

The MIT Press

One of the largest and most distinguished university presses in the world, [The MIT Press](#) is known for bold design, creative technology, and its commitment to continuous reinvention of university-based publishing. Since its founding in 1962, The MIT Press has 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.

The Press supports the Institute's mission to address global challenges by giving voice to peer-reviewed ideas and facts in book and journal form in fields that align with MIT's areas of strength. The Press is widely considered the most innovative university press in operation today and the only university press grounded in science and technology, engaged in children's STEM (science, technology, engineering, and mathematics) publishing, successful in launching its own publishing technology lab, and actively transitioning a high-impact academic book and journal program to default open access. Through its award-winning publications, The Press extends MIT's visibility and reputation for excellence throughout the world.

Diversity and Inclusion

The MIT Press actively strives to diversify our staff and to publish works that not only reflect but also promote the diversity of the global academy and the broader research community. The Press asserts that Black lives matter and that Black voices must be heard. We strongly support the struggle for racial justice. As a publisher of research and scholarship with a pronounced STEM focus, functioning as part of a system that has long contributed to white supremacy and misogyny, we must interrogate our role as gatekeepers and curators and commit to amplifying Black and marginalized voices.

We are actively accelerating our ongoing work to:

- Create an inclusive publishing process for authors of color
- Recruit proposals from BIPOC (Black, indigenous, and people of color) authors in all of the fields in which we publish
- Promote and publicize the work of BIPOC authors in a way that avoids tokenization
- Develop and publish books by BIPOC authors in all of our series, including the Essential Knowledge series
- Support our staff, board members, and collaborators in creating a more actively anti-racist organization

Director's Highlights

Books are carriers of civilization. Without books, history is silent, literature dumb, science crippled, thought and speculation at a standstill. They are engines of change, windows to the world, “lighthouses” (as a poet said) “erected in the sea of time.” —Barbara Tuchman

University presses are critical to the academy's core function of creating and disseminating knowledge. In these extraordinary times, the academic community is not only racing to overcome a pandemic, combat climate change, and protect civil liberties. We are also engaged in escalating information warfare. As the political sector has abdicated its responsibility to counter misinformation and the dismantling of public trust in news media, in science and the academy, and in expertise more broadly, it behooves leading research institutions to prioritize spreading research-based information in ways that maximize its impact on crucial decisions that will shape the future of humanity. University presses have a central role to play in the execution of this institutional function, and MIT itself is well placed to lead here.

The pandemic that the world is still struggling through had a significant negative impact on publishers and their supply chains in FY2020, and The MIT Press itself was down 14.8% relative to FY2019. Still, we are proud of our quick, inventive, and robust response to the crisis in the final quarter of FY2020. Features of that response included the following:

- Had MIT Press staff fully remote and operational by mid-March
- First university press with virtual author events (MIT Press Live)
- Launched the First Reads rapid publication book series
- Launched the *Rapid Reviews: COVID-19* overlay journal with McGovern Foundation funding
- Made available dozens of open access books and journal articles related to the crisis
- Enabled digital textbook access for faculty and students
- Offered complimentary access to MIT Press Direct to libraries around the world.
- Extended repayment terms for struggling bookstores

In many ways, the crisis has accelerated major changes in scientific and scholarly publishing that were already under way and in which The Press was taking a lead. Our adoption last year of the objectives and key results framework for nimble, bottom-up strategic planning has been a huge factor in our ability to pivot quickly while keeping staff members highly engaged and on mission.

Closer institutional engagement continued to be a driving focus for The MIT Press in FY2020. We are particularly gratified to have enlisted MIT faculty in new publishing ventures, such as signing Professor Alan Lightman to author the first book in our new children's book imprint, MIT Kids; he will produce a book on astrophysics for children

called *Ada and the Galaxies*. Also, we signed Professor Arup Chakraborty to write *Viruses, Pandemics and Immunity* for our new First Reads rapid book series. In addition to our growing roster of faculty authors and departmental partnerships, in December The Press co-hosted (with *Technology Review*) a major conference, [#SpreadingFacts](#), that focused on science communication and journalism in an effort to maximize public trust in evidence-based research. By participating in Task Force 2021, *Technology Review* and The Press are actively promoting stronger institutional investment in and coordination around public outreach. In a related note, the director of The MIT Press was the executive producer of a feature documentary called *Picture a Scientist* that premiered in June 2020. The film, which was inspired by the 1999 MIT report on women in science and emerged through close collaboration with several senior faculty members, chronicles the groundswell of researchers writing a new chapter for women scientists. It was an official selection of the 2020 Tribeca Film Festival and is currently being screened at hundreds of universities, nonprofits, laboratories, and corporations around the world, underscoring the different forms that impactful science communication and storytelling can take and how The MIT Press can support efforts that go well beyond the publishing of traditional books and journals.

While there are continuing threats to wrestle with such as supply chain challenges, economic and institutional crises, and accelerating library budget declines, there are also exhilarating opportunities to grow our trade and textbook programs, digital revenues, and to mine new revenue streams such as expanded publishing service offerings. The MIT Press is in a strong position to weather the lingering pandemic storm, and, as we rise to the challenges and headwinds, we expect to emerge well prepared to meet publishing's ongoing sea changes.

Finance and Operations

Financial Results

The fourth quarter of FY2020 was heavily impacted by the pandemic, resulting in a steep decline in book sales as bookstores were shuttered and retailers such as Amazon focused on household necessities and slowed ordering from publishers. The MIT Press Bookstore closed early in the pandemic and will remain shut down until it is safe for customers and employees to return. Cash flow continues to be an issue for retailers and, while recent market indicators have improved, The MIT Press continues to prepare for sustained volatility.

MIT Press revenues declined by \$2.5 million (14.8%) relative to FY2019, ending the year at \$14.1 million. Gross margins on book net sales and journals subscription sales declined by \$1.4 million (11.3%) and ended the year at \$10.8 million. Expenses decreased by \$0.4 million (2.2%), ending at \$16.2 million; this decrease was driven by Covid-related cost-savings measures, such as reduced travel and expenses and freezing of new hires and promotions. Net income was down \$2.1 million from the prior year, with this amount covered in its entirety by The Press's operating reserve.

