

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 re-invention 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 MIT, 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. The MIT Press is engaged in children’s science, technology, engineering, and mathematics (STEM) publishing, is distributed by Penguin Random House Publishing Services (PRHPS)—the world’s largest publisher—is successful in launching its own publishing technology lab, and is actively transitioning a high-impact academic book and journal program to default open access. Through its award-winning publications and global distribution channels, The MIT Press extends MIT’s visibility and reputation for excellence throughout the world.

Mission

The mission of The MIT Press is to lead by pushing the boundaries of scholarly publishing in active partnership with the MIT community and in alignment 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 MIT 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 FY2022 Highlights

The MIT Press is holding its own during ongoing challenge and change. The financial and operational volatility of the pandemic continued in fiscal year 2022, especially with

respect to publishing logistics and expenses, with cost of sales up 23% during the year. At the same time, monthly revenues have started to return to pre-pandemic levels, and the press had its best year ever in terms of gross revenues. Work culture changes around hybrid-as-the-new-normal continue as well, along with staff retention and compensation challenges. The MIT Press is making great strides in the face of new imperatives around hybrid and remote work while building a more inclusive culture.

In FY2021, The MIT Press focused on the rationale for covering a portion of its open publishing initiatives within the General Institute Budget. That campaign was ultimately unsuccessful; hence the press has pivoted to a full-fledged fundraising effort. We spent almost 50% of our time in recent months lining up messaging, collateral, and internal, and external relationships around this fundraising commitment. We raised \$1.5 million in the initial phase of this effort and are aiming for a total of \$30 million over the next several years. With the recent hire of a dedicated development officer, we will spend about 25% of our time on fundraising for the foreseeable future.

Seeing so many authors and friends of The MIT Press at its 60th anniversary celebration in June 2022 and bringing all of our team members together for the first time in two years at the all-hands retreat that followed were the high points of the year. With all the work and planning that went into those events, and with the strong indications that we are returning to sounder financial footing, we have reached an inflection point—a time to transition from a reactive mode in which we responded as agilely as possible to the curveballs of recent world events and their economic impacts to a less frenetic and more proactive mode in which we have normalized agility and can proceed intentionally in line with our stated strategic priorities.

The MIT Press Fund for the Future

Solutions to the world’s challenges have the most impact when they are effectively communicated and widely understood. We can change the world by enlightening minds—spreading knowledge in the form of new discoveries and bold ideas. As media channels proliferate, however, the difference between unfiltered content and curated knowledge is starker than ever, as is the urgent need for trustworthy stewardship in a growing sea of unreliable information.

University presses play an invaluable but undercelebrated role within the modern media landscape. We look beyond transitory market forces to publish works that elevate knowledge to inform and empower. Established in 1962, The MIT Press stands out among peers as the most boldly innovative university press in operation today. We provide a unique lens on the interplay among science, design, technology, and culture in order to accelerate problem solving, social progress, and human understanding.

The MIT Press strives to bring world-changing knowledge to minds, hands, and hearts around the globe where it has the greatest potential for social impact. We feel a moral imperative to counter the damaging tide of misinformation and to mobilize knowledge to create fairer, freer, and more open societies. To ensure that we continue to push the boundaries of publishing for the public good for decades to come, we are launching The MIT Press Fund for the Future.

Impact Areas

Open Access

As part of MIT's long-standing commitment to openly sharing science and scholarship, The MIT Press leads in freely distributing award-winning publications. We continue to distinguish ourselves in the number and quality of our open access books and journals, and in bold experiments with new publishing models for the public good.

Intellectual Freedom

The MIT Press embraces nuance, complexity, and intellectual freedom in a time when our right to freely choose what to read, write, and say is under threat. By giving voice to diverse and underrepresented perspectives from the most credible and interdisciplinary minds, we enrich public discourse and advance our knowledge of the world and one another.

Academic Publishing

The MIT Press stands out among peers for producing carefully curated, strikingly designed works that shorten the path from idea to impact. We created a new open access business model for scholarly books, responded to the pandemic with an innovative rapid review journal, and launched a first-of-its-kind collaboration between a university press and a leading children's publisher.

