledge Series* received a number of highlights this year through excerpts, op-eds, events, and reviews. Robert Rotberg (*Anticorruption*) appeared on the Keen On podcast via Literary Hub. Literary Hub also featured an excerpt from Alexis Boylan's *Visual Culture*. *Recommendation Engines* by Michael Schrage was reviewed in Strategy + Business. Inc. named Michael Hallsworth and Elspeth Kirkman's *Behavioral Insights*, "The one book every entrepreneur should read." An op-ed by Roger Kreuz (*Irony and Sarcasm*) was featured by PopMatters. The Daily Beast featured an interview with Wade Roush in an article on Extraterrestrials. Chad Engelland appeared on ABC Radio National's: The Philosopher's Zone to discuss Phenomenology. In a fantastic string of interviews, *Critical Thinking* author Jonathan Haber appeared on the EdSurge podcast, The David Pakman Show, and a two-episode series with The Partially Examined Life. EKS authors were invited to a number of virtual events, including MIT Press Live, MIT Enterprise Forum, Belmont Books, Riffraff Bookstore, Harvard Club, and more!

Virtual Events

We saw successful virtual events for Howard Gardner's *A Synthesizing Mind* (92nd Street Y and How To Academy); Cass Sunstein's *Too Much Information* (the Commonwealth Club/Zocalo Public Square [San Francisco/Los Angeles, CA], Harvard Book Store [Cambridge, MA], Labyrinth Books & Princeton Public Library, Town Hall [Seattle, WA], Tattered Cover Book Store [Denver, CO], Chevalier's Books [Los Angeles, CA], Cambridge Forum [Cambridge, MA], and Belmont Books [Belmont, MA]); Yolande Strengers and Jenny Kennedy's *The Smart Wife* (Seattle Town Hall), Jonathan Berman's *Anti-vaxxers* (Seattle Town Hall and Science on Tap), Kathryn Sullivan's *Handprints on Hubble* (Powell's Books and the Secret Science Club), and many others.

Awards

Dream City: Creation, Destruction, and Reinvention in Downtown Detroit by Conrad Kickert was selected as 2020 Koos Bosma Prize in Planning History Innovation. This prize from the International Planning History Society recognizes the authors of books, major articles, or other academic contributions that question accepted views and break away from the standard histories, expanding and modifying planning history enhancing its critical potential. The prize committee stated that *Dream City* is "as insightful as it is challenging, and truly exemplary of the qualities that the Bosma Prize celebrates."

The N. Katherine Hayles Award for Criticism of Electronic Literature honors the best work of criticism of electronic literature of any length. The 2020 N. Katherine Hayles award went to *Critical Code Studies* by Mark C. Marino, with the committee writing, "*Critical Code Studies* is an important and necessary book, staging an instructive, provocative, and creative interruption into the field of computer science and related creative projects."

The 2020 IASPM-Canada Book prize is an annual award to members whose published books make a substantial contribution to the field. In 2020, the prize committee recognized Kyle Devine for *Decomposed: The Political Ecology of Music*, noting it is "a well-researched, timely, and beautifully written monograph published by the MIT Press."

#HashtagActivism, written by Northeastern University's Brooke Foucault Welles (Communication Studies) and Moya Bailey (College of Social Science and Humanities) and Sarah Jackson of University of Pennsylvania, has been awarded the McGannon Book Award. The McGannon Book Award is hosted by the McGannon Center of Fordham University, which is dedicated to furthering understanding of the ethical and social justice dimensions of media and communication technologies, particularly how such technologies affect the distribution of wealth, opportunities, and privileges within society. The reviewers for the Book Award "unanimously felt that the book's rigorous and interdisciplinary account of concerted and spontaneous online viral phenomena distinguished it from other book projects in communications research published in the past year."

Two books and one journal won in their categories for the 2020 PROSE Awards: *Decomposed: The Political Ecology of Music* by Kyle Devine (Music & the Performing Arts), *On the Brink of Paradox: Highlights from the Intersection of Philosophy and Mathematics* by Agustín Rayo (Textbook/Humanities), and the *Harvard Data Science Review*, edited by

Xiao-Li Meng. "The quality of this year's PROSE Awards winners was ample testimony that scholarship is alive and well in every field of scholarly publishing," commented Maria A. Pallante, president and CEO of the Association of American Publishers.

