The MIT Press

University presses are critical to academia's core mission of creating and disseminating knowledge. 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 re-invention of university-based publishing. Through its contributions to scholarship, The Press supports the Institute's mission of addressing global challenges; through its award-winning publications, The Press extends MIT's visibility and reputation for excellence throughout the world.

Since its founding in 1962, The MIT Press has been changing the rules of engagement between academic authors and their readers. One of The Press's key objectives has long been experimentation in both how and what it publishes, as the creator of some of the earliest interactive online books and communities; as the publisher of challenging, groundbreaking, meticulously designed books and journals across the arts and sciences; and as a significant force for the establishment of new interdisciplinary fields.

At a time of rapid change in how research is published and shared, we are intent on future proofing The MIT Press while honoring our legacy of excellence in content, design, and production, while operating as part of an educational institution defined by innovation and openness. At The MIT Press, we not only embrace change but actively participate in creating the future of publishing.

Fiscal Year 2019 Highlights

The MIT Press has been on an upward financial trajectory for the past three years. The Press finished FY2019 with a surplus of $28,000 on total revenues of approximately $28 million, $0.7 million over last year's total revenues. The early success of our MIT Press Direct e-book platform was an important factor in that increase. Leading trade books published this year included Kat Holmes's *Mismatch: How Inclusion Shapes Design*; Terry Sejnowski's *Deep Learning Revolution*; David Eicher and Brian May's *Mission Moon 3-D: A New Perspective on the Space Race*; and Cass Sunstein's *How Change Happens*. Our leading textbook of FY2019 was Richard Sutton and Andrew Barto's *Reinforcement Learning: An Introduction* (2nd edition). It is noteworthy that this textbook was available in an open access digital format but was still a significant financial success in terms of print copies sold.

Among the many excellent works we published in FY2019 were several authored or edited by MIT faculty, alumni, and other MIT-affiliated individuals, including:

Agustín Rayo, *On the Brink of Paradox*

Bishwapriya Sanyal, *Order without Design*

Daniel Jackson, *The Problem with Software*

David D. Clark, *Designing an Internet* and *International Relations in the Cyber Age*

David Kaiser, *Einstein's Wife* and *Quantum Strangeness*

Eran Ben-Joseph, *Transit-Oriented Displacement or Community Dividends?*

Felice C. Frankel, *Picturing Science and Engineering*

Gary Zhexi Zhang, *Deliquescing* (Sternberg Press)

Irina Chernyakova, *Architecture and Action*

Kerry Emanuel, *What We Know about Climate Change* (updated edition)

Nancy Hopkins, *The Autobiography of a Transgender Scientist*

Nazli Choucri, *You'll See This Message When It Is Too Late*

Olivier Blanchard, *Progress and Confusion*

Ann M. Pendleton-Jullian, *Design Unbound: Designing for Emergence in a White Water World*

Arthur B. Baggeroer (professor emeritus), *Modern HF Signal Detection and Direction Finding*

David H. Guston, *Does America Need More Innovators?*

J. Meejin Yoon, *Architecture and Action*

Jean Tirole, *Imperfect Markets and Imperfect Regulation*

John Maeda, *The Importance of Small Decisions* and *Mismatch*

Kenneth D. Forbus, *Qualitative Representations*

Kenneth Rogoff, *Progress and Confusion*

Lawrence H. Summers, *Progress and Confusion*

Mykel J. Kochenderfer, *Algorithms for Optimization*

Steven J. Brams, *Divine Games*

William A. Taylor, *Laboratory Lifestyles*

Cynthia Solomon, *Inventive Minds*

Daniel Stoljar, *Blockheads!*

John B. Taylor, *Reform of the International Monetary System*

Mia Consalvo, *Transgression in Games and Play*

Sandy Isenstadt, *Electric Light*

Terrence J. Sejnowski, *Quantitative Biology* and *The Deep Learning Revolution*

Among the new journals launched by The Press this past year, perhaps the most groundbreaking is the *Harvard Data Science Review* (*HDSR*), created in partnership with the Harvard Data Science Initiative. This open access journal is hosted on our multimedia PubPub platform, an initiative of the MIT Knowledge Futures Group (KFG), and features leading global thinkers in the burgeoning field of data science. Its goal is to make research, educational resources, and commentary accessible to academics,

professionals, and the interested public. With demand for data scientists booming, *HDSR* provides a centralized, authoritative, and peer-reviewed publishing community to service this growing profession.

In other important developments, The Press added three new members to its management board this year: Susan Silbey (Leon and Anne Goldberg Professor of Humanities, Sociology and Anthropology), Lee Pelton (president of Emerson College), and David Schmittlein (dean of MIT's Sloan School of Management).

This year The Press formalized an agreement with Somerville-based Candlewick Press to launch two new imprints for children—a first-of-its-kind partnership between a university press and a children's publisher. The partnership will create the MIT Kids Press and MITeens Press to publish science, technology, engineering, (art,) and mathematics (STEM/STEAM) books for children and teens.

After two years of exploration and deliberation with our management board and MIT's leadership, we are moving our global distribution, warehousing, and fulfillment to Penguin Random House (PRH). We are the first university press PRH is taking on, a resounding affirmation of the quality of our publishing program. Working with PRH supports The Press's mission of maximizing trade revenues as a way of supporting our other mission-driven publishing, and it aligns us more closely with the Institute's ambition to bring leading scholarship to the biggest possible global audience.

Looking ahead, as we continue to refine our business strategy and grow staff alignment and work satisfaction, we are very excited to be embarking in earnest on implementing the objectives and key results (OKR) framework Press-wide. OKRs help organizations focus activities around strategic priorities, align efforts across departments, understand how specific efforts contribute to organizational success, and become more familiar with what other teams are working on. The Press's guiding objectives for the coming year are as follows:

- Deliver unprecedented top-line revenue growth

- Achieve a bottom-line operational surplus

- Grow staff engagement and alignment

- Amplify MIT's academic strengths and core values

- Lead the fields in which we publish

Financial Results

As noted, MIT Press revenues grew in FY2019, exceeding those of the previous year by $0.7 million (2.8%) and ending at $28.0 million. Book net sales and journals subscription sales decreased from the prior year by $0.3 million (1.5%), ending at $22.5 million. Expenses decreased $0.2 million (1.2%) from FY2018, ending at $16.6 million, driven by investments in MIT Press Direct and books division publicity. Net income was roughly flat relative to the prior year, ending at $28,000.

MIT Press Operating Financials (in Thousands)

	FY2017	FY2018	FY2019
Book net sales	$18,381	$18,630	$18,383
Journals subscription sales	$4,150	$4,224	$4,123
Total sales	**$22,531**	**$22,854**	**$22,506**
Cost of sales	$9,455	$9,636	$10,284
Gross margin on sales	$13,076	$13,218	$12,222
Other publishing income	$3,377	$3,591	$4,357
Total publishing income	**$16,453**	**$16,809**	**$16,579**
Operating expenses	$15,368	$16,759	$16,551
Net operations	**$1,085**	**$50**	**$28**

Books Division

Revenues

Books Division Revenues (in Thousands)

	FY2017	FY2018	FY2019
Net sales	$18,381	$18,630	$18,383
Other publishing income	$1,421	$1,538	$1,952
Total books revenues	**$19,802**	**$20,168**	**$20,335**

Acquisitions

This year has seen strong signings and publications, with acquisitions editors hitting nearly all of their signing targets and with continued growth in our distribution partnerships. Our acquisitions editors placed under contract 386 new book projects in FY2019, exceeding the goal of 354. The surplus results largely from a new distribution partnership with Sternberg Press, an innovative publisher based in Berlin and New York that is known for rigorously inquiring books about art.

Number of Titles Signed by Book Category, FY2019: Actual versus Goal

Category	Goal	Actual
Professional edited collections	21	12
Professional	91	91
Trade edited collections	12	13
Trade books	109	109
Trade Essential Knowledge series	31	21
Texts (original)	25	31
Texts (revised)	8	5
Reference and handbooks	3	0
Distributions	54	104
Total	**354**	**386**

This year saw an extensive search for a successor to Roger Conover, executive editor for architecture, art, and cultural studies. Roger left The Press at the end of 2018 after a remarkable and iconoclastic career. Our new senior editor, Thomas Weaver, will join us in September 2019. Weaver brings international standing and extensive experience as an architectural editor, writer, and teacher. Most recently he worked at the Architectural Association School of Architecture in London, where he managed the publishing studio, helped to launch the successful Architectural Words series, and commissioned and published more than 100 architectural practice, history, and criticism titles. Earlier in his career, Tom worked in New York alongside Cynthia Davidson as editor of *ANY: Architecture New York* magazine before returning to his native England to produce volumes for architects David Chipperfield and Norman Foster. Tom will be based in The Press's office in London.

Highlights of our signed contracts over the past year are listed below.