MIT Press Operating Financials (in Thousands)

	FY2018	FY2019	FY2020
Book net sales	\$18,630	\$18,383	\$16,351
Journals subscription sales	\$4,224	\$4,123	\$4,224
Total sales	\$22,854	\$22,506	\$20,575
Cost of sales	\$9,636	\$10,284	\$9,731
Gross margin on sales	\$13,218	\$12,222	\$10,844
Other publishing income	\$3,591	\$4,357	\$3,280
Total publishing income	\$16,809	\$16,579	\$14,124
Operation expenses	\$16,759	\$16,551	\$16,183
Net operations	\$50	\$28	-\$2,059

Books Division Revenues (in Thousands)

	FY2018	FY2019	FY2020
Net sales	\$18,630	\$18,383	\$16,351
Other publishing income	\$1,538	\$1,952	\$1,628
Total books revenues	\$20,168	\$20,335	\$17,979

Data Services

In FY2020, the efforts of Data Services focused on two major migrations for The Press: Metacomet's Royalty Tracker (RT) and Penguin Random House Publishing Services (PRH). Royalty Tracker, a two-year project involving data transfer of customers, titles, sales history, and contract terms, became fully operational for the close of our royalty accounting year on March 31, 2020. Our go-live date for PRH will be July 1, 2020. FY2020 was spent transferring metadata for all of our ISBNs, as well as physical and digital inventory/assets, and adjusting internal workflows as necessary.

The help desk ensured that 100% of staff members were remote ready at the beginning of March by either deploying equipment or helping with personal computer set-ups. The team focused this year on timely responses to tickets as well as proactive communication to address commonly experienced issues in the ticket queue. This communication included regular staff emails, newsletter entries, and a Zoom skill exchange.

Editorial, Design, and Production

The editorial, design, and production departments continue to work well in the remote work environment. Most of our workflows were already electronic. Processes that were not were quickly modified, and staff are now accustomed to the new procedures. Design department staff struggle the most as their home set-ups are not equipped with the larger monitors they are used to working with, and they are missing access to printers for printing out samples of their designed books.

The general impact on book schedules has been relatively unremarkable with the exception of accelerated projects. Our print vendors have remained open throughout

the Covid crisis, allowing our books to continue to be delivered to the warehouse on schedule. We have begun seeing backlogs at the printers, presumably as other publishers that may have slowed their publishing output at the height of the crisis are trying to make up for lost time. We are now prescheduling titles with our preferred print partners to hold time so that we minimize this impact on MIT Press production schedules.

Digital Products and Software Services

Digital Products and Software Services is a cross-functional unit that strives to leverage best-in-class technology and data-informed, customer-focused practices to deliver The MIT Press's exceptional content to readers and scholars worldwide.

Our focus is on managing digital products: the MIT Press Direct [e-book platform](#), our [journals platform](#), The Press's [main website](#), and [CogNet](#). We also work closely with Data Services and other teams to support The Press's systems and workflows, with an aim toward introducing streamlining, automation, and excellence wherever possible.

Along these lines, we play a pivotal role in operationalizing open access content; we host the SkillExchange program, wherein Press staff learn business skills from each other; and we have helped the organization transition both technologically and culturally to a state of productive virtual working during the COVID-19 pandemic. Our priority for FY2021 is the large-scale effort to consolidate e-book, e-journal, and CogNet content onto the single MIT Press Direct platform.

The Press is a technology-driven business operation and is dependent on a wide variety of proprietary systems and attendant vendor relationships. The Press technology portfolio is currently overseen by a technology steering committee that includes key executives and line managers. This group reviews and evaluates the technology services and tools deployed by The Press. The committee makes recommendations to senior management about our information technology 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.

Objectives and Key Results

In FY2020, The MIT Press adopted a new approach to strategic planning called objectives and key results (OKRs). OKRs are a framework that enables an organization to identify and focus on critical priorities during a defined period of time. Objectives, which are bold and inspiring, represent what we want to achieve; key results determine how we measure success. The framework enables maximal staff participation and ownership in setting and executing on priorities across the organization. It also promotes agility in responding to unforeseen events and changing course as needed.

In our first year of OKRs, we adopted a two-tiered approach: annual Press-wide OKRs and quarterly team-level OKRs. This construction enables OKRs to function in both a top-down and a bottom-up manner, and it facilitates vertical and horizontal communication while allowing staff to better understand how they contribute to the organization's strategic priorities.

The leadership team at The Press established five objectives: (1) deliver unprecedented top-line revenue growth, (2) achieve bottom-line operational surplus, (3) grow staff engagement and alignment, (4) amplify MIT's academic strengths and core values, and (5) lead the fields in which we publish—with two to five key results for each objective. Teams, meanwhile, had the autonomy to determine which top-level OKRs they would support, and within that framing they established their own single objective and key result (or two) for each quarter. We rolled out the teams in waves, with new teams joining each quarter, and by the end of the year we had engaged more than 80% of staff in the OKR process.

OKRs had a significant impact last year. As expected, they helped The Press to focus on stretch priorities. Beyond that, we experienced a number of additional benefits:

- Improved understanding of and engagement with strategies
- Increased comfort with establishing measurable goals and sharing results broadly
- Higher levels of autonomy and ownership among teams
- More cross-departmental dialogue and awareness

Our OKRs for FY2021 are (1) to become a comprehensively anti-racist, inclusive organization; (2) to build organizational agility and resilience; and (3) to maximize revenue opportunities.

Books Division

Trade Publishing and Sales

Five years ago, we recognized that The Press's traditional emphasis on publishing academic books for an academic audience was unsustainable. As a result, our efforts since have focused on pivoting our publishing efforts toward a trade (general) readership. As a result, we have:

- Grown trade revenue by 29% to now represent 48% of total sales (versus 33% in FY2016)
- Grown the trade category to now account for 69% of all copies sold (versus 55% in FY2016)
- Sold nearly one million copies of our books to customers over the past year (versus 700,000 in FY2016)
- Prioritized our highest impact trade titles by establishing a seasonal priority list allowing greater acquisitions, production, design, and marketing support
- Established a publicity and marketing group to garner attention for the launch of our trade frontlist titles from global print, digital, television, and radio media
- Enhanced our market reach by partnering with industry leader Penguin Random House Publishing Services for the sales and marketing of our books

- Extended our brand and readership by partnering with award-winning children’s book publisher Candlewick Press on two imprints for younger readers focused on science, technology, engineering, art, and mathematics (STEAM): MIT Kids and MITeen Press.