In addition to the winners, the following titles from MITP were selected as finalists in their categories:

- *Gyorgy Kepes: Undreaming the Bauhaus* by John R. Blakinger

- *The Scientific Attitude: Defending Science from Denial, Fraud and Pseudoscience* by Lee McIntyre

- *Growth: From Microorganisms to Megacities* by Vaclav Smil

- *The Information Manifold: Why Computers Can't Solve Algorithmic Bias and Fake News* by Antonio Badia

- *On the Brink of Paradox: Highlights from the Intersection of Philosophy and Mathematics* by Agustín Rayo

- *The Joy of Search: A Google Insider's Guide to Going Beyond the Basics* by Daniel M. Russell

- *Urban Engineering for Sustainability* by Sybil Derrible

- *Thermodynamic Weirdness: From Fahrenheit to Clausius* by Don S. Lemons

Each year, the Northeast Popular Culture Association awards the Peter C. Rollins Prize, a cash prize for the best book on American or popular culture penned by a scholar who lives and/or works in New England or New York. In 2020, Elizabeth Otto's *Haunted Bauhaus: Occult Spirituality, Gender Fluidity, Queer Identities, and Radical Politics* won this award.

The Institute of Electrical and Electronics Engineers (IEEE) William and Joyce Middleton Electrical Engineering History Award is awarded to the author of a book in the history of an IEEE-related technology that both exemplifies exceptional scholarship and reaches beyond academic communities toward a broad public audience. The MIT Press title *The Man Who Saw Tomorrow: The Life and Inventions of Stanford R. Ovshinsky* by Lillian Hoddeson and Peter K. Garrett won this esteemed award in 2020.

NSFW: Sex, Humor, and Risk in Social Media won the 2020 Nancy Baym Annual Book Award that seeks to recognize the best work in the field of Internet Studies. In doing so, the award helps to highlight the breadth of work that is done relating to the social and cultural dimensions of networked media.

Thomas Mullaney's *The Chinese Typewriter: A History* was selected in the poetry genre of the Bridport Prize 2020 competition. The award had 4,671 entries to the poetry competition, and just ten were Highly Commended.

Find Your Path by Daniel Goodman was chosen as one of 2020 Choice Outstanding Academic Titles (open access). This list reflects the best scholarly titles reviewed by Choice during the previous calendar year, as chosen by the editors. Appearing annually

in *Choice*'s January issue, this prestigious list of publications reflects the best in scholarly titles and attracts extraordinary attention from the academic library community. *The Alchemy of Us* by Anissa Ramirez won the 2021 American Association for the Advancement of Science/Subaru SB&F Prize in the Young Adult Science Book Category, the Bronze Medal from Foreword Reviews Book Awards in the Science & Technology category, and the Florida Authors and Publishers Association Book Award in the Adult Non-Fiction General category.

The Best Information Science Book Award is given to the author of an outstanding book relevant to the information sciences, including all communication activities and information science and technology fields defined in the purpose of the Association for Information Science and Technology. *The Charisma Machine* was the winner of the 2020 Book of the Year Award. The book by Morgan Ames was also the Runner-up for 2020 Association for the Rhetoric of Science, Technology, and Medicine Book Award.

Laura-Ann Minkoff-Zern's *The New American Farmer: Immigration, Race, and the Struggle for Sustainability* won the Geographies of Food and Agriculture Specialty Group book award. The book was selected based on its contemporary relevance, geographical breath, and research depth.

Marketing and Communications

The marketing department has undergone significant transition over the past year, all in the absence of a departmental director. We restructured the department to create three new leadership roles in digital marketing and analytics, web editorial and content strategy, and institutional and professional book marketing. Through this reorganization, the incoming director will be able to function in a more strategic capacity, with fewer direct reports and clearer alignment of roles and responsibilities.

Digital Marketing

MITP has a global presence on digital platforms, reaching millions of people around the world every year across a variety of digital marketing channels. Over the past year, mitpress.mit.edu had nearly 6 million website visits with over 4.5 million unique visitors. While US visitors make up 35% of our website audience (1.6 million visitors), we also have large followings from the UK, India, Canada, Germany, Australia, China, Italy, France, and the Netherlands. We now have over 50,000 subscribers to our weekly email newsletters, which feature new books, journal issues, blog and reader articles, and Press announcements. Across our social media channels—including Facebook, Twitter, Instagram, and LinkedIn—we have nearly 250,000 social media followers, significantly more than most other university presses and more than many leading commercial publishers. Across all social media during the past year, we have noted approximately 2.3 million impressions, 626,000 clicks, and 109,000 engagements from 2,400 posts.

