Texas A&M
University Press
Profile

Supplementary Supporting Materials (PDF)

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2. Year-End Statement of Operations (8/31/10) — 7 pages


11. Fundraising Report, FY2010 — 2 pages


15. Sources of Income, FY2010 — pie chart

   — 9 pages

25. Press Organizational Chart (9/1/10)

26. Press Organizational Chart (5/1/09)

27. Faculty Advisory Committee Charter — 4 pages

31. Faculty Advisory Committee Roster (9/1/10)

32. Advancement Board Revised Charter — 4 pages

36. Advancement Board Roster (9/1/10)

   — 19 pages

56. “Scholarly Publishing in the 21st Century: Considerations for Texas A&M University
    Press” (Charles Backus, January 2010) — 10 pages

66. “Proposal to the Andrew W. Mellon Foundation for Joint Initiative Publishing in the
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81. “University Press eBook Consortium FAQs” — 7 pages

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    Plan, 2010–2015)” — 6 pages

94. Preliminary Frontlist Catalog PDF (Spring & Summer 2011) — 21 pages

115. Seasonal Catalogs (Fall & Winter 2010, Spring & Summer 2010, Fall & Winter
     2009, Spring & Summer 2009) — all are available as PDF downloads at
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**Data:** September 2010

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# Texas A&M University Press

## Statement of Operations Projection

### Month Ending

- **August**
- **Fiscal Month Number**: 12

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**Liability Report**

- **Current Liabilities**:
  - Notes Payable: $100,000
- **Long-Term Liabilities**:
  - Bonds Payable: $200,000

**Total Liabilities**:

- $300,000

**Shareholders' Equity**:

- Common Stock: $50,000
- Retained Earnings: $150,000

**Total Shareholders' Equity**:

- $200,000

**Total Liabilities and Shareholders' Equity**:

- $500,000

**Note**:

Any item on the report is subject to change based on the company's financial conditions.
### FY2010 (Fall 2009/Spring 2010) Titles

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### Subsidies for FY2010 New Titles Published

- **Named Series**: 34
- **System Sponsored Series**: 7
- **Subsidized by External Sources**: 5
- **Non-funded**: 12
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**Financial Results**

| Income from Press Sales     | $2,004,900 | $1,513,300 | $1,536,100 | 2%              | -23%            | -10%                   | $1,703,500      |
| Distribution Fee Income     | $363,100   | $264,200   | $278,700   | 5%              | -23%            | 1%                     | $275,000        |
| Other Income (University Subsidy, Investments, New Gifts, Allocation from Existing Press Funds, etc.) | $941,800 | $853,000 | $733,800 | -14% | -22% | -35% | $1,136,000 |
| Total New Revenue           | $3,309,800 | $2,630,500 | $2,548,600 | -3%             | -23%            | -18%                   | $3,114,500      |
| Reallocation of Existing Press Funds to Unrestricted | $325,000 | $175,000 | | | | | $0 |
| Applied Funds from Line of Credit for New Technology | $159,900 | $112,000 | | | | | $130,000 |
| Grand Total Revenue         | $3,115,400 | $2,835,600 | | | | | $3,244,500 |
| Cost of Goods               | $1,081,300 | $916,800   | $853,300   | -7%             | -21%            | -4%                    | $885,800        |
| Operating Expenses*         | $2,118,600 | $2,291,200 | $1,890,400 | -17%            | -11%            | -14%                   | $2,208,200      |
| Total Expenses              | $3,199,900 | $3,208,000 | $2,743,700 | -14%            | -14%            | -11%                   | $3,094,000      |
| Net Gain/(Loss)             | $109,900   | -$92,600   | $91,900    |                 |                 |                        | $20,500         |
# FY 2010 FUNDRAISING

## TITLE SUBSIDIES

### Subsidies Previously Received with Books Published in Current Year

<table>
<thead>
<tr>
<th>Author</th>
<th>Title</th>
<th>Amount</th>
<th>Funder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perez</td>
<td>Chile and Modern Architecture</td>
<td>$17,500.00</td>
<td>TAMU College of Architecture</td>
</tr>
<tr>
<td>Bender</td>
<td>Texas Wildscapes</td>
<td>$5,000.00</td>
<td>Texas Parks and Wildlife</td>
</tr>
<tr>
<td>Closmann</td>
<td>War &amp; Environment</td>
<td>$2,500.00</td>
<td>German Historical Institute</td>
</tr>
<tr>
<td><strong>TOTAL (SUBSIDIES PREVIOUSLY RECEIVED WITH BOOKS PUBLISHED IN CURRENT YEAR)</strong></td>
<td><strong>$25,000.00</strong></td>
<td></td>
<td></td>
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</tbody>
</table>

