The MIT Press

One of the largest and most respected university presses in the world, The MIT Press is known for the quality, innovation, and distinctive design of its books and journals. The Press publishes in selected fields across the humanities, social sciences, and sciences. It publishes scholarly monographs, trade books, textbooks, reference works, and journals in print and digital formats. MIT Press authors are drawn from throughout the global academic community, although a significant number of our authors are members of the MIT faculty. The Press is noted for its work in emerging fields of scholarship, for its strong international distribution, and for pioneering projects such as CogNet, the online community of cognitive science. It is the only major university press with no endowment or major distribution center funding its operations. Through its contributions to scholarship, The MIT Press supports the Institute's mission of advancing knowledge; through its award-winning publications, The Press extends the visibility of the MIT name around the world.

FY2015 Highlights

The MIT Press achieved a major milestone in May 2015 when the new research platform for CogNet, The Press's pioneering online community for cognitive science, went live. It took several years to complete the user-based development work for this comprehensive update of the platform. The new research features of CogNet support an improved reading and researching experience for the faculty, students, and researchers who use its extensive content collection. In particular, the clear presentation of digital reference works has been welcomed by CogNet subscribers.

FY2015 sales of subrights and permissions in books were the strongest in The Press' history, as were sales of e-books. A notable bestselling title for The Press in FY2015 was Umberto Eco's *How to Write a Thesis*. This book was first published in Italy in 1977 but appeared in English for the first time in The MIT Press paperback edition. This year also brought the publication of the fifth edition of *The Cognitive Neurosciences*, edited by Michael S. Gazzaniga and George R. Mangun.

The new *American Journal of Health Economics* published its first issue (winter 2015) in February. In June 2015 The Press announced the launch of a new journal, *Computational Psychiatry*, in partnership with the scholarly organization Computational Pyschiatry Inc. The new journal will begin publishing in early 2016. It will be the first of what we hope will be many open access journals published by The Press that are supported through article processing charges.

The MIT Press Bookstore had a successful year despite the access challenges of periodic construction work on the Main Street sidewalk in front of the store. This year marked the relaunch, after several years' hiatus, of the authors@mit lecture series. The series celebrates the publications of MIT faculty and is co-sponsored by the MIT Libraries and The MIT Press Bookstore.

Spring 2015 marked a transition in MIT Press management. Ellen W. Faran announced in January her intention to step down after 12 years as Press director. In June 2015, MIT announced the appointment of the new director, Amy Brand (MIT PhD '89), who starts at The Press in July. Dr. Brand worked at The MIT Press in the 1990s as an executive editor in the fields of cognitive science and linguistics and was instrumental in developing the original CogNet platform. She brings a wealth of experience in publishing, technology, and higher education to The Press directorship.

FY2015 Financial Results

The notable financial result of FY2015 for The Press was the continued decline of book sales, to a \$15.8 million low. Growth in publishing income in the "other" category and control of both costs and expenses helped cushion the impact on the bottom line, with The Press ending the year with a better-than-anticipated \$100,000 deficit.

MIT Press Operating Results (\$000)

	FY2013	FY2014	FY2015
Book net sales	16,890	16,320	15,785
Journals subscription sales	4,846	4,991	4,905
Total sales	21,736	21,311	20,690
Cost of sales	9,504	9,087	9,023
Gross margin on sales	12,232	12,224	11,667
Other publishing income	2,712	3,074	3,256
Total publishing income	14,944	15,298	14,923
Operating expenses	15,039	15,197	15,167
Bookstore net	165	148	144
Net operations	70	249	(100)

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Books Division

FY2015 Revenues

Books Division Revenues (\$000)			
	FY2013	FY2014	FY2015
Net sales	16,890	16,320	15,785
Other publishing income	1,008	1,280	1,631
Total books revenues	17,898	17,600	17,416

New Books in FY2015

The MIT Press published or distributed 226 original books this year. New books by MIT authors published during FY2015 include:

Stephen Ansolabehere and David M. Konisky, *Cheap and Clean: How Americans Think about Energy in the Age of Global Warming*

Benjamin H.D. Buchloh, *Formalism and Historicity: Models and Methods in Twentieth-Century Art*

Noam Chomsky, Aspects of the Theory of Syntax, 50th anniversary edition

Noam Chomsky, The Minimalist Program, 20th anniversary edition

Sasha Costanza-Chock (foreword by Manuel Castells), *Out of the Shadows, Into the Streets! Transmedia Organizing and the Immigrant Rights Movement*

Joel Cutcher-Gershenfeld, Dan Brooks, and Martin Mulloy, *Inside the Ford-UAW Transformation: Pivotal Events in Valuing Work and Delivering Results*

Peter J. Denning and Craig H. Martell (foreword by Vint Cerf), *Great Principles of Computing*

Harold A. Feiveson, Alexander Glaser, Zia Mian, and Frank N. von Hippel, Unmaking the Bomb: A Fissile Material Approach to Nuclear Disarmament and Nonproliferation

Alan J. Fenn and Peter T. Hurst, *Ultrawideband Phased Array Antenna Technology for Sensing and Communications Systems*

Jerry A. Fodor and Zenon W. Pylyshyn, *Minds without Meanings: An Essay on the Content of Concepts*

Eric A. Hanushek and Ludger Woessmann, *The Knowledge Capital of Nations: Education and the Economics of Growth*

Yue Jiang, Jianjun Miao, and Fan Zhuo, *Student Solutions Manual to Accompany Economic Dynamics in Discrete Time*

Yasmin B. Kafai and Quinn Burke (foreword by Mitchel Resnick), *Connected Code: Why Children Need to Learn Programming*

David M. Konisky, editor, Failed Promises: Evaluating the Federal Government's Response to Environmental Justice

Jianjun Miao, Economic Dynamics in Discrete Time

Deborah J. Nightingale and Donna H. Rhodes, Architecting the Future Enterprise

Whitman Richards, Anigrafs: Experiments in Cooperative Cognitive Architecture

Richard N. Rosecrance and Steven E. Miller, editors, *The Next Great War? The Roots of World War I and the Risk of U.S.-China Conflict*

Michael Schrage, The Innovator's Hypothesis: How Cheap Experiments Are Worth More than Good Ideas

Roger W. Spencer and David A. Macpherson, editors, *Lives of the Laureates: Twenty-three Nobel Economists*, sixth edition

Nicholas Stern, Why Are We Waiting? The Logic, Urgency, and Promise of Tackling Climate Change

Bernt P. Stigum, *Econometrics in a Formal Science of Economics: Theory and the Measurement of Economic Relations*

John Summers, Chris Lehmann, and Thomas Frank, editors, *No Future for You: Salvos from The Baffler*

Gerald Jay Sussman and Jack Wisdom, *Structure and Interpretation of Classical Mechanics*, second edition

Peter Temin and David Vines, Keynes: Useful Economics for the World Economy

John Tirman, Dream Chasers: Immigration and the American Backlash

Uri Wilensky and William Rand, *An Introduction to Agent-Based Modeling: Modeling Natural, Social, and Engineered Complex Systems with NetLogo*

David Gordon Wilson and Theodosios Korakianitis, *The Design of High-Efficiency Turbomachinery and Gas Turbines*, second edition with a new preface

Awards

MIT Press books and authors garnered numerous publishing prizes and awards throughout the past year. Honors were granted by professional and academic associations from a variety of disciplines, recognizing the excellence of our titles and their significant contributions to scholarship. A selection of the most notable award winners from FY2015 is presented in Appendix B.

Acquisitions

In FY2015, MIT Press acquisitions editors signed contracts for 224 new book projects including professional and scholarly monographs, trade books, Essential Knowledge series titles, original and revised textbooks, edited volumes, reference works, and distributed titles.

The year saw several changes in acquisition responsibilities. Acquisitions editor Marc Lowenthal now handles our linguistics list along with our distributed lists: Zone Books, Boston Review Books, and Semiotext(e). Marc is working to expand our linguistics program beyond its flagship Linguistic Inquiry Monographs series. To this end, he has begun to consider general audience books on language, including a new book by MIT's Robert Berwick and Noam Chomsky.

Associate acquisitions editor Katie Helke now acquires The MIT Press's list in science, technology, and society, which includes our distinguished Inside Technology, Transformations, and Infrastructures series, among others. Katie's acquisitions continue to emphasize the social, institutional, political, legal, ethical, and cultural contexts of technological change, with a focus on 20th- and 21st-century science and technology.

Editorial director Gita Manaktala now acquires our books on information science and communication. This list has a social science focus and complements our programs in computer science and new media studies. It includes our Information Policy, Information Society, and History and Foundations of Information Science series. Topics covered include access to knowledge and information, copyright, data security, digital privacy, the future of journalism, mobile communication, and online behavior, among others.

Highlights of our signed contracts in FY2015 include the following.

On the Evolution of Language by Robert C. Berwick (MIT) and Noam Chomsky (MIT), spring 2016: This book, aimed at a wide audience, consists of four essays on the evolutionary origin of language. It will offer a broad account of the most recent work in

human language syntax and how this work paves the way for an evolutionary account of language. It will also clear up some of the misunderstanding around the minimalist program, including how we have been able to use evidence from nonhuman sources (e.g., birdsong) and reduce the complexities of generative grammar.

