The Association of American University Presses
www.aaupnet.org

Digital Book Publishing in the AAUP Community
Survey Report: Spring 2015

Introduction

This is AAUP's sixth annual survey to track the extent to which various digital book publishing strategies are being adopted within the membership community. This year, new questions were added about production formats and workflow, as well as open educational resources (OER).Throughout the report, percentages are based on the number of responses to the specific question, and rounded. Questions and answer options marked with a † are new in 2015. For the first time, two appendices present relevant data from other AAUP surveys.

Survey Participation

	Spring 2013	Spring 2014	Spring 2015
Presses	75	75	**74**
% of Membership	57%	56%	**54%**

Press Size

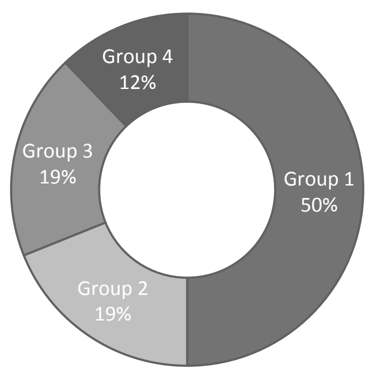
Publishers represented in the 2015 survey fall into the following annual net sales groups:

Group 1 (up to $1.5 million): 37

Group 2 ($1.5 to 3 million): 14

Group 3 ($3 to 6 million): 14

Group 4 (over $6 million): 9



Departments/Roles

One survey response was collected from each participating press. This ensures more quantitative accuracy, but narrows the range of perspectives shared in the more qualitative questions. Primary respondents reported the following main areas of responsibility:

Press Director (incl. Schol. Pub. VP)**:**	54%	**Editorial:**	7%
E-Publishing:	12%	**Production/Design:**	4%
Marketing/Sales:	12%	**IT:**	1%
Business/Finance:	10%		

Survey Questions

Section 1: General Digital Book Publishing Questions

1. Our press is pursuing the following general digital publishing strategies:

Respondents could choose all applicable strategies. Strategies are listed in order of greatest adoption.
2 presses skipped this question.

Strategy	# of Presses	%
Ebook individual sales	66	92%
Backlist SRDP/POD* programs	60	83%
Selected titles through aggregators	60	83%
Front-list SRDP/POD programs	53	74%
POD for foreign distribution	40	56%
Full-text search and discover	32	44%
Subject or press ebook collections	28	39%
Ebook rentals	27	38%
Online full-text Open Access (OA)	26	36%
Enhanced ebooks	21	29%
Digital shorts	19	26%
Print/ebook bundling	18	25%
Web-only publications†	15	21%
Online course content and MOOCs	13	18%
Book-based apps	9	13%
OA Textbooks/OER (Open Edu. Resources)†	7	10%
Non-book apps	5	7%

Other (please specify)—Additional responses here included:

- OA websites or digital platforms for expanding print books (2)
- Digitizing backlist for IR, not for sale (1)

* *Short-Run Digital Printing/Print-On-Demand*

Digital Shorts has proven a popular product for experimentation in scholarly (not-so) longform digital publishing since the survey added the option in 2012. From content development to business model, presses have pursued a wide variety of programs in the category.

Digging deeper into the trend: **5 presses** newly reported publishing *Digital Shorts* products in 2015, but **6 presses** who reported *Digital Shorts* in 2014 no longer include that product in their digital publishing strategies. (2 other presses who reported *Shorts* in 2014 did not participate in 2015.)

2. How does your press staff digital book publishing work?

Respondents could choose all applicable strategies. 2 presses skipped this question.

Strategy	# of Presses
Responsibilities added to existing staff	60
Ebook/E-pub manager coordinates activities	18
Digital marketing and/or sales staff	11
Dedicated digital production staff	10
Dedicated IT staff	10

Other (please specify)—Additional responses here included:

- Freelance/outsourced/institutional resources
- Backlist digitization has a dedicated staff person
- Digital and print responsibilities expected with new hires

66% of presses with e-pub coordinators report FY14 ebook revenues of over 10%; as opposed to only **38%** of presses without an e-pub manager. However, the latter group includes the 2 presses that report >20% e-book revenues.