### Subsidies Received and Books Published in Current Year

<table>
<thead>
<tr>
<th>Author</th>
<th>Title</th>
<th>Amount</th>
<th>Funder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tunnell</td>
<td>Encyclopedia Texas Seashells</td>
<td>$20,000.00</td>
<td>Harte Research Institute</td>
</tr>
<tr>
<td>Davis</td>
<td>Exploring the Edges of Texas</td>
<td>$2,500.00</td>
<td>Ted Paup</td>
</tr>
<tr>
<td>Davis</td>
<td>Exploring the Edges of Texas</td>
<td>$2,500.00</td>
<td>Henry Paup</td>
</tr>
<tr>
<td>Watt</td>
<td>Farm Workers &amp; Churches</td>
<td>$5,000.00</td>
<td>TAM International</td>
</tr>
<tr>
<td>Grear</td>
<td>Why Texas Fought in the Civil War</td>
<td>$5,000.00</td>
<td>TAMU Commerce</td>
</tr>
<tr>
<td>Henson</td>
<td>Texas that Might Have Been</td>
<td>$4,872.50</td>
<td>TAM Research Foundation</td>
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<tr>
<td>Cambray</td>
<td>Synchronicity</td>
<td>$5,418.96</td>
<td>Fay Lectures</td>
</tr>
<tr>
<td>Wiener</td>
<td>Therapeutic Relationship</td>
<td>$5,390.68</td>
<td>TAMU Commerce</td>
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<tr>
<td>Donovan</td>
<td>Neches River Guide</td>
<td>$5,000.00</td>
<td>Texas State River Systems</td>
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<tr>
<td>Morgenthaler</td>
<td>Promised Land</td>
<td>$5,000.00</td>
<td>TAM Commerce</td>
</tr>
<tr>
<td><strong>TOTAL (SUBSIDIES RECEIVED AND BOOKS PUBLISHED IN CURRENT YEAR)</strong></td>
<td><strong>$60,682.14</strong></td>
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<td></td>
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</tbody>
</table>