Global Discourse

The MIT Press enhances MIT's visibility and reputation for excellence around the world through rigorously peer reviewed, high-quality publications and worldwide distribution channels, reaching the global research community, general readers, social media influencers, and news outlets locally, nationally, and internationally. We sell over one million book units around the globe every year, publish more than 350 books and 40 journals annually, and have licensed more than 2,300 translations in 45 languages over the past decade.

Finances

The MIT Press is on its way to recovery following the challenges of the last two years, with its highest ever revenue year (\$28,112,716) in FY2022, reflecting an increase of 7.87% over FY2021. However, costs increased significantly in FY2022 as well (\$29,563,831), up 4.06% over FY2021, with the result that we closed the year with \$1.45 million in losses. The pandemic's impact on The MIT Press Bookstore, cost of sales, and supply chain, as well as steep inflation, drove expenditures up across the board. These challenges, together with an end-of-the-year increase in our royalty reserves, resulted in \$1.15 million increases in overall expenses over the prior year. Overall FY2022 sales performance of MIT Press books and journals improved relative to FY2021, resulting in a revenue increase of \$2.05 million over the prior year. This improvement is particularly significant given a challenging fourth quarter that saw a slowing of book sales and increase in bulk returns.

The MIT Press is out-performing peer presses despite post-Covid-19 pandemic challenges, having led the way in preparing for market shifts to digital content, open access, and consolidation of manufacturing and distribution.

Trade Publishing, Sales, Rights, and Publicity

January through July Sales, 2022 versus 2021

| Year | Sales | Frontlist | Backlist | Gross sales | Return | Return | Net | Increase |
|------|-------------|-------------|-------------|--------------|-------------|--------|-------------|----------|
| 2022 | \$2,873,394 | \$2,736,972 | \$5,033,967 | \$10,644,333 | \$1,486,943 | 14.0% | \$9,157,390 | 12.0% |
| 2021 | \$1,688,637 | \$2,025,815 | \$6,217,792 | \$9,932,244 | \$1,755,994 | 17.7% | \$8,176,250 | |

Despite an uncertain economy still adjusting to pandemic disruptions and fears of recession, book sales through our sales and distribution partner Penguin Random House Publishing Services have shown solid growth through the first seven months of the calendar year. We are up 12% to the same sales as last year.

This has been led by our spring 2022 new releases, where sales are up 70%. Frontlist (first-year) sales are up an encouraging 35% as well.

However, backlist sales—the bulk of our publications—are down 19%. Because of the longer supply windows over the past year, national accounts like Amazon and wholesalers Ingram and Baker & Taylor carried excess inventory, as much as an eight-week supply, to anticipate delays. Now that shipping delays are beginning to decline (at least domestically), accounts are returning to their normal two to three weeks of inventory and selling through the existing excess stock.

Despite the backlist challenges, our overall sales picture is encouraging in light of the industry-wide drop in book sales reported by the American Association of Publishers (AAP). AAP reports a 2.5% overall decrease through May with hardcover (new release) books down 11.4%, higher education sales down 9.2%, and our fellow university presses down 5.8%.

The global breakdown of our sales is on par with pre-pandemic norms: 61% US, 3.5% Canada, and 35.5% rest of the world.

One cause for concern is that our UK and EU sales are down 10% for the period. There are understandable reasons for this: the lasting effects of the pandemic on the supply chain and the friction caused by Brexit in the fluid transport of goods from the UK to EU. However, because the UK is the second largest market for our books, we are analyzing all potential causes and are taking the opportunity to evaluate our still-young distribution arrangement with PRHPS to ensure there are no issues with their international sales and distribution of our academic content.

Much of the good news above can be attributed to our efforts in publicizing, marketing, and promoting our books. Our trade book global publicity team continues to achieve outstanding results from its media outreach efforts with major media launches for more than 50 of our new trade (general consumer) titles each season. Our books were covered

by print, digital, radio, and television media as varied as *Publisher's Weekly*, the *Library Journal*, the *New York Review of Books*, the *New Yorker*, the *Washington Post*, the *LA Times*, the *Wall Street Journal*, *The Guardian*, *Wired*, *GQ*, the *Columbia Journalism Review*, *MIT Technology Review*, *Sloan Management Review*, NPR, BBC, CNN, TED, and even celebrity podcasts from Alan Alda and Levar Burton.