Turing's Theory of Computation by Chris Bernhardt (Fairfield University), spring 2016: Alan Turing is regarded as the father of computer science. As there is no Nobel Prize for this discipline, the award for the most significant contributions in the field is named in his honor. Turing's fame is due in large part to a seminal paper he published in 1936 titled "On Computable Numbers, with an Application to the *Entscheidungsproblem*." The problem referred to, known in English as the "decision problem," concerned finding an algorithm for deciding whether certain general statements in mathematics are true or false. Turing's definition of an algorithm is in terms of a simple theoretical machine, now known as a Turing machine, essentially a theoretical model of our modern computers. Everything that can be computed on a computer can be computed by a universal Turing machine, so it tells us what can and what cannot be computed by a computer. More fundamentally, Turing's theory tells us that there are limitations to computation—simple questions that may appear straightforward but are beyond any computer's ability to solve.

Digital Signatures: The Impact of Digitization on Popular Music Sound by Ragnhild Brøvig-Hanssen (University of Oslo) and Anne Danielsen (University of Oslo), spring 2016: For anyone born after 1980, it is hard to imagine the impact that digital technologies have had on popular music. From auto-tune to MIDI to digital audio workstations to digital synthesizers, the digitization of music has changed the way we perceive almost every piece of music we listen to. *Digital Signatures* sets out to present new insights into the impact of the digitization of technology on the aesthetics of popular music. Its goal is to shed light on the ways in which technological mediations in general, and digital mediation in particular, inform and transform musical expressions and experiences.

Creating Language: Integrating the Evolution, Acquisitions and Processing of Language by Morten H. Christiansen (Cornell University) and Nick Chater (University of Warwick), spring 2016: This book describes a revolutionary new framework for understanding the evolution, acquisition, and processing of language. Drawing on recent theoretical and empirical findings from psychology, linguistics, cognitive science, and cognitive neuroscience, the authors detail an integrated perspective on how language is created across three different time scales: the time scale of seconds in which particular utterances are spoken and understood, the time scale of years over which children (re-)create the language of the community, and the time scale of thousands of years over which languages themselves evolve. By presenting a unified theory of how language is intertwined across multiple time scales, the book promises to have a broad impact on the many disciplines involved in language research, from psychology and linguistics to anthropology and cognitive neuroscience.

The Grid: Biography of an American Technology by Julie Cohn (University of Houston), spring 2017: Stretching from coast to coast, the grid delivers nearly 4 trillion kilowatthours of electricity to 334 million customers in three countries every year. Yet to most

consumers of electric power, the grid is practically invisible, operating as the world's largest interconnected machine while escaping notice. This book addresses the problems we face with our contemporary energy resources and their limitations, telling the unseen and unheard history of North America's electric power transmission network—a history that, given how critical it is to the continent's infrastructure, has surprisingly never been examined in book form.

The Arid Lands: A History from the Divine to Desertification by Diana Davis (University of California, Davis), spring 2016: Davis has written an intellectual and environmental history of the world's drylands for the History for a Sustainable Future series. Deserts and drylands are far from being barren; rather, they are often complex ecosystems with much biodiversity. Davis explains the science, history, and culture of deserts and associated policies, showing that Western ideas have changed much over the past few thousand years. In this beautifully written history, Davis dispels myths about drylands and points out misguided policies.

Hate Spin: The Manufacture of Religious Offense and Its Threat to Democracy by Cherian George (Hong Kong Baptist University), fall 2016: This book examines the global phenomenon of religious offense—given and taken—and its implications for the regulation of expression in democracies. The *Charlie Hebdo* assassinations revealed in stark terms the clash between freedom of expression and religious sensibilities. But the explosion of publicity around such sensational incidents may blind us to broader dynamics at work. Rather than looking solely through the lens of terrorism, this book argues that the public giving and taking of religious offense has proliferated as a strategy for political entrepreneurs to rally popular support and intimidate and marginalize opponents. Even when it does not culminate in violence, such "hate spin" should be a matter of concern as it often entails the erosion of minority rights and the degradation of democratic values. Investigating these dynamics in the world's three largest democracies, the book shows how political opportunists in India, Indonesia, and the United States have all employed variants of the same strategy.

Architectural Robotics: Ecosystems of Bits, Bytes, and Biology by Keith Evan Green (Clemson University), spring 2016: In this book, Keith Evan Green looks at computers and the effects of computing in our everyday built environments. He considers how the design of robotics-embedded, built environments will support and impact us as we age, roam, and interconnect. An emerging class of interactive, designed artifacts, architectural robotics is characterized by the capacity to learn from interactions with people, things, and information and, fittingly, physically reconfigure. In the imminent, perplexing, and wondrous world of our near future, Green envisions ecosystems of architectural robotics and associated information technologies that dignify, deepen, and challenge our humanity.

The Power of Resilience: How the Best Companies Manage the Unexpected by Yossi Sheffi (MIT), fall 2015: Yossi Sheffi's new book shows how modern supply chain vulnerabilities call for innovative processes and tools for creating and embedding corporate resilience and risk management. It offers a number of fascinating case studies that illustrate how companies have prepared for, coped with, and emerged stronger following disruption. Sheffi,

author of the widely read *The Resilient Enterprise*, focuses here on deep tier risks as well as corporate responsibility, cybersecurity, long-term disruptions, business continuity planning, emergency operations centers, detection, and systemic disruptions. Supply chain risk management, Sheffi shows, is a balancing act between taking on the risks involved in new products, new markets, and new processes—all crucial for growth—and the resilience created by advanced risk management.

Creative Disruption: How Technology, Piracy, and Big Data Are Reshaping the Creative Industries by Michael D. Smith (Carnegie-Mellon University) and Rahul Telang (Carnegie-Mellon University), fall 2016: In this book, the authors bring their research on the effects of digital technology on traditional business models to a broader audience. They assess visions of the future according to a range of perspectives, from those who feel information should not be restricted by copyright to those who believe greater protection is key. Smith and Telang demonstrate that copyright protection produces important incentives for content creation and that there is a way to compete with digital content that is so easily pirated. They assert that firms in digital media markets should no longer seek to control means of production but instead should seek to control "big data" on consumer behavior and the platforms that facilitate access to this material.

Computational Psychiatry and Translational Neuromodeling by Klaas Enno Stephan (University of Zürich), fall 2016: This will be the first book in our new Neuropsychiatry series, edited by Steve Hyman. It builds a bridge from our program in computational neuroscience to the field of psychiatry and also has synergy with our new *Computational Psychiatry* journal.

Sales

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

Worldwide Sales (\$000)

	FY2013	FY2014	FY2015
US	10,867	9,973	9,562
UK/Europe/Middle East	4,282	4,574	4,634
Other export	596	556	652
Canada	732	674	652
Japan	286	399	144
Australia	127	144	140
Total international sales	6,023	6,347	6,224
Total worldwide sales	16,890	16,320	15,786

FY2015 worldwide sales totaled \$15.8 million, down 3% from FY2014. Frontlist (new title) dollar sales were up 2% over the prior year, while unit frontlist sales were flat. Backlist sales were down by 5% in dollars and 2% in units.

Domestic Sales

Domestic print and electronic book sales in FY2015 totaled \$9.6 million, down by 4% from \$9.9 million in FY2014. Domestic print sales declined across most market channels, including college bookstores, museum stores, and virtual retailers, while increasing at chain bookstores and independent bookstores.

Our largest virtual retailer and customer is Amazon US. Print business with Amazon US was down 5% relative to the prior year, from \$4.4 million to \$4.2 million.

The wholesaler print business continued to be impacted by shifts in the market. Amazon procures the majority of MIT Press stock directly from The Press, rather than from the wholesalers. As a result of this stocking strategy and other market factors, the two largest wholesalers, Ingram and Baker & Taylor, continue to have considerable sales erosion. Overall, FY2015 sales in this market channel were \$1.7 million, down 16% from FY2014.

International Sales

In FY2015, book sales outside of the United States totaled \$6.2 million, down 2% from FY2014. Amazon print sales through international Amazon sites were \$1.4 million, down 22% from the \$1.8 million figure in FY2014. The bulk of this decrease was due to returns from Amazon Japan, which accounted for 14% of the total decline. Amazon UK was also down year over year, while Amazon Canada and Amazon France were both up. Amazon Kindle sales through international Amazon sites totaled \$203,000, compared to \$210,000 in FY2014, \$122,000 in FY2013, and \$52,000 in FY2012.

Print and electronic sales in the United Kingdom, Europe, the Middle East, India, and Africa totaled \$4.6 million, up 1% over FY2014.

FY2015 sales in Canada, our third largest export market behind the United Kingdom and Europe, were \$652,000, down from \$674,000 in FY2014. The shortfall of approximately \$22,000 takes into account the year-over-year Amazon Canada increase of \$52,000.