### Books Previously Published But Funds Received in Current Year

<table>
<thead>
<tr>
<th>Author</th>
<th>Title</th>
<th>Amount</th>
<th>Funder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Howell</td>
<td>Texas Confederate</td>
<td>$5,000.00</td>
<td>TAMU Commerce</td>
</tr>
<tr>
<td>George</td>
<td>Lost Architecture of the Rio Grande</td>
<td>$5,000.00</td>
<td>TAMU International</td>
</tr>
<tr>
<td>Govenar</td>
<td>Texas Blues</td>
<td>$5,000.00</td>
<td>Documentary Arts</td>
</tr>
<tr>
<td>Felder/Camp</td>
<td>Gulf of Mexico, Vol I</td>
<td>$35,868.62</td>
<td>Harte Research Institute</td>
</tr>
<tr>
<td>Caudill</td>
<td>Moss Bluff Rebel</td>
<td>$5,000.00</td>
<td>TAMU Commerce</td>
</tr>
<tr>
<td>Hollis</td>
<td>Archetypal Imagination (reprint)</td>
<td>$2,237.82</td>
<td>Fay Lectures</td>
</tr>
<tr>
<td><strong>TOTAL (BOOKS PREVIOUSLY PUBLISHED BUT FUNDS RECEIVED IN CURRENT YEAR)</strong></td>
<td><strong>$58,106.44</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Author</td>
<td>Title</td>
<td>Amount</td>
<td>Funder</td>
</tr>
<tr>
<td>--------------</td>
<td>------------------------------------</td>
<td>----------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>Goebel/Buivy</td>
<td>Yenisei to the Yukon</td>
<td>$2,000.00</td>
<td>Center for Study of First Americans</td>
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<td></td>
<td>Early Modern Human from Tianyan Cave</td>
<td>$1,000.00</td>
<td>University of St. Louise</td>
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<tr>
<td>Shaw</td>
<td>Guide to Grasses of Texas</td>
<td>$2,500.00</td>
<td>Texas Wildlife Association</td>
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<tr>
<td>Shaw</td>
<td>Guide to Grasses of Texas</td>
<td>$2,500.00</td>
<td>Texas Grazing Land Conservation</td>
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<tr>
<td>Curley</td>
<td>The Ship That Refused to Die</td>
<td>$15,000.00</td>
<td>Texas Parks &amp; Wildlife</td>
</tr>
<tr>
<td>Fox</td>
<td>Birdsell Briscoe</td>
<td>$500.00</td>
<td>Betty Landers</td>
</tr>
<tr>
<td>Fox</td>
<td>Birdsell Briscoe</td>
<td>$2,500.00</td>
<td>Robert &amp; Phoebe Tudor</td>
</tr>
<tr>
<td>Fox</td>
<td>Birdsell Briscoe</td>
<td>$1,000.00</td>
<td>Roger Crain</td>
</tr>
<tr>
<td>Fox</td>
<td>Birdsell Briscoe</td>
<td>$2,000.00</td>
<td>J Michael Hafner/Samantha Schnee</td>
</tr>
<tr>
<td>Fox</td>
<td>Birdsell Briscoe</td>
<td>$500.00</td>
<td>Ann Jones</td>
</tr>
<tr>
<td>Fox</td>
<td>Birdsell Briscoe</td>
<td>$150.00</td>
<td>Sally Chandler</td>
</tr>
<tr>
<td>Fox</td>
<td>Birdsell Briscoe</td>
<td>$26,000.00</td>
<td>Bayou Fund</td>
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<tr>
<td>Dyer</td>
<td>CONAYCT project</td>
<td>$2,000.00</td>
<td>Lawrence Family Foundation</td>
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<tr>
<td>Kramer</td>
<td>Living Waters of Texas</td>
<td>$5,000.00</td>
<td>Monterrey Tech</td>
</tr>
<tr>
<td>Douglas</td>
<td>Sam Douglas project</td>
<td>$5,000.00</td>
<td>J. W. (Terry Hershey)</td>
</tr>
<tr>
<td>Owssley</td>
<td>Arch Lake Woman</td>
<td>$2,500.00</td>
<td>Sam Douglas</td>
</tr>
<tr>
<td>Owssley</td>
<td>Arch Lake Woman</td>
<td>$1,500.00</td>
<td>Payne Foundation</td>
</tr>
<tr>
<td>Richardson</td>
<td>Plants of Deep South Texas</td>
<td>$5,000.00</td>
<td>Smithsonian Institute</td>
</tr>
<tr>
<td>Stutzenbaker</td>
<td>Aquatic &amp; Wetland Plants</td>
<td>$5,000.00</td>
<td>TAM Kingsville</td>
</tr>
<tr>
<td></td>
<td>TOTAL (SUBSIDIES RECEIVED IN CURRENT YEAR FOR FUTURE PUBLICATIONS)</td>
<td>$82,650.00</td>
<td>Texas Parks &amp; Wildlife</td>
</tr>
</tbody>
</table>

| PAYMENTS TO ESTABLISHED FUNDS | $0.00 |
| PAYMENTS TO ESTABLISH NEW PUBLICATION SERIES | $0.00 |
| FUNDING FOR COMPUTERS | $0.00 |
| FUNDING FOR SYMPOSIUM | $0.00 |
| TOTAL (FUNDING FOR SYMPOSIUM) | $0.00 |

<table>
<thead>
<tr>
<th>UNRESTRICTED OPERATING FUNDS</th>
<th>Funder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Account</td>
<td>Amount</td>
</tr>
<tr>
<td>TAMU Press General Operating</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>TOTAL (UNRESTRICTED OPERATING FUNDS)</td>
<td>$50,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>APPRENTICESHIP FUNDING</th>
<th>Funder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Account</td>
<td>Amount</td>
</tr>
<tr>
<td>TAMU Press General Operating</td>
<td>$10,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OTHER GIFTS</th>
<th>Funder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Account</td>
<td>Amount</td>
</tr>
<tr>
<td>AFS Contingency Fund-TAMU Press</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>Council Gifts</td>
<td>$13,375.00</td>
</tr>
<tr>
<td>TOTAL (OTHER GIFTS)</td>
<td>$16,375.00</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>$302,813.58</td>
</tr>
<tr>
<td>Fund Balances (Cash Basis)</td>
<td>FY2008</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>22 Available Funds (Revolving and Other Accounts Managed by University Finance and Texas A&amp;M Foundation)</td>
<td>$4,093,000</td>
</tr>
<tr>
<td>7 Endowment Funds (Managed by University Finance and Texas A&amp;M Foundation)</td>
<td>$1,246,000</td>
</tr>
<tr>
<td>Total Current Development Funds</td>
<td>$5,399,000</td>
</tr>
<tr>
<td>Irrevocable Bequest</td>
<td></td>
</tr>
<tr>
<td>Edward R. Campbell '39 Press Director Endowment</td>
<td></td>
</tr>
<tr>
<td>John Tom Campbell '45 Publishing Fund Encowment</td>
<td></td>
</tr>
<tr>
<td>University Line of Credit for New Technology</td>
<td></td>
</tr>
<tr>
<td>Actual Amount Used in FY2009</td>
<td></td>
</tr>
<tr>
<td>Actual Amount Used in FY2010</td>
<td></td>
</tr>
<tr>
<td>Amount to be Used in FY2011</td>
<td></td>
</tr>
</tbody>
</table>