Selected Recent Signings

Architecture, Arts, and Cultural Studies: Roger Conover

Model Deserts: A Cultural History of the Sandbox by Tamar Zinguer (fall 2020)

In 1885, Marie Zakrzewska first saw sand hills in the public gardens of Berlin where children of all economic backgrounds played. Zakrzewska, one of the pioneering women doctors in the United States, immediately wrote a recommendation to the authorities in Massachusetts. The story begins in Boston, where not only the first sand heap for children was installed in 1886 but the first sandbox was incorporated in Charlesbank Park by Frederic Law Olmstead in 1892. This book examines how the intimate history of the sandbox is tied to the vast landscape of social change. Also, it follows the sandbox from its rise as a tool of civic healing to its demise as an unsanitary place and its resurrection as a potent artistic medium exemplifying the destruction inherent in a creative act.

MIT Moderns by Gary Van Zante and Julia Meer (spring 2021)

This book focuses on the legacy of modernist graphic design at the MIT Office of Design Services in the 1960s through the 1980s. The book includes a look at household names such as Jacqueline Casey, Muriel Cooper, Ralph Coburn, and Dietmar Winkler and their iconic geometric forms and typography.

Cognitive Science, Philosophy, and Bioethics: Philip Laughlin

What Is Language For? by Nick Enfield (fall 2020)

In this trade book Nick Enfield, an esteemed linguistic anthropologist from the University of Sydney, argues against an overly objective view of language, one in which language is seen as merely a tool for accurately describing the world. Rather, Enfield argues that the key function of language is to help humans manage the complex social worlds they inhabit. The book includes an abundance of real-world examples of language usage as opposed to contrived laboratory experiments.

Who You Are by Michael Spivey (fall 2020)

In his first trade book Michael Spivey, a well-respected cognitive scientist, attempts to show how the "extended mind hypothesis"—according to which our working minds should include the tools and resources in our immediate environment—can be expanded to our own personal identities. Our sense of self not only comprises our physical bodies and personal past but includes, in a very real way, the environment, the planet, and the cosmos. Spivey makes a scientific case for a New Age view of the self.

The Default Mode Network by R. Nathan Spreng (spring 2021)

This professional monograph from a rising star in the cognitive neuroscience field will examine what brains are doing when they are doing nothing, that is, when they are not engaged in a specific problem-solving activity. Even when our minds wander or our brains sleep, there is still activity in the brain. Where does this activity take place, and why is it happening? The default mode network, an intriguing theory about how the brain operates when it idles, attempts to connect such diverse activities as sleeping, dreaming, mind wandering, meditation, and the creative process.

Computer Science: Marie Lee

Fairness and Machine Learning: Limitations and Opportunities by Moritz Hardt, Arvind Narayanan, and Solon Barocas (spring 2021)

Machine learning has made rapid headway into sociotechnical systems ranging from video surveillance to automated resume screening. Simultaneously, there has been heightened public concern about the impact of such automated decision-making systems on individuals and society. These two trends have led to the explosive emergence of fairness, accountability, and transparency in machine learning as a research field. Based on courses taught since 2017 by these three authors, *Fairness and Machine Learning* aims to move the conversation forward by synthesizing long-standing bodies of knowledge such as causal inference and recent work in the fairness, accountability, and transparency community. The book offers a critical view of the current practice of machine learning as well as proposed technical fixes for achieving fairness.

Living Digital Beings by Edward Ashford Lee (spring 2020)

In his new book, Edward Lee argues that the software systems that have taken over so many aspects of our lives should themselves be viewed as living digital beings. Through a discussion of the ways in which digital technology is similar to and different from biology, Lee explores the ways in which digital technology is just another medium for carrying on many of the same themes, mechanisms, and processes. Is artificial intelligence really an existential threat to humanity? Are we destined to be annihilated by a superintelligent new life form on the planet? Or are we destined to merge with technology to become cyborgs with brain implants that define a new form of quasi-human intelligence? This book argues that technology is coevolving with humans and that, contrary to the hype and fear, symbiosis is a more likely outcome than either annihilation or merging.

Design and Visual Culture: Victoria Hindley

Co-illusion: How Communication Failed and Where to Go from Here by David Levi Strauss (spring 2020)

With vivid critique and incisive analysis, Strauss delivers a powerful investigation of the degradation of language, changes in our communication and visual environment, and concomitant rise of propaganda since the 2016 election.

Visual Culture by Alexis Boylan (fall 2020)

This will be a new addition to the Essential Knowledge series. The book will serve as a short, accessible, critical guide to contemporary visual culture—what it is, how it impacts our lives, how it influences our understandings of each other, and even how it is changing our brains.

The World According to Architecture by Hashim Sarkis, Roi Salgueiro Barrio, and Gabriel Kozlowski (spring 2020)

This highly illustrated collection of 50 speculative works, from Le Corbusier to Zaha Hadid, considers the world as an architectural project and presents architecture as a discipline reflecting on its own responsibilities.

Education and Learning: Susan Buckley

A Synthesizing Mind by Howard Gardner (fall 2020)

Howard Gardner has written over 30 books in a remarkable scholarly career. He is best known for his theory of multiple intelligences, first published in *Frames of Mind* (1982). In this short memoir, Gardner recounts his somewhat idiosyncratic path through academia, resisting a single discipline and carving out a space within academia where he could investigate and synthesize broadly across various fields. After a long career writing about the development and functioning of the human mind, Gardner looks carefully at his own mind, its range of intelligences, and the subjects that he has been captured by. This memoir is a window into an extraordinary mind at work.

His Master's Voice, *The Invincible*, *Return from the Stars*, *Memoirs of a Space Traveler*, *Hospital of the Transfiguration*, and *Highcastle* by Stanislaw Lem (spring 2020)

Stanislaw Lem (1921–2006) was a Polish author whose works of speculative fiction drew deeply on his readings in science and technology. Working in relative isolation from the more dominant science fiction publishing in the English-speaking world in the 1960s and 1970s, Lem developed his own approach and style. His stories are acerbic, philosophical, and sometimes wildly funny and are grounded not only in the reality of scientific facts but also often in the reality of scientific inquiry—how science is entangled with human nature and the structures of bureaucracy. The MIT Press will publish six titles by Lem in 2020, and we hope to add to this list as the Lem estate regains rights from its current English-language publisher. Four of the titles are science fiction: *His Master's Voice*, *The Invincible*, *Return from the Stars*, and *Memoirs of a Space Traveler*. *Hospital*

of the Transfiguration is an early novel that takes place in a psychiatric hospital during the German occupation of Poland, and *Highcastle* is a charming memoir of Lem's childhood. These last two titles contain valuable insights into Lem's development as a writer of some of the best science fiction of the 20th century.

Economics, Finance, and Business: Emily Taber

There's Nothing Micro about a Billion Women: A Revolutionary Plan for Making Finance Work for All Women by Mary Ellen Iskenderian (spring 2021)

Mary Ellen Iskenderian is a former senior World Bank executive and is currently the president and CEO of Women's World Banking. This book makes the case that women's economic participation is both underestimated and undervalued in current understandings of household finances, especially of those in the developing world. Iskenderian argues that women's financial activities can be a stabilizing force in the financial system, a driver of economic growth, a business opportunity for companies, and a pathway for personal empowerment and that giving women full access to financial services—beyond the limited possibilities of microfinance—should be a priority of anyone interested in promoting growth in the global economy and supporting women's empowerment and independence.

We're All Subjects Now: A Guide to Living in the Age of Experiments by Michael Luca and Max Bazerman (spring 2020)

Whether we like it or not, we are constantly participating in randomized controlled trials (RCTs) conducted not only by tech companies such as Facebook but by governments and businesses in other sectors. This book traces how that came to be, explores the current state of experimentation, and discusses the possibility and promise of experiments and RCTs. The authors have an overall positive view of experimentation but look critically at some high-profile botched experiments (e.g., some of Facebook's news feed manipulations) and explore the boundaries of people's willingness to be experiment subjects. They also highlight situations in which participating in experiments can improve the user experience and help a company's bottom line.

Environment and Urbanism: Beth Clevenger

Novacene: The Coming Age of Hyperintelligence by James Lovelock (fall 2019)

The creator of the Gaia hypothesis has produced an astounding new theory about the future of life on Earth, arguing that after a mere 300 years the Anthropocene is coming to an end and a new age—the Novacene—has already begun. New beings will emerge from artificial intelligence systems. They will think 10,000 times faster than we do and they will regard us as we now regard plants. But this will not be the cruel, violent machine takeover of the planet imagined by science fiction writers and filmmakers. These hyperintelligent beings will be as dependent on the health of the planet as we are. They will need the planetary cooling system of Gaia to defend them from the increasing heat of the sun as much as we do. It is crucial, James Lovelock argues, that the intelligence of Earth survives and prospers. He does not think there are intelligent aliens, so we are the only beings capable of understanding the cosmos.

Urban Humanities: New Practices for Reimagining the City by Dana Cuff, Anastasia Loukaitou-Sideras, Todd Presner, Maite Zubaiurre, and Jonathan Crisman (spring 2018)

This book will be the first and the defining work on the urban humanities—a field that sits at the nexus of the humanities, design, and urban planning. It puts forth original, action-oriented humanist practices for intervening in cities, interpreting their histories, engaging with them in the present, and speculating about their futures.

In the Images of Development: City Design in the Global South by Tridib Banerjee (spring 2020)

In a magisterial and critical study of city design in the Global South, Banerjee traces the historical, economic, political, and ideological forces that have influenced colonial and post-colonial development. One of the book's important forward-looking aims is to contribute critical materials that will broaden and inform the conversation regarding the future of cities of the Global South in the face of unrelenting globalization and explosive urban growth.