With digital advertising platforms, we can broaden our audience reach and serve ads to narrowly targeted audiences all over the world. For each title the MIT Press publishes, we place ads on Facebook and Amazon. Depending on the subject and audience of a book, we also run additional ad campaigns on owned digital channels and in major publications, such as *WIRED*, the *New Yorker,* the *Atlantic, MIT Technology Review*, and the *New York Review of Books.*

Our digital marketing team regularly places hundreds of ads across industry-standard digital ad platforms, including Google Ads, Facebook Ads, Amazon Advertising, Twitter Advertising, and LinkedIn Advertising. We are planning to experiment with new platforms, including TikTok and Clubhouse, to reach specific interest groups in the near future. In the past year, we had nearly 300,000 direct website visits from social media advertising alone. We additionally tracked 126,000 clicks from Google ads. For Amazon advertising, we tracked over 12 million impressions and 48,000 clicks across ads for each of our individual book titles. In the future, we will continue running our current campaign plans seasonally, refining our audience targeting to improve return on investment, and analyzing data from previous campaign results to prioritize channels with the highest return on investment.

Textbook Marketing

Our marketing team supports our robust textbook list through digital marketing, new and established partnerships, and fresh initiatives. This past year, the US textbook marketing office created email campaigns for the 27 FY2021 textbooks that were sent to 89,000 professors across the disciplines in which we publish. We are more than five years into our eTextbook rental program with digital publishing partner Ublish and presently offer more than 300 of our textbooks for e-rental. We fulfill examination copies of textbooks and instructor resources digitally on this platform.

Through a partnership with Tributary Sales Resources, we conducted follow-up on nine new and revised textbooks. Tributary contacted 5,400 faculty on our behalf, ordering examination copies for those who hadn't yet received them and obtaining valuable feedback from those who already reviewed the books.

The following were the 10 best-selling textbooks by units for FY2021:

- Cormen, *Introduction to Algorithms, 3e*

- Sutton, *Reinforcement Learning, 2e*

- Abelson, *Structure and Interpretation of Computer Programs, 2e*

- Guttag, *Introduction to Computation and Programming Using Python, 2e*

- Murphy, *Machine Learning*

- Nisan, *The Elements of Computing Systems*

- Alpaydin, *Introduction to Machine Learning, 4e*

- Benninga, *Financial Modeling, 4e*

- Hanson, *Software Design for Flexibility*

- Cabral, *Introduction to Industrial Organization, 2e*

In the spring of 2021, we created author videos for our priority titles in which the authors succinctly articulate key selling points and explain how their books may be used in courses. We deployed these videos in email and social media campaigns and they have already been viewed hundreds of times.

Institutional Marketing

Our marketing team supported major new initiatives and developments in the institutional space in the last year. The Press is in the final stages of a journals platform migration—a project that has united our eBook and journals content on the MIT Press Direct platform. In addition, we held our first Library Advisory Board meeting in January 2021 and launched our new business model for open access scholarly monographs and edited collections, Direct to Open (D2O), in March 2021.

The initial response to D2O has been overwhelmingly positive. As of this writing, 12 libraries have been invoiced, with more than 40 firm commitments in hand. Our marketing team has a full-court press on advertising the initiative and the commitment deadline via *Against the Grain*/Charleston Library Conference channels; *Research Information*, American Library Association and Association of College & Research Libraries conferences and channels, *Library Journal* eblasts, and more.

Setting D2O aside, our customer base for MIT Press Direct continues to grow thanks to our marketing and sales efforts. Sales of eBook collections on Direct have been strong this fiscal year, and we expect to exceed $1 million dollars in sales on the platform for the first time since the product launched.

Exhibits

The global pandemic had a dramatic effect on our exhibits program. Many sponsoring organizations transitioned to virtual conferences, though some canceled their meetings outright. Our team acted quickly to take advantage of opportunities at virtual events, and the Press had a presence at 53 conferences in FY2021—marketing our books, journals, and digital products directly to participants via virtual booth space and curated landing pages, supported by social media. As a point of comparison, we participated in 60 exhibits in FY2020. Our exhibits team did a wonderful job of making sure the Press stayed in front of key scholarly and trade audiences throughout this tumultuous year.