## FUNDRAISING COMPARISON REPORT

<table>
<thead>
<tr>
<th>TITLE SUBSIDIES</th>
<th>FY2010</th>
<th>FY2009</th>
<th>FY2008</th>
<th>FY2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subsidies Previously Received with Books Published in Current Year</td>
<td>$25,000.00</td>
<td>$67,500.00</td>
<td>$85,155.00</td>
<td>$72,425.00</td>
</tr>
<tr>
<td>Subsidies Received and Books Published in Current Year</td>
<td>$60,682.14</td>
<td>$67,242.10</td>
<td>$87,634.40</td>
<td>$74,118.96</td>
</tr>
<tr>
<td>Books Previously Published but Funds Received in Current Year</td>
<td>$58,106.44</td>
<td>$7,465.06</td>
<td>$57,240.50</td>
<td>$27,397.76</td>
</tr>
<tr>
<td>Subsidies Received in Current Year for Future Publications</td>
<td>$82,650.00</td>
<td>$89,454.14</td>
<td>$74,775.00</td>
<td>$74,000.00</td>
</tr>
<tr>
<td>NEW PAYMENTS TO ESTABLISHED SERIES FUNDS</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$1,377.72</td>
<td>$0.00</td>
</tr>
<tr>
<td>PAYMENTS TO CREATE NEW SERIES FUNDS</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$100,000.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>SPECIAL UNIVERSITY FUNDING FOR COMPUTERS</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$25,000.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>OUTSIDE FUNDING FOR 2009 SYMPOSIUM</td>
<td>$0.00</td>
<td>$15,000.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>NEW UNRESTRICTED OPERATING FUNDS</td>
<td>$50,000.00</td>
<td>$150,000.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>GLASSCOCK APPRENTICESHIP FUNDING</td>
<td>$10,000.00</td>
<td>$10,000.00</td>
<td>$10,000.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>OTHER GIFTS</td>
<td>$16,375.00</td>
<td>$9,000.00</td>
<td>$11,950.00</td>
<td>$43,735.53</td>
</tr>
<tr>
<td>GRAND TOTALS</td>
<td>$302,813.58</td>
<td>$415,661.30</td>
<td>$453,132.62</td>
<td>$291,677.25</td>
</tr>
</tbody>
</table>
TAMU Press
Sources of Income (FY 2010)

- Sales: 54%
- State Funds: 14%
- Internal Press Funds: 10%
- Distribution Income: 10%
- Reallocation of Existing Funds: 6%
- New Gifts: 2%
- Line of Credit for New Technology: 4%

State Funds (University Operating Subsidy)
Sales Income
Distribution Income
Amount Applied from Internal Press Funds (Endowments, Revolving Funds, and Interest)
Reallocation of Existing Funds
New Gift Income
Line of Credit for New Technology
<table>
<thead>
<tr>
<th>Year</th>
<th>Net Income (Expense)</th>
<th>Total Non-Book Pub Income (Expense)</th>
<th>Operating Income (Expense)</th>
<th>Other Publishing Income (Expense)</th>
<th>Cross Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>$1,168,916</td>
<td>$1,138,252</td>
<td>$1,210,114</td>
<td>$0</td>
<td>58.2%</td>
</tr>
<tr>
<td>2008</td>
<td>$1,172,583</td>
<td>$1,169,020</td>
<td>$1,176,254</td>
<td>$0</td>
<td>59.2%</td>
</tr>
<tr>
<td>2009</td>
<td>$1,186,017</td>
<td>$1,178,666</td>
<td>$1,182,512</td>
<td>$0</td>
<td>59.4%</td>
</tr>
<tr>
<td>2010</td>
<td>$1,200,222</td>
<td>$1,195,431</td>
<td>$1,195,431</td>
<td>$0</td>
<td>59.4%</td>
</tr>
<tr>
<td>2011</td>
<td>$1,214,354</td>
<td>$1,205,963</td>
<td>$1,215,222</td>
<td>$0</td>
<td>59.5%</td>
</tr>
<tr>
<td>2012</td>
<td>$1,228,314</td>
<td>$1,219,302</td>
<td>$1,222,254</td>
<td>$0</td>
<td>59.4%</td>
</tr>
<tr>
<td>2013</td>
<td>$1,242,126</td>
<td>$1,235,419</td>
<td>$1,236,419</td>
<td>$0</td>
<td>59.4%</td>
</tr>
<tr>
<td>2014</td>
<td>$1,255,829</td>
<td>$1,247,991</td>
<td>$1,249,991</td>
<td>$0</td>
<td>59.4%</td>
</tr>
<tr>
<td>2015</td>
<td>$1,269,454</td>
<td>$1,260,187</td>
<td>$1,261,187</td>
<td>$0</td>
<td>59.4%</td>
</tr>
<tr>
<td>2016</td>
<td>$1,283,014</td>
<td>$1,272,990</td>
<td>$1,274,990</td>
<td>$0</td>
<td>59.4%</td>
</tr>
</tbody>
</table>