See Appendix B for more information on staffing e-initiatives.

3. In which of these technologies does your press have in-house expertise?†

10 presses skipped this question; it should be noted that "None" was not given as an answer option.

Option	# of Presses
EPUB production and editing	38
InDesign for digital pub. (EPUB/XML output)	37
Web design (HTML/CSS)	35
Web programming (PHP, javascript, etc.)	21
XML programming	19
App development	2

Other (please specify)—Additional responses here included:

- Drupal, Wordpress (1)
- Preparing files for outsourced EPUB/XML Workflows (3)

4. In FY2014, what percentage of your press's book revenue came from ebook sales or licenses?

4 presses skipped this question.

% Revenue	# of Presses	% Revenue	# of Presses
0	2	7-10%	16
< 1%	6	10-15%	22
1-3%	6	15-20%	7
3-5%	4	>20%	2
5-7%	4	Don't Know	1

Previous surveys' wording of Q4 and Q5 had led to some ambiguity in the data, as it was clear that some presses responded with ebook % of total press revenues, some with ebook % of net annual sales, and some with ebook % of book program revenue. In 2015, the language was clarified to request % of book program revenue. Reported revenue here continues to reflect what is reported in the annual AAUP Operating Statistics, which showed average 2014 ebook sales (dollars) at 10.4%.

FY14 results track well against presses' expectations for the year. Last spring, **46%** of presses *expected* to see ebook revenues above 10%. In 2015, **44%** of reporting presses indicated their FY14 e-book revenue was above 10%.

Both presses that reported no ebook revenue are Group 1, although one of these indicated all digital products are provided Open Access. The 2 presses reporting ebook revenues of >20% come from Group 1 and Group 3.

5. In FY2015, what percentage of revenue do you *expect* to come from ebook sales or licenses?

5 presses skipped this question.

% Revenue	# of Presses	% Revenue	# of Presses
0	1	7-10%	11
< 1%	5	10-15%	27
1-3%	5	15-20%	8
3-5%	4	>20%	2
5-7%	5	Don't Know	1

6. What percentage of FY2014 ebook revenue came from the following sources:
56 presses entered data, 12 presses indicated they could not provide data, and 6 presses skipped this question.

Source	Average % of Ebook Revenue
Consumer Retail	44%
Institutional Sales† *e.g., direct-to-library*	12%
Aggregators *including reference platforms and specialized online libraries*	38%
Textbook vendors	1%
Direct sales *from press website*	2%
Short-term Digital Loans†	1%

In Q8, **34 presses** reported offering ebooks for sale via their own website; 4 of these were not able to break out ebook revenue by channel, and **10** reported 0% of ebook revenue came from sales on the press website.

7. We use the following services to help track and take down pirated ebooks:
4 presses skipped this question.

Option	# of Presses
In-house efforts only	41
None: we generally don't pursue	19
Digimarc Guardian (was Attributor)	6
Copyright Infringement Portal	2
Link-Busters	1
Don't know	1

8. We provide digital access to content through the following platforms, vendors, or aggregators:
Respondents could select all applicable choices. Choices are listed in order of greatest participation.
4 presses skipped this question.