Information Science, Communication, and Internet Studies: Gita Manaktala

Red Lines: Cartoons and Political Censorship by Cherian George and Sonny Liew (spring 2021)

This book by Media Studies Professor Cherian George, author of *Hate Spin* (MIT Press, 2016), is co-authored with award-winning cartoonist Sonny Liew. It uses a graphic narrative form to tell the stories of cartoonists around the world whose work has been censored. Drawing on case studies from five continents, it covers many forms of censorship, from direct attacks by tyrannical regimes to mob action by intolerant popular movements, self-censorship by editors and publishers, and subtle pressures to conform to dominant social norms and ideologies. Cases are based on original research, including interviews with cartoonists and experts, and are used to tell a story about media and power. The book does not presume any special knowledge of or interest in cartoons; it is written to appeal equally to readers with an interest in politics and society.

How We Give Now: Philanthropy for the Rest of Us by Lucy Bernholz (fall 2021)

This book will help general readers think through their giving options. While not a personal finance book, it will resonate with those who are puzzled by the current landscape of philanthropy and want to understand better their own reasons and goals for giving, how their contributions fit into a larger picture, and how to increase the impact of their donations. The author, a senior research scholar at Stanford University's Center on Philanthropy and Civil Society and director of the Digital Civil Society Lab, will analyze data on charitable giving, including time and labor as well as money or other gifts. She will also consider political contributions, which are not tax deductible in the United States, and novel forms of giving (e.g., the ability the General Data Protection Regulation has provided to Europeans to donate their personal data to causes such as medical research).

Linguistics and Language: Marc Lowenthal

The Monopoly of Man by Anna Kuliscioff (spring 2020)

In this never-before-translated 1894 manifesto, Anna Kuliscioff (co-founder of the Italian Socialist Party) linked feminism to the theory of labor and set the stage for addressing today's ongoing gender pay gap. It is the inaugural title in the Insubordinations: Italian Radical Thought series, which will draw on both historical and contemporary texts.

Surrealism by Mark Polizzotti (spring 2021)

This Essential Knowledge series volume by the author of *Sympathy for the Traitor: A Translation Manifesto* (and the main biographer of André Breton) will reposition surrealism as the theoretical and literary movement of its origins. The book will be organized more as a story rather than dissected into abstract divisions (politics, psychoanalysis) as in other recent introductions and surveys.

Neuroscience and Life Sciences: Bob Prior

Biomechanics of Movement by Scott Delp and Thomas Uchida (spring 2020)

This advanced undergraduate/graduate-level textbook is the second title we will publish in our new series of biomedical engineering texts, which will build on the growth in bioengineering and biomedical engineering enrollments in recent years and the revisions to associated departmental curricula. Based on the course the authors have been teaching at Stanford and utilizing the amazing biomechanical simulation software they have developed, this innovative text will represent a major advance for the field.

Human Genetics and the Colonization of Space by Christopher Mason (fall 2020)

Christopher Mason was one of the principal researchers in the NASA Twins Study, which investigated genetic and other physiological effects of a year in space. This book represents his view of what will be required in order for human beings to experience long-term space travel and successfully colonize other planets.

When Blood Breaks Down: Lessons from Leukemia by Mikkael Sekeres (spring 2020)

Mikkael Sekeres is director of the leukemia program at the Cleveland Clinic and one of the leading physician-researchers in the field. This beautiful trade book weaves stories of patients that he has treated with the current state of knowledge about leukemia. Sekeres's years of writing a column for the *New York Times* and his sensitivity in dealing with patients—most of whom do not survive—clearly emerge in his writing.

Psychiatry and Global Health: Matthew Browne

Asfuriyyeh: A History of Madness, Modernity, and War in the Middle East by Joelle M. Abi-Rached (fall 2020)

This book describes how Asfuriyyeh, one of the first modern psychiatric hospitals in the Middle East, influenced the complex relationships between pathology and modernity in the region and beyond.

Forever Changes: Sonic Substances and the Long Tomorrow of Psychedelic Music by Trace Reddell (fall 2020)

Trace Reddell explores how psychedelic music, through adventurous sonic production, is an alternative branch of psychedelic research.

Physical Sciences, Engineering, and Mathematics: Jermey Matthews

The Curie Society, edited by Heather Einhorn and Adam Staffaroni (fall 2020)

The Curie Society will introduce a fictional secret society—set on college campuses across the globe—of talented girls and women who execute covert missions worldwide using their STEM smarts. Heather Einhorn and Adam Staffaroni are cofounders of the creative agency Einhorn's Epic Productions and are former marketing leads at DC Comics. The inaugural book will tell the story of a rogue Curie Society agent who is hell-bent on acquiring advanced biotechnology to bring extinct animal species back to life. This will be one of the first MIT Press books to explicitly target a young adult readership. The Curie Society concept has already been optioned for a major TV series deal.

Supernovae by Or Graur (fall 2020)

This Essential Knowledge series book offers a brief introduction to the physics of supernovae—explosions of dying stars that yield heavy chemical elements and spark the birth of new stars—and to past, present, and future research directions.

Mastering Quantum Mechanics by Barton Zwiebach (spring 2021)

This extensive introduction to quantum mechanics for undergraduate physics majors is based on the required MIT course and refined for the popular Mastering Quantum Mechanics edX courses. Zwiebach aims to make the math and the overall presentation more explicit and accessible than the leading existing titles. Also, to the extent possible, we plan to integrate the content with online edX and OpenCourseWare videos.

Science, Technology, and Society and History of Technology (Regional and MIT Titles): Katie Helke

Miscarriage by Daniela Blei (fall 2021)

This Essential Knowledge book looks at the historical, medical, political, legal, and technological shaping of the modern experience of miscarriage. Blei's aim is to answer the question of why we as a society are silent on an issue that affects so many of us.

Dr. Space Junk vs the Universe: Archaeology and the Future by Alice Gorman (fall 2020)

Going boldly forth as a pioneer in the fledgling field of space archaeology, Professor Alice Gorman (aka Dr. Space Junk) takes a physical journey through the solar system and beyond and a conceptual journey into human interactions with space. Her tools are artifacts, historical explorations, the occasional cocktail recipe, and the archaeologist's eye applied to not only the past but the present and future of space exploration. (The book will be published in Australia and New Zealand by NewSouth Publishing.)

OD: Naloxone and the Politics of Overdose Prevention by Nancy Campbell (spring 2020)

This history of the rise of the opioid epidemic and the harm reduction movement centers around the political context within which overdose became a problem that could be solved with a technological fix in the form of the medication naloxone.

Sales

Book Sales

The MIT Press sales department includes in-house staff, sales representatives (both in-house and commission), and distribution partners in selected markets and territories. This team sells our books in print and electronic editions to wholesalers, chain bookstores, independent bookstores, museum stores, college stores, specialty accounts, and online retailers throughout the world.

Worldwide Sales (in Thousands)

Region	FY2017	FY2018	FY2019
US	$10,982	$11,263	$11,075
UK/Europe/Middle East	$5,458	$5,478	$5,232
Other export	$1,211	$1,447	$1,587
Canada	$513	$471	$472
Total international sales	**$7,182**	**$7,396**	**$7,291**
Total worldwide sales	**$18,164**	**$18,659**	**$18,368**

FY2019 worldwide sales of books totaled $18.4 million, down slightly (1.5%) from FY2018's historically high sales.

There was one general theme this year: the growing success of our trade book program. Our unprecedented growth in frontlist (new title) sales resulted in an increase in revenue of 36%. The number of copies sold of those frontlist books grew by an even more impressive 40%. As a result of this rise in trade book sales, our average number of copies sold for all new releases (trade books, academic titles, and textbooks combined) exceeded 1,000 for the first time and represented an 18% increase over the previous year.

If there is a negative side of our trade success, it is that we saw a 10% drop in average dollars earned per sale, from $20.58 to $18.47. This was expected and in keeping with the growth of our more consumer-friendly pricing. However, while our trade titles are priced lower to accommodate the expectations of the market, the enthusiastic growth in unit sales proves our focus on publishing smart trade books for the general reader is finding success.

The same decrease related to greater sales of lower-priced trade books in the United States occurred in the territory covered by our Wiley distribution arrangement (which includes the United Kingdom, Europe, the Middle East, and Africa), where we saw a 4.4% drop in sales but a 6% increase in the number of units sold. However, included in that complicated calculation is the ongoing Brexit issue and the associated currency

fluctuations and inventory sourcing issues. Sales in our other markets (Latin America, India, Asia, and Australia) rose 10%, the fourth consecutive year we have seen double-digit growth.

The FY2019 revenue mix was 47% trade, 17% professional, and 35% textbook, as compared with 40% trade, 20% professional, and 40% textbook in FY2018.

Digital Sales and Licensing

In FY2018, we exceeded $3 million in digital sales and licensing revenue for the first time. With the launch of MIT Press Direct (MITP Direct) and the growth of our other digital efforts, we reached nearly $4 million in FY2019.