Total net income increase over previous year: $24,334

Average Cross Margin: 59.4%
<table>
<thead>
<tr>
<th>Percent of Salaries Received</th>
<th>Percent of Total Sales</th>
<th>Sales per Employee (rounded to nearest 1,000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>0.0</td>
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<td>0.0</td>
</tr>
<tr>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

**Key Ratios**

- **NOTE:** Straight-line reporting
- **TOTAL TITLES PUBLISHED**
- **Other**
  - Copyright and paradigm statements
  - Copyright only
- **TOTAL EMPLOYEES**
  - Other
    - General, accounting, and administration
    - Editorial/production
    - Marketing
    - Copy editing
    - Acquisition

---

**Quantitative Data**

**FY2006 through FY2009 Annual University Press Statistics Questionnaire**

**Association of American University Presses**

**Scholarly**

- **UNIVERSITY PRESS #**

---

- **2000**
- **2001**
- **2002**
- **2003**
- **2004**
- **2005**
- **2006**

---

**2007**

---

**2008**

---

**2009**

---

**Dollars**
<table>
<thead>
<tr>
<th>Year</th>
<th>Total Operating Expenses</th>
<th>Income</th>
<th>Costs</th>
<th>Advertisement and Promotion</th>
<th>Sales and Marketing</th>
<th>Editorial</th>
<th>Other</th>
<th>Editorial Expenses</th>
<th>Other Expenses</th>
<th>Operating Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>$2,416,444</td>
<td>$1,913,089</td>
<td>$503,355</td>
<td>$380,000</td>
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<td>$2,416,444</td>
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<tr>
<td>2007</td>
<td>$2,411,665</td>
<td>$1,911,474</td>
<td>$500,191</td>
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<td></td>
<td></td>
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<td>$2,411,665</td>
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<tr>
<td>2008</td>
<td>$2,408,225</td>
<td>$1,908,225</td>
<td>$500,000</td>
<td>$366,000</td>
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<td></td>
<td></td>
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<td>$2,408,225</td>
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<tr>
<td>2009</td>
<td>$2,404,985</td>
<td>$1,904,985</td>
<td>$500,000</td>
<td>$360,000</td>
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<td></td>
<td></td>
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<td></td>
<td>$2,404,985</td>
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</tbody>
</table>

**Notes:**
- Total operating expenses include all costs associated with running the university press.
- Income is primarily from sales of books and other publications.
- Costs include salaries and wages, advertising and promotion, and administrative expenses.
- Editorial expenses include costs associated with editing, production, and distribution.
- Other expenses include costs associated with fundraising, marketing, and administration.
### General Accounting and Admin Expenses

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Salaries</td>
<td>$9,950,000</td>
<td>$9,950,000</td>
<td>$9,950,000</td>
<td>$9,950,000</td>
<td>$9,950,000</td>
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<tr>
<td>Total Benefits</td>
<td>$32,000</td>
<td>$32,000</td>
<td>$32,000</td>
<td>$32,000</td>
<td>$32,000</td>
</tr>
<tr>
<td>Total Rent</td>
<td>$1,000,000</td>
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<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
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<tr>
<td>Total Utilities</td>
<td>$500,000</td>
<td>$500,000</td>
<td>$500,000</td>
<td>$500,000</td>
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**Schedule G**

*Note: Data may include adjustments and may not sum to the total.*

*University Press #1*

**Association of American University Presses**

*Annual University Presses Questionnaire*
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<th>Sick Leave - All</th>
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<th>Free Legal Services</th>
<th>Free Medical Services</th>
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<th>Downtown Working Agreement</th>
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**NOTE:**
- If subsidy was received, enter a numeric "6." If no subsidy was received, enter a numeric "0."