Our relationship with the Penguin Random House Publishing Services offers us the potential to greatly expand our trade publishing program. Therefore, our internal efforts will concentrate on aligning our acquisitions, production, design, marketing, and publicity workflows to best accommodate PRH’s needs. To that end, we have instituted draft manuscript review meetings upon manuscript receipt to increase accountability and ensure tighter production and deadline adherence, established a new cover design workflow to accommodate accelerated PRH schedules, and restructured our publicity department with a Cambridge-based global publicity manager and a newly hired UK senior publicist. In addition, we will add a sales support analyst role to facilitate the flow of information to and from PRH, ensuring its teams receive the sales data and marketing collateral required. We will also continue to refine the seasonal priority list, launch, and sales presentation processes to best elicit the market expertise and feedback of PRH sales staff on the positioning of our lead titles; maximize our publicity resources by creating global publicity campaigns and pivoting our efforts in response to real-time media attention; and launch our first list of titles for the Candlewick Press MIT Kids and MITeen Press imprints in fall 2021.

Subsidiary Rights

Subsidiary rights include advances and royalties from the licensing of foreign translation rights, audiobooks, and English-language reprints and permissions fees from the republishing of our intellectual property throughout the world.

Subsidiary Rights Income (Gross in Thousands)

	FY2017	FY2018	FY2019	FY2020
Translations	\$532.7	\$782.4	\$1,161.2	\$745.0
Permissions	\$408.9	\$517.2	\$359.6	\$435.8
Audio	\$42.7	\$26.8	\$89.1	\$93.9
Other	\$91.9	\$16.5	\$77.2	\$116.8
Total	\$1,076.2	\$1,342.9	\$1,687.1	\$1,391.5

Overall, FY2020 subsidiary rights revenue was down 17.5% from FY2019. Two important factors for consideration are that FY2019 subsidiary rights revenue was the highest in The Press’s history, and the global pandemic that occurred midway through the fiscal year disrupted the market for foreign translations worldwide. (Note that the loss in translation revenue accounts for the overall drop.)

COVID-19 disrupted global markets beginning in December 2019 with the first outbreak in China. As a result, the Chinese market—by far our strongest for translations, generally representing 50% to 60% of our total revenue—was down 44%. Although there were universal dips for most of our primary translation markets, China’s drop represented 72% of the overall shortfall in translation revenue from FY2019.

Some markets have stabilized at this point, and there is evidence that China is among them. For example, we recently received a \$300,000 offer for one of our titles from a premier Chinese publisher. Publishers in Scandinavia, Spain, and Portugal seemed unaffected by the disruption and licensed more from us this past fiscal year than previously. However, it is too early to determine what direction the recovery will take. The remote nature of work during the pandemic has meant the cancellation of the London and Frankfurt book fairs, the primary face-to-face forums for our licensing efforts where we actively present our new titles to hundreds of foreign publishers hungry for the MIT Press brand and our curated stable of outstanding authors and scholarship.

Translation Licenses and Revenues

Fiscal year	Number of contracts	Advances (in thousands)	Change in number of contracts (%)	Revenue change (%)	Average price per license (\$)
2020	244	\$547	-20%	-34%	\$2,240
2019	306	\$835	11%	-14%	\$2,728
2018	275	\$969	12%	121%	\$3,523
2017	245	\$439	-8%	-36%	\$1,792
2016	265	\$686	30%	73%	\$2,588

Acquisitions

In FY2020, our acquisitions editors signed contracts for 271 MIT Press titles and 179 distributed works. The MIT Press signings emphasize exceptional professional and scholarly books across our core subject areas along with informative trade books, reviewed and vetted according to the same standards as our scholarly titles. Textbook signings made up a smaller proportion of overall signings than projected for FY2020. This shortfall is not sustainable and will be corrected. We have renewed our focus on textbook signings and have prioritized these signings for FY2021.

The past year's signings by category appear in the table below, and highlights are described subsequently.

Number of Titles Signed: Actual Versus Goal

Category	Goal	Actual
Professional edited collections	19	9
Professional scholarly monographs	101	96
Trade edited collections	6	5
Trade books	111	123
Trade Essential Knowledge series	24	17
Texts (original)	23	15
Texts (revised)	10	5
Reference/handbooks	1	1
Distributions	109	179
Total	404	450

At the end of the year, we said a reluctant goodbye to Marie Lee, executive editor for computer science, who retired after a highly successful publishing career culminating in eight years with The MIT Press. During this time, Marie acquired some of our best-known and most profitable textbooks, including *Deep Learning* by Goodfellow, Bengio, and Courville and *Fundamentals of Machine Learning for Predictive Data Analytics* by Kelleher. Marie also acquired many appealing trade books for non-specialist audiences. A recent example is *Make It Clear: Speak and Write to Persuade and Inform* by MIT's own Patrick Henry Winston. Written before Professor Winston's death in 2019, the book will be published in September 2020. Marie's professionalism, knowledge of the field, and intense focus on excellence made the search for her successor a daunting one. We ultimately found the right person, Elizabeth Swayze, who will join us in July 2020.

Since mid-March, all of our acquisitions staff (along with our colleagues in other departments at The Press) have been working from home. We feel extremely lucky to be able to continue our work relatively uninterrupted. Submissions remain strong. One of the few benefits of the current arrangement is that Zoom meetings, which place everyone on the same platform, have real advantages over our previously hybridized meetings, in which some of us gathered in a conference room while others called in from other locations.

Highlights of our recent signings are listed below.

Architecture and Art: Thomas Weaver

Sandfuture by Justin Beal, fall 2021: This work of literary nonfiction focuses on the life of architect Minoru Yamasaki (1913–1986), who remains on the margins of architectural history despite the enormous influence his work has had not just on the trajectory of American architecture but on world history.

Matthew Angelo Harrison by Natalie Bell and Elena Filipovic, fall 2021: Produced on the occasion of two major solo exhibitions of Matthew Angelo Harrison's work, in Europe and at MIT's List Visual Arts Center, this richly illustrated volume will be the first monograph on the important early-career artist and will offer foundational scholarship on his work to date.

Bioethics, Cognitive Science, Linguistics, and Philosophy: Philip Laughlin

How to Talk to a Science Denier by Lee McIntyre, fall 2021: This follow-up to *Post-Truth* and *The Scientific Attitude* puts into practice what McIntyre has long preached—how to successfully communicate with and change the minds of the science deniers and the fact intolerant.

Bots and Beasts: What Makes Machines, Animals, and People Smart? by Paul Thagard, fall 2021: This book is the first systematic comparison of intelligence across machines, humans, and other animals.