E-Revenues (in Thousands)

Revenue type	FY2017	FY2018	FY2019
Total e-book retail	$1,405	$1,630	$1,948
Institutional market	$1,240	$1,251	$1,236
E-textbook	$47	$88	$114
MIT Press website/Direct	$141	$69	$561
Total revenue from digital	**$2,833**	**$3,038**	**$3,859**

Sales of our digital content were up in nearly all categories, with retail representing 50% of overall digital revenue, institutional (sales to library and corporate markets, including our MITP Direct efforts) making up 47%, and our e-textbook efforts accounting for 3%. A review of our top five digital customers offers a snapshot of the direction in which our business is moving.

Snapshot of Business Revenues by Account (in Thousands)

Account	FY2017	FY2018	FY2019
Amazon Kindle	$1,294	$1,500	$1,467
MITP Direct	$141	$69	$560
IEEE	$394	$441	$442
Proquest	$347	$342	$355
HumbleBundle	$0	$0	$354

With the introduction of Direct, we feared a cannibalization of our existing institutional accounts. Although that will eventually be the case, the initial reception to Direct and avoidance of the early erosion of these core accounts means we should be at a more mature level in Direct's business cycle before we see declines in the other accounts. Amazon—which accounts for an outsized portion of most publishers' digital revenue—is decreasing in importance with us, representing a healthier 38% of our total relative to 43% in FY2018 and 53% in FY2017.

MIT Press Direct

One of our major initiatives during FY2019 was the introduction of our own e-book platform for sale of our content to the important institutional market. The goals were to incentivize our library customers to make available to their patrons our complete catalog of available digital content and to harvest the user data ourselves instead of outsourcing our customers to third-party aggregation vendors.

MIT Press Direct was launched in February 2019 to provide paid access to 3,000 titles via perpetual sale or subscription. Libraries can access content in a number of ways, including frontlist and archive purchase or by smaller subject collection.

The support team consists of a manager of institutional and international sales and a manager of institutional marketing, as well as a newly recruited institutional sales executive experienced in working with North America's large academic research libraries. We introduced the new platform at a variety of library events including the American Library Association's annual and midwinter conferences and the UKSG general meeting.

The reception in the first four months has been highly positive, with $560,000 invoiced through June. Key accounts include the California Digital Library (12 campuses), Columbia University, New York University, the University of Ontario, and the University of Michigan.

Plans for FY2020 include a robust schedule of campus visits and library events.

Subsidiary Rights

Subsidiary rights include advances and royalties from the licensing of foreign translation rights, audiobooks, English-language reprints, and permissions fees from reprinted selections of our content in other publications and college course packs.

Subsidiary Rights Income (Gross in Thousands)

	FY2017	FY2018	FY2019
Translations	$532.7	$782.4	$1,161.2
Permissions	$408.9	$517.2	$359.6
Audio	$42.7	$26.8	$89.1
Other	$91.9	$16.5	$77.2
Total	**$1,076.2**	**$1,342.9**	**$1,687.1**

Overall, subsidiary rights income increased 26% relative to FY2018, the previous best for licensing in The Press's history. The strong translation market for our titles was by far the growth leader here, with a 48% gain over the previous record year (which was, in turn, 47% above FY2017's previous high). Permissions revenue continues to decline, a situation that has been experienced industry-wide with the proliferation of digital research capabilities and the growth in open access. However, we experienced fourfold growth in audiobook licensing, another byproduct of our pivot to the general trade audience. Finally, licensing of our books to the Indian English-language market rebounded to almost FY2017 rates.

In FY2019, our number of translation licenses continued to increase despite the decline in revenue (attributable to a $200,000 license for a single title in FY2018). The five-year snapshot below shows our overall growth in number of licenses and value per license. Mainland China (simplified Chinese) continues to be our strongest market for translations, representing 28% of our licenses and 53% of our foreign license revenue.

Translation Licenses and Revenues

Fiscal year	Number of contracts	Advances (in thousands)	Change in number of contracts (%)	Revenue change (%)	Average license value ($)
FY2019	306	$835	11%	-14%	$2,728
FY2018	275	$969	12%	121%	$3,523
FY2017	245	$439	-8%	-36%	$1,792
FY2016	265	$686	30%	73%	$2,588
FY2015	204	$398	8%	20%	$1,950

Marketing

The marketing department of The MIT Press includes staff in Cambridge and London. The group consists of 18 staff members who promote MIT Press books, journals, and digital products through publicity, social media, and business-to-customer (B2C) and business-to-business (B2B) efforts including digital and print promotion, advertising, grassroots initiatives, and exhibits. In addition, focused textbook marketing supports the many books on our lists used in courses. Other responsibilities include author relations, communications with journals' editorial offices, new author acquisition marketing, MIT Press branding, support for community outreach efforts, and creation of strategic partnerships.

FY2019 saw the departure of two key members of the marketing staff: Digital Marketing Manager Amanda Markell and Director of Marketing Katie Hope. In her two years, Markell pivoted our marketing efforts in a more digitally focused direction, eschewing print advertising in favor of the greater analytics of digital. Her successor has continued that repositioning, as highlighted in the digital marketing section below.

Paramount to Hope's legacy is the inventive and agile young staff she put in place. In all aspects of our marketing efforts, The Press has never been in a better place. In addition, she left a solid marketing plan that included a means of addressing The Press's increased title output, a strategy to better market our professional list, an author communications plan, and the just-noted concentration on the greater efficiency and analytics of transitioning to digital, which included a full revamp of the MIT Press website.

Portions of the plan are works in progress, including adopting a customer relationship management (CRM) system, building a complete backlist strategy, becoming fully data informed and data enabled across all aspects of marketing decision making, and integrating a true cross-functional department that ensures our trade, professional, institutional, and journals efforts are in synch. Each of these efforts is under way.

Through more than 100 conferences and exhibits at which we are represented by staff each year, presenting, exhibiting, and selling books, The Press continues to be an esteemed presence in the academic and professional markets in which we publish,

and have been represented at 75 further conferences through combined exhibitors and display-only branding opportunities. Our goals are twofold: to reach the academic researchers and librarians who are the core audience for our professional titles and to broadcast the outstanding works and authors we publish.

We will soon be welcoming our new director of marketing and sales after a rigorous search process. Michael Duncan, who will be starting at The Press in August, previously served as senior global marketing manager at Cambridge University Press in New York, managing a team of nine. In addition to strong digital marketing and analytic abilities, he has extensive marketing and sales management experience across books and journals.

Publicity

MIT Press books were the subject of over 1,500 reviews, features, interviews, and media mentions in FY2019. Our authors spoke at nearly 200 global events and were featured more than a hundred times in broadcast and television coverage.

The widening coverage is due largely to the growing success of our trade book program. As we continue to publish to a general readership, the MIT Press name is becoming a standard bearer for intelligent general readers interested in delving into how science and technology are changing our world and how we live in it. This recognition is led by a mainstream media hungry for articulate, expert voices that The Press can provide.

Our outstanding team of publicists—both in Cambridge and in our London office— have truly raised the bar on the quantity and quality of the publicity our titles receive. Regular visits to major media outlets in New York, Los Angeles, and Washington, DC, allow face-to-face networking that has yielded excellent results and will continue to do so as our trade program grows.

We have received unprecedented coverage in major media outlets this year, including *Time* magazine, *Newsweek*, *The Atlantic*, *The New Yorker*, *Fortune* magazine, *Forbes*, *Wired*, the *Wall Street Journal*, and even *Rolling Stone* magazine. In addition, our books continue to be reviewed regularly in prestigious mainstream newspaper and online outlets such as the *New York Times Book Review*, the *Wall Street Journal*, *Bookforum*, the *Los Angeles Review of Books,* and the *New York Review of Books.* Finally, we continue to garner attention in the finest academic and professionally focused media (*Science*, *Nature*, *Physics Today*, *Times Higher Education*, *Chronicle of Higher Education*), and we regularly receive local and national radio and television coverage.

The following are examples of publicity for the month of May 2019 alone:

Kyle Devine, author of *Decomposed*, was interviewed for *Rolling Stone*.

Bob Dylan's Poetics was reviewed in the *Los Angeles Review of Books*.

Bloomberg Radio interviewed editor Thomas Lin on the *Quanta* collections.

Lee McIntyre spoke on WBUR's *Endless Thread* about *The Scientific Attitude,* and he authored op-eds featured in *Newsweek* (cover story) and *Scientific American*.

IBM was reviewed in *Times Higher Education*.

Quantum Strangeness was excerpted on Salon.

Why Art Museums? was reviewed in *Bookforum*.

The *Wall Street Journal* covered *The Evolution of the Sensitive Soul*.

Spotify Teardown was discussed in *Rolling Stone*.

Last Days at Hot Slit was reviewed in the *New York Times Book Review*.

The Smart Enough City was featured in the *Evening Standard*.

An op-ed by Ben Green was published in the *Wall Street Journal*.

Appendix Project was reviewed in the *Los Angeles Review of Books*.

An op-ed by Jay Bolter, author of *The Digital Plenitude*, was published in *The Atlantic*.

Picturing Science and Engineering was reviewed in *Physics Today*, and author Felice Frankel was interviewed as well.

March 4 and *Experiencing the Impossible* were reviewed in *Times Higher Education*.

George Yip, co-author of *Pioneers, Hidden Champions, Changemakers, and Underdogs*, was interviewed on WGBH's *Innovation Hub*.