The MIT Press Reader

The MIT Press Reader, the online magazine we launched in FY2020, remains on a steady growth path and continues to bring renewed attention to our outstanding backlist. In FY2021, the site performed in the following ways:

- Grew traffic by 18% in comparison to FY2020, reaching 1.5 million unique visitors in 130 countries

- Received backlinks from the *New York Times*, *CNN*, *Columbia Journalism Review*, *MIT Technology Review*, *Literary Hub*, and *BBC*, among other notable media outlets

- Was republished by Inverse, Resilience.org, Quartz, and BBC *Future* (in addition to previous syndications at *Time Magazine*, *Smithsonian Magazine*, *Scientific American*, and *Popular Science*)

- Published the most-shared content across MITP's social media channels

- Partnered with Curio, an audio journalism app that handpicks content from over 30 leading publications, to convert our articles into audio stories and tap into a new audience

- Gained 3,000 newsletter subscribers, bringing the total number of subscribers to 12,000

- Was approved by Apple News, where articles have the potential to reach 125 million unique monthly viewers

While we have increasingly utilized the site to advance our mission-driven focus and call attention to content in our Open Access program, the MIT Press Reader's returns in FY2021 have come into clearer focus. To that end, the site yielded 15,814 clicks to individual book pages, a whopping 55% increase over FY2020, when the site yielded 10,165 clicks.

While the media landscape is constantly in flux, we are still bullish on the potential for the Reader. To that end we hope to achieve the following goals:

- Establish and maintain relationships with current and new publishing partners and curators

- Increase coverage for frontlist titles to create buzz at time of publication

- Launch a new column to promote the MIT Press Essential Knowledge series

- Organize book giveaways for subscribers to create a deeper connection between the Press and the Reader

Journals and Open Access

In FY2021, the Journals program ended the year with total revenues (earned subscription income plus other publishing income) totaling $5.561 million.

Journals Division Revenues (in Thousands)

Revenue source	FY2019	FY2020	FY2021
Net income plus Cognet	$4,620	$4,567	$3,592
Other publishing income	$1,849	$1,972	$1,969
Total revenues	**$6,469**	**$6,539**	**$5,561**

Due to an accounting issue, $305,710 in revenue was inadvertently recognized in FY2020 instead of FY2021. This inflated the FY2020 results and depressed the FY2021 numbers by the same amount. Thus, the true total revenue gap between the two financial years is in fact $367,000 and not the $978,000 that appears above. The lengthening of the sales cycle for libraries due to the pandemic also contributed to these declines. Approximately $250,000 in FY2021 subscription orders were received too late to be entered and recorded as revenue in the correct financial year; this revenue will be earned in FY2022 instead. *TDR: The Drama Review* left MITP for Cambridge University Press at the beginning of 2021, which caused a decline in subscription revenue, as did the move of *Daedalus* to open access starting this calendar year. The remaining revenue decline is almost entirely due

to the pandemic's effect on library budgets. Many university libraries faced significant budget cuts, in some cases as high as 30%; as a result, libraries cut back significantly on purchasing and switched to less expensive, electronic-only subscriptions when possible.

Acquisitions and Recent Launches

Rapid Reviews: COVID-19

With generous funding from the McGovern Foundation, MITP conceived and developed *Rapid Reviews: COVID-19 (RRC19)*, an open access overlay journal that publishes peer reviews of COVID-19-related research preprints. RRC19 was launched at the end of June 2020, and the first reviews were posted on August 10. RRC19 has now published 280 reviews of 127 preprints and currently has over 130 reviews in the pipeline. The journal has received extensive media coverage in major outlets and contributed to the debunking of high-profile claims related to the origins of the coronavirus. *New York Times* science reporter Carl Zimmer met with us at the end of April to further discuss how we can better work with the science journalism community and support their efforts at combating misinformation. We've also learned the journal's reviews are often part of the daily briefings for Dr. Fauci, senior leadership at the CDC, and others responsible for coordinating the federal response to COVID-19.

The journal presents a unique opportunity to educate graduate students and postdocs on issues around scholarly publishing while also drawing them into the day-to-day work of preprint selection. Over 40 students, including seven from MIT, have been surfacing and vetting preprints for review with the help of COVIDScholar, a novel natural language processing tool. UC Berkeley has introduced two courses this spring around the significant changes that have occurred this past year in how science research is produced and disseminated.