Biomedical Science, Life Sciences, and Neuroscience: Bob Prior

The Tornado of Life by Jay Baruch, spring 2022: In this book Baruch, a professor of medicine at Brown University and a practicing ER physician who regularly contributes

essays to the *Boston Globe*, *STAT News*, and the *New England Journal of Medicine*, focuses on interacting with patients under the most trying of possible situations—in the emergency department.

Strategic Innovation Through Design by Kevin Bethune, spring 2022: Noted designer Kevin Bethune reflects on his own unusual path from nuclear engineer to sports shoe designer to business consultant and how paying attention to design—of products and services and business structures—can benefit all types of organizations by contributing to their ability to innovate.

Business, Economics, and Finance: Emily Taber

Persuading with Data by Miro Kazakoff, spring 2022: This textbook combines general data visualization best practices with rhetorical grounding to help current and future data scientists/business analysts effectively communicate their findings to others.

The Human Algorithm by Renée Richardson Gosline, spring 2022: This book bridges behavioral economics and artificial intelligence (AI)/technology: when do people seek out AI advice, and when do they not? More importantly, when should people seek out AI advice, and when should they not?

Communication, Information Science, and Internet Studies: Gita Manaktala

Human Centered Data Science: An Introduction by Cecilia Aragon, Shion Guha, Marina Kogan, Michael Muller, and Gina Neff, spring 2022: This book seeks to provide the social and ethical foundation under the rubric of human-centered data science. It will supplement books that teach the technical side of data science without sufficient attention to the implications.

The Most Human Right: Why Free Speech Is Everything by Eric Heinze, spring 2022: This book shows that attacks on free speech destroy all rights, including the right to food, privacy, health care, and fair trials. What turns a human good into a human right, this book demonstrates, is only free speech and only within a full-fledged democracy.

Computer Science: Marie Lee and Elizabeth Swayze

Learning for Adaptive and Reactive Robot Control by Aude Billard, Sina Mirrazavi, and Nadia Figueroa, fall 2021: This book offers an overview of techniques stemming from machine learning to enable robots to learn to adapt to changes in their environments.

Veridical Data Science by Bin Yu and Rebecca Barter, fall 2021: This book offers an introduction to data science from a problem/solution-oriented perspective.

Cultural Studies: Marc Lowenthal

YEAR 1: A Philosophical Recounting by Susan Buck-Morss, spring 2021: In what may come to be considered the magnum opus of the most important philosopher of history in the English language, Susan Buck-Morss attempts to untangle the contemporary clash of civilizations and the dead end we face at the end of modernity and postmodernity.

Dispositif: A Cartography edited by Greg Bird and Giovanbattista Tusa, spring 2022: This ambitious anthology brings together canonical works alongside new contributions from such theorists as Franco Berardi and Claire Fontaine on the philosophical “dispositif.”

Design and Visual Culture: Victoria Hindley

A Black Gaze by Tina M. Campt, fall 2021: This is the first book to respond to today’s powerful cohort of Black artists who are radically demanding that we see—and see blackness in particular—differently.

Gender(s) by Kathryn Bond Stockton, fall 2021: The author examines the fascinating, fraught, and intimate topic of gender. She argues for gender’s strangeness, no matter how “normal” the concept seems.

Education and Learning: Susan Buckley

Coding as Another Language by Marina Umashi Bers, spring 2022: This book explores the potential of computer code as a universal language: both a basis for children to see themselves as active participants and builders of their own experience and understanding and a way to learn and communicate values.

The Distributed Classroom by David Joyner and Charles Isbell, fall 2021: In this contribution to the literature on the changing landscape of the higher education ecosystem, Joyner and Isbell draw on the successful online CS MS program at Georgia Tech to outline a framework for building resilient, high-quality, and scalable online degree programs.

Engineering, Mathematics, and Physical Sciences: Jermey Matthews

The Essential Works of Freeman Dyson by David Kaiser, spring 2022: This book conveys the extraordinary richness and variety of Freeman Dyson’s passions through essays from subject-matter experts and writers, most of whom directly engaged with the late theoretical physicist and mathematician.

All the Matter We Cannot See: The Life and Work of Astronomer Vera Rubin by Ashley Jean Yeager, fall 2021: This is one of the first biographies (if not the first) of the late Vera Rubin, a pioneering astronomer whose work was ignored until she uncovered evidence of the existence of dark matter.

Environment and Urbanism: Beth Clevenger

Herding Dragons: The Perils and the Promise of the Second Nuclear Age by Ernest Moniz, fall 2022: This history of the nuclear era by a theoretical physicist turned scientist-statesman has significant ramifications for today—what Moniz calls the second nuclear age.

The Children’s Climate Lawsuit: On Government Knowledge and Inaction by James Gustave Speth (an Our Children’s Trust Book with a foreword by Xiuhtezcatl Martinez), fall 2022: This book offers a devastating play-by-play recounting of the federal government’s leading role in bringing about today’s climate crisis.

Game Studies, Interactive Design, and New Media: Doug Sery

Discriminating Data: Correlation, Neighborhoods, and the New Politics of Recognition by Wendy Hui Kyong Chun, fall 2021: The author exposes the deeply problematic origins of many AI, machine learning, social science, and statistical methods in use today.

A Biography of the Pixel by Alvy Ray Smith, fall 2021: This book provides an accessible history of computer graphics and how they have become central to the way we now experience all modern media.

Global Health, Psychiatry, and Psychology: Matthew Browne

Placebos by Kathryn Hall, spring 2022: This book explains how the underlying biology of the “placebo effect” works and how this understanding could change the way we think about modern and future medicine.

The Human Extremophile: Lessons for Surviving an Extreme Future by Nathan Smith, spring 2022: This book introduces the science of extremophiles: people who are adept at surviving and thriving in extremes.

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

Salvador Luria: An Immigrant Biologist in Cold War America by Rena Selya, spring 2022: This is a scientific biography of Nobel Prize–winning biologist, activist, and MIT professor Salvador Luria, commonly known as the father of modern biology.

Facing the Child: The Digital Policing of Child Pornography by Mitali Thakor, fall 2022: This book will look at how the fight against child pornography has come with a shift in surveillance and policing away from traditional policing bodies and toward private tech companies.

Technology and Culture (Infrastructures, Game Histories): Justin Kehoe and Noah Springer

The Secret Life of Data: How Our Media Carry More Than Their Messages by Aram Sinnreich and Jesse Gilbert, spring 2023: The authors explore the hidden afterlives of data using case studies across a variety of fields from health care to crime prevention and politics.