Taken as a whole, sales to Asia were \$550,000, down 36% from FY2014. Japan remains our largest Asian market, and Amazon Japan is by far our largest customer in Japan. China is our second-largest Asian market with sales of \$119,000, down 11% from FY2014. Key Asian markets that grew in FY2015 include South Korea, Taiwan, and Thailand. Sales declined year over year in Singapore, Hong Kong, and Malaysia.

Footprint is our exclusive sales, distribution, and marketing representative in the Australia and New Zealand territories. FY2015 sales in these markets totaled \$141,000, down 4% from FY2014.

Overall FY2015 sales in Latin and South American markets increased 14% relative to FY2014, from \$95,000 to \$109,000. A particular bright spot was Mexico: sales in that country nearly doubled (from \$27,000 to \$53,000) and surpassed Brazil, where sales declined from \$53,000 to \$44,000.

E-Revenues from Sales and Licensing

In total, e-products revenue surpassed \$2.4 million, up 9% from the \$2.2 million figure in FY2014, although retail e-book sales did not increase in FY2015. We sell retail e-books through Amazon, Barnes & Noble, Kobo, Yuzu, and Apple, among others. Amazon Kindle sales from the US site totaled \$781,000, down 9% from FY2014. Barnes & Noble Nook sales were down 26% relative to FY2014, from \$19,000 to \$14,000, and Apple iBookstore sales were up from \$49,000 to \$51,000.

Along with retail e-book sales, we also sell and license MIT Press content through aggregators. Of our aggregation partnerships, the most revenue comes from IEEE. FY2015 income from IEEE totaled \$605,000, up 22% year over year.

	FY2013	FY2014	FY2015
E-retailers	988	1,165	1,083
Content aggregators	729	1,007	1,223
MIT Press e-books	22	34	96
Total	1,739	2,206	2,402

Revenues from Electronic Sales and Licensing (\$000)

Special Sales

Special sales are defined as book sales into specialty markets such as corporate, institutional, and gift-seller accounts. These sales are often negotiated on a nonreturnable basis. Both frontlist and backlist titles benefit from special sales efforts.

FY2015 highlights include 1,000 copies of Matthew Frederick's 101 Things I Learned in Architecture School delivered to the Sloan Valve Company, 180 copies of Michael Schrage's The Innovator's Hypothesis delivered to Prudential Financial, and 100 copies of W. Edwards Deming's Out of the Crisis delivered to the Wolfe Electric Company.

New institutional outreach included offering bulk discounts through the MIT@MITPress webpage and bookstore discounts distributed at the Human Resources new employee orientation.

Marketing

The books marketing group of The MIT Press includes staff in Cambridge and London. All MIT Press publications are supported by publicity, social media, digital and print promotion, advertising, grassroots initiatives, and exhibits. In addition, focused textbook marketing supports the many titles on our list that are used in courses. We have continued to work toward integrating the whole of The MIT Press marketing department efforts on inbound marketing. Several initiatives support this strategic focus. The creation of the new user experience (UX) architect position has been an excellent addition. The introduction of the UX design process into our various web properties is helping to improve their present state and promising to ensure their future success. Adding the concept of user-first design to our web development process has already proven itself worthy of significant effort.

One of the first projects to be addressed within a UX framework in FY2015 was CogNet. At a critical juncture of the project, a UX evaluation helped simplify the ambitious launch goals. A focus on what was critical to users assisted us in clarifying our needs and getting to the launch more quickly.

CogNet launched in April 2015 with several new features and a robust marketing plan to significantly increase subscribers. Highlights include:

- More than 650 MIT Press books (pdf), 11 MIT Press reference works (xml), and six MIT Press Journals (pdf), with new content added quarterly
- New Digital Restrictions Management (DRM)-free book, reference, and journal content
- A new clean, modern design
- New integrated book, reference, and journal search features
- A new MIT Encyclopedia of the Cognitive Sciences (MITECS)-based taxonomy for better browsing
- A new state-of-the-art server and Drupal-based platform for greatly improved performance and stability
- New Counter4-compliant usage reporting for librarians

As we continue to focus on inbound, direct-to-consumer marketing, we have increased our email subscriptions from 17,653 to 21,030. Our enhanced e-commerce tracking continues to enable us to track subscriber spending and analyze campaign strength. Our open and click rates remain well above the averages, and our curated campaigns continue to bring in a steady stream of direct sales.

The MIT Press Blog continues to thrive, with a growing number of guest blog contributors and new features by our authors and by staff. We designed a special gift guide infographic that we used during the holidays. We also saw our largest-ever exposure from our post on Facebook about *The New Yorker* review of Eco's *How to Write a Thesis* (see below). We continue with our popular Q&As with authors and continue to post content from authors relating to their books, current news, and culture.

Our social media efforts continue to be among the strongest in the industry. We continue to post mostly original content on all social media outlets and have carefully crafted our message to avoid overt promotion. As a result, we have received tremendous support, with over 80,000 fans on Facebook and almost 42,000 followers on Twitter (up from last year's 54,000 on Facebook and 37,000 on Twitter).

MIT Press BITS, initially launched in February 2014, continues to grow. BITS, which are e-extracts from classic and new books organized by distinctive themes, continue to be well received for their carefully curated subject-area focus, individual cover designs, and continued refreshment (we have added 14 new BITS since the program's launch, with four to six per quarter in the pipeline). Ultimately, the goal is to drive readers to purchase the core book. We will evaluate experimenting with alternative methods of delivery and outreach in FY2016.

Our partnership with Designers and Books has continued to reap benefits for our art and design lists, with numerous promotions each month where we have recorded upticks in traffic and some direct sales. We continue to search for other mutually beneficial partnerships, and it is our goal to cultivate similar relationships around the web. With a more robust analytics program, we can begin to better influence and track online website-based sales.

Publicity

Coverage of MIT Press books was wide-ranging in FY2015, with more than 1,800 reviews, features, mentions, and interviews. Sources of national, international, and significant regional coverage generated by the US and UK office marketing staffs included the *New York Times*, the *Wall Street Journal*, the *Washington Post*, *The Atlantic*, *The New York Review of Books*, the *London Review of Books*, *The New Yorker*, *Slate*, *The Huffington Post*, *Bookforum*, the *Times Literary Supplement*, the *San Francisco Chronicle*, *The Guardian*, the *Los Angeles Times*, the Boston Globe, the Globe and Mail, and the Sydney Morning Herald.

MIT Press books received excellent science, environment, history, business, economics, technology, and political coverage in publications such as *The Lancet, Orion, Audubon, Science, Nature, New Scientist, Smithsonian, The Nation, Foreign Affairs,* the *Daily Mail, Mother Jones, Forbes, The Economist,* the *Financial Times, European Financial News,* the World Financial Review, Il Sole 24 Ore (an Italian financial newspaper), *Les Echos* (a French financial newspaper), *Bloomberg Businessweek, BoingBoing, Gizmodo, Wired,* and *Fast Company.*

Higher education, library, and publishing media coverage included *Times Higher Education*, the *Chronicle of Higher Education*, *Inside Higher Education*, *Publishers Weekly*, *Booklist*, the *Library Journal*, and *Choice*.

Coverage of art, design, and architecture publications included *ArtNews*, *Artforum*, *Art in America*, *Frieze*, *The Art Review*, *World of Interiors*, *Architectural Review*, *Architecture Today*, *Architect's Newspaper*, *Architectural Record*, *Eye Magazine*, *ICON*, *Surface*, *Blueprint*, *The Wire*, and *Assembly*.

MIT Press authors spoke to a global audience about the subjects of our books. They were involved in at least 160 events where books were sold, events that took place in more than 25 US states and 15 countries throughout the world. They spoke at conferences, bookstores, museums, libraries, universities, art galleries, foreign affairs clubs, design studios, businesses, government offices, and other venues.

MIT Press authors were involved in over 100 broadcast interviews, including interviews on national and regional NPR and PRI (Public Radio International) programs as well as BBC radio in London, the Canadian Broadcasting Corporation, New Zealand Public Radio, and the Australian Broadcasting Corporation.

Promotions

In FY2015, The MIT Press executed 24 email campaigns, reaching more than 20,000 readers in 46 countries. These campaigns drew attention to new releases across the varied disciplines within which we publish and provided us with an opportunity to promote recent backlist highlights in those fields. One particular campaign, supplemented by Facebook and Twitter advertising and publicity efforts, brought more than 4,000 users to the MIT Press website. In October, newsletter subscription was integrated into the checkout process, which has tripled monthly signups.

Subject area catalogs and brochures were mailed worldwide to 212,500 individuals in the following discipline areas: political science; computer science; science, technology, and society; neuroscience; economics and finance; cognition, brain, and behavior; philosophy; art, architecture, and performing arts; and environment. A special promotional brochure was produced for the fifth edition of Michael Gazzaniga's *The Cognitive Neurosciences*.