Overall, the development of new funding models to support our open access books and journals is the key to allowing the Press to continue to conduct experiments such as RRC19 and respond quickly to crises as they emerge. We continue to engage with foundations and philanthropists to secure the kind of long-term funding we need to give RRC19 a solid foundation and expand the rapid reviews model beyond Covid-19.

Harvard Data Science Review

The journal has seen exceptional growth since launching in summer 2019, having published over 200 articles across four regular issues per year plus occasional special issues on topics such as Covid-19 and the 2020 US presidential election. The journal won the 2021 PROSE Award for best new journal in science, technology, and medicine from the Association of American Publishers. This year, a panel of 23 judges selected winners from a total of 130 finalists and an initial pool of 595 entries. MIT President Rafael Reif was quoted as saying "At MIT, we believe data science will become increasingly useful and important to society and will influence every academic discipline, and HDSR reflects this broad view. The PROSE award is terrific recognition for the MIT Press, for the efforts of [editor in chief] Xiao-Li Meng and HDSR not only to advance understanding of data science, but to explore how it can have the greatest positive impact on the world."

American Journal of Law & Equality

The Press signed a contract with the Harvard Law School and editors Cass Sunstein, Randall Kennedy, and Martha Minow to publish the open access journal *American Journal of Law & Equality* starting in summer 2021. Sunstein outlined the rationale for the journal, citing the host of legal questions related to equality—from the Equal Protection Clause, civil rights laws and the criminal justice system to matters of economics, environmental justice, safety and health, and taxes, "There is no other journal that exclusively focuses on these issues in the United States from the standpoint of law. And whether you're on the right, on the left, or on the center, you probably are keenly interested in these things. And it's really the right time to have a focused journal exploring this."

Citation Indices

Network Neuroscience, the premier journal for advancing knowledge of network organization and function in the brain, recently received its first-ever impact factor as it heads into its fifth full year of publication. Scoring 4.625, it was ranked 89th out of 293 total journals in the field of neuroscience, placing it in the second quartile. The Review of Economics and Statistics scored a 6.548, ranking 17th out of 556 journals in economics and third out of 61 journals in social sciences, mathematical methods. International Security was ranked third in international relations with its highest-ever impact factor of 7.486. Global Environmental Politics was 27th out of 294 journals in political science with a 4.055. Several other journals such as Evolutionary Computation and Computational Linguistics finished in the top quartile of their field.

Impact Factor Rankings for MIT Press Journals

Journal title	Number of cites	Impact factor
Artificial Life	789	0.667
Asian Economic Papers	379	1.111
Computational Linguistics	2,312	2.271
Computer Music Journal	379	0.192
Daedalus	2,732	1.243
Evolutionary Computation	3,275	3.277
Education Finance and Policy	785	2.326
Global Environmental Politics	2,005	4.055
International Security	4,312	7.486
Journal of Cognitive Neuroscience	18,157	3.225
Journal of Cold War Studies	345	0.480
Journal of Interdisciplinary History	727	1.568
Linguistic Inquiry	3,195	1.745
Network Neuroscience	613	4.625
Neural Computation	17,465	2.026
Presence: Virtual and Augmented Reality	3,013	0.875
The Review of Economics and Statistics	21,306	6.548

Journal List

The Journals division ended the fiscal year publishing 38 journals:

- *African Arts*
- *Artificial Life*
- *ARTMargins*
- *Asian Development Review*
- *Asian Economic Papers*
- *Computational Linguistics*
- *Computer Music Journal*
- *Daedalus*
- *Data Intelligence*
- *Design Issues*
- *Education Finance and Policy*
- *Evolutionary Computation*
- *Global Environmental Policies*
- *Grey Room*
- *Harvard Data Science Review*
- *Innovations*
- *International Security*
- *Journal of Cognitive Neuroscience*
- *Journal of Cold War Studies*
- *Journal of Interdisciplinary History*
- *Leonardo*
- *Leonardo Music Journal*
- *Linguistic Inquiry*
- *Network Neuroscience*
- *Neural Computation*
- *Neurobiology of Language*
- *October*
- *Open Mind: Discoveries in Cognitive Science*
- *PAJ: A Journal of Performance and Art*
- *Perspectives on Science*
- *PRESENCE: Virtual and Augmented Reality*
- *Projections*
- *Rapid Reviews: COVID-19*
- *Quantitative Science Studies*
- *The Review of Economics and Statistics*
- *The New England Quarterly*
- *Thresholds*
- *Transactions of the Association of Computational Linguistics*