Einstein's Wife was reviewed in *Nature*. Also, authors Allen Esterson and Ruth Lewin Sime were interviewed for the *Nature Podcast*.

An adapted excerpt from *Einstein's Wife* ran on TIME.com.

An original piece by Esterson and Sime was published in *Ms.* magazine.

The Evolving Animal Orchestra was reviewed in *Nature*.

The Importance of Small Decisions was reviewed in the *Financial Times*.

Mismatch was featured in *Fortune* magazine.

Fables and Futures was reviewed in *Science* magazine.

IrRational Music and *Social Practices* were reviewed in the *Brooklyn Rail*.

MIT Press author Ai Weiwei was mentioned in the *New York Times Book Review*.

Digital Marketing

With respect to one of the objectives of the marketing strategic plan, we tracked sales of over 200,000 copies of our books via digital means in FY2019, with an estimated $4.3 million in revenue (approximately 24% of FY2019 revenue). Because this is the first full year for our enhanced website and analytics, these numbers have no direct correlation to previous years (i.e., there are no past conclusive conversion data for digital purchases). The ability to track these sales over a full fiscal year is a major win and reveals the potential for greater growth of our digital marketing revenue; moreover, it is a good start toward realizing our goal of making more data-driven decisions in the future.

The books website alone sustained over 5 million sessions from roughly 4 million visitors.

Our social media presence continues to grow, reaching 212,000 followers overall. This includes 135,000 followers on Facebook, 58,000 on Twitter, and 18,000 on Instagram. We also have 1,400 followers on LinkedIn. With 3,086 social media posts, we gathered over 186,000 engagements across channels as well as 341,000 clicks from social to websites. We plan to increase engagement and reach even more potential readers in the future, tightening our content strategy and incorporating more multimedia elements and channels into the mix to improve audience metrics.

We purchased advertisements in 59 print, digital, email, podcast, and other media outlets. Highlights from these media buys include the *99% Invisible* podcast, *Popular Science*, *The New Yorker*, *Bookforum*, *Nature*, *Publishers Weekly*, *New Scientist*, *TechCrunch*, *MAKE*, the *New York Review of Books*, *Fast Company*, *Dwell*, and the *Los Angeles Review of Books*. These ad placements resulted in over 24 million impressions—and the increased spend in favor of digital over print allowed us to more accurately track true levels of engagement.

Over the course of FY2019, we continued to gather more accurate conversion data, tracking and optimizing our advertising campaigns toward conversions (mostly sales) rather than impressions. We hope to see measurable increases throughout the next fiscal year as we use our data findings to develop more cost-effective practices across campaigns.

Institutional Marketing

The 2018–2019 fiscal year was a dynamic one for The MIT Press in terms of institutional marketing (marketing strategies implemented for products that sell primarily to institutions, namely our journals and digital databases). In a year when The Press's two inaugural journals, *Linguistic Inquiry* and the *Journal of Interdisciplinary History*, celebrated their semi-centennials, we launched five new open access journals in fields ranging from computational linguistics to quantitative science studies. Our marketing team was integral to the launch of the *Harvard Data Science Review*—a prestigious new journal with high-profile contributors that The Press is publishing in partnership with the Harvard Data Science Initiative.

The institutional marketing team planned and executed extensive campaigns for the launch of The Press's dedicated e-book platform, MIT Press Direct, which has garnered a positive reception from librarians and exceeded sales expectations in its first six months. We also ran major faculty campaigns for MIT CogNet, the *American Journal of Health Economics*, the *Journal of Cognitive Neuroscience*, *International Security*, *Open Mind*, *TDR*, *Computational Psychology*, and *ARTMargins*.

We exhibited at key librarian-focused events throughout the year, including the Charleston Library Conference; the American Library Association's midwinter meeting in Seattle and annual conference in Washington, DC; the Electronic Resources and Libraries conference in Austin, TX; the Art Libraries Society of North America meeting in Salt Lake City; the Association of College and Research Libraries conference in Cleveland; and the UK Serials Group conference in Telford, England. In addition, our journals and digital products had prominent placement and representation at the Cognitive Science Society meeting in Madison, WI; the AcademyHealth National Public Health Conference in Washington, DC; the Society for Research in Child Development conference in Baltimore, MD; the Cognitive Neuroscience Society meeting in San

Francisco, CA; the International Studies Association meeting in Toronto, Canada; and the Network Science Society conference in Burlington, VT.

Textbook Sales and Marketing

The best-selling textbooks (by units sold) for FY2019 were as follows:

1. Cormen, *Introduction to Algorithms*, 3rd edition

2. Goodfellow et al., *Deep Learning*

3. Sutton, *Reinforcement Learning*, 2nd edition

4. Shelley, *Frankenstein: Annotated for Scientists, Engineers, and Creators of All Kinds*

5. Guttag, *Introduction to Computation and Programming Using Python*, 2nd edition

6. Murphy, *Machine Learning: A Probabilistic Perspective*

7. Abelson, *Structure & Interpretation of Computer Programs*, 2nd edition

8. Nisan, *The Elements of Computing Systems*

9. Charniak, *Introduction to Deep Learning*

10. Benninga, *Financial Modeling*, 4th edition

We continued to grow and refine our textbook marketing and sales efforts, promoting 32 textbooks in FY2019. These promotions were a blend of email and direct mail outreach. The US textbook marketing office created 23 email promotions and 10 direct mail promotions that were sent to 67,000 professors in various disciplines.

The London marketing office deployed 27 textbook email campaigns, distributed primarily to academics throughout the United Kingdom and Europe. Due to issues with access to mailing lists as a result of changes in data privacy regulations in the European Union, there was a very limited direct mail marketing program in FY2019, and that trend will likely continue this coming fiscal year.

We expanded our partnership with e-textbook rental platform Ublish, which presently offers 250 of our titles for e-rental. In December, we upgraded our examination and desk copy order and fulfillment to the Ublish platform. The web-based platform offers instructors a greatly improved e-book experience, and we have opportunities to build out functions such as customer surveys in the future.

We contracted again with Tributary Sales Resources to conduct sales follow-ups on 18 textbooks this year. The company contacted 6,000 faculty members, processed 1,400 examination copy requests, and gathered valuable feedback. In addition, we continued our work with the Murphy Group, a freelance textbook sales group. The group worked on 40 campaigns in FY2019 and, with our guidance, built email lists of adopters of competing titles and deployed email campaigns.

Finally, in FY2019 we began a working relationship with educational content developer Agate to create instructor resource solutions (slides, test banks, and other ancillaries) for

our authors unable to develop these materials for their textbooks. Agate created ancillary materials for three titles this year, meeting the demand for more robust instructor support and enhancing these titles' adoption potential. We plan to use the group's materials selectively but increasingly in the future.

Journals and Open Access

Revenues

In FY2019, the journals program ended the year with total revenues (earned subscription income plus other publishing income) totaling $6.469 million, 0.9% below the previous financial year.

Journals Division Revenues (in Thousands)

Revenue source	FY2017	FY2018	FY2019
Subscriptions	$4,586	$4,728	$4,620
Other publishing	$1,671	$1,799	$1,849
Total revenues	**$6,257**	**$6,527**	**$6,469**

The net return to The Press from the journals division increased by 2.9% from the previous year's $1.409 million, coming in at $1.449 million. The major factors affecting our financial performance in FY2019 were as follows:

- The *Computer Music Journal* fell significantly behind schedule this year, and two issues that were scheduled for FY2019 were not published. This reduced our earned subscription revenue by approximately $100,000.

- There was a significant increase in revenue from one of our licensing partners, Project MUSE. Revenue from that source was up to $868,000 in FY2019.

- FY2019 revenue from our open access journals program was in excess of $100,000.

- Printing and mailing expenditures continue to decline as the popularity of print wanes for academic journals, particularly in the sciences.

Journals Acquisitions

The Press brought in three new journals in FY2019 that seek to expand publishing opportunities in data science and quantitative approaches to the study of science: *Data Intelligence*, the *Harvard Data Science Review*, and *Quantitative Studies of Science. Data Intelligence*, co-sponsored by the National Science Library, the Chinese Academy of Sciences, and the China National Publications Import and Export (Group) Corporation, is an open access, metadata-centric journal intended for data creators, curators, stewards, policymakers, and domain scientists as well as communities interested in sharing data. The journal serves as a source of information for industry leaders, researchers, and scientists engaged in sharing and reusing data, metadata, knowledge bases, and data visualization tools. In addition to traditional articles addressing methodologies and/or resources, *Data Intelligence* publishes "data articles" in the form of knowledge graphs, ontologies, and linked data sets. The journal's editors-in-chief are James Hendler, Huizhou Liu, and Ying Ding.

As the official journal of the International Society for Scientometrics and Informetrics, an international association of scholars and professionals active in the interdisciplinary study science of science, science communication, and science policy, *Quantitative Studies of Science* will publish theoretical and empirical research on science and the scientific workforce. Emphasis will be placed on studies that provide insight into, among other areas, the system of science, general laws of scientific work, scholarly communication, and science policy. The journal's editor-in-chief is Ludo Waltman.