Grassroots marketing is an initiative in which we identify additional markets that would not otherwise be reached through our more conventional marketing channels and advertising. It is often included in the marketing plan for a book and/or list of books not falling into The Press's "usual" publishing areas. It may also be considered for some major trade titles in the hope of giving those books an additional "bump" within a market that has already been identified. FY2015 grassroots marketing plans were created for approximately 30 titles or groups of titles/subject areas. Digital discount codes were created and distributed to a number of organizations, including the Society for the Neural Control Movement, the Association of American Law Schools, the Alfred P. Sloan Foundation, the Mid-Atlantic Writing Centers Association, the Chicago Calligraphy Collective, the College Book Art Association, the Marshal Nirenberg Symposium, the International Association for the Fantastic in the Arts, MIT's Science Fiction Society, Harvard's Association for Law and Business, the International Center for Climate Governance, the Media Alliance, MIT's Department of Brain and Cognitive Sciences, and the American Musicological Society. We have also continued to maintain our grassroots partnerships with a number of games studies groups, including the Digital Games Research Association, the SCMS Video Game Scholarly Interest Group, and the International Game Developers Association.

Textbook Sales and Marketing

The 10 best-selling textbooks by net domestic adoption sales revenue for FY2015 were as follows:

Cormen, Introduction to Algorithms, 3rd edition

Benninga, Financial Modeling, 4th edition

Barro, Macroeconomics, 5th edition

Johnson, Technology and Society Sloan, Health Economics Allen, Logic Primer, 2nd edition Salen, Rules of Play Dutta, Strategies and Games Murray, Inventing the Medium

Viscusi, Economics of Regulation and Antitrust, 4th edition

The following were the 10 best-selling text-designated titles by total domestic net revenue for FY2015:

Cormen, Introduction to Algorithms, 3rd edition

Murphy, Machine Learning

Benninga, Financial Modeling, 4th edition

Guttag, Introduction to Computation and Programming Using Python, revised and expanded edition

Koller, Probabilistic Graphical Models

Reas, Processing, 2nd edition

Wooldridge, Econometric Analysis of Cross Section and Panel Data, 2nd edition

Nisan, The Elements of Computing Systems

Spivak, Category Theory for the Sciences

Ljungqvist, Recursive Macroeconomic Theory, 3rd edition

Our book content was used in 15 massive open online courses (MOOCs) offered through edX, Coursera, and independent university platforms. Partial content from the following titles was used in a MOOC:

Guttag, *Introduction to Computation and Programming Using Python*, revised and expanded edition (edX, Introduction to Computer Science and Programming Using Python and Introduction to Computational Thinking and Data Science)

Siegwart, *Introduction to Autonomous Mobile Robots*, 2nd edition (edX, Autonomous Mobile Robots)

Frankel, Envisioning Science (edX, Making Science and Engineering Pictures)

Rainie, Networked (edX, Medicine in the Digital Age)

Nisan, The Elements of Computing Systems (Coursera, From Nand to Tetris)

Alkon, Cultivating Food Justice (edX, The Ethics of Eating)

Krasny, *Civic Ecology* (edX, Civic Ecology)

Bentley, *Building Mobile Experiences* (edX, Building Mobile Experiences)

Cvitanic, *Introduction to the Economics and Mathematics of Financial Markets* (edX, Pricing Options with Mathematical Models)

Börner, Information Visualization (Indiana University, Information Visualization)

Van Roy, *Concepts, Techniques, and Models of Computer Programming* (edX, Paradigms of Computer Programming)

The US textbook marketing office created 14 direct mail promotions and 12 email promotions that were sent to 54,200 professors in various disciplines.

The UK marketing office created 13 textbook campaigns, primarily email promotions. The titles promoted included several by Europe-based authors: the third edition of *Introduction to Machine Learning* by Ethem Alpaydin, who is at Bogazici University in Istanbul; *Artificial Cognitive Systems* by David Vernon of the University of Skovde in Sweden; *Modeling & Analysis of Communicating Systems* by Jan Friso Groote of the University of Eindhoven and Mohammad Reza Mousavi of Halmstad University in Sweden; *Philosophy of Language* by Colin McGinn, who has taught at Oxford University, University College London, and Rutgers; and the second edition of *Labor Economics* by Pierre Cahuc, Stephane Carcillo, and Andre Zylberberg, all of whom are affiliated with universities in Paris.

We continue our work with the Murphy Group (begun in November 2010), a freelance textbook sales group. Our contact worked on 13 textbooks published in FY2015. With our guidance, the group built email lists of adopters of competing titles and deployed email campaigns.

Advertising

We placed approximately 400 ads in relevant trade and professional journals and magazines to help promote frontlist FY2015 titles. We also advertised on over a dozen websites—including targeted ads on Facebook and Twitter—and in third-party email newsletters. Specifically, ads appeared in digital editions or e-newsletters of such publications as *Kill Screen, Mother Jones, Rhizome, American Scientist, Inside Higher Education, The New York Review of Books, The Atlantic, Boston Review, and Project Syndicate.* Advertisements for our FY2015 titles appeared in print publications including the *Harvard Business Review, The New York Review of Books, The Paris Review, The Atlantic Monthly, Harper's, Foreign Affairs,* the *London Review of Books,* and the *Times Literary Supplement,* among many others. Professional titles were advertised in leading academic journals in the fields in which we maintain strong lists.

Highlights from FY2015 include:

- Massachusetts Bay Transit Authority (MBTA) posters for Umberto Eco's *How to Write a Thesis,* designed to reach students traveling on the Red Line between Harvard and MIT.
- A targeted Facebook campaign for *How to Write a Thesis*, designed to build anticipation for the book early on when it was available only from our website and not yet in stores or receiving review coverage. The ad reached English-speaking users in Canada, the United Kingdom, and the United States who "like" pages including *The New Yorker*, Umberto Eco, and the *Chronicle of Higher Education*.

Targeted Twitter campaigns for *How to Write a Thesis* and Paul Shaw's *The Eternal Letter*.

- Eight individual email blasts to subscribers of the Project Syndicate email list. Sent by Project Syndicate and sponsored by The MIT Press, every email gave us the opportunity to highlight one specific title and reach an international group of academics in the fields of economics, politics, science, and cultural studies.
 - Banner ads on the Leiter Reports philosophy blog, the most visited online resource for English-speaking philosophers, to promote recent philosophy books including Max Deutsch's The Myth of the Intuitive and Colin McGinn's Philosophy of Language.
 - Toronto Transit Commission (TTC) posters for several of The MIT Press Essential Knowledge series titles, featured on all Toronto trains during the month of October. These posters, which included scannable QR codes directing readers to our website, increased our visits from Toronto by nearly 50%. Sales of the Essential Knowledge titles from both our website and bookstores in Toronto doubled over this four-week period.
 - A geo-targeted Facebook campaign for Richard Kenvin's Surf Craft that gave us the opportunity to reach English speakers in 15 popular surf cities around the world. We achieved several direct sales by reaching people who belong to Facebook groups such as the Association of Surfing Professionals and the Surfrider Foundation and who "like" popular magazines such as Surfer, Liquid Salt, and The Surfer's Journal. The ad received more than 37,000 impressions and over 400 "likes," as well as several comments and shares from surfers all over the world.
 - A two-page spread in the holiday issue of The New York Review of Books promoting The MIT Press Essential Knowledge series on one page and a few popular "coffee table" books on the other. A similar holiday ad ran on the Red Line train in Cambridge and Boston through the entire month of December.

Exhibits

The MIT Press was represented at 170 North American conferences and book fairs in FY2015, up from 155 in FY2014 and 147 in FY2013. Of that number, 34 were attended by and staffed with MIT Press acquisitions and/or marketing personnel. Booth staff continued to use smartphone-enabled credit card technology to enhance our customers' buying experience in an easy and financially secure environment.

The MIT Press was represented at 18 major academic conferences in the United Kingdom and continental Europe. Most noteworthy was the 2014 Earth System Governance conference in the United Kingdom, at which The MIT Press co-sponsored the Oran R. Young Prize, an award that recognizes early-career scholars.

Other international exposure included exhibits at the joint 4S/ESOCITE (social studies of science) conference in Buenos Aires, our first representation at a major academic conference in Latin America. Also, to support expansion of marketing and acquisitions

reach to an important developing market, The Press participated for the first time in an academic conference in India: the annual Principles of Programming Languages conference, held in Bangalore in January 2015.

Subsidiary Rights and Permissions

Our income from subsidiary rights includes advances and royalties from the licensing of foreign translation rights, audiobook licensing, English-language reprints, and permissions fees from reprinted selections of our content in other publications and college course packs.

	FY2013	FY2014	FY2015
Translations	342,691	394,177	478,636
Permissions	515,225	546,695	555,544
Other	42,218	30,854	137,970
Total	900,134	971,726	1,172,150

Subsidiary Rights Income (\$)

Total subsidiary rights gross income in the books division increased by more than 20% over FY2014. Our translation business remained very strong, with an increase in income of 21% relative to FY2014, and our permissions income showed a small gain of 1.5% as well. We showed very strong growth in two other areas: English-language reprint licensing in India and audiobook licensing.