Vendor/Aggregator	%	# of Presses
Amazon Kindle	94%	66
ebrary	84%	59
B&N Nook	80%	56
EBSCO eBooks (formerly netLibrary)	79%	55
Google Play	71%	50
MUSE/UPCC	66%	46
Kobo	61%	43
iBookstore	59%	41
MyiLibrary	51%	36
Press website	49%	34
Bibliovault	47%	33
EBL	46%	32

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Vendor/Aggregator	%	# of Presses
Books at JSTOR	44%	31
ebooks.com	41%	29
OverDrive (library)	41%	29
ACLS Humanities E-Book	39%	27
Adobe Digital Editions	37%	26
Chegg	37%	26
Questia	37%	26
AcademicPub	36%	25
Ingram CoreSource/CoreSource Plus	34%	24
Dawson UK	30%	21
EBSCO Host database products	30%	21
Follett Digital/Cafe Scribe	29%	20
Gardners Books	26%	18
Scribd	24%	17
University Readers	24%	17
3M Cloud Library	21%	15
Bookshare (print-disabled distribution)	21%	15
Alexander Street Press	20%	14
Blio	20%	14
Ingram†	19%	13
OverDrive (retail)	17%	12
Kno	16%	11
UP Scholarship Online (Oxford)	13%	9
Copia	10%	7
Credo Reference	10%	7
Books 24x7	9%	6
HathiTrust	9%	6
Canadian Electronic Library	7%	5
Oyster†	7%	5
Publishers Row	7%	5
Coursesmart	6%	4
Atypon†	4%	3
Safari Books Online/O'Reilly	4%	3
OAPEN	3%	2
Tizra	3%	2
Xplana/MBS	3%	2
Cambridge University Publishing Online	1%	1
iPublishCentral (Impelsys)	1%	1

Other (please specify)—Additional responses included:

- *2 presses each:* B&N Yuzu, BitLit, BookShout, Bookmate, Flipkart, Glose, Librify, Logos Bible Software, Page Foundry, Paper C, RedShelf, Rock ASAP, SIPX, Txtr, Wook, Zola
- *1 press each:* 24 Symbols, adgregate.com, Bol.com, The Book Depository, campus eBooks, Central Boekuis, Cyberread, CDs, DEA (Italy), Dittobook, ebookbop.com.au, Ebound Canada, eReatah, Faber Factor, Kalahari.net, Library Ideas, Sainsbury's, Scopus, Slicebook, Shared Book, Textbooks.com, Thomson-Reuters, Vearsa, Wheelers

With the caveat that the survey's pool of participating presses varies somewhat from year to year, many of the top channels and platforms remain popular. The top 5 answers in 2015 vary only slightly in their order from the 2014 survey (***Nook*** has slightly edged out ***EBSCO/netLibrary***).

The biggest jumps seen in 2015 include: ***iBookstore***, from 45% in 2014 to 59% this year; ***Gardners Books***, from 12 to 26%; ***Scribd***, from 11 to 24%; ***Adobe Digital Editions***, from 25 to 37%; and ***Press website***, jumped from 37 to 49%.

The largest drop is seen in ***Overdrive (retail)***, falling from 26% participation last year to 17% in 2015.

Section 2: Formats and Production Workflow Questions

1. Our press makes content available in the following formats:

Respondents could choose all applicable formats. Formats are listed in order of greatest adoption.
2 presses skipped this question.

Format	# of Presses	%
PDF	69	96%
EPUB	60	83%
MOBI	47	65%
PRC/AZW (Kindle)	32	44%
EPUB3	18	25%
iPhone/iPad apps	13	18%
XML (other than EPUB)	13	18%
HTML/XHTML	6	8%
Android apps	6	8%
HTML5	3	4%
DAISY	2	3%
Don't know	2	3%

2. For the ebooks that your press produces, quality control is performed:†

Respondents could choose all applicable responses. 4 presses skipped this question.

Option	# of Presses	%
Formally by designated in-house staff	33	47%
Informally by in-house staff	27	39%
By freelance proofreaders	8	11%
By ebook vendor(s)	18	26%
By authors	4	6%
No routine procedure	7	10%

Other (please specify)—Additional responses and clarifications here included:

- By interns
- By ebook conversion vendors
- By the employee who creates the file
- Market QC

3. What percentage of your list is created as or converted to an EPUB (any version) format? (This does not include any PDF formats.)†

3 presses skipped this question.