In October 2018, The MIT Press was approached by Xiao-Li Meng from the Harvard Data Science Initiative to be the group's publishing partner for the *Harvard Data Science Review.* The open access journal features foundational thinking, research milestones, educational innovations, and major applications. It publishes articles that help define and shape data science as a scientifically rigorous and globally impactful discipline based on principled and purposed production and analysis of data. Inspired by the *Harvard Law Review*, a leading legal journal, and the *Harvard Business Review*, a widely read business and management magazine, *HDSR* serves as a new kind of digital platform that reflects the synergistic nature of data science. By uniting the strengths of a premier research journal, a cutting-edge educational publication, and a popular magazine, *HDSR* provides a crossroads at which fundamental data science research and education intersect directly with societally impactful applications from industry, governments, nongovernmental organizations, and others. The journal, which began as a digital-only publication in June on the PubPub platform from the Knowledge Futures Group, incorporates sophisticated data visualizations developed by our partner ACCURAT. The first issue included "Machine Learning with Statistical Imputation for Predicting Drug Approvals," an article authored by MIT faculty members Andrew Lo, Kien Wei Siah, and Chi Heem Wong.

In addition to those titles, The Press launched *Neurobiology of Language*, the official journal of the Society for the Neurobiology of Language. *Neurobiology of Language* invites innovative work that significantly advances understanding of language mechanisms as implemented in the human brain. Topics of interest include the biological foundations of perceptual, cognitive, motor, and linguistic processes used to produce and understand language in children, adults, healthy individuals, and those with brain disorders. Work on the evolutionary basis of the brain mechanisms of language in animals, as well as in neural computation, is also germane. The journal welcomes articles drawing on a range of methods including but not limited to behavioral paradigms, functional and structural neuroanatomy, genetics, extracranial and intracranial brain stimulation and recording, and brain-computer interfaces. It also encourages submissions in the form of novel experimental studies, clinical and nonclinical trials, replication studies, computational and theoretical models, and review articles. The editors-in-chief are Steve Small and Kate Watkins.

The Press is also working closely with Neha Narula and the Digital Currency Initiative at the MIT Media Lab. The Press has outlined the parameters of a new journal on cryptocurrency and blockchain technologies intended to bring scholarly rigor to research and communication in these areas. We have recently hired a managing editor to run both the journal and an upcoming conference, and we hope to begin publishing in 2020.

Technology

Over the coming 18 months, The Press will be migrating its journals content from Atypon's Literatum platform to Silverchair. The reasons behind this change are manifold, but the main drivers are a desire to be on the same platform as our e-books and an increasingly problematic relationship with Atypon. Over the last several years Atypon has become the dominant player in scholarly content hosting technology, with more than 40% of all scholarly articles on publisher sites powered by Literatum. This has changed the nature of the company significantly, and as its focus has been trained on larger clients such as Taylor and Francis and Sage, its relationships with The Press and other smaller publishers have become strained. The 2016 acquisition of Atypon by Wiley further complicated our relationship. When the books division began discussions with Silverchair regarding MIT Press Direct, it was natural for journals to follow suit. As part of a worrying larger pattern of acquisitions of critical infrastructure by our competitors, the purchase of Atypon deepened our resolve to explore building our own infrastructure (KFG, PubPub) as well as working with independents such as Silverchair.

Preparatory efforts by Gabe Harp and his team are well under way to ensure that our metadata are cleaned up and any conversion work that needs to be undertaken is performed to MIT Press standards. We are taking the opportunity to improve the display of our HTML content, particularly equations, and hope to offer a more satisfying reading experience across the breadth of our journal content for those with smaller format devices. We also wish to engage with more third-party service providers to enhance the usability of our content.

Open Access

The MIT Press is now up to 12 open access journals. This would make our list approximately 35% open access, the highest percentage (and largest number) of open access journals among American university presses. In addition, we have published in excess of 100 books with open access editions available from The Press's website or another location and have placed over 1,000 recently digitized backlist books in the Internet Archive under controlled digital lending conditions. Recent highlights include *Resonant Games* (Klopfer et al.), *Shadow Libraries* (Karaganis), *Reinforcement Learning* (2nd ed.; Sutton and Barto), and *The Mobile Workshop* (Mavhunga). We continue to pursue outside funding to support expanding our open access publishing program, and we are carefully increasing the number of distribution locations for our open access titles. We have worked with Knowledge Unlatched to unlock five books and have them placed on the Open Access Publishing in European Networks website. We have also uploaded titles to the Digital Public Library of America and Project MUSE to increase discoverability.

The MIT Libraries have been instrumental in supporting The Press's open access efforts, backing numerous projects and committing to several more. These projects include the following:

- Strong Ideas book series (12 books)
- *Neurobiology of Language* (journal)
- *Quantitative Studies of Science* (journal)
- Marvin Minsky essay collection

- *The Mobile Workshop* (Mavhunga)

- *Feeding the Other: Whiteness, Privilege, and Neoliberal Stigma in Food Pantries* (de Souza)

- *Transit-Oriented Displacement of Community Dividends* (Chapple)

- *Does America Need More Innovators?* (Wisnioski et al.)

Citation Indices

The MIT Press achieved some of its best-ever impact factor results in 2018. Highlights from the Clarivate Analytics 2018 Journal Citation Reports include:

- Overall citations of MIT Press journals are up by 10.5%.

- Citations increased for 82% of MIT Press titles.

- The average impact factor increased by 10.5%, with 70% of MIT Press titles seeing better impact factor results.

- Of the 17 qualifying titles, five had an impact factor above 3.000 and eight had an impact factor above 2.000.

- The MIT Press publishes the second- and sixth-ranked journals in the International Relations category.

International Security achieved its best impact factor in 20 years: 4.500. *Global Environmental Politics* rose by 5% to 3.397. In its centennial year, *The Review of Economics and Statistics* garnered over 1,500 (11%) more citations than in 2017 and earned an impact factor of 3.636. MIT Press science and technology journals also performed well, with *Evolutionary Computation* rising 45% to 3.469 and the *Journal of Cognitive Neuroscience* achieving an impact factor of 3.029.

Impact Factor Rankings for MIT Press Journals

Journal title	Number of cites	Impact factor
International Security	3,157	4.500
The Review of Economics and Statistics	15,949	3.636
Evolutionary Computation	2,900	3.469
Global Environmental Politics	1,501	3.397
Journal of Cognitive Neuroscience	16,898	3.029
Education Finance and Policy	491	2.429
Neural Computation	14,077	2.261
Computational Linguistics	2,138	2.130
Artificial Life	869	1.608
Daedalus	2,109	1.517
American Journal of Health Economics	129	1.349
Linguistic Inquiry	2,692	1.098
Journal of Interdisciplinary History	544	0.909
Asian Economic Papers	222	0.611
Presence: Virtual and Augmented Environments	2,104	0.579
Computer Music Journal	422	0.486
Journal of Cold War Studies	205	0.269

Several MIT Press journals also scored highly in the 2018 Google Scholar H-Index rankings.

- *International Security*: 2nd in Military Studies

- *Leonardo*: 6th in Visual Arts

- *Artificial Life*: 11th in Evolutionary Computation

- *Evolutionary Computation*: 6th in Evolutionary Computation

- *Linguistic Inquiry*: 8th in Language and Linguistics

- *Global Environmental Politics*: 16th in Environmental Law and Policy

- *Computational Linguistics*: 14th in Computational Linguistics

- *Transactions of the Association for Computational Linguistics*: 5th in Computational Linguistics

- *Journal of Cognitive Neuroscience*: 8th in Cognitive Science

- *Computer Music Journal*: 18th in Music and Musicology

- *The Drama Review*: 5th in Drama and Theatre Arts

- *The Review of Economics and Statistics*: 10th in Economics

- *Journal of Interdisciplinary History*: 19th in History

- *Perspectives on Science*: 20th in Epistemology and Scientific History

List of Journals

The journals division ended the fiscal year publishing 41 journals, up 32% from four years ago.