The translation side of the business was very healthy. Gross translation income (combined income collected from advances on new deals and residual royalties from past deals) was up 21% over FY2014. The pipeline remained strong as well, as the number of new licenses initiated rose from 188 in FY2014 to 203 in FY2015. Income from these new licenses increased 19%, from \$337,000 to \$400,000. The new business income jump can be attributed primarily to a 14% increase in gross income per deal, from \$1,729 in FY2014 to \$1,974 in FY2015.

China was again our largest market for translation licensing, with 90 deals made in the region. This total is equivalent to 44% of our overall translation licenses in FY2015, up from 75 Chinese deals in FY2014 (and a total of 38%). China represents an even more outsized amount of our translation income, with those 90 deals accounting for \$220,000 in gross income, or 55% of our total (compared to 40% in FY2014). The average income per deal increased by 34%, from \$1,820 in FY2014 to \$2,444 in FY2015. This increase is attributable to a number of factors: MIT's strong brand in the region, both as an educational institution and as an academic press; the growing maturity of the Chinese publishing industry as a whole; and our continued strong relationship with the Bardon Agency, which works tirelessly on our behalf as a liaison between The Press and local publishers.

Unlike in previous years when there was an obvious "hit title" with numerous licenses (e.g., Slavoj Žižek's Ž*ižek's Jokes*, with nine licenses in FY2014), translation licenses were distributed evenly throughout the list. Only one title, Mark Belaguer's *Free Will*, received four licenses. However, the Belaguer book points to the most noteworthy success of our translation licensing efforts in FY2015: The MIT Press Essential Knowledge series, with 30 licenses across 15 titles in the series and a total of \$64,000 in income. The obvious beauty of the series concept is that it encourages repeat licensing, with publishers returning if a series title succeeds. Hanul Publishing in Korea has now licensed six titles in the series, and CITIC Press in China and Berlin University Press in Germany have licensed three each. The latter is now considering two more titles.

The brevity of the Essential Knowledge titles also lends itself well to the audiobook format, an area of licensing that we had seldom pursued in past years. On the strength of the Essential Knowledge series, we established a solid relationship with audio innovator Gildan Media in FY2015; Gildan has agreed to produce audio editions of a dozen of the series titles, with more to come. We also established new relationships with Blackstone Audio and Tantor Media while rekindling our licensing efforts with Brilliance Audio and Audible. Audio licensing income amounted to just \$25,000 in FY2015; however, based on this early success and the growth of the format industry-wide, we anticipate that audio licensing will be an avenue of continued growth in FY2016.

We have the same hopes for the Indian market and the licensing of our flagship titles to well-established market leaders in the region. The renegotiation of our license with PHI Learning on much better terms resulted in \$100,000 in income in FY2015. Because of extremely low pricing and the barriers to and expense of distribution, licensing our editions in India to larger publishers such as PHI and Penguin can be a sensible alternative. We will continue to selectively license certain titles in the region.

Finally, almost half of our overall subsidiary rights income comes from permissions: the granting of reuse rights to small portions of our books and journals to textbook publishers, corporate libraries, and university photocopying and course pack providers worldwide. We grant these permission requests both directly and through Reproductive Rights Organizations (e.g., the Copyright Clearance Center in the United States and the Copyright Licensing Agency in the United Kingdom) that work on our behalf to collect micro-payments from requestors worldwide.

Traditionally, permissions revenue is flat year over year. However, there has been pressure on this line for some time as universities and academic libraries continue the transition to digital resources and new models such as open access and MOOCs change end-user expectations regarding the use of copyrighted materials. Despite a slight increase in our income, there is considerable cause for concern. Our primary source of permissions income, the Copyright Clearance Center, showed major drops in both journal (36% decrease) and book (26% decrease) permissions. A late payment in FY2014 that flowed over into FY2015 made up for this shortfall.

Overall, despite a major midyear restructuring of the subsidiary rights department, FY2015 proved to be one of our best licensing years.

Journals Division

FY2015 Revenues

In FY2015, the journals program ended the year with total revenues (subscriptions plus other publishing income) of \$6.53 million, 3.7% behind the previous financial year.

Journals Division Revenues (\$000)

	FY2013	FY2014	FY2015
Subscription Income	4,846	4,991	4,905
Other publishing income	1,704	1,794	1,625
Total revenues	6,550	6,785	6,530

The net return to The Press from the journals division actually increased by 5.6% over FY2014, however, coming in at \$1.463 million (10.7% above budget). The major factors affecting our financial performance in FY2015 were as follows:

- A multiyear grant from the MacArthur Foundation that annually provided nearly \$200,000 in support of the *International Journal of Learning and Media* expired in FY2015.
- A journal left our program in midyear, which had a negative effect on subscription revenues. However, expenses associated with this journal were high, and elimination of these costs created a net positive effect on the bottom line.
- At the beginning of the 2015 calendar year, four MIT Press journals switched to electronic-only publication: Artificial Life, Evolutionary Computation, Neural Computation, and Presence: Teleoperators and Virtual Environments. This caused a drop-off in subscription revenue that was more than offset by savings in manufacturing, mailing and handling, and warehousing.
- The Press renewed the contract for its publishing platform, Literatum from Atypon, and incurred significant unbudgeted expenses related to new website redesign technology.
- Permissions revenue for reuse of our journals material in reprints, classrooms, and other contexts was down notably in FY2015, largely due to a drop in foreign authorizations as a result of loosening of copyright laws, particularly in Europe.

The university library market in the United States and Canada has largely stabilized, but we continue to see weaknesses with international sales. The uncertain funding levels of several countries, including Greece, Italy, Spain, South Africa, India, and Brazil, along with some accounts funded by the US government, affected large consortia and individual library orders during 2015. The September 2014 bankruptcy of the secondlargest subscription agent in the world, Swets, forced many libraries to scramble for alternatives. Much of The MIT Press's \$800,000 per year business with Swets has shifted to other agents or direct orders, but some former Swets users continue to struggle with the transition, and approximately 350 former Swets library subscriptions remain unrenewed. The switchover to e-only for *Artificial Life, Neural Computation, Evolutionary Computation*, and *Presence* went smoothly from both production and renewal standpoints, and a significant majority of library subscribers that were receiving the print versions have made the change to e-only subscriptions. The balance between e-only and print plus electronic subscriptions across our entire program has shifted again, and e-only now accounts for 42% of the total. Prior to the *Journal of Cognitive Neuroscience* moving to e-only in 2010, digital publication represented only 14% of our business. We have put our thumb on the scale by converting some titles to e-only, but the shift is nonetheless dramatic and subscriber loyalty has been strong, reflecting the vital nature of these publications. The savings in production costs have also been notable with The Press paying almost 40% less to manufacture print copies of its journals than it did five years ago.

The journals division has recently concluded negotiations with its online hosting provider, Atypon, on a new three-year contract. Included with this contract is access to Atypon's full suite of PageBuilder tools, which will allow us to completely redesign mitpressjournals.org. The division intends to replicate the branding of the books division's new website and bring visual harmony to all of our web properties.

Journals Roster Update

The *American Journal of Health Economics* had a very successful launch in February 2015. A stellar line up of scholars, including MIT's own Jonathan Gruber, appeared in the first issue. The demand for a publishing outlet for material in this area is so strong that the tables of contents for the entire first volume had been completed before the first issue was published. The community of scholars in this field has openly embraced the journal, and we are confident that its subscriber base will grow quickly.

In the spring of 2015, The Press came to terms with Computational Psychiatry Inc. to launch a new journal in this burgeoning field of psychiatry. *Computational Psychiatry* will be the first journal solely dedicated to research in this domain. In addition, it will build upon The Press's recent efforts to build a book list in the area of computational psychiatry. The journal will be co-edited by two of the field's leading figures: Peter Dayan, professor and director of the Gatsby Computational Neuroscience Unit at University College London (and co-author of our book *Theoretical Neuroscience*), and Read Montague, director of the Computational Neuroscience Unit at Virginia Tech.

There is a long history of publishing computational research in the journals division with *Computational Linguistics, Neural Computation, Evolutionary Computation,* and other titles. Although *Computational Psychiatry* will fit in seamlessly as part of this effort, some aspects are new. This journal will be our first to be completely funded by article processing charges (fees paid directly by authors to a publisher to offset publication costs incurred by the publisher), and it will be made available in an open access format on our website.

Citation Indices and Journal Rankings

MIT Press journals continue to perform well in terms of their impact factor rankings, many of them appearing in the top quartile of their discipline. For example, *International*

Security is ranked first out of 85 journals in international relations, and *Global Environmental Politics* is 24th out of 161 journals in political science. Also, *Computational Linguistics* is 33rd in linguistics, and *Linguistic Inquiry* is 10th in that category. *The Review of Economics and Statistics* is 22nd out of 333 in economics, the *Journal of Cognitive Neuroscience* is 7th out of 83 in experimental psychology, and *Evolutionary Computation* is 11th and *Artificial Life* 30th out of 102 journals in computer science, theory, and methods.