Our online magazine, *The MIT Press Reader*, continues to augment our publicity efforts for our trade titles overall and bring renewed attention to our outstanding backlist. In the past year, the site has amassed more than 2 million organic views from at least 100 countries and has yielded more than 15,000 clicks to The MIT Press book landing pages.

Our subsidiary rights licensing efforts have continued unabated despite the pandemic disruptions. We had one of our strongest fiscal years in FY2022 with \$1.4 million in net licensing revenue and more than 300 new licenses generated from foreign publishers interested in translating our books into 25 different languages. The return to in-person licensing events at the London Book Fair in April 2022 and the upcoming Frankfurt Book Fair in October should ensure this continues.

Finally, September marks the one-year anniversary of The MIT Press Bookstore in its new Kendall Square location at 314 Main Street. With the pandemic and general construction disruptions in Kendall limiting commuter and foot traffic, it has been a challenging first year. However, with a new store manager in place, a revitalized events program, and increased networking within the Kendall Square community, we are optimistic about future growth for the store. The store itself is beautiful—well merchandised and intelligently curated—and it should be a busy retail setting once Kendall Square is again in full swing.

Acquisitions

With the ongoing pause of in-person activities during this second pandemic year, our acquisitions editors had to cancel many of their plans to travel to academic conferences. Still, they joined masked audiences at numerous author speaking events, and they continued to work with authors to develop and publish their books.

Among the many notable books we published during FY2022, Ruchika Tulshyan's *Inclusion on Purpose* stands out for its call to organizations to create cultures of belonging that center the experiences of women of color. The MIT Press Inclusion, Diversity, Equity, and Accessibility (IDEA) plan challenges us to create an inclusive publishing culture and (among other things) to diversify our author and reviewer networks. We continue to work to grow the number of authors who identify as Black, Indigenous, or people of color who are otherwise underrepresented in the fields in which The MIT Press publishes.

To understand the demographic composition of our current author networks, we conducted a survey of authors whose books were published between 2016 and 2021. Using an anonymous and optional questionnaire, we asked 1,141 authors about their age, gender, country of residence, physical and cognitive ability, sexual orientation, and race or ethnicity. The results were sobering but not surprising. Authors who identify as

white (79%) and as men (59%) comprise most of our currently published authors. Most live in the United States (68%) or in the UK/Europe (20%). With a 31% response rate, the survey provides a baseline against which to measure progress as we seek to expand our networks and diversify our roster of published authors.

Our new Grant Program for Diverse Voices will support the inclusion of underrepresented authors. This exciting initiative, for which we have raised generous funds, will offer direct support to authors whose proposals are peer-reviewed and under active consideration. Authors may apply for support for a wide range of needs—from childcare and teaching leaves to permissions fees to developmental editing.

Among the most anticipated books published in FY2022 were revisions of classic textbooks, including a comprehensively updated and expanded fourth edition of *Introduction to Algorithms* by Cormen, Rivest, Leiserson, and Stein; a remarkable new Javascript edition of Abelson and Sussman’s iconic *Structure and Interpretation of Computer Programs*; a fifth edition of the late Simon Benninga’s *Financial Modeling*, updated by Tal Mofkadi; and a second edition of Kevin Murphy’s *Probabilistic Machine Learning*.

In computing and science fields, textbook authors now routinely require open access (OA) as a condition of publication. Motivated by the intent to shape teaching and learning around the world, many such authors see OA as central to their goals as educators. Given the importance of these high caliber textbooks to The MIT Press’s mission, identity, and financial health, the discussion of OA, book by book, comes with real stakes. A new external grant to support OA textbooks offers a way to embrace OA with less risk, aligned with our own goals of providing access to the best teaching materials regardless of a student’s ability to pay.