Direct to Open

Direct to Open (D2O), MITP's collective action open access business model for scholarly books, originally funded by Arcadia, has moved from the planning stage to the implementation phase. In October, we began a series of conversations with major consortia to get feedback on the model from a range of potential library partners. These conversations included discussions with members of the Greater Western Library Alliance, Jisc in the UK, and the Council of Australian University Libraries. Based on these conversations, we adjusted the model accordingly. The MIT Libraries committed their support as a major sponsor for the first year with a contribution of $100,000 to

subsidize the fees for smaller institutions. We officially announced D2O to libraries on March 2, with a call for commitment by the end of September 2021. We have over 40 committed libraries and consortia, with half of those making three-year commitments.

Publishing Innovation

Launched in March, the MIT Open Publishing Services program (MITops) will be the Press's flagship innovation during FY2022. This initiative is premised on our understanding that academic communities, MIT departments, research institutions, and scholarly societies would benefit from services offered and managed by a distinguished, mission-aligned institutional publisher. Among the service components that could be offered cost-effectively to the local community and eventually to other institutions are copyediting and proofreading, peer review support, formatting of short- and long-form works, digital and print production, marketing, and open access hosting on PubPub, the Knowledge Futures Group's trusted open-source platform.

The SERC Case Studies Series from the Schwarzman College of Computing is our inaugural project and was launched in February. We now hope to forge service relationships across MIT. MIT fully supported a similar institution-wide service—the Publishing Service Bureau (PBS)—from 1997 until 2011. The PBS's remit was "to promote excellence in MIT print and electronic communications by acting as a coordinated channel for publishing activities across the Institute." We are also in discussions with external partners, including CERN in Geneva, the Santa Fe Institute, and the Department of Health in Abu Dhabi. We have additionally had exploratory meetings with our journal editors at Harvard's Belfer and Davis Centers about how we could work with them to augment their publishing programs.

Our primary technology partner for most of our innovative activities over the last two years has been the Knowledge Futures Group (KFG), a community of technologists, information creators, and scholarly publishers—most notably MITP—committed to addressing a core set of pressing and complex issues within research-intensive institutions. The KFG's core technology product, PubPub, was conceived and developed at the Media Lab and operationalized by MITP. A significant number of marquee publications from the Press are hosted open access on the PubPub platform, including *Frankenbook*, the *Harvard Data Science Review*, *Rapid Reviews: COVID-19*, and our Works in Progress series. The KFG, now an independent, not-for-profit organization, will provide production and hosting for selected MITops projects.

This past year, the Press has also incubated and prototyped the publish, review, curate publishing model. Our use case has been the novel overlay journal, *Rapid Reviews: COVID-19*, described above. We hope to continue to invest in the build-out of this model in partnership with analogous publishing projects and programs. Our innovation goals for the publish, review, curate model include developing enduring sustainability models for this type of emerging publication; leveraging natural language processing that will automatically extract and filter relevant preprints from domain repositories, like medRxiv and bioRxiv, and identify suitable reviewers from heterogenous corpora, like those developed and maintained by AI2's Semantic Scholar and Lens.org; and encouraging and promoting the development of structured credit and noncredit

graduate-level courses, and graduate student fellowships that mentor students and early career scientists and involve them directly in the development of novel methodologies for peer reviewing and scholarly communications.

Appendices

MIT-affiliated Book Authors and Journal Editors

MIT-affiliated journal editors and editorial board members include:

- Robert Art (Director Seminar XXI and Senior Fellow, Security Studies), Editorial Board, *International Security*

- Pierre Azoulay (International Programs Professor of Management at the MIT Sloan School of Management), Editor, *The Review of Economics and Statistics*

- Edward Boyden (Associate Professor, Media Lab and McGovern Institute, Departments of Biological Engineering and Brain and Cognitive Sciences; Co-Director, MIT Center for Neurobiological Engineering), Deputy Editor: Large-Scale Recording and Anatomy, *Neural Computation*, Associate Editor, *Network Neuroscience*