Journal Title	Total Cites	Impact Factor	
Artificial Life	593	1.386	
Asian Economic Papers	91	0.438	
Computational Linguistics	1,407	1.226	
Computer Music Journal	249	0.474	
Daedalus	916	0.628	
Education Finance and Policy	240	0.744	
Evolutionary Computation	1,887	2.366	
Global Environmental Politics	773	1.763	
International Security	1,759	4.455	
Journal of Cognitive Neuroscience	16,870	4.085	
Journal of Cold War Studies	95	0.262	
Journal of Interdisciplinary History	229	0.727	
Linguistic Inquiry	1,866	1.711	
Neural Computation	7,782	2.207	
Presence	1,117	0.731	
Review of Economics and Statistics	9,942	2.749	

Impact Factor Rankings for MIT Press Journals

The journals division ended the fiscal year publishing CogNet, the online brain and cognitive science community database (containing books, reference works, and journals), and 29 journals:

African Arts American Journal of Health Economics Artificial Life ARTMargins Asian Development Review Asian Economic Papers Computational Linguistics Computer Music Journal Daedalus Design Issues Education Finance and Policy Evolutionary Computation

Global Environmental Politics Grey Room International Security Journal of Cognitive Neuroscience Journal of Cold War Studies Journal of Interdisciplinary History Leonardo Leonardo Music Journal Linguistic Inquiry Neural Computation The New England Quarterly October PAJ: A Journal of Performance and Art Perspectives on Science *Presence: Teleoperators and Virtual Environments* The Review of Economics and Statistics TDR: The Drama Review

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 Laboratory and McGovern Institute for Brain Research, and co-director of the Center for Neurobiological Engineering): deputy editor, large-scale recording and anatomy, *Neural Computation*

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

Emery Brown (associate head of the Institute for Medical Engineering and Science and professor of computational neuroscience and health sciences and technology, Department of Brain and Cognitive Sciences): advisory editor, *Neural Computation*

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

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

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

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

Danny Fox (Anshen-Chomsky Professor in Language & Thought Syntax, Semantics, 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 of political science): associate editor, *International Security*

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

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

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*

Keeril Makan (associate professor of music): former managing editor, *Computer Music Journal*

Bruce Mazlish (professor emeritus of history): editor emeritus, *Journal of Interdisciplinary History*

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*

Marvin Minsky (professor emeritus of media arts and sciences and electrical engineering and computer science): editorial advisory board member, *Computer Music Journal*

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

Barry Posen (professor of political science): editorial board member, *International Security*

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

Iqbal Z. Quadir (professor of the practice of development and entrepreneurship and founder and director emeritus, Legatum Center for Development and Entrepreneurship): founding co-editor, *Innovations*

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, Center for International Studies): editor, Journal of Interdisciplinary History

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

Yair Weiss (visiting scientist, Computer Science and Artificial Intelligence Laboratory): associate editor, *Neural Computation*

Cindy Williams (research affiliate, Security Studies Program): 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*

The MIT Press Bookstore

The MIT Press Bookstore was established in 1980 as the campus showroom for books and journals published by The Press. We feature all of the books published by The MIT Press as well as a curated selection of nonfiction works from other university presses and academic publishers. Our current inventory includes over 12,000 books representing 6,500 unique titles, all housed in our 1,450-square-foot store in Kendall Square. Our primary customer base comprises MIT students and faculty, the local innovation community, and visitors to the MIT campus.

Sales in the physical store for FY2015 were up 1% over last year, totaling \$496,000. In all, more than 12,000 of our visitors chose to make a purchase, resulting in the sale of more than 26,000 items. Sales of MIT Press books represented 43% of total dollar sales,

books from other publishers represented 52.5%, and non-book items represented 4.5%. Our average customer buys 2.2 items and spends \$39.94 per visit. The bookstore's net contribution for FY2015 was \$144,000.

We continue to expand our offerings of shop-worn and out-of-print MIT Press titles through online partners such as Amazon.com, Alibris.com, and other discount websites popular with students and scholars. During the past year, these transactions amounted to \$92,000, or 14% of gross sales. We also held five special sales events involving these "hurt" books, which contributed an additional \$85,000, or 13% of gross sales. Two of these events were our popular "loading dock" sales, during which we sold more than 15,000 books at reduced prices. Our spring book sale attracted more than 850 buyers who bought more than 7,000 books in just two days.

Our activities take us beyond the walls of the showroom as well. This year marked the re-launch of the authors@mit lecture series after a multiyear hiatus. The series is co-sponsored by the MIT Libraries and The MIT Press Bookstore and seeks to celebrate the publications of MIT faculty. Our FY2015 events featured Professor Ellen Harris and her new book *George Frideric Handel* and Professor Max Tegmark with *Our Mathematical Universe*. Our staff also distributed catalogs, flyers, and coupons at many other events during FY2015, and we had a direct sales presence at 20 different local lectures and conferences:

Scratch Conference, Media Lab (August 2014)

MIT Swapfest, Albany Street Garage (August 2014)

Ig Nobel Prize ceremony, Sanders Theatre, Harvard University (September 2014)

Ig informal lectures at MIT, Room 26-100 (September 2014)

MIT SDM Systems Thinking Conference, Tang Center (October 2014)

authors@mit lecture: Ellen Harris, Lewis Music Library (October 2014)

MIT AeroAstro Centennial, Kresge Auditorium (October 2014)

Boston Book Festival, Copley Square, Boston (October 2014)

Communications Forum, Stata Center (October 2014)

Book release presentation: Sasha Costanza-Chock, *Out of the Shadows, Into the Streets,* Media Lab (November 2014)

In-store performance of "Dramatic Improbable Readings" with Marc Abrahams (November 2014)

Book presentation: Sanjoy Mahajan, *The Art of Insight in Science and Engineering*, Room 10-105 (December 2014)

12-04-14: CMS Colloquium: Fox Harrell, *Phantasmal Media*, MIT R&D Pub (December 2014)

authors@mit lecture: Max Tegmark, Room 14E-304 (March 2015)

Sandbox Summit: Imagining a More Playful Society, Stata Center (March 2015)

"Our Own Devices" Symposium: Paul Miller, *The Imaginary App*, Bartos Theatre (April 2015)

Information Systems Security Association of New England chapter meeting, Microsoft Offices, Kendall Square (April 2015)

Book release party: Andrea Campbell, Stata Center (April 2015)

MIT Laboratory for Nuclear Security and Policy seminar: Sonja Schmid, *Producing Power*, Room 24-213 (May 2015)

Sloan School of Management CIO Symposium, Kresge Auditorium (May 2015)

The top five best-selling MIT Press books at the bookstore during FY2015 were as follows:

- 1. de Weck et al., Engineering Systems
- 2. Schrage, The Innovator's Hypothesis
- 3. Nightingale and Rhodes, Architecting the Future Enterprise
- 4. Guttag, Introduction to Computation and Programming Using Python
- 5. Eco, How to Write a Thesis

Ellen W. Faran Outgoing Director

Amy E. Brand Director (effective July 20, 2015)

Appendix A: New Titles Published in FY2015

Professional Books

Alpaydin	Introduction to Machine Learning, 3rd edition
Alper	Digital Youth with Disabilities
Altice	I Am Error: The Nintendo Family Computer / Entertainment System Platform
Anderson	After Phrenology: Neural Reuse and the Interactive Brain
Andrachuk	Perspecta 47: Money
Ascoli	Trees of the Brain, Roots of the Mind
Baber	Consensus and Global Environmental Governance: Deliberative Democracy in Nature's Regime
Bailey	Technology Choices: Why Occupations Differ in Their Embrace of New Technology
Ballard	Brain Computation as Hierarchical Abstraction
Banzhaf	Artificial Chemistries
Bennett	Sensory Integration and the Unity of Consciousness
Beshty	Ethics
Biermann	Earth System Governance: World Politics in the Anthropocene
Borgman	Big Data, Little Data, No Data: Scholarship in the Networked World
Brown	Enjoying Machines
Bruya	The Philosophical Challenge from China
Calvo	Positive Computing: Technology for Wellbeing and Human Potential
Cangelosi	Developmental Robotics: From Babies to Robots
Cannavò	Engaging Nature: Environmentalism and the Political Theory Canon
Carse	Beyond the Big Ditch: Politics, Ecology, and Infrastructure at the Panama Canal
Cecchetto	(Re)labeling
Chirimuuta	Outside Color: Perceptual Science and the Puzzle of Color in Philosophy
Chomsky	Aspects of the Theory of Syntax, 50th anniversary edition
Chomsky	The Minimalist Program, 20th anniversary edition
Cohen	Human Subjects Research Regulation: Perspectives on the Future
Costanza- Chock	Out of the Shadows, Into the Streets! Transmedia Organizing and the Immigrant Rights Movement
Criqui	ON&BY Christian Marclay