MIT Press editors transmitted 341 projects into production during FY2022. New contract signings were slightly down against goals, with fewer trade and original textbook signings than anticipated. Total signings are 271 contracts for MIT Press titles plus 88 books distributed for other publishers.

FY2022 Number of Titles Signed by Book Category, Actual versus Goal

| Category | Goal | Actual |
|-----------------------------------|------------|------------|
| Professional edited collections | 16 | 11 |
| Professional/scholarly monographs | 93 | 106 |
| Trade books | 133 | 109 |
| Trade edited collections | 11 | 14 |
| Trade Essential Knowledge series | 14 | 7 |
| Texts (original) | 31 | 19 |
| Texts (revised) | 6 | 5 |
| Reference and handbooks | 1 | 0 |
| Total MIT Press contracts | 305 | 271 |
| Distributions | 80 | 88 |
| Grand total | 385 | 359 |

Journals and Open Access

The Journals program ended FY2022 with total revenues (earned subscription income plus other publishing income) totaling \$6.033 million.

Journals Division Revenues (\$000)

| Revenue source | FY2020 | FY2021 | FY2022 |
|-------------------------|----------------|----------------|----------------|
| Net income plus CogNet | \$4,567 | \$3,592 | \$4,099 |
| Other publishing income | \$1,972 | \$1,969 | \$1,934 |
| Total revenues | \$6,539 | \$5,561 | \$6,033 |

MIT Press journal revenues continue to recover from pandemic-related reductions in library budgets and consequent declines in subscription sales. Some weaknesses with aggregators remain, and softening revenues from that portion of our business continue to hinder our ability to fully recover to pre-pandemic levels. For example, our income from our primary distribution partner, Project MUSE, was down \$149,000 in FY2022. The net return from our journals division remains strong, however, and the division continues to make significant strides towards publishing more open access articles each year. The division now has 14 open access titles and has recently signed a 15th, the *Journal of Climate Resilience & Climate Justice*.

We are especially proud of our innovations in the arena of preprint publishing. Our overlay journal, *Rapid Reviews: COVID-19 (RR:C19)*, won the 2022 Association of American Publishers Award for Innovation in Journal Publishing. Edited by University of California-Berkeley Public Health Professor of Health Policy and Management Stefano Bertozzi, the journal seeks to accelerate peer review of Covid-19-related research and prevent the dissemination of false or misleading scientific news. The journal employs graduate students at UC Berkeley, MIT, and elsewhere and is our first title to use artificial intelligence to identify appropriate preprints to review as well as peer reviewers.

Data Analytics Steering Committee

In keeping with The MIT Press's strategic goal of becoming a more data-focused organization, we have undertaken the formation of the Data Analytics Steering Committee (DASC). DASC has a broad and ambitious mandate that spans all departments at the press. The committee's objectives include identifying gaps in our metadata and finding ways to streamline data gathering and analysis to produce actionable insights that we can use to remain at the forefront of the publishing industry. The committee brings together a variety of internal stakeholders and encourages the sharing of ideas and expertise to "un-silo" data and develop a culture of data-oriented information exchange.

Direct to Open

With the support of 242 libraries participating in our Direct to Open program for scholarly monographs, The MIT Press is publishing its full list of 2022 scholarly monographs and edited collections open access on our digital platform. This is a major milestone that has further cemented our strong reputation as a leader in equitable and affordable open access publishing and a catalyst for change in scholarly communication.

The majority of our participating libraries came to us through relationships we established with consortia, and most elected to support the full collection of books. We had higher-than-anticipated participation from the largest libraries and institutions in North America. One third of the participants elected to support the model for three years—something that allows us to build momentum for the model and contributes to its sustainability.

Marketing and Communications

During FY2022, staffing was our top priority. Jessica Pelliien joined The MIT Press as marketing and communications director in July 2021, bringing a cohesive vision and consolidated approach to book, journal, and institutional products marketing. We filled key positions like advertising and promotions manager, social media associate manager, textbook marketing manager, copywriting manager, and marketing assistant and added a new position of promotions associate.

With a great team of new employees and veteran MIT Press-ers now in place, we plan to implement strategies and innovative campaigns that drive growth in revenue and visibility. In academic publishing, the ways in which strategic marketing amplifies and simplifies the content within our book and journal publications are key components of what it means to publish effectively and hence best serve our authors and readers.