Game Wizards by Jon Peterson, fall 2021: This book provides an in-depth look at the legal and personal fallout between the founders of *Dungeons and Dragons* and how this dispute shaped the future of one of the most popular games of all time.

MIT-Affiliated Authors Who Published in FY2020

Faculty and Researchers

- Mia Consalvo (professor and Canada Research Chair, Game Studies and Design), *Real Games*
- Sasha Constanza-Chock (associate professor, Comparative Media Studies/Writing), *Design Justice*

- Thomas Davenport (fellow, MIT Initiative for the Digital Economy), *The AI Advantage*
- Florian Hecker, *Inspection II*
- Stefan Helmreich (Elting E. Morison Professor of Anthropology), *Being Material*
- Leila Kinney (executive director of Arts Initiatives), *Being Material*
- Aleksandra Przegalinska (research fellow, Center for Collective Intelligence), *Collaborative Society*
- Jeanne Ross (principal research scientist, MIT Sloan Executive Education), *Designed for Digital*
- Skylar Tibbits (associate professor, MIT Architecture), *Being Material*
- James H. Williams Jr. (School of Engineering Professor of Teaching Excellence), *Fundamentals of Applied Dynamics* and *Wave Propagation*
- K. Dane Wittrup (C. P. Dubbs Professor of Chemical Engineering), *Quantitative Fundamentals of Molecular and Cellular Bioengineering*

Students/Alumni

- Edward Ashford Lee, *The Coevolution*
- Alex Berke (Media Lab), *Beautiful Symmetry*
- Geoffrey Engelstein, *Achievement Relocked*
- Takeo Hoshi, *The Japanese Economy*
- Arthur Miller, *The Artist in the Machine*
- Joseph Reagle, *Hacking Life*
- Wade Roush, *Extraterrestrials*

Former Faculty and Researchers

- Hany Faird (professor, School of Computer Science and Electrical Engineering, Dartmouth College), *Fake Photos*
- Takatoshi Ito (professor, School of International and Public Affairs, Columbia University), *The Japanese Economy*
- Jesper Juul (associate professor, School of Design, Royal Danish Academy of Fine Arts), *Handmade Pixels*
- Zara Mirmalek (research scientist, Bay Area Environmental Research Institute), *Making Time on Mars*

Marketing and Publicity

FY2020 was a challenging year for marketing and sales staff at The MIT Press. After a long search for a new director for the department at the start of the year, the candidate we hired in September ultimately did not work out and had to be let go in late spring. During his tenure, the department was not well managed, adding significantly to the stress that many staff experienced during the year. That said, members of the team rallied impressively and achieved several promotional successes during this period.

Website Marketing

In FY2020, we sold an estimated 219,000 books via the MIT Press website. From July 1, 2019, to June 30, 2020, there were over five million sessions on the site from about four million unique visitors. There was an increase of about 14,000 books sold from last year, while website traffic saw little change relative to the previous year.

During the onset of the pandemic in late FY2020, with many bookstores closed for extended periods of time, we saw an unprecedented spike in conversions (purchases) across many marketing channels. Across our top three conversion sources—Google organic (unpaid) search, direct visits, and Facebook advertising—we saw increases of 40% or higher on buy button clicks from January through June 2020; the primary MIT Press website saw a 70% increase in Google organic search conversions.

There was also a 47% increase in conversions from direct visits to the MIT Press website during this time. This was possibly due to a combination of branding initiatives, including publicity and print advertising, and the move of our loyal return customer base from physical bookstores to our website. The highest of these conversion increases involved one of our top social media channels: in spring 2020, we saw a 300% increase in conversions from Facebook ads.

Virtual Events

In late FY2020, The MIT Press launched a virtual live author series to provide a digital outlet for author engagements during the pandemic. Within two weeks, we had planned, scheduled, and scripted about a dozen live events with MIT Press authors. By the end of June, we had hosted 11 events, posted 11 videos on our YouTube channel and blog, and drafted an article for the *Journal of Scholarly Publishing* on hosting virtual events during COVID-19.

To promote the series to the MIT community, we were awarded funding from MIT's MindHandHeart fund. Over the course of just three months, we had 2,454 registrations for our events with authors of titles such as *#HashtagActivism* (by Sarah Jackson, Moya Bailey, and Brooke Foucault-Welles), *Economics in the Age of COVID-19* (by Joshua Gans), and *Design Justice* (by Sasha Costanza-Chock). To this point, the videos of the events have received 6,752 views.

Social Media

Our social media presence continued to grow, reaching 237,000 followers overall, an increase of about 25,000 followers over the previous year. This includes 137,000 followers on

Facebook, 66,000 on Twitter, 30,000 on Instagram, and 3,000 on LinkedIn. With 4,000 posts, we gathered over 203,000 engagements across channels. We also gathered 800,000 clicks from our social channels to our website, doubling the total clicks from the previous year.

Advertising

In addition to buy button clicks from our website to Amazon, we are tracking conversions from Amazon's own seller advertising platform. In FY2020, we tracked 8,213 orders on Amazon directly from our Amazon ads, resulting in significant revenue. Over the years during which we have been testing ads on Amazon, we have tried to lower spending and increase orders by using more targeted search terms on the platform.

During FY2020, we purchased advertisements in over 40 print, digital, email, podcast, and other media outlets. Highlights from these media buys include *Ms. Magazine*, *Wired*, *The New Yorker*, *Mother Jones*, *Smithsonian Magazine*, *Popular Science*, *Scientific American*, *Bookforum*, *Nature*, the *New York Review of Books*, and the *Los Angeles Review of Books*. We tightened our ad spend to prioritize our top-performing channels for conversions, in addition to increasing organic marketing and content marketing efforts to expand reach without raising costs.

Institutional Marketing

We exhibited at select library-focused events throughout FY2020, including the Charleston Library Conference and the American Library Association's midwinter and annual conferences. Institutional marketing team members were also on hand actively marketing and conducting market research for our journals and CogNet at meetings of the Cognitive Science Society, the Society for Neuroscience, the Psychonomics Society, and the College Art Association. In addition, we honored a major anniversary for our inaugural journal, the *Journal of Interdisciplinary History*, with a special discount and special promotions, although a dedicated event celebrating the semicentennial unfortunately had to be canceled in spring due to the pandemic.