% of List	# of Presses
0	3
Up to 25%	12
26-50%	6
51-75%	10
76-100%	38
Don't know	2

4. We are incorporating XML into our production workflow to the following extent:

Respondents could choose all applicable responses. 4 presses skipped this question.

Option	# of Presses	%
XML-first or -early workflow	17	24%
XML output from InDesign or other software *using templates*	6	9%
XML output from typesetter/printer	10	7%
Post-production XML conversion	21	30%
None of the above	27	39%
Don't Know	6	9%

Additional comments:

- 4 presses are planning or experimenting with an XML-first workflow
- 2 presses use the Scribe Well-Formed Document Workflow
- 1 press uses vendors to produce EPUB files, and has no "XML workflow" preference

5. If your press is using an XML-first or -early workflow, how is XML created?†

20 presses responded, 3 more than indicated this type of workflow in Q4.

Option	# of Presses
Scribe	10
PShift (Toronto)	5
eXtyles (Inera)	1
Tagged InDesign *via in-house developed workflow*	2
XML authored and edited in XML	0

Other (please specify)—Additional responses included:

- Composition outputs XML from InDesign
- XML tags extracted from well-formed Word doc styles (2)

6. How are ebook XML files at your press being used?†

37 presses responded. All applicable responses could be chosen.

Option	# of Presses
Archival or canonical format	28
Generate typeset books	16
Searchable content for website	4
Create new products/repurposing	13
New distribution modes	6

Other (please specify)—Additional responses included:

- XML abandoned as archival format in favor of EPUB3
- Anticipate additional uses (repurposing/distribution) in the future (2)

Section 3: Digital Discovery and Marketing Questions

1. Our press participates in the following digital discovery programs:
Respondents could choose all applicable programs. Choices are listed in order of greatest participation.
1 press skipped this question.

Program	# of Presses	%
Amazon Search Inside the Book	64	88%
Google Books for Publishers	58	79%
Barnes & Noble See Inside	45	62%
Thomson Reuters Indexing Service	27	37%
Goodreads	27	37%
Bowker Indexing Service	23	32%
Dial-A-Book First Chapter	13	18%
HathiTrust	7	10%
Summon Unified Discovery	6	8%
Chapters/Indigo See Inside the Book	3	4%
None	2	3%
Don't Know	2	3%

Other (please specify)—Additional responses and clarifications here included:

- SciVerse Scopus
- Only ebooks available via Amazon Search Inside/B&N See Inside, not print editions

2. We use the following digital marketing services:
Respondents could select all applicable choices. 6 presses skipped this question.

Service	# of Presses	%
NetGalley	27	40%
Digital Comps (Ebook Corp.)	6	9%
RedShelf†	4	6%
Other digital galley service	3	4%
In-house digital galley/comp dist.	24	35%
Edelweiss	34	50%
Issuu†	10	15%
Other digital catalog service	4	6%
In-house digital catalog dist.	22	32%
CHOICE: PDFs of reviewed books	15	22%
Scribd	15	22%
Facebook	60	88%
Twitter	58	85%
Blogs	43	63%

Other (please specify)—Additional responses here included:

• YouTube • Google Books Quality Reviewers • Instagram • Email newsletters
• Tumblr (3) • Pinterest (3) • 49th Shelf • Bibliovault (2) •iTunes promo codes

3. Our press uses digital review/comp copies for the following purposes:†

Respondents could select all applicable choices. 5 presses skipped this question.

Purpose	# of Presses	%
Media reviews	48	70%
Author copies	12	17%
Desk exam copies	34	49%
None	12	17%

Other (please specify)—Additional responses and clarifications included:

- Digital review/exam/author copies on request; print is still default (6)
- Subrights review copies (2)

4. We offer the following types of promotional free book content/access via our own website or institution:

Respondents could select all applicable choices. 2 presses skipped this question.