New Initiatives

- We are midway through a campaign to celebrate the 60th anniversary of The MIT Press that has included a reception at the Samberg Conference Center, a brochure with a timeline of our history, and blog and social posts to highlight our books, journals, and staff.
- With focused effort, we have increased the average number of preorders per book. Over 50% of our fall-season authors opted to participate in a Barnes and Noble preorder sale, selling more than 1,700 books in two days. Academic trade author Marc Bellemare (*Doing Economics*) used our strategy to create almost 800 preorders.
- We undertook direct-to-bookstore marketing through ads with trade associations, giveaways like Mildred Dresselhaus mini-figures to shops that stock *Carbon Queen*, and in-store displays at Seminary Coop and Harvard Bookstore to celebrate our 60th anniversary.
- We ran Instagram takeovers and live events on social media with journal editors from *Leonardo* and *Design Issues*.
- We implemented new processes for promoting local and MIT-affiliated authors and announcing important book deals as well as new book series.
- Our authors@mit event series relaunched with the MIT Libraries and events for *Carbon Queen*, *Where Futures Converge*, and *The Real World of College*.

Improving Legacy Marketing

- Multimedia content like Amazon+ graphics and videos
- High-visibility print advertising campaigns in the *Boston Globe*, the *New York Times*, and the *New York Review of Books*
- Cost-effective subject category digital ads to market multiple books and promote our publishing strengths
- Virtual exhibits enhanced with web, email, and social marketing

Standout Campaigns

- The holiday book sale sold 253 units and produced \$7,841.73 in revenue.
- The spring book sale sold 557 units and led to \$11,289.18 in revenue.
- In a promotion for *Carbon Queen* by Maia Weinstock, Lego minifigures of Millie Dresselhaus were distributed to bookstores and used in social giveaways.
- There were extensive social media promotion efforts for *Power On* by Jean Ryoo and Jane Margolis with ads, a book trailer, giveaways, and *Girl's Life Magazine* TikTok.
- We celebrated the 52nd anniversary of the *Journal of Interdisciplinary History* with a reception and presentation at the American Academy of Arts and Sciences.

Book and Journal Awards

- Six of our books and journals received prestigious PROSE Awards.
- Seven of our books were named Outstanding Academic Title by *Choice* magazine.
- *The Charisma Machine* by Morgan Ames (2020) and *The Alchemy of Us* by Ainissa Ramirez (2021) won Sally Hacker Prizes.
- *Documentary in Dispute* by Sarah M. Miller won the College Art Association Alfred H. Barr Jr. Award.
- *The Distance Cure* by Hannah Zeavin won the 2022 Courage to Dream Book Prize.
- *Dressing Up* by Elizabeth Block won the 2022 Victorian Society in America Book Award.

Business Systems and Operations

Office and People Operations

Our office move within Kendall Square from 1 Rogers Street to the 12th floor of 1 Broadway resulted in a reduction of 65% in office space. This, combined with the ongoing uncertainty of the Covid-19 pandemic, changed the makeup of our in-office culture as more staff chose to work remotely. Our team continued to support staff with business, people, and office operations, no matter where they were working.

The MIT Press IDEA Plan for accountability in inclusion, diversity, equity, and accessibility was developed in 2021. We maintained our commitment to the plan and the accountability tracker throughout FY2022. Highlights from the year included work on bias-free training for managers; ongoing diversity, equity, and inclusion training specific to our functional units; and establishing resources for identifying small and diverse businesses in the Cambridge, MA area. In FY2023 we will continue work related to hiring, onboarding, and staff retention.