African Arts

American Journal of Health Economics

Artificial Life

ARTMargins

Asian Development Review

Asian Economic Papers

Computational Linguistics

Computational Psychiatry

Computer Music Journal

Daedalus

Data Intelligence

Design Issues

Education Finance and Policy

Evolutionary Computation

Global Environmental Politics

Grey Room

Harvard Data Science Review

Innovations

International Security

JoDS: Journal of Design & Science

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

The New England Quarterly

October

Open Mind: Discoveries in Cognitive Science

PAJ: A Journal of Performance and Art

Perspectives on Science

PRESENCE: Virtual and Augmented Reality

Projections

Quantitative Science Studies

The Review of Economics and Statistics

TDR: The Drama Review

Thresholds

Transactions of the Association for Computational Linguistics

MIT-Affiliated Journal Editors and Editorial Board Members

Robert Art (director of Seminar XXI and senior fellow, Security Studies Program): editorial board member, *International Security*

Edward Boyden (associate professor, MIT Media Lab and McGovern Institute for Brain Research, and co-director of the Center for Neurobiological Engineering): deputy editor, large-scale recording and anatomy, *Neural Computation*

Tamara Broderick (assistant professor, Department of Electrical Engineering and Computer Science): advisory board member, *Harvard Data Science Review*

Rodney Brooks (professor emeritus): editorial board member, *Artificial Life*

Emery Brown (associate head of the Institute for Medical Engineering and Science and 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, Security Studies Program, and principal research scientist): editor, *International Security*

Michel DeGraff (professor of linguistics): associate editorial board member, *Linguistic Inquiry*

Robert Desimone (director, McGovern Institute for Brain Research, and Doris and Don Berkey Professor, Department of Brain and Cognitive Sciences): editorial board member, *Journal of Cognitive Neuroscience*

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

Kevin Esvelt (assistant professor, MIT Media Lab): editorial board member, *Journal of Design and Science*

Evelina Fedorenko (assistant professor, Department of Brain and Cognitive Sciences): senior editor, *Neurobiology of Language*

Danny Fox (Anshen-Chomsky Professor in Language and Thought, Department of Linguistics and Philosophy): associate editorial board member, *Linguistic Inquiry*

John D.E. Gabrieli (Grover Hermann Professor in Health Sciences and Technology and Cognitive Neuroscience): editorial board member, *Journal of Cognitive Neuroscience*

Francis Gavin (professor): associate editor, *International Security*

Jonathan Gruber (professor of economics and MacVicar Faculty Fellow): editorial board member, *American Journal of Health Economics*

Irene Heim (professor of linguistics): associate editorial board member, *Linguistic Inquiry*

Danny Hillis (visiting professor, MIT Media Lab): editorial board member, *Journal of Design and Science*

Sabine Iatridou (professor, Department of Linguistics and Philosophy): associate editorial board member, *Linguistic Inquiry*

Joi Ito (director, MIT Media Lab): editor, *Journal of Design and Science*

Lynette A. Jones (senior research scientist, Department of Mechanical Engineering): associate editor, *Presence*

Nancy Kanwisher (professor, Department of Brain and Cognitive Sciences): editorial board member, *Journal of Cognitive Neuroscience*

Michael Kenstowicz (professor of linguistics): associate editorial board member, *Linguistic Inquiry*

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

Philip S. Khoury (associate provost and Ford International Professor of History): editorial board member, *Journal of Interdisciplinary History*

Robert Langer (David H. Koch Institute Professor): editorial board member, *Journal of Design and Science*

Roger Levy (associate professor, Department of Brain and Cognitive Sciences): associate editor, *Open MIND: Discoveries in Cognitive Science*

Andrew Lo (Charles E. and Susan T. Harris Professor, Sloan School of Management): advisory board member, *Harvard Data Science Review*

Earl K. Miller (Picower Professor of Neuroscience, Picower Institute for Learning and Memory and Department of Brain and Cognitive Sciences): associate editor, *Journal of Cognitive Neuroscience*

Shigeru Miyagawa (professor of linguistics and Kochi-Manjiro Professor of 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, Computer Science and Artificial Intelligence Laboratory): editorial board member, *Evolutionary Computation*

Neri Oxman (Sony Corporation Career Development Professor and associate professor of media arts and sciences): editor, *Journal of Design and Science*

Parag Pathak (professor of economics): board member, *Education Finance and Policy*

David Pesetsky (Ferrari P. Ward Professor of Modern Languages and Linguistics, MacVicar Faculty Fellow, and head of the Department of Linguistics and Philosophy): associate editorial board member, *Linguistic Inquiry*

Tomaso Poggio (Eugene McDermott Professor in the Brain Sciences, 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 of political science): editorial board member, *International Security*

Theodore Postol (professor emeritus of science, technology, and national security policy): editorial board member, *International Security*

Iqbal Z. Quadir (senior lecturer, Sloan School of Management, and founder and director emeritus of the Legatum Center for Development and Entrepreneurship): founding co-editor, *Innovations*

Kevin Slavin (Benesse Career Development Professor and assistant professor of media arts and sciences): editor, *Journal of Design and Science*

Donca Steriade (professor of linguistics): associate editorial board member, *Linguistic Inquiry*

Peter Temin (Elisha Gray II Professor of Economics, emeritus): editorial board member, *Journal of Interdisciplinary History*

Reed Ueda (research affiliate): editor, *Journal of Interdisciplinary History*

Caroline Uhler (Henry and Grace Doherty Associate Professor, Department of Electrical Engineering and Computer Science): advisory board member, *Harvard Data Science Review*

Stephen Van Evera (professor of political science): editorial board member, *International Security* and *Journal of Cold War Studies*

Cindy Williams (research affiliate): editorial board member, *International Security*

Heidi Williams (Class of 1957 Career Development Assistant Professor, Department of Economics): associate editor, *The Review of Economics and Statistics*

Technology

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 information technology (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.

The Press is a technology-driven business operation and is dependent on a wide variety of proprietary systems and attendant vendor relationships. Mission-critical services currently in use are described below.

Alfresco

Alfresco, a content management system for book assets and their metadata, functions as The Press's digital archive. It is used by the acquisitions, editorial, design, production, digital products, and software services groups. Extensions to Alfresco allow file interchanges with external compositing and printing vendors. Customized workflows overlaid on the system facilitate the movement and tracking of a title through its life cycle. The Alfresco archive stores the assets of finished titles for retrieval.

Atypon

The MIT Press has hosted its journals on the Atypon Literatum platform since 2005 and has a contract to continue to do so through April 1, 2021. As noted above, the relationship with this service provider has been problematic, and so we will be terminating our agreement with Atypon when our contract expires. We plan to consolidate all of our content assets (books, journals, and reference works) on one platform (Silverchair, as described below).

Bookmaster

Bookmaster (version 7.7) is our inventory system and (current) royalty system. It is an AS/400 (green screen) program. Maintenance and upgrades are handled by a fulfillment service provider (LSC Communications) in consultation with software provider Iptor Supply Chain Systems.

Customer Relationship Management

Customer Relationship Management (CRM) is a software approach to managing a company's interactions with current and potential customers. Implementing a relationship-building tool would potentially offer us a much more integrated and useful view of who buys our books, subscribes to our journals, and subscribes to our current and future platform products. We are currently evaluating cloud-based CRM services and expect to have an agreement in place by the end of 2019.

FileMaker

Filemaker (Pro 15) is the database program used for AllBooks (our book title management system) and AllJournals (our journal title/issue management system).

Journal Manuscript Management Systems

We currently utilize six different manuscript submission and peer-review systems across our inventory of journals. In some cases, The Press pays for the tool; in other cases, the journal's editorial office does so. Of these tools, the most prevalent are Editorial Manager (six journals) and Editorial Express (five journals). With the 2018 acquisition of Aries Systems (which developed Editorial Manager) by Elsevier, The Press is evaluating open source solutions as an alternative to Editorial Manager.

MetaComet

MetaComet, a cloud-based accounting software application that helps publishers automate authors' royalties. It will replace the Bookmaster royalty module by the end of 2019. MetaComet can handle micro transactions and rights/licensing accounting, and it includes an author portal that will reduce dependence on paper statements and streamline author communications.

Overleaf

The Press recently entered into an agreement, joint with the MIT Libraries, for deployment of Overleaf, an online, collaborative LaTeX writing and editing tool. The journals production group is implementing Overleaf as our LaTeX editing solution.

Approximately 25% of The Press's journals require a LaTeX production workflow. Our books editorial division will be conducting a trial of Overleaf for online editing of LaTeX manuscripts in the upcoming months.

PubPub

PubPub is an open authoring and publishing platform developed in 2016 by Travis Rich, then a graduate student in the Viral Communications Group at the MIT Media Lab. PubPub is designed to socialize the process of knowledge creation by integrating embedded conversation, annotation, and versioning into both short- and long-form digital publications. Now in version 6, PubPub has an extensive feature set that includes support for rich commenting and review as well as images, video, interactive frames, mathematical expressions, and footnotes. PubPub's latest launch is the Harvard Data Science Review. PubPub is being developed under the auspices of the Knowledge Futures Group, a partnership with the MIT Media Lab.

RedLink

The RedLink Network serves as a single location to communicate Internet provider (IP) address changes, link resolver updates, and library branding to hundreds of publishers. It will be integrated into our new Silverchair platform. RedLink was acquired by Atypon earlier this year.

SAP

SAP is MIT's enterprise resource planning system. It contains a range of process modules incorporated into a single database. An SAP general ledger provides the functionality required to maintain one or more sets of books, generate financial statements and informational reports, manage a business's cash flow and fixed asset accounts, and perform accounts payable and accounts receivable transactions.

Scribe

The Press recently entered into an agreement with Scribe for application of its Well-formed Document Workflow methodology in book markup and production. Scribe works with Microsoft Word and Adobe InDesign and allows for final outputs to PDF, ePub, Mobi, and HTML, as well as roundtripping back to a Word file at the end of the production process. Scribe's markup tools will also allow us to accommodate style variations of the same element (which eXtyles did not). Composition templates are being updated and standardized for the new tag set, and we will be transitioning to HTML output rather than DTD-specific xml files.

Silverchair Information Systems

In July 2018, we chose Silverchair as our new institutional content product hosting service. Silverchair is now delivering our e-books through MIT Press Direct and will, in 2021, serve our inventory of journals as well. Also, we will soon be migrating our 20-year-old vertical in the cognitive sciences to Silverchair. Consolidating our institutional products on one platform will reduce our administrative overhead and allow us to conceptualize and produce new products by creatively bundling heterogeneous content from our publishing programs.