Free Content	# of Presses	%
Online readable/searchable full text	18	25%
Online readable/searchable excerpts	29	40%
Downloadable full text	9	13%
Downloadable excerpts	24	33%
None	26	36%

Other (please specify)—Additional responses and clarifications included:

- Several presses noted that while full-text search of books is available, the full-text reading is not.

5. We use the following identifiers to label/track book content:

Respondents could select all applicable choices. 2 presses skipped this question.

Identifier	# of Presses	%
Single ISBN (ALL digital formats)	42	58%
Separate ISBNs for consumer and institution/multi-user	10	14%
ISBN (ONE per publisher format)	20	28%
ISBN (ONE per vendor format)	0	0%
ISBN (ONE per sales channel)	1	1%
ISBN-A†	0	0%
DOI (work-level)	10	14%
DOI (chapter/sub-work level)	11	15%
ISTC	0	0%
In-house identifier	5	7%

Other (please specify)—Additional responses included:

- 1 ISBN for ePDF and 1 ISBN for all EPUB editions

6. In what format(s) do you distribute metadata to trading partners?
All applicable choices could be selected. 5 presses skipped this question.

Format	# of Presses	%
ONIX	60	89%
Spreadsheets	46	66%
MARC records	9	13%

The committee will be re-evaluating the utility and clarity of Q6-9 (metadata) for 2016. In Q8, for example, many presses provide best guesses about ebook channel distribution, rather than the full range of book (print included) channels. In Q9, several presses note that management may not be clearly assigned.

See Appendix A for additional details on metadata management.

7. How do you distribute metadata?
All applicable choices could be selected. 4 presses skipped this question.

Method	# of Presses	%
Vendor/SAAS (ONIX)	46	66%
In-house (ONIX)	25	36%
In-house (Spreadsheets)	38	54%

8. To how many channels are you (or your vendor on your behalf) sending metadata?
4 presses skipped this question.

Range	# of Presses	%
< 10	9	13%
10-20	21	30%
21-30	18	26%
31-50	5	7%
51-100	6	9%
> 100	4	6%
Don’t know	7	10%

9. Which department(s) is (are) responsible for managing metadata at your press?
1 press skipped this question.

Department	# of Presses	%
Sales & Marketing	54	74%
Operations/IT	12	16%
Production	10	14%
Acquisitions Editorial	6	8%
Manuscript Editorial	5	7%

Other (please specify)—Additional responses included:

- Director/Administration (4)
- Outsourced to partner (2)
- Library
- Digital production group, digital content/assets manager (4)
- Rights

Section 4: Monograph Format and Open Access Questions

This section is revised and expanded from 2014 with greater clarity in questions about monograph format decisions, and a consolidation of questions about Open Access programs, with several new questions about Open Education Resources (OER) publishing.

1. Has your press ever published an *e-only* scholarly monograph?†

1 presses skipped this question.

	# of Presses	%
Yes	14	19%
No	59	81%

2. If "Yes" to Q1, how was that decision made?†

15 presses responded.

Option	# of Presses
Terms of grant or subsidy	1
OA mandate, no support for print option	3
Appropriate to discipline and subject	8

Other or additional comments:

- Experimenting
- Meeting of author desire and press interest
- Based on series editor's collaboration, and costs for high page-count reference work
- Answer in Q1 is "No," but we have published an e-only edited collection

3. What types of Open Access (OA) projects has your book-publishing program undertaken?

Respondents could select all applicable choices. 2 presses skipped this question.

Option	# of Presses	%
Specific series or select titles made OA	27	38%
OA content available to home institution/system only	7	10%
OA content in partnership with library or other partner	19	26%
Backlist OA content	16	22%
Frontlist OA content	10	14%
None	25	35%

Other (please specify)—Additional responses included:

- 5-year rolling wall on all titles added to library's IR
- OA press, all titles available (3)
- 1 chapter made OA due to Wellcome Trust grant

4. Is your press's institution actively creating open educational resources (OER) such as OA textbooks or other open teaching materials?†
3 presses skipped this question.