Business Systems

The team continued to focus on projects to support the mission and improve efficiency of our systems and workflows. Major initiatives in the year included:

- **Main Press Website:** We contracted with Supadu to host our main website and provide better search functionality and user experience. The team worked throughout the year to ensure data integrity and accuracy of the new site, which launched in summer 2022.
- **MIT Press Direct:** Our open access initiative this year required our team's effort in data and content management of the collection. Work progressed on the migration of MIT CogNet to the Direct platform and is scheduled for completion in December 2022. The CogNet migration is the final piece in our plan to aggregate all The MIT Press's institutional content assets on one enterprise-scale publishing and distribution platform.
- **DLC Direct:** A personnel departure presented the opportunity to rethink how we support MIT Press staff technology needs. Hardware (laptop) deployment and support, previously managed by The MIT Press, will now be handled by Information Systems and Technology. In this program, we commit to a three-year laptop rotation (versus our previous business model of purchasing and supporting laptops for six or more years). We expect this to be a great improvement for our office productivity and morale as well as a reduction in the number of tickets managed by our in-house tech team. We undertook a soft launch in FY2022, with plans for full implementation in FY2023.

Our team goals for FY2023 include building a new book profit and loss to inform printing decisions, implementing additional application program interfaces for work efficiencies and functionality between business systems, developing reports to indicate impact and other business analytics, and ongoing partnerships with staff to minimize manual data entry and automate tasks and reporting.

Publishing Innovation

In spring 2022, The MIT Press secured seed funding to develop a new, open access edition of a seminal reference work that we published in 1999, the *MIT Encyclopedia of Cognitive Science (MITECS)*. We have in principle commitments from two outstanding mid-career academics, Michael Frank (Stanford University) and Asifa Majid (Oxford University), to serve as lead editors of the revised edition. We expect to launch MITECS 2.0 on the PubPub platform in 2024.

We have expanded our remit for the novel overlay journal, *Rapid Reviews: COVID-19*, to encompass infectious diseases. The transition from *RR:C19* to *Rapid Reviews: Infectious Diseases* will get under way this fall, also with the support of outside funding. We are pursuing grants to support the development of artificial intelligence (AI) natural language processing (NLP) tooling, in concert with the Allen Institute for AI, that will make it possible to identify, aggregate, and evaluate, at scale, relevant preprints on emerging and evolving infectious diseases and pipeline those vetted preprints to appropriate journals more efficiently.

This past year has also brought forward an opportunity to explore the creation and use of synthetically generated narration using NLP technology. We have an active pilot under way with startup Speechki. As of July 2022, we have produced synth audio versions of a handful of journal articles and book chapters that will be used for marketing collateral. This coming year we expect to enter into an enterprise-scale relationship with Google to produce hundreds of audio books using their synth voicing technology.

Our publishing partnership with the Schwarzman College is a marquee example for how The MIT Press can effectively work with MIT departments, labs, and centers to produce and deliver important and newsworthy resources authored or edited by faculty and researchers at the Institute. We believe that the case method publishing model we developed jointly with David Kaiser and Julie Shah, the directors of the cross-cutting Social and Ethical Responsibilities of Computing (SERC) program at Schwarzman, is applicable to many other observational and theoretically interesting studies.

Four issues in the SERC Case Study Series have been published since the launch of the series in winter 2020, and the site has received 56,000 pageviews since the series debut. “The Cloud is Material: On the Environmental Impacts of Computation and Data Storage,” published in January, has been our most downloaded case article to date.

Our primary technology partner for most of our innovative activities over the last three years has been the Knowledge Futures Group (KFG), a community of technologists, information creators, and scholarly publishers, most notably The MIT Press, committed to addressing a core set of pressing and complex issues within research-intensive institutions. KFG’s core technology product, PubPub, was conceived and developed at the Media Lab and operationalized by The MIT Press. A significant number of high impact publications from The MIT Press are hosted OA on the PubPub platform, including *Frankenbook*, the *Harvard Data Science Review*, *Rapid Reviews: COVID-19*, and our Works in Progress series.

Editorial, Design, and Production

Manuscript Editorial

We are transitioning our outsourced editorial work to a model with US-based copyediting and India-based project management to realize cost savings of approximately 20% on each title.

Design

We increased freelancer use last year to help manage workload and to expand the variety and diversity of our cover designs.

Production

We have worked hard to keep our current printer relationships in good standing. While our peers are receiving 100-day schedules for hardcovers, we are getting 35-day schedules (which is longer than we used to see but very fast in comparison to other publishers' schedules).