It was an exciting year for MIT Press Direct, our e-books platform. Our customer base grew, but the pandemic also afforded a unique opportunity to serve scholarly communities globally and introduce libraries and scholars to the platform. As campuses around the world closed, our team responded by allowing libraries access to the platform through an extended free trial. This offer attracted over 800 institutions around the world. Not only did this have immense marketing value—raising awareness of the product on a scale that we probably could not have achieved under normal circumstances—but it also gave us critical usage data that we have been able to put to good use in designing a new, open access business model for monographs on the platform.

In the coming year, we look ahead to many new technological implementations, including a customer relationship management system to help us better manage and communicate with our institutional partners and a journals platform migration that will unite our e-book and journals content on the direct platform.

Textbook Marketing and Sales

In FY2020, the US textbook marketing office created email campaigns for 21 textbooks that were sent to 65,000 professors in various disciplines. We are more than four years into our e-textbook rental program with digital publishing partner Ublish and presently offer more than 300 of our textbooks for e-rental. We fulfill examination copies of textbooks and instructor resources digitally on this platform.

We contracted with Tributary Sales Resources to conduct follow-up on 12 new and revised textbooks. The company contacted 4,500 faculty, ordering examination copies for those who had not yet received them and obtaining valuable feedback from those who had already reviewed the books. We also continued our work with the Murphy Group, a freelance textbook sales group. With our guidance, the group built email lists of adopters of competing titles and deployed email campaigns.

International email campaigns were created and deployed for the 21 lead textbooks in FY2020.

The 10 domestic best-selling textbooks by revenue for FY2020 were as follows:

1. Goodfellow et al., *Deep Learning*
2. Cormen, *Introduction to Algorithms*, 3rd edition
3. Guttag, *Introduction to Computation and Programming Using Python*, 2nd edition
4. Shelley, *Frankenstein*
5. Nisan, *The Elements of Computing Systems*
6. Cabral, *Introduction to Industrial Organization*, 2nd edition
7. Kelleher, *Fundamentals of Machine Learning for Predictive Data Analytics*
8. Kochenderfer, *Decision Making Under Uncertainty*
9. Benninga, *Financial Modeling*, 4th edition
10. Reas, *Processing*, 2nd edition

The following were the best-selling textbooks in the United Kingdom and Europe:

1. Cormen et al., *Introduction to Algorithms*, 3rd edition
2. Goodfellow et al., *Deep Learning*
3. Sutton and Barto, *Reinforcement Learning*
4. Murphy, *Machine Learning*
5. Norman, *Design for Everyday Things*
6. Abelson and Sussman, *Structure and Interpretation of Computer Programs*, 2nd edition
7. Benninga, *Financial Modeling*, 4th edition

8. Guttag, *Introduction to Computation*, 2nd edition
9. Wooldridge, *Econometric Analysis of Cross Section and Panel Data*, 2nd edition
10. Cabral, *Introduction to Industrial Organisation*, 2nd edition

Exhibits

During the first eight months of FY2020, The MIT Press was represented at 39 North American conferences. Of that number, 34 conferences were attended and staffed by MIT Press acquisitions and/or marketing personnel. Acquisitions editors and London office marketing staff attended 13 major academic conferences in the United Kingdom and Europe, and selected books were displayed or promoted at a further eight focused conferences with the help of local organizers or local bookshops. The top-selling conferences were the Society for Neuroscience (\$21,383) and NeurIPS (\$14,483) conferences.

The conferences we planned to attend in the remaining months of FY2020 were impacted by the coronavirus outbreak. Many of them were canceled outright and others were rescheduled for a later date; however, in some cases the conference organizers were able to act quickly and move to virtual events. Where virtual exhibit opportunities were offered, we had visibility with combinations of virtual booth spaces and curated landing pages, supported by social media.

Publicity

This was another successful year for The MIT Press publicity team, with more than 2,000 media hits and over 300 in-person events. We saw 960 hits online, 480 reviews and mentions in print publications, 200 radio interviews, 20 television broadcast interviews, and 150 podcast interviews.

Our books were prominently covered in the following outlets: the BBC (33 interviews), *CHOICE* (32 reviews), *Publishers Weekly* (24 reviews), Salon.com (23 pieces), the *New York Times* (21 pieces), *The Conversation* (21 op-eds), *Literary Hub* (19 excerpts), the *Times Literary Supplement* (18 reviews), *Physics Today* (18 reviews), *Vox* (16 pieces), *Nature* (15 reviews), *Times Higher Education* (13 reviews), *Scientific American* (13 reviews), *Inside Higher Ed* (11 pieces), the *Washington Post* (11 pieces), *New Scientist* (11 reviews), the *Financial Times* (11 reviews), *Bookforum* (7 reviews), the *Boston Globe* (7 pieces), *The Brooklyn Rail* (7 reviews), *Science* (6 reviews), CBC (6 interviews), *Art in America* (5 reviews), *The Verge* (5 excerpts), and *Vogue* (5 pieces).

Our authors were featured on a number of national and regional NPR programs, including *Science Friday*, *NPR's Weekend Edition Sunday*, *Fresh Air with Terry Gross*, *The Takeaway*, *WAMU's 1/A*, *Goats & Soda*, *Short Wave*, *NPR Books*, and *Think/KERA*.

Spotlight titles in FY2020 included:

- Vaclav Smil's *Growth* (*The New Yorker*, *Financial Times*, *Scientific American*)
- Kathryn Sullivan's *Handprints on Hubble* (BBC Radio 4, *MIT Technology Review*, *Ars Technica*)

- Ramesh Srinivasan's *Beyond the Valley* (the *Los Angeles Times*, Shelf Awareness, Big Think)
- Leah Plunkett's *Sharenthood* (the *Boston Globe*, BBC's *Woman's Hour*, Marketplace)
- Lee McIntyre's *The Scientific Attitude* (*Newsweek*, WBUR's *Radio Boston*, *Inside Higher Ed*)
- Cass Sunstein's *How Change Happens* (the *New York Times*, Salon.com, *BBC Focus*)

We also saw prominent coverage of many of our books in some of the following top-tier media outlets:

- *New York Times Book Review* (Ai Weiwei's *BEIJING PHOTOGRAPHS, 1993-2003*; Johanna Fateman's *Last Days at Hot Slit: The Radical Feminism of Andrea Dworkin*; Kevin Werbach's *The Blockchain and the New Architecture of Trust*; and Stephen Halliday's *An Underground Guide to Sewers*)
- *New York Review of Books* (John R. Blakinger's *Gyorgy Kepes: Undreaming the Bauhaus*; Johanna Fatemen's *Last Days at Hot Slit*; and Matt Hern and Am Johal's *Global Warming and the Sweetness of Life*)
- *Washington Post* (Christoph Koch's *The Feeling of Life Itself*, Damon Krukowski's *Ways of Hearing*, Stefan Van Der Stigchel's *How Attention Works*, and Cristiano Bianchi's *Model City*)
- *New Yorker* (Natasha Stagg's *Sleeveless*, Olivia Erlanger and Luis Ortega Govela's *Garage*, Meredith Broussard's *Artificial Unintelligence*, and Leah Plunkett's *Sharenthood*)
- *Wall Street Journal* (Kathryn Sullivan's *Handprints on Hubble*, Robyn Metcalfe's *Food Routes*, Leah Plunkett's *Sharenthood*, and Gerald Kane's *The Technology Fallacy*)
- *The Guardian* (Joshua Gans and Andrew Leigh's *Innovation + Equality*, Lee McIntyre's *The Scientific Attitude*, Joseph Reagle's *Hacking Life*, and Daniel Oberhaus's *Extraterrestrial Languages*)
- *The Atlantic* (Cecila Aragon's *Writers in the Secret Garden*, Natasha Stagg's *Sleeveless*, Jay Bolter's *The Digital Plentitude*, and Luis de Miranda's *Being and Neonness*)
- *Rolling Stone* (Kyle Devine's *Decomposed* [[interview](#) and [feature](#)], Maria Eriksson's *Spotify Teardown*, and Margarita Tuptisyn's *Russian Dada: 1914-1924*)
- *Forbes* (Simon Bowmaker's *When the President Calls*, Jack Challoner's *The Atom*, Clifford Johnson's *The Dialogues*, and Rebecca Thompson's *Fire, Ice, and Physics*)

The MIT Press Reader

One promotional and content innovation that we initiated in FY2020 was The MIT Press Reader. The goals in developing the online magazine and syndication platform were to curate a digital media channel where readers could (re)discover the wealth of outstanding scholarship in past MIT Press publications and to create a promotional

vehicle for our deserving backlist. Although *The Reader* premiered in May 2019, it truly hit its stride in fall 2019—and has only built from there. In its first year, *The Reader* has:

- Attracted nearly one million visits from users in over 90 countries
- Been republished by some of the most respected global media outlets (e.g., *Time*, *Smithsonian Magazine*, *Scientific American*, the *Huffington Post*, Salon, and *Popular Science*)
- Received hundreds of back links from popular sites (e.g., ArtNews, LitHub, Digg, *Forbes*, Daily Nous, and the Aspen Institute)
- Become among the most shared content across The Press’s social media channels
- Helped us reestablish and strengthen relationships with our current family of authors (to date, we have worked with approximately 60 authors to produce content for *The Reader*)

The locked down nature of the pandemic has only accelerated the hunger for online content, and while the media landscape is constantly in flux, we are still bullish on the potential for *The Reader*. To that end, we hope to:

- Establish and maintain relationships with current and new publishing partners (e.g., *Forbes*, the *Huffington Post*, *Business Insider*, and *Slate*)
- Increase coverage of frontlist as well as backlist titles to create buzz at publication
- Optimize search functionality and include suggested articles to increase time-on-page and reader engagement, with the goal of increased sales and Google rankings
- Engage more directly with our readers and the broader public by increasing the number of Reddit AMA (“Ask Me Anything”) sessions each month and strategically repurposing content produced there on *The Reader* (e.g., the [AMA interview with Dimitry Kochenov](#))

Ultimately, this mission-driven focus will allow us to position and promote our author experts and lead to an increase in attention from the media as a whole.

Journals and Open Access

In FY2020, the journals program ended the year with total revenues (earned subscription income plus other publishing income) totaling \$6.539 million, 1.1% higher than the previous fiscal year.

Journals Division Revenues (in Thousands)

	FY2018	FY2019	FY2020
Net income plus CogNet	\$4,728	\$4,620	\$4,567
Other publishing income	\$1,799	\$1,849	\$1,972
Total revenues	\$6,527	\$6,469	\$6,539

The net return to The Press from the journals division decreased 3.9% from the previous year's \$1.449 million, coming in at \$1.393 million. This decline was primarily accounting driven. Specifically, there was a necessary internal reallocation of expenses that resulted in an increase of nearly \$400,000 to the journals division's overhead expense line, without which the division's net return would have increased by approximately 24% over FY2019. The major factors affecting our financial performance in FY2020 were as follows:

- Subscription sales were up by \$124,700 relative to FY2019.
- There was no decline in revenue from our licensing partners.
- Revenue from our open access journals program was in excess of \$160,000.
- Printing and mailing expenditures declined as a result of our suspending print mailings in April 2020 due to the coronavirus; marketing and travel expenses also declined due to the pandemic.

The journals division has weathered the pandemic quite well. All 40 titles have continued to publish as scheduled, and revenues met budget projections. Timing worked in our favor, as most of our library subscribers had paid before the worst of the crisis hit in March 2020. Our projections for FY2021 are much more uncertain, however, as many libraries are dealing with budget reductions of 30% and more. We anticipate a decline in subscriptions in FY2021 as a result, but it is unclear at what level.

Journals Acquisitions

The Press has seen a noteworthy expansion of its open access activities over the last five years, having grown the total number of open access journals in its portfolio to 13. This has had numerous benefits for The Press, including attracting new clients and dramatically increasing overall usage of our journal articles. *Network Neuroscience* and *Quantitative Science Studies*, in particular, have seen strong growth and are regularly publishing close to 100 articles each per year.

In March 2020, The MIT Press moved quickly to address the need for rapid dissemination of COVID-19-related research and scholarship, making 20 relevant e-books and over 50 journal articles freely available. We also developed a new, rapid publication model for books, under the imprint First Reads. But senior staff members were also interested in undertaking bolder efforts that would advance and improve scholarly communications overall while simultaneously addressing the specific problems engendered by the pandemic. By February, the proliferation of preprints related to COVID-19 was becoming apparent, as was their role in seeding mainstream media stories, often with deleterious results. The Press decided that addressing this inefficiency in scholarly communications by pushing the peer review process further upstream, so that it occurs at the preprint stage, would benefit a wide variety of stakeholders: journalists, clinicians, researchers, and the public at large. The result was the launch of *Rapid Reviews: COVID-19*, a journal of open peer reviews overlaid on selected preprints addressing all aspects of the pandemic crisis.