	# of Presses	%
Yes	16	23%
No	48	67%
N/A (not at a university)	2	3%
Don't know	5	7%

5. If "Yes" to Q4, what units are working on content creation and OER development?†
16 presses provided information.

Option	# of Presses	%
Library	12	75%
Press	6	38%
Academic departments	9	56%
IT department	3	19%
Teaching & learning center/office	6	38%

Other (please specify)—Additional responses included:

- Division communications offices
- Extended campus office
- Teaching academy

6. Has enthusiasm for OER from universities and faculty caused your press to revise any editorial or publishing strategy?†
6 presses skipped this question.

	# of Presses	%
Yes	9	13%
No	46	68%
N/A	13	19%

Comments:

- 5 presses indicated that OER and related issues are under consideration
- In the process of adapting editorial procedures to include guidelines for authors for web based publication outcomes and multimedia enriched online works
- Have felt pressure to adopt less restrictive CC licenses for these types of products
- No movement in our state system, no enthusiasm or awareness on campus

Section 5: Perspectives

This section canvasses general views of digital publishing issues, and helps to inform the AAUP Digital Publishing Committee's work throughout the year. Approximately 50% of the respondents in this section are press directors.

1. Please describe your press's overall view of, or goals for, digital book publishing:

59 respondents offered their perspective. Many comments ring a familiar tone, echoing the concerns and interests that presses continue to share over recent years. However, the comments also reflect the effect of increased stability and progress in digital book publishing programs.

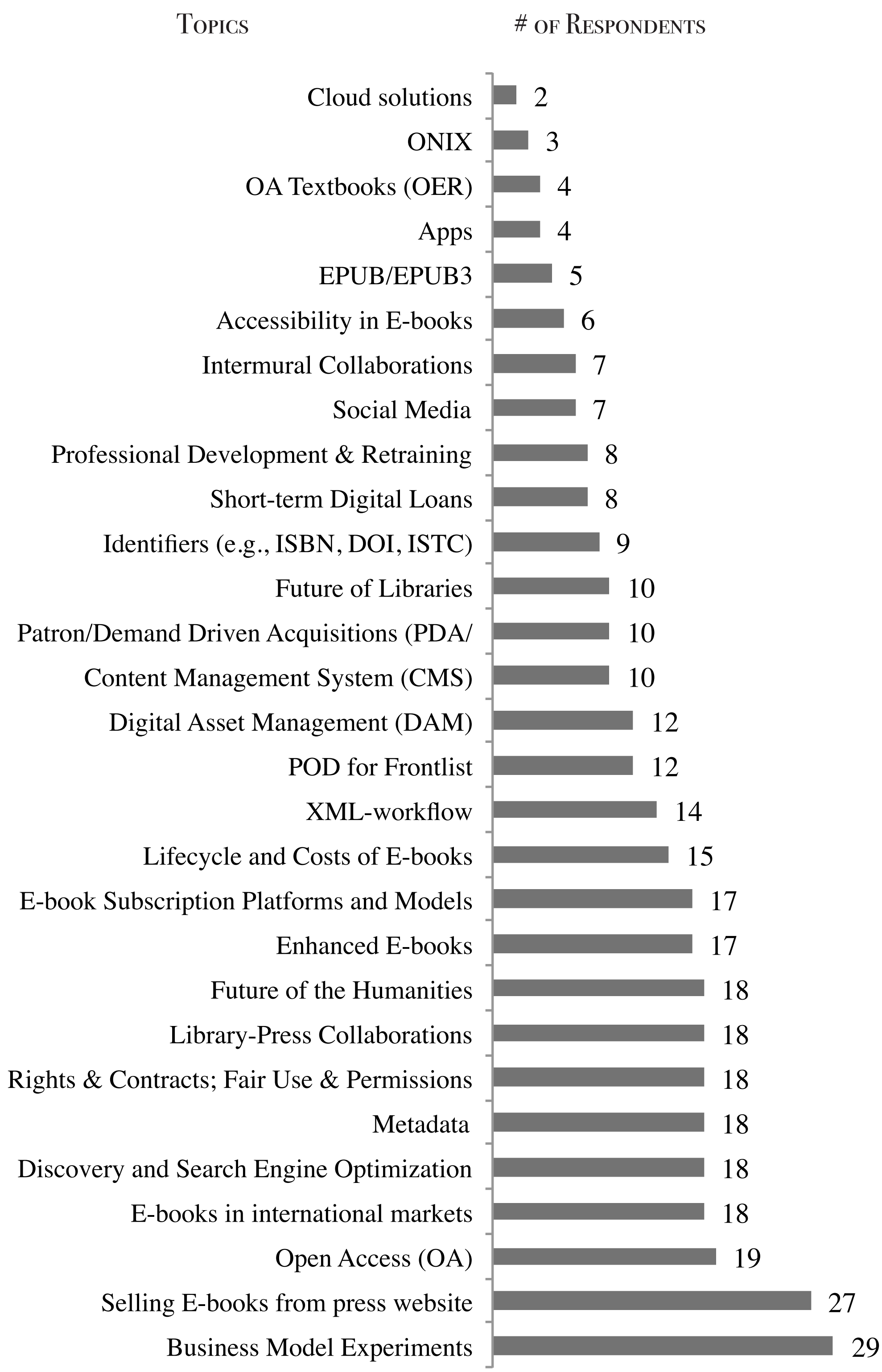
Common themes include:

- Making content available in any format readers would like continues to be a goal of many presses.
- Exploiting investments in XML-first workflows is a challenge for presses who have undertaken the shift when many channels and platforms still cannot handle these files.
- "Balance" and "balancing act" appear numerous times in comments: balancing goals with resources, rhetoric with reality, and business decisions with the core mission.
- OA publishing was mentioned more frequently than in previous years, both by several presses who publish widely under the model and those who are undertaking or exploring OA programs. Several comments reflected the belief that many current funding models or proposals are unlikely to sustain expectations.
- Several presses stated firmly that providing accurate and functional digital versions of books is as significant a goal as making sure the digital format is available. Similar sentiments reflected a belief that "beautiful" and well-made publications are essential no matter the format, and—going a step further, that digital book forms and models do not as yet fulfill that promise (of functional, well-made publication) for innovative digital scholarship.

Illuminating quotes:

- "We use digital book publishing to expand our distribution capabilities around the world, as digital delivery systems grow and make it easier to place these books in multiple global marketplaces."
- "Since we do not have the operating budget on our own to put in place enterprise-level solutions, we must instead focus on [...] internal agility and readiness so that we can take advantage of any new sales or publishing systems that both open new markets and fulfill our mission."
- "Our workflows and outputs are pretty good, but now we want to focus on discoverability and direct-to-consumer engagement."
- "Sustainability, sustainability, sustainability."

2. Please select the 5 (FIVE) topics below that you are most interested in:
This question has been revised since 2014 in order to contribute greater focus to Committee plans.
3 respondents skipped this question. Several respondents selected more or less than 5 options.



3. How great are the following concerns for your press in pursuing digital book publishing strategies?

1 press skipped this question, not every press offered a response to each concern.

Issues	Not a concern	A mild concern	Cause for serious concern	Stops us in our tracks
Resources (Financial)	3 *presses*	22	**37**	8
Resources (Staffing)	1	25	**37**	9
Technology Infrastructure	4	**37**	28	4
Production Issues	8	**43**	21	1
Platform Questions	8	**48**	15	0
Digital Rights	13	**45**	12	3
Third-party Rights	16	**43**	11	2
Other Legal/Contractual Issues	16	**40**	14	1
Online Piracy	9	**53**	11	0
Digital Assets Management	11	**45**	17	0
Internal Database Systems	16	**37**	15	3
Metadata	13	**43**	15	0
Business Model	3	24	**40**	6
Accounting	16	**45**	9	2

The most serious concerns for the largest presses are Business Models and Technology Infrastructure: 78% of the largest (Group 4) presses designated each of these as a cause for serious concern.