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<th>Operating Data</th>
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<td>Annual University Press Statistics Questionnaire: Association of American University Press</td>
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**Domestic Net Sales by Type of Customer**

- Other
- Reminders
- Special Sales
- Direct to Consumer
- Other Institutions
- Libraries
- Wholesale and Jobbers
- Online Retailers
- College Bookstores
- General Bookstores
- Chains

**Sales Statistics**

FY2006 through FY2009

Annual University Press Statistics Questionnaire

Appendix A

University Presses: #

Association of American University Presses
Charter
of the
Texas A&M University Press Faculty Advisory Committee

The Faculty Advisory Committee (FAC) of the Texas A&M University Press serves as a bridge between the Press, the University, and the larger scholarly community. Its function is to aid the Press in fulfilling its two-fold assignment: to sustain the university press's traditional obligation to national and international scholarship, in a growing array of fields and disciplines, and, in keeping with A&M's mission of service to its region, to disseminate research to the larger population of Texas and the Southwest.

The specific roles of the Committee are (1) to advise the Press on matters relating to the ideals and standards of scholarly publishing and on the editorial program of Texas A&M University Press, (2) to approve for publication by the Press manuscripts recommended by the Press staff, and (3) to serve as ambassadors of the Press to the University and the larger scholarly community.

The Committee governs the Press's imprint, determining, after consideration of peer reviews and other information presented by the staff, which manuscripts will be published by the Press. This process of peer review and editorial board approval is central to scholarly publishing and is intended to ensure that only the highest quality manuscripts bear the Press imprint.

Membership

The Faculty Advisory Committee is composed of not fewer than twenty-five or more than thirty-five members of the A&M faculty. The Provost, the officer to whom the Director of the Press reports, serves as an ex officio member of the Committee. The Committee is to be broadly representative of the University's program and the Press's diverse list. Members of the FAC are appointed by the Provost upon recommendation of the Press's Director, for staggered terms of three years. In certain cases, reappointments to one or more consecutive terms will be made with the approval of the Provost. The Chair of the FAC is selected by the Director from among the members of the Committee, subject to the concurrence of the Provost.

Meetings

The Faculty Advisory Committee meets in plenary session once a year to discuss Press goals and accomplishments and FAC procedural matters, as well as to have a chance for all members to meet each other. Through the rest of the year the FAC will normally meet once a month to consider manuscripts for approval; exceptions may be made when semester schedules preclude forming a quorum. For these monthly meetings, the Committee will not meet as a whole, but will delegate this function to subcommittees formed on an ad hoc basis. Members invited to these monthly meetings will be selected by Press staff, with the approval of the FAC Chair, based on the relevance of members' special fields of knowledge to the works at hand or on their expertise in book publishing generally. All members will be advised of the projects to be considered at
each meeting, and any members not specifically invited to attend may nonetheless do so by
simply informing the Press staff of the intent to attend so that a packet of materials may be sent.

Although efforts will normally be made to invite seven to ten members to each month’s
subcommittee meeting, five members, in attendance or by proxy, will constitute a quorum at any
meeting of the FAC. Approval of manuscripts under consideration will be by majority vote of
those present or who have provided their proxy votes to the Committee Chair, with any required
conditions to be noted by the Committee Chair when the vote is called.

The meeting schedule for the year will be set as far in advance as possible, to facilitate
attendance. Materials to be reviewed by Committee members will normally be distributed ten
days to two weeks in advance of the meeting, but in any case, not less than one week.

Under exceptional circumstances, telephone or e-mail polls of members may be conducted for
some projects, notably those previously approved with conditions or those which require
immediate action for the Press to acquire the project. In such cases the Press staff will make
every effort to ensure that Committee members have sufficient documentation to make an
informed decision.

Materials

Ordinarily, each title proposed to the Committee for publication by the Press will be supported
by the following documentation: a cover memo giving summary information on the manuscript
and the reason the Press seeks to publish it; the author’s résumé; the manuscript’s table of
contents; the readers’ reports (at least two of which are positive); the readers’ résumés; and
usually representative sections or samples from the manuscript itself.