Stefano Bertozzi, former dean of the University of California at Berkeley (UC Berkeley) School of Public Health, accepted our invitation to serve as the editor-in-chief, and his

colleague Hildy Fong Baker, executive director of the UC Berkeley Center for Global Public Health, was recruited as the managing editor. Together, MIT and UC Berkeley worked to develop a proposal to fund the development and launch of the journal. The Patrick J. McGovern Foundation accepted our proposal and provided the support we needed to commence work on *Rapid Reviews: COVID-19* in May.

Rapid Reviews: COVID-19 is hosted on PubPub, an open source publishing platform developed at MIT and subsequently operationalized by The Press and the Knowledge Futures Group, an independent consortium created at MIT that develops academically owned technical infrastructure for the creation, dissemination, and preservation of knowledge. The new journal has reviewed 33 preprints and has posted over 70 peer reviews since its launch.

Citation Indices

International Security achieved the best impact factor in its history and has regained its status as the top-ranked journal in international relations. In its centennial year, *The Review of Economics and Statistics* earned an impact factor of 4.345, an increase of close to a full point, and ranked number 27 out of 371 journals in economics. MIT Press science and technology journals also performed particularly well, with *Evolutionary Computation* continuing its impressive rise and earning an impact factor of 3.933.

Impact Factor Rankings for MIT Press Journals

Journal title	Total cites	Impact factor
<i>International Security</i>	3,328	5.432
<i>The Review of Economics and Statistics</i>	16,553	4.345
<i>Evolutionary Computation</i>	3,226	3.933
<i>Journal of Cognitive Neuroscience</i>	16,520	3.105
<i>Global Environmental Politics</i>	1,465	3.091
<i>Computational Linguistics</i>	2,426	2.510
<i>Neural Computation</i>	14,624	2.505
<i>Education Finance and Policy</i>	587	2.395
<i>Linguistic Inquiry</i>	3,017	1.364
<i>Artificial Life</i>	835	1.186
<i>Daedalus</i>	2,025	1.146
<i>Journal of Interdisciplinary History</i>	572	1.054
<i>Asian Economic Papers</i>	236	0.596
<i>Computer Music Journal</i>	413	0.481
<i>Journal of Cold War Studies</i>	205	0.244

Several MIT Press journals also scored highly in the 2019 Google Scholar H-Index rankings.

- *International Security*: 1st in Military Studies
- *Leonardo*: 3rd in Visual Arts
- *Artificial Life*: 12th in Evolutionary Computation

- *Evolutionary Computation*: 6th in Evolutionary Computation
- *Linguistic Inquiry*: 10th in Language and Linguistics
- *Computational Linguistics*: 13th in Computational Linguistics
- *Transactions of the Association for Computational Linguistics*: 4th in Computational Linguistics
- *Journal of Cognitive Neuroscience*: 8th in Cognitive Science
- *Computer Music Journal*: 18th in Music and Musicology
- *The Drama Review*: 8th in Drama and Theatre Arts
- *The Review of Economics and Statistics*: 10th in Economics
- *October*: 15th in Visual Arts

List of Journals

All told, the journals division ended the fiscal year publishing 40 journals:

- *African Arts*
- *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*
- *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*
- *Rapid Reviews: COVID-19*
- *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, 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*, and associate editor, *Network Neuroscience*

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*, and advisory board member, *Harvard Data Science Review*

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*

Kevin Esvelt (assistant professor, 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*

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

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

Lynette A. Jones (senior research scientist, 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*

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*

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 Brain Studies, Department of Brain and Cognitive Sciences, McGovern Institute for Brain Research, and Computer Science and Artificial Intelligence Laboratory): associate editor, *Neural Computation*

Barry Posen (professor 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*

Arvind Satyanarayan (NBX Career Development Assistant Professor of Computer Science, Department of Electrical Engineering and Computer Science): advisory board member, *Harvard Data Science Review*

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*

Susan Whitfield-Gabriele (principal research scientist, McGovern Institute for Brain Research): associate editor, *Network Neuroscience*

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*

Open Access

In FY2020, The MIT Press published open access versions of 18 books supported by a variety of funders. MIT Libraries continued its generous funding by contributing \$100,000 to support seven open access books. The first books sponsored by the Arcadia Fund's \$850,000 grant to The Press were published in FY2020 as well. We continue to work with a consultant to develop an open access business model to support migrating the majority of our professional books to open access. This model will debut in FY2021 and will be fully deployed in FY2022.

Our open access books published in FY2020 are as follows:

- *Probabilistic Machine Learning for Civil Engineers* (Goulet)
- *Installing Automobility* (Gopakumar)
- *Sulphuric Utopias* (Engelmann, Lynteris)
- *The Immigrant-Food Nexus* (Agyeman, Giacalaone)
- *Data Feminism* (D'Ignazio, Klein)
- *Letters, Powerlines, and Other Dangerous Things* (Ellis)
- *Design Justice* (Costanza-Chock)
- *Gaming the Metrics* (Biagioli, Lippman)
- *The Science of Bureaucracy* (Demortain)

- *Development of Linguistic Linked Open Data Resources for Collaborative Data-Intensive Research in the Language Sciences* (Pareja-Lora et al.)
- *Human Rights in the Age of Platforms* (Jorgensen)
- *The New American Farmer* (Minkoff-Zern)
- *Global Meat* (Winders, Ransom)
- *Documentarity* (Day)
- *Hanging Out, Messing Around, and Geeking Out, Tenth Anniversary Edition* (Ito et al.)
- *Sharenthood* (Plunkett)
- *Grounding Urban Natures* (Ernstson, Sorlin)
- *Bridging Silos* (Smith-Korfmacher)
- *Flint Fights Back* (Pauli; one-year embargo)

The Press's journals program saw an approximately 50% growth in its open access article output in FY2020 and is now publishing in excess of 300 new open access journal articles per year. We recently concluded negotiations with the American Academy of Arts and Sciences to transform its flagship journal *Daedalus* to open access starting with the first issue of 2021.

The following are our open access journals:

- *Asian Development Review*
- *Computational Linguistics*
- *Computational Psychiatry*
- *Data Intelligence*
- *Harvard Data Science Review*
- *Innovations: Technology, Governance, Globalization*
- *Network Neuroscience*
- *Neurobiology of Language*
- *Open Mind: Discoveries in Cognitive Science*
- *Projections*
- *Quantitative Science Studies*
- *Rapid Reviews: COVID-19*
- *Transactions of the Association for Computational Linguistics*

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