Danks	Unifying the Mind: Cognitive Representations as Graphical Models
Day	Indexing It All: The Subject in the Age of Documentation, Information, and Data
De Cruz	A Natural History of Natural Theology: The Cognitive Science of Theology and Philosophy of Religion
de Mooij	Taxation and Regulation of the Financial Sector
Decety	The Moral Brain: A Multidisciplinary Perspective
Delaney	Perspectives on Defense Systems Analysis
Denning	Great Principles of Computing
Deutsch	The Myth of the Intuitive: Experimental Philosophy and Philosophical Method
Diamond	Pathways to Fiscal Reform in the United States
Dombalagian	Chasing the Tape: Information Law and Policy in Capital Markets
Downing	Intelligence Emerging: Adaptivity and Search in Evolving Neural Systems
Dugdale	Dying in the Twenty-First Century: Toward a New Ethical Framework for the Art of Dying Well
Dunbar- Hester	Low Power to the People: Pirates, Protest, and Politics in FM Radio Activism
Dyson	The Tone of Our Times: Sound, Sense, Economy, and Ecology
Ehn	Making Futures: Marginal Notes on Innovation, Design, and Democracy
Engelland	Ostension: Word Learning and the Embodied Mind
Ervolini	Managing Equity Portfolios: A Behavioral Approach to Improving Skills and Investment Processes
Feiveson	Unmaking the Bomb: A Fissile Material Approach to Nuclear Disarmament and Nonproliferation
Fenn	Ultrawideband Phased Array Antenna Technology for Sensing and Communications Systems
Flanagan	Values at Play in Digital Games
Fodor	Minds without Meanings: An Essay on the Content of Concepts
Freixas	Systemic Risk, Crises, and Macroprudential Regulation
Gandy	The Fabric of Space: Water, Modernity, and the Urban Imagination
Gavil	The Microsoft Antitrust Cases: Competition Policy for the Twenty-first Century
Gazzaniga	The Cognitive Neurosciences, 5th edition
Geiser	Chemicals without Harm: Policies for a Sustainable World
Gérard	The Mobility of Students and the Highly Skilled: Implications for Education Financing and Economic Policy

Gershkov	Dynamic Allocation and Pricing: A Mechanism Design Approach
Gropp	Using MPI: Portable Parallel Programming with the Message-Passing Interface, 3rd edition
Gropp	Using Advanced MPI: Modern Features of the Message-Passing Interface
Gupta	Transparency in Global Environmental Governance: Critical Perspectives
Halford	Categorizing Cognition: Toward Conceptual Coherence in the Foundations of Psychology
Hanushek	The Knowledge Capital of Nations: Education and the Economics of Growth
Hillebrand	Energy, Economic Growth, and Geopolitical Futures: Eight Long-Range Scenarios
Hillis	Networked Affect
Ikoniadou	The Rhythmic Event: Art, Media, and the Sonic
Iyengar	Oblivious Network Routing: Algorithms and Applications
Jackson	The Genealogy of a Gene: Patents, HIV/AIDS, and Race
Jinnah	Post-Treaty Politics: Secretariat Influence in Global Environmental Governance
Jones	Sexuality
Kafai	Connected Code: Why Children Need to Learn Programming
Kinskey	We Used to Wait: Music Videos and Creative Literacy
Konisky	Failed Promises: Evaluating the Federal Government's Response to Environmental Justice
Krasny	Civic Ecology: Adaptation and Transformation from the Ground Up
Kuchinskaya	The Politics of Invisibility: Public Knowledge about Radiation Health Effects after Chernobyl
Kveraga	Scene Vision: Making Sense of What We See
Kwoka	Mergers, Merger Control, and Remedies: A Retrospective Analysis of U.S. Policy
Leckman	Pathways to Peace: The Transformative Power of Children and Families
Lee	Isa Genzken
Legate	Voice and v: Lessons from Acehnese
Lemke	Documenting and Assessing Learning in Informal and Media-Rich Environments
Lundh	Similarity in Difference: Marriage in Europe and Asia, 1700-1900
MacSwan	Grammatical Theory and Bilingual Codeswitching
Mahajan	The Art of Insight in Science and Engineering: Mastering Complexity
Margolis	The Conceptual Mind: New Directions in the Study of Concepts
Mavhunga	Transient Workspaces: Technologies of Everyday Innovation in Zimbabwe
Mayer	Computer Games for Learning: An Evidence-Based Approach

McCarthy	Taking [A]part: The Politics and Aesthetics of Participation in Experience-Centered Design
Medina	Beyond Imported Magic: Essays on Science, Technology, and Society in Latin America
Meyer	Knowledge Machines: Digital Transformations of the Sciences and Humanities
Meyer	Engaging the Everyday: Environmental Social Criticism and the Resonance Dilemma
Montello	Space in Mind: Concepts for Spatial Learning and Education
Montemayor	Consciousness, Attention, and Conscious Attention
Musholt	Thinking about Oneself: From Nonconceptual Content to the Concept of a Self
Nelson	The Sound of Innovation: Stanford and the Computer Music Revolution
Newman	Liberalism in Practice: The Psychology and Pedagogy of Public Reason
Nowozin	Advanced Structured Prediction
Nriagu	Trace Metals and Infectious Diseases
Obach	Organic Struggle: The Movement for Sustainable Agriculture in the United States
O'Donnell	Developer's Dilemma: The Secret World of Videogame Creators
O'Donnell	Productivity and Reuse in Language: A Theory of Linguistic Computation and Storage
Oreskes	Science and Technology in the Global Cold War
Peppler	Script Changers: Digital Storytelling with Scratch
Peppler	Short Circuits: Crafting e-Puppets with DIY Electronics
Peppler	Soft Circuits: Crafting e-Fashion with DIY Electronics
Pittel	Climate Policy and Nonrenewable Resources: The Green Paradox and Beyond
Preminger	Agreement and Its Failures
Preston	The Interdisciplinary Science of Consumption
Price-Smith	Oil, Illiberalism, and War: An Analysis of Energy and US Foreign Policy
Princen	Ending the Fossil Fuel Era
Proenza	Public Access ICT across Cultures: Diversifying Participation in the Network Society
Rapp	Processing Inaccurate Information: Theoretical and Applied Perspectives from Cognitive Science and the Educational Sciences
Razin	Understanding Global Crises: An Emerging Paradigm
Richards	Anigrafs: Experiments in Cooperative Cognitive Architecture
Rish	Practical Applications of Sparse Modeling
Robinson	Mind in Architecture: Neuroscience, Embodiment, and the Future of Design
Rosecrance	The Next Great War? The Roots of World War I and the Risk of U.SChina Conflict

Salant	A Primer on Auction Design, Management, and Strategy
Salen Tekinbaş	Gaming the System: Designing with Gamestar Mechanic
Salter	Alien Agency: Experimental Encounters with Art in the Making
Santayana	The Life of Reason or The Phases of Human Progress: Reason in Religion, Volume VII, Book Three, critical edition
Schmid	Producing Power: The Pre-Chernobyl History of the Soviet Nuclear Industry
Schneider	The Censor's Hand: The Misregulation of Human-Subject Research
Schramme	Being Amoral: Psychopathy and Moral Incapacity
Schultz	Perspectives on Dodd-Frank and Finance
Sestoft	Spreadsheet Implementation Technology: Basics and Extensions
Shanken	Systems
Simonsen	Situated Design Methods
Smil	Power Density: A Key to Understanding Energy Sources and Uses
Spencer	Lives of the Laureates: Twenty-three Nobel Economists, 6th edition
Steeds	Exhibition
Sterling	Principles of Neural Design
Stigum	<i>Econometrics in a Formal Science of Economics: Theory and the Measurement of Economic Relations</i>
Suhr	Evaluation and Credentialing in Digital Music Communities: Benefits and Challenges for Learning and Assessment
Summers	No Future for You: Salvos from The Baffler
Sussman	Structure and Interpretation of Classical Mechanics, 2nd edition
Sutton	The Experience Machine: Stan VanDerBeek's Movie-Drome and Expanded Cinema
Svensson	Between Humanities and the Digital
Swyngedouw	Liquid Power: Contested Hydro-Modernities in Twentieth-Century Spain
Thomas	Rational Action: The Sciences of Policy in Britain and America, 1940-1960
Väliaho	Biopolitical Screens: Image, Power, and the Neoliberal Brain
Vogel	Thinking like a Mall: Environmental Philosophy after the End of Nature
Waller	The Stubborn System of Moral Responsibility
Walz	The Gameful World: Approaches, Issues, Applications
Weibel	Global Activism: Art and Conflict in the 21st Century