Publishing Logistics

Shipping costs and paper pricing continue to be a high financial burden for printing books.

We are working diligently to address excess inventory in our distribution warehouse, looking to save \$100,000 in storage fees in FY2023.

After our office move, the historical record of our publishing program—one copy of each printed book—was successfully transferred to our Library Annex storage space.

We have established a new set of book types to allow us to distinguish our professional/practitioner titles, which should have higher individual purchaser appeal from our scholarly/academic titles, which sell largely to academic libraries.

Penguin Random House plans to launch a program for sourcing print on demand in Australia, and The MIT Press has agreed to be among the first clients in the program. Files from the Australia program will be used to populate the launch of a UK print-on-demand program (still in the preliminary discovery phase).

Print-on-demand international shipping is not currently offered on orders placed directly with Penguin Random House. They are working on a system upgrade to allow customs and financial record transactions between Penguin Random House and their print-on-demand vendor.

Appendix

MIT-Affiliated Authors Published in FY2022

- Stefanie Shattuck-Hufnagel, University of Western Sydney, *Prosodic Theory and Practice*
- Charles E. Leiserson, *Introduction to Algorithms*, fourth edition
- Ronald L. Rivest, *Introduction to Algorithms*, fourth edition
- Maia Weinstock, MIT News Office, *Carbon Queen*
- Suzanne Flynn, Executive Officer, Ph.D. Program in Linguistics, CUNY Graduate Center, *Language in Development*

- Robert Buderer, Executive Director, Cambridge Historical Commission, City of Cambridge, *Where Futures Converge*
- Barton Zwiebach, *Mastering Quantum Mechanics*
- Fábio Duarte, Associate Professor, Digital Media, Georgia Institute of Technology, *Urban Play*
- Ricardo Álvarez, *Urban Play*
- Jean-Jacques Degroof, David Sarnoff Professor of Management Technology, *From the Basement to the Dome*
- Ritu Raman, Department of Biology, *Biofabrication*
- Harold Abelson, Professor of Computer Science and Engineering, *Computational Thinking Education in K-12, Structure and Interpretation of Computer Programs*
- Miro Kazakoff, Sloan School of Management, *Persuading with Data*
- George Hoberg, Professor, School of Policy and Global Affairs, University of British Columbia, *The Resistance Dilemma*
- David L. Shrier, Toshiba Professor of Media, Arts, and Sciences, Media Lab, *Global Fintech*
- Alex Pentland, Professor of Practice, Business School, College of London, *Global Fintech, Building the New Economy*
- Kenneth L. Caneva, *Helmholtz and the Conservation of Energy*
- Gerald Jay Sussman, MIT Computer Science and Artificial Intelligence Laboratory, *Structure and Interpretation of Computer Programs*
- Alexander Lipton, Indiana University, *Building the New Economy*
- Thomas Hardjono, *Building the New Economy*
- Frank J. Fabozzi, *Bond Markets, Analysis, and Strategies*, 10th edition
- Charles Isbell, Vice President for Open Learning, *The Distributed Classroom*
- David Autor, Professor Emeritus, *The Work of the Future*
- David A. Mindell, Director, Program in Science, Technology, and Society, *The Work of the Future*
- Elisabeth B. Reynolds, *The Work of the Future*
- Natalie Bell, Director, Kunsthalle Basel, *Matthew Angelo Harrison*
- Sasha Costanza-Chock, *Against Reduction*
- Gary Zhexi Zhang, *Against Reduction*
- Snoweria Zhang, Research Fellow, MIT Sensible City Lab, *Against Reduction*

- Azra Aksamija, *Design to Live*
- Melina Philippou, *Design to Live*
- Noam Chomsky, Roam Agency, *The Secrets of Words*
- Ariel Ekblaw, Media Lab, *Into the Anthropocosmos*
- Shigeru Miyagawa, Division of Psychology and Language Sciences, University College London, *Syntax in the Treetops*
- Ute Meta Bauer, Professor, School of Art, Design, and Media, NTU, Singapore, *Climates. Habitats. Environments.*

Amy Brand
Director