Resources remain the most serious problem over all, with 9 presses selecting "Stops us in our tracks" for staffing resources, and 8 selecting that option under financial resources; 37 presses indicated that each of these issues was at least cause for serious concern. Group 4 presses reported greater concern over financial resources than staffing, whereas staffing presents a somewhat more difficult challenge for the smallest (Group 1) presses.

Online piracy is at most a minor concern for the majority of presses, although 15% of respondents do view it as serious. This tracks well against the responses in Section I, Q7, where approximately the same number indicated the use of third-party digital piracy solutions.

In comments, a press noted that the underlying challenges remain the same over the past 5 years, even as presses adapt and grow digital publishing strategies. Two presses, both pursuing OA publishing, expressed serious reservations about current models (or lack of models) to support the ideal of OA for monographs. Even the publisher who indicated that their library is a close partner on OA is pessimistic about long-range support and success. Models that depend on "pay-to-publish" or too heavily on institutional support and perhaps evanescent interest are a significant worry for these presses, here echoing a response to Q1 that saw such models as potentially "undemocratic" for humanities scholarship.

Appendix A: Metadata

The organizers of the February 2015 AAUP "Managing Metadata" webinar conducted a brief survey on the topic prior to the webinar. That survey, with 43 presses responding, helped to give a clearer picture of how the management of metadata impacts member presses. Selected data points are presented here to expand on the questions in Section 3, and will help to reconfigure that section going forward.

Do you compose ONIX in-house or use a service?

In-house:	23
Service:	19
N/A (no ONIX):	1

How much time per week does your press spend on packaging and sending out ONIX/metadata to vendors?

< 30 minutes:	21
30 mins to 1 hour:	6
1-2 hours:	10
> 2 hours:	3
N/R:	3

How much time does your press spend per week correcting metadata problems on vendor websites?

< 30 minutes:	20
30 mins to 1 hour:	13
1-2 hours:	8
> 2 hours:	2

Thanks go to webinar organizers Chris Cosner (Stanford), Bobby Keane (LSU), Bob Oeste (Johns Hopkins), and Bonnie Russell (Wayne State) for sharing this data, as well as for sharing ideas on improving the Digital Book Publishing survey. See http://bitly.com/managingmetadata to view the February 2015 "Managing Metadata" webinar.

Appendix B: Supplemental Data

The AAUP Operating Statistics have been collecting new data on e-publishing initiatives for several years. Although distribution of the Operating Statistics is limited to AAUP members, we are sharing datapoints on staffing, organizational structure, and numbers of e-titles published to round-out the picture we get through the annual Digital Book Publishing Survey.

FTEs Workingon Electronic Initiatives (2014)

62 presses provided data on pro-rated time spent by employees on electronic initiatives. Across all presses, this represents the full-time equivalent (FTE) of 151.6 employees engaged in these endeavors, with the equivalent number of employees by department as follows:

Editorial (Acquisitions):	14.6
Editorial (Copyediting):	10.8
Production and Design :	35.7
Marketing:	39.2
Order Fulfillment:	1.3
General, Accounting, and Admin:	16.2
IT:	17.5
Other:	16.3

Which best describes your organizational structure for e-initiatives?

61 presses provided information.

Formal department to guide these initiatives:	11
Formal committee to guide these initiatives:	14
Informal or ad hoc group to guide these initiatives:	36

Ebook Titles Published (2014)

62 presses provided information.

New Titles:	4,570
Newly Digitized Backlist Titles:	4,883

The Annual Operating Statistics are prepared by Kim Schmelzinger, and overseen by the AAUP Business Systems Committee.