- Tamara Broderick (Assistant Professor, Electrical Engineering and Computer Science), Advisory Board, *Harvard Data Science Review*

- Rodney Brooks (Professor Emeritus), Editorial Board, *Artificial Life*, Advisory Board, *Harvard Data Science Review*

- Emery Brown (Associate Department Head, Institute for Medical Engineering and Sciences; Professor of Computational Neuroscience and Health Sciences and Technology, Department of Brain and Cognitive Sciences), Advisory Editor, *Neural Computation* and *Harvard Data Science Review*

- Owen R. Coté Jr. (Associate Director, SSP and Principal Research Scientist), Editor, *International Security*

- Michel DeGraff (Professor of Linguistics), Associate Editorial Board Member, *Linguistic Inquiry*

- Robert Desimone (Director, McGovern Institute; Doris and Don Berkey Professor, Department of Brain and Cognitive Sciences), Editorial Board, *Journal of Cognitive Neuroscience*

- Eveline Fedorenko (Assistant Professor, Brain and Cognitive Sciences), Senior Editor, *Neurobiology of Language*

- Danny Fox (Anshen-Chomsky Professor in Language and Thought Syntax, Semantics, Department of Linguistics and Philosophy), Associate Editorial Board Member, *Linguistic Inquiry*

- Edward Gibson (Professor of Cognitive Science), Editor in Chief, *Open MIND: Discoveries in Cognitive Science*

- Irene Heim (Professor of Linguistics), Associate Editorial Board Member, *Linguistic Inquiry*

- Sabine Iatridou (Professor, Department of Linguistics and Philosophy), Associate Editorial Board Member, *Linguistic Inquiry*

- Lynette A. Jones (Senior Research Scientist), Associate Editor, *PRESENCE*

- Nancy Kanwisher (Walter A. Rosenblith Professor of Cognitive Neuroscience, Brain and Cognitive Sciences), Editorial Board, *OPEN MIND: Discoveries in Cognitive Science*

- Roger Levy (Associate Professor, Brain and Cognitive Sciences), Editorial Board, *OPEN MIND: Discoveries in Cognitive Science*

- Andrew Lo (Charles E. and Susan T. Harris Professor, MIT Sloan School of Management), Advisory Board, *Harvard Data Science Review*

- Michael Kenstowicz (Professor of Linguistics), Associate Editorial Board Member, *Linguistic Inquiry*

- Samuel Jay Keyser (Special Assistant to the Chancellor; Professor Emeritus, Department of Linguistics and Philosophy), Editor in Chief, *Linguistic Inquiry*

- Philip S. Khoury (Associate Provost, Ford International Professor of History), Board of Editors, *Journal of Interdisciplinary History*

- Anne E. McCants (Professor of History and Margaret MacVicar Faculty Fellow), Editor in Chief, *Journal of Interdisciplinary History*

- Earl K. Miller (Picower Professor of Neuroscience with the Picower Institute for Learning and Memory and the Development of Brain and Cognitive Sciences), Associate Editor, *Journal of Cognitive Neuroscience*

- Shigeru Miyagawa (Professor of Linguistics and Kochi-Manjiro Professor for Japanese Language and Culture), Associate Editorial Board Member, *Linguistic Inquiry*

- Benjamin A. Olken (Professor of Economics), Associate Editor, *The Review of Economics and Statistics*

- Una-May O'Reilly (Principal Research Scientist), Editorial Board, *Evolutionary Computation*

- Parag Pathak (Professor), Board Member, *Education Finance and Policy*

- David Pesetsky (Ferrari P. Ward Professor of Modern Languages and Linguistics; Margaret MacVicar Faculty Fellow; and Department Head, Department of Linguistics and Philosophy), Associate Editorial Board Member, *Linguistic Inquiry*

- Tomaso Poggio (Eugene McDermott Professor in Brain Studies, Department of Brain and Cognitive Sciences, McGovern Institute for Brain Research and Computer Science and Artificial Intelligence Laboratory), Associate Editor, *Neural Computation*

- Barry Posen (Professor), Editorial Board, *International Security*

- Theodore Postol (Professor Emeritus of Science, Technology, and National Security Policy), Editorial Board, *International Security*

- Iqbal Z. Quadir (Senior Lecturer, MIT Sloan; Founder and Director Emeritus, Legatum Center for Development and Entrepreneurship), Founding Co-Editor, *Innovations*