Windt	Dreaming: A Conceptual Framework for Philosophy of Mind and Empirical Research
Wolf	Video Games Around the World
Zimmermann	Waves and Forms: Electronic Music Devices and Computer Encodings in China
Trade Books	
Acker	I'm Very into You: Correspondence 1995–1996
Ansolabehere	Cheap and Clean: How Americans Think about Energy in the Age of Global Warming
Austin	Zen-Brain Horizons: Toward a Living Zen
Baudrillard	The Divine Left: A Chronicle of the Years 1977–1984
Börner	Atlas of Knowledge: Anyone Can Map
Brandt	Interplay: Neo-Geo Neoconceptual Art of the 1980s
Brown	Undoing the Demos: Neoliberalism's Stealth Revolution
Buchloh	Formalism and Historicity: Models and Methods in Twentieth-Century Art
Camarata	Late-Talking Children: A Symptom or a Stage?
Cutcher- Gershenfeld	Inside the Ford-UAW Transformation: Pivotal Events in Valuing Work and Delivering Results
Cutrofello	All for Nothing: Hamlet's Negativity
Dezeuze	Thomas Hirschhorn: Deleuze Monument
Dorst	Frame Innovation: Create New Thinking by Design
Eagle	Reality Mining: Using Big Data to Engineer a Better World
Eco	How to Write a Thesis
Field	Touch, 2nd edition
Fischer	Lurching Toward Happiness in America
Gardner	Politically Unbecoming: Postsocialist Art against Democracy
Greengard	The Internet of Things
Guattari	Psychoanalysis and Transversality: Texts and Interviews 1955–1971
Guattari	I, Little Asylum
Guyotat	In the Deep
Haber	MOOCs
Higgs	Collision Course: Endless Growth on a Finite Planet
Hughes	The Architecture of Error: Matter, Measure, and the Misadventures of Precision
James	Disconnected: Youth, New Media, and the Ethics Gap

Joy	The Choreographic
Kenvin	Surf Craft: Design and the Culture of Board Riding
Klingan	Textures of the Anthropocene: Grain Vapor Ray, 4-volume set
Klose	The Container Principle: How a Box Changes the Way We Think
Kluge	History and Obstinacy
Kraus	Torpor, new edition
Lazzarato	Governing by Debt
Lefebvre	The Missing Pieces
Manzini	Design, When Everybody Designs: An Introduction to Design for Social Innovation
Menon	Conflict in Ukraine: The Unwinding of the Post–Cold War Order
Miller	The Imaginary App
Miller	Mike Kelley: Educational Complex
Nightingale	Architecting the Future Enterprise
Nilsson	Understanding Beliefs
Papapetros	Retracing the Expanded Field: Encounters between Art and Architecture
Peled	Traversing Digital Babel: Information, E-Government, and Exchange
Phillips	This Is Why We Can't Have Nice Things: Mapping the Relationship between Online Trolling and Mainstream Culture
Portugal	The Least Likely Man: Marshall Nirenberg and the Discovery of the Genetic Code
Preciado	Pornotopia: An Essay on Playboy's Architecture and Biopolitics
Reagle	Reading the Comments: Likers, Haters, and Manipulators at the Bottom of the Web
Rotbard	White City, Black City: Architecture and War in Tel Aviv and Jaffa
Rothfuss	Topless Cellist: The Improbable Life of Charlotte Moorman
Salazar Sutil	Motion and Representation: The Language of Human Movement
Salter	Flash: Building the Interactive Web
Schrage	The Innovator's Hypothesis: How Cheap Experiments Are Worth More than Good Ideas
Shanahan	The Technological Singularity
Sharma	The Outsourcer: The Story of India's IT Revolution
Sharp	Works of Game: On the Aesthetics of Games and Art
Shaw	The Eternal Letter: Two Millennia of the Classical Roman Capital
Sicart	Play Matters

Sloterdijk	Globes: Spheres Volume II: Macrospherology
Stern	Why Are We Waiting? The Logic, Urgency, and Promise of Tackling Climate Change
Stone	Auditions: Architecture and Aurality
Temin	Keynes: Useful Economics for the World Economy
The Invisible Committee	To Our Friends
Tirman	Dream Chasers: Immigration and the American Backlash
Tomlinson	A Million Years of Music: The Emergence of Human Modernity
Torey	The Conscious Mind
Upton	The Aesthetic of Play
Virno	When the Word Becomes Flesh: Language and Human Nature
von Schlegell	Sundogz
Weimann	Measuring Happiness: The Economics of Well-Being
Zoughbie	Indecision Points: George W. Bush and the Israeli-Palestinian Conflict
Textbooks	
Alur	Principles of Cyber-Physical Systems
Glymour	Thinking Things Through: An Introduction to Philosophical Issues and Achievements, 2nd edition
Groote	Modeling and Analysis of Communicating Systems
Jiang	Student Solutions Manual to Accompany Economic Dynamics in Discrete Time
Lipton	Quantum Algorithms via Linear Algebra: A Primer
McGinn	Philosophy of Language: The Classics Explained
Miao	Economic Dynamics in Discrete Time
Reas	Processing: A Programming Handbook for Visual Designers and Artists, 2nd edition
Spivak	Category Theory for the Sciences
Vernon	Artificial Cognitive Systems: A Primer
Wilensky	An Introduction to Agent-Based Modeling: Modeling Natural, Social, and Engineered Complex Systems with NetLogo
Wilson	The Design of High-Efficiency Turbomachinery and Gas Turbines, 2nd edition with a new preface

Appendix B: Awards in FY2015

MIT Press books and authors won recognition in the form of many awards and prizes in FY2015. Below is a selection of some of the most notable awards and their winners.

Alexandra Hui, author of *The Psychophysical Ear: Musical Experiments, Experimental Sounds, 1840-1910,* won the 2014 Early Career Award from the Society for the History of Psychology.

Networked: The New Social Operating System by Lee Rainie and Barry Wellman won the 2014 Book Award from the American Sociological Association's Section on Communication and Information Technologies.

Planning Ideas That Matter: Livability, Territoriality, Governance, and Reflective Practice, edited by Bishwapriya Sanyal, Lawrence Vale, and Christina Rosan, was given the Best Edited Book Award by the International Planning History Society.

Machine Learning: A Probabilistic Perspective by Kevin Murphy was awarded the 2013 DeGroot Prize, given by the International Society for Bayesian Analysis.

Constructing Green: The Social Structures of Sustainability, edited by Rebecca Henn and Andrew Hoffman, received a 2014 Best Book Award honorable mention from the Academy of Management's Organizations & Natural Environment Division.

The Future Is Not What It Used to Be: Climate Change and Energy Scarcity by Jörg Friedrichs received a Rachel Carson Environment Book Award honorable mention from the Society of Environmental Journalists.

Politics of Urban Runoff: Nature, Technology, and the Sustainable City by Andrew Karvonen was presented the 2014 John Friedmann Book Award by the Association of Collegiate Schools of Planning.

The Discipline of Organizing, edited by Robert J. Glushko, was a co-winner of the 2014 Best Information Science Book award from the Association for Information Science and Technology.

Recoding Gender: Women's Changing Participation in Computing by Janet Abbate was the winner of the 2014 Computer History Museum Prize, awarded by the Society for the History of Technology.

Patently Contestable: Electrical Technologies and Inventor Identities on Trial in Britain by Stathis Arapostathis and Graeme Gooday won the 2014 John Pickstone Prize, awarded by the British Society for the History of Science.

A Composer's Guide to Game Music by Winifred Phillips was presented the 2014 Global Music Award Gold Medal for an exceptional book in the field of music.

Realism after Modernism: The Rehumanization of Art and Literature by Devin Fore was the winner of the 2012–2013 Aldo and Jeanne Scaglione Prize for Studies in Germanic Languages and Literatures, awarded by the Modern Language Association.

Matthew Gandy's *The Fabric of Space: Water, Modernity, and the Urban Imagination* won the 2014 Association of American Geographers Meridian Book Award for Outstanding Scholarly Work in Geography.

Claudio Lomnitz's *The Return of Comrade Ricardo Flores Magón* won the 2015 Humanities Book Award from the Latin American Studies Association's Mexico section.

Jon Ippolito, author of *Re-collection: Art, New Media, and Social Memory,* was presented the inaugural Digital Arts Writing Award by the Thoma Foundation.

The Microsoft Antitrust Cases: Competition Policy for the Twenty-first Century by Andrew I. Gavil and Harry First won the Jerry S. Cohen Award for Antitrust Writings, presented by the American Antitrust Institute.

Tata Dada: The Real Life and Celestial Adventures of Tristan Tzara by Marius Hentea received an honorable mention for the 2014 Robert Motherwell Book Award, presented by the Dedalus Foundation.

The American Publishers Awards for Professional and Scholarly Excellence (PROSE Awards), presented by the Professional and Scholarly Publishing Division of the Association of American Publishers, annually recognize the best in professional and scholarly publishing by bringing attention to distinguished books, journals, and electronic content in over 40 categories. MIT Press titles won in two categories of the 2014 PROSE Awards: Computing & Information Sciences for *Reality Mining: Using Big Data to Engineer a Better World* by Nathan Eagle and Kate Greene and Music & the Performing Arts for *Music and the Making of Modern Science* by Peter Pesic. In addition, honorable mentions were awarded to the following titles:

The Innovator's Hypothesis: How Cheap Experiments Are Worth More than Good Ideas by Michael Schrage (Business, Finance & Management)

Disaster Robotics by Robin Murphy (Engineering & Technology)

The Globalization of Clean Energy Technology: Lessons from China by Kelly Sims Gallagher (Environmental Science)

A Metaphysics of Psychopathology by Peter Zachar (Psychology)