Readers for each manuscript under serious consideration are to be chosen carefully by the Press
editors from among the best experts in that particular field. Readers who are known to have a
close personal, professional, or mentoring relationship with the author will normally be avoided.
At least one of the readers will normally be from outside the Texas A&M faculty. Guidelines
for evaluating the manuscripts will be sent to the readers, and an honorarium will be paid for the
service. To obtain timely decisions, readers will normally be asked to submit their reports within
a period of a month to six weeks. In most cases, simultaneous evaluations will be sought, for the
same reason.

If a manuscript is being considered for a particular series, the general editor of that series will be
asked to provide either one of the peer reviews or a brief statement presenting the rationale for
inclusion of the manuscript in the series.
To compete successfully for the best manuscripts in the Press's chosen fields, the Press staff may independently award an advance contract on the basis of a partial manuscript or a detailed prospectus. In all such cases, however, the manuscript upon completion will still go through the same full peer review and will be brought to the Committee for final approval.

All members of the Committee are encouraged to raise questions or requests for more information about a particular project at any point in their consideration of it. This will facilitate full discussion when the Committee meets.

Exceptions to the General Approval Process

Copublication projects (manuscripts originating with a foreign or other publisher) will also be brought to the Committee for approval, but the Press staff may recommend substituting the reviews obtained by the other publisher for one or more of the required peer reviews. The Press may also use a series editor's recommendation in addition to the other publisher's review process as evidence of sufficient scholarly merit.

Decisions for reissuing, in paperback or hardback, books previously published, whether by the Press or by another publisher, do not require FAC approval. Rather, the Press will use published reviews of the work and assessment of its continued market to determine these matters internally.

Books distributed for another publishing organization (such as a historical society, museum, or unit of the University whose works fit well with the Press's own list) will not require FAC approval since they will not carry the Press's imprint.

By approval of two previous Faculty Advisory Committees, individual books in two series are exempt from the normal review process and further approval by the FAC. Books in the Walter Prescott Webb Lecture Series are approved by the Lecture Series Committee at the University of Texas at Arlington. Books in the Carolyn and Ernest Fay Series in Analytical Psychology are commissioned and reviewed solely by the holder of the McMillan Professorship in Analytical Psychology at Texas A&M University.

Minutes

Minutes will record the actions of the Committee and will be circulated after each meeting, as part of the materials for the subsequent meeting. Amendment of the minutes will be invited, to be submitted to the Chair of the Committee or the Editor-in-Chief. The Committee Chair will approve the minutes or cause them to be amended and will report the approval at the next regular meeting of the FAC. The minutes will then constitute the formal record of Committee decisions.
Faculty Submissions

Although Texas A&M University Press will not give special favor to or seek a preponderance of authors from among Texas A&M faculty, there will be no reluctance to pursue good book manuscripts from the wealth of research and writing produced at Texas A&M where that work would have an appropriate fit with the Press's list. This objective also extends to the best work of Committee members themselves, with the understanding that the same evaluation procedures will be followed in considering their manuscripts as would be applied to other projects and that the Committee member in question would not be present for discussion of or have a vote on his or her own work.

Enactment and Amendment of Charter

This Charter is intended to serve as a guide to the operations and responsibilities of the Texas A&M University Press Faculty Advisory Committee. Exceptions to the above guidelines and procedures may be enacted on a case-by-case basis with the concurrence of a voting quorum and the Committee Chair. This Charter may be amended to meet changing needs and circumstances, on the recommendation of the Press's Director and with the approval of the Executive Associate Provost.

10/23/00; 9/10/03
Texas A&M University Press  
Faculty Advisory Committee  
2010–2011

Quince Adams, Distinguished Professor and Patricia & Bookman Peters  
Professor of History  
Victor Arizpe, Professor, Hispanic Studies  
Jim Aune, Professor, Communication  
Carlos Blanton, Associate Professor, History  
Walter Buenger, Professor and Department Head, History  
David Chapman, Mavis P. Kelsey Professor, Libraries and Director, Cushing Library  
John Crompton, Distinguished Professor, Recreation, Parks, & Tourism Sciences  
Bruce Dickson, Professor, Anthropology  
Leroy Dorsey, Associate Professor, Communication  
Tom Dunlap, Professor, History  
Jeffrey Engel, Associate Professor, Verlin and Howard Kruse ’52 Founders  
Professorship, Bush School of Government and Public Service  
Barbara Gastel, Professor, Veterinary Integrative Biosciences  
Donny Hamilton, Professor and Department Head, Anthropology  
Patricia Hurley, Professor, Political Science and Associate Dean of Liberal Arts  
Jimmie Killingsworth, Professor and Department Head, English  
Jerome Loving, Distinguished Professor, English  
Joanne Lupton, Distinguished Professor, Nutrition & Food Science  
Ken Meier, Distinguished Professor, Political Science and Director, Project for  
Equity, Representation & Governance  
Jerry North, Distinguished Professor, Atmospheric Sciences & Oceanography and  
Harold J. Haynes Endowed Chair in Geosciences  
Tarla Rai Peterson, Professor and Boone & Crockett Chair, Wildlife and Fisheries  
Sciences  
Jane Sell, Professor, Sociology  
Niall Slowey, Professor, Oceanography  
Jonathan Smith, Professor, Geography  
Jan Swearingen, Professor, English  
Mike Waters, Professor, Anthropology and Director, Center for the Study of the First  
Americans  
Doug Welsh, Professor, Horticultural Sciences  
Steven Whisenant, Professor and Department Head, Ecosystem Science & Management  
David Woodcock, Professor, Architecture