- Arvind Satyanarayan (NBX Career Development; Assistant Professor of Computer Science, MIT EECS), Advisory Board, *Harvard Data Science Review*

- Donca Steriade (Professor of Linguistics), Associate Editorial Board Member, *Linguistic Inquiry*

- Tavmeet Suri (Louis E. Seley Professor of Applied Economics; Associate Professor of Applied Economics at the MIT Sloan School of Management), Editor, *The Review of Economics and Statistics*

- Joshua Tenenbaum (Professor of Computational Cognitive Science), Editorial Board, *Open MIND: Discoveries in Cognitive Science*

- Peter Temin (Elisha Gray II Professor Emeritus of Economics), Board of Editors, *Journal of Interdisciplinary History*

- Reed Ueda (Research Affiliate), Editor, *Journal of Interdisciplinary History*

- Caroline Uhler (Henry and Grace Doherty Associate Professor, MIT EECS), Advisory Board, *Harvard Data Science Review*

- Stephen Van Evera (Professor), Editorial Board, *International Security*, Editorial Board, *Journal of Cold War Studies*

- Susan Whitfield-Gabriele (Principal Research Scientist), Associate Editor, *Network Neuroscience*

MIT-affiliated Book Authors Published in 2021

Faculty, researchers, and staff:

- Daron Acemoglu. Elizabeth and James Killian Professor of Economics, Department of Economics (*Redesigning AI*)

- Olivier Blanchard. Professor Emeritus, Department of Economics (*Combating Inequality*)

- William B. Bonvillian. Senior Director, Special Projects, MIT Open Learning (*Workforce Education*)

- Arup K. Chakraborty. Professor, Institute for Medical Engineering and Science (*Viruses, Pandemics, and Immunity*)

- Catherine D'Ignazio. Assistant Professor of Urban Science and Planning, Department of Urban Studies and Planning (*Uncertain Archives*)

- John V. Guttag. Dugald C. Jackson Professor of Computer Science and Engineering, Department of Electrical Engineering and Computer Science (*Introduction to Computation and Programming Using Python, 3e*)

- Katrin Kaufer. Research Affiliate at the MIT Community Innovators Lab (CoLab), Department of Urban Studies and Planning (*Just Money*)

- MIT Sloan Management Review (*The Next Age of Disruption*)

- Nick Montfort. Professor, Comparative Media Studies, Writing (*Exploratory Programming for the Arts and Humanities, 2e*)

- Sanjay E. Sarma. Vice President for Open Learning, Office of the Provost (*Workforce Education*)

- Michael Schrage. Visiting Scholar, Sloan School of Management (*Recommendation Engines*)

- Noelle E. Selin. Professor, IDSS and EAPS, Institute for Data, Systems, and Society (*Mercury Stories*)

- Gerald Jay Sussman. Panasonic Professor of Electrical Engineering, Department of Electrical Engineering and Computer Science (*Software Design for Flexibility*)

- Robert M. Townsend. Elizabeth and James Killian Professor of Economics, Department of Economics (*Distributed Legers*)

- Gediminas Urbonas. Associate Professor, Department of Architecture (*Swamps and the New Imagination*)

- Sarah Williams. Associate Professor, Department of Urban Studies and Planning (*Data Action*)

- Patrick Henry Wilson*. Ford Professor of Artificial Intelligence and Computer Science, Computer Science and Artificial Intelligence Laboratory (*Make It Clear*)

*deceased

Students, alumni:

- Mika Braginsky (*Variability and Consistency in Early Language Learning*)

- Dara R. Fisher (*Education Crossing Borders*)

- Martina Gračanin-Yuksek (*Merge*)

- Michael Kende (*The Flip Side of Free*)

- Golan Levin (*Code as Creative Medium*)

- Miller Puckette (*Between the Tracks*)

- Joseph Reagle (*Wikipedia @ 20*)

- Lillian Steponaitis (*Just Money*)

Formerly of MIT:

- César A. Hidalgo, MIT Media Lab (*How Humans Judge Machines*)

- Sofia Y. Leung, Teaching and Learning Program Manager, Liaison Librarian to Comparative Media Studies, Writing, MIT Libraries (*Knowledge Justice*)

- Gideon Lichfield, Editor in Chief, *MIT Technology Review* (*Make Shift*)

Amy Brand
Director