THINK

The Journals and Digital Products Customer Service group uses the THINK subscription system to fulfill all journal subscriptions as well as track revenue for online institutional products, CogNet, ARTECA, and MIT Press Direct. Our THINK database is hosted by MPS-THINK on AWS (Amazon Web Services); however, we were originally an on-premises customer, and so we own the THINK code.

MIT Knowledge Futures Group

The Knowledge Futures Group (KFG), established in 2018, is a community of technologists, information creators, and scholarly publishers that is committed to addressing a core set of pressing and complex issues within research-intensive institutions. The group's goal is to develop open tools, infrastructure, and transparent business models that will bend the arc of knowledge creation and consumption toward equity and independence.

KFG began as a joint project of the MIT Media Lab and The MIT Press. The group's primary source of funding has been Reid Hoffman, who has donated $2.3 million over the last 18 months. KFG is now a sponsored project of YarnLabs, a Media Lab comprehensive fiscal sponsor.

KFG currently supports two significant projects: PubPub (our open source/open access end-to-end publishing system) and Underlay, a global, distributed open knowledge graph.

PubPub is fully operational and currently supports 494 communities. Before the launch of the current version of PubPub (version 6), we supported fewer than 200 communities, and about 20% were active.
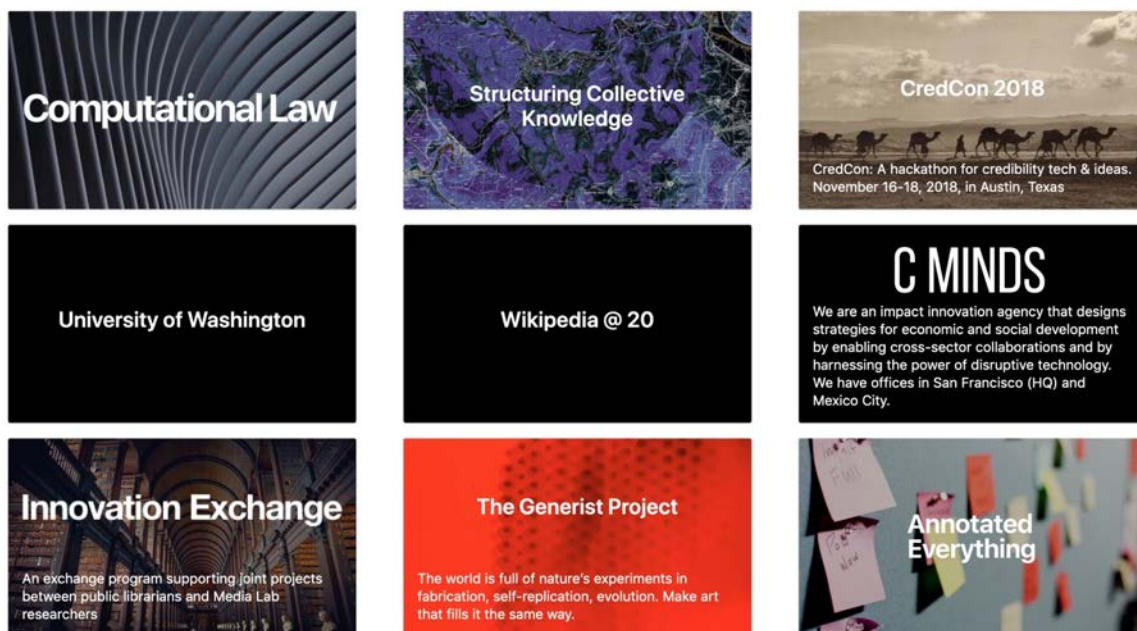
A sampling of PubPub communities that are active.

Data points of note include the following:

- Discussions: 6,087 total. We view discussions (commentary, annotations) as a core metric and a significant differentiating feature. We have realized a 47% average monthly growth rate over the last three months.

- Users: 9,536 total. We are seeing solid growth in total and active users, with average monthly active users approaching 5% of total users.

- Traffic: 222,000 total page views. We do not consider this a robust indicator of community health. We saw a slight dip over the late spring and summer, which tracks with a standard academic usage cycle.

One of our flagship publications, launched in June, is the *Harvard Data Science Review*. *HDSR* is a new open access journal that includes complex data visualizations.

Screenshot of a journal published on the new Harvard Data Science Review website.

PubPub is also hosting a major report on the state of open source publishing systems. The report, Mind the Gap, was made possible by a grant from the Andrew W. Mellon Foundation.

Underlay has developed its first robust use case: the Prior Art Archive (PAA), an "overlay" that surfaces prior technical art for the IT industry. The PAA, developed collaboratively with Cisco, includes approximately 175,000 documents contributed by company partners. The goal of the open archive is to give inventors and Patent and Trademark Office examiners the tools they need to comprehensively review archived intellectual property documents and issue higher quality patents. Underlay recently

received a generous grant ($1.6 million) from the Sloan Foundation to extend work related to the PAA. Under the terms of this grant, the Underlay team will clean and disambiguate metadata including extracted citations, links to scholarship and prior art, and links to research on those data. We will host the resulting databases, software, and models under a free license.

Screenshot of Prior Art Archive search results interface.

In FY2020, KFG will focus its research and development efforts on the following:

- Registering as a not-for-profit corporation and filing for 501(c)3 status

- Implementing a comprehensive redesign of PubPub, including a buildout of the editorial management workflow system, refinement of business models and related documents (e.g., hosting/service agreements), and active pursuit of partners in the capacity of a fee-based service provider

- Hiring an Underlay program manager in addition to pursuing additional grant funding, developing three to four compelling use cases, creating a consortium, establishing an advisory board, and expanding coverage of the Prior Art Archive

Members of KFG include founding directors Joi Ito and Amy Brand, assistant director and PubPub development lead Travis Rich, product manager Gabe Stein, PubPub senior project editor Catherine Ahearn, head of partnerships Heather Staines, and managing director Terry Ehling. Also affiliated with the group are SJ Klein (Underlay), Joel Gustafson (Protocol Labs), and Danny Hillis (visiting professor at the Media Lab).

MIT Press Management Board, 2018–2019

Chris Bourg (chair), MIT Libraries

Sanjay E. Sarma, MIT Open Learning

David C. Schmittlein, Sloan School of Management

Susan S. Silbey, Anthropology Program

Jennifer Chayes, Microsoft Research New England

John R. Inglis, Cold Spring Harbor Laboratory Press

Joichi Ito, Program in Media Arts and Sciences

Franny Lee, Chegg Inc.

R. Gregory Morgan, MIT Corporation

Lee Pelton, Emerson College

Kristen Ratan, Collaborative Knowledge Foundation

Amy Brand, The MIT Press

David I. Kaiser, Program in Science, Technology, and Society

Glen Shor, Office of the Executive Vice President and Treasurer

MIT Press Editorial Board, 2018–2019

David I. Kaiser (chair), Program in Science, Technology, and Society

Chris Bourg, MIT Libraries

Amy Brand, The MIT Press

Olivier L. De Weck, Department of Aeronautics and Astronautics

Edward A. Gibson, Department of Brain and Cognitive Sciences

D. Fox Harrell, Comparative Media Studies/Writing and Computer Science and Artificial Intelligence Laboratory

Daniel Jackson, Department of Electrical Engineering and Computer Science

Alan Pradip Jasanoff, Department of Biological Engineering

Ana Miljacki, Department of Architecture

Nick Montfort, Comparative Media Studies/Writing

Wanda J. Orlikowski, Sloan School of Management

David Pesetsky, Department of Linguistics and Philosophy

Noelle E. Selin, Institute for Data, Systems, and Society

Bruce Tidor, Department of Biological Engineering

Robert Townsend, Department of Economics

The MIT Press Bookstore

The MIT Press Bookstore was established in 1980 as the campus showroom for books and journals published by The Press. Our current inventory includes over 12,000 books representing 7,000 unique titles. We continue to feature MIT Press publications as well as a carefully curated selection of nonfiction works from other university presses and publishers of interest to the MIT community. This past year, we even introduced a children's book section with a selection of 600 STEAM titles for young readers. Total sales for the section surpassed $30,000 in its first year. Open seven days a week, the bookstore caters to a clientele that includes MIT students and faculty members, local business employees, Central and Kendall Square residents, and international visitors to the campus.

The bookstore has settled into its temporary location at 301 Massachusetts Avenue (N50). Plans are already under way to return the store to the MIT campus with a move back to the fully renovated 314 Main Street location in 2021.

The top 10 best-selling MIT Press books at the bookstore during FY2019 were as follows:

1. Clark, *Designing an Internet*

2. Herzog, *Carbon Capture* (Essential Knowledge series)

3. Kelleher, *Deep Learning* (Essential Knowledge series)

4. Alpaydin, *Machine Learning* (Essential Knowledge series)

5. Bernardi, Sarma, and Traub, *The Inversion Factor*

6. Sejnowski, *The Deep Learning Revolution* (Essential Knowledge series)

7. Schrage, *The Innovator's Hypothesis*

8. Sheffi, *Balancing Green*

9. Costandi, *Neuroplasticity* (Essential Knowledge series)

10. Rayo, *On the Brink of Paradox*

Amy Brand
Director