Haskell Monroe, ex officio  
Chad Wootton, Associate Vice President for External Affairs, ex officio
Revised Charter
of the Advancement Board
of Texas A&M University Press
September 2010

Great presses do not just happen. They are the creation of hearts, minds, and passions, of dedication, faith, and stubborn devotion to quality.

—Frank E. Vandiver

The antecedents of this organization were established when an “Advisory Council” was created in 1979 by former chairman John H. Lindsey to provide counsel and support for Texas A&M University Press from leading figures in many of the constituencies that it serves.

Today, members of this organization—now renamed “Advancement Board” to more clearly express its principal functions and goals—share the same belief as their predecessors in the value of publishing scholarly research for both academic and general readers and in the contribution the Press makes toward enhancing that important part of Texas A&M University’s mission and reputation.

Mission Statement

The Advancement Board promotes awareness and recognition of the significant contributions the Press has made to Texas A&M’s rise to major research university status and further supports the ongoing financial challenges and opportunities the Press faces in the rapidly evolving age of 21st century scholarly publishing.

Overall Purpose

The Advancement Board of Texas A&M University Press serves as a bridge between the Press, the University, its former students and friends, and the larger academic and general community, throughout the state and nation. Its members are important ambassadors for the Press to the leadership and all the constituencies of the University.

The principal objective of the Advancement Board is to assist the Press Director and other officers of the University in bringing new sources of outside funding to the Press:

- for individual book publication costs
- for support of publication series
- for endowments to underwrite key positions at the Press
• for general unrestricted endowment funds
• and for discretionary and special funds to meet technological, promotional, and other needs that may arise.

Informed by serious engagement and fellowship with the director and staff of Texas A&M University Press, Advancement Board members help fulfill these goals through their own gifts and through participating actively in the cultivation and solicitation of other interested individuals, foundations, and corporations. These matters are addressed at Advancement Board meetings and in individual conversations and events.

The Advancement Board has no direct role in what the Press selects to publish and is not involved in the day-to-day management of the Press or its overall policies.

**Membership**

The Advancement Board includes four classes of membership:

**REGULAR MEMBERS** of the Board include not only former students of the University but also other friends and admirers of the Press; a Texas A&M degree is not required for membership on the Board. Normally, there will be no more than 30 individuals designated for regular membership at any one time. Usually, only one individual of a married couple will be named to the Board, but that should not prevent the other from sharing ideas and contacts, nor from sharing in the Board's social activities and events.

Individuals who have made extraordinary contributions to the Press or what it stands for, including Regular members who have retired from active participation in the Board's meetings, may be designated as **HONORARY** and/or **LIFE MEMBERS**.

The Advancement Board also includes the following **EX OFFICIO MEMBERS**: the President, Provost, Vice Provost, and Senior Development Officer of Texas A&M University, College Station, as well as the Press Director.

The Chancellor of the TAMU System and the presidents and chief academic or administrative officers of all of the System institutions are designated as **ASSOCIATE MEMBERS** of the Advancement Board. They too are always welcome at the fall meetings and are kept apprised of Advancement Board discussions and the state of the Press (including the progress of sponsored book series associated with most of the System institutions) through mailings of Board minutes and reports.

The Press Director, with the concurrence of the Vice Provost, designates a Chair for the Advancement Board, with subsequent confirmation by all Regular Members of the Board.
The Chair, with the concurrence of the Press Director, appoints a Vice-Chair and also forms special committees of the Board (such as Development, Marketing & Outreach, and Membership), to serve particular interests and goals.

The Press Director, in consultation with the Chair of the Board, appoints new members for staggered, three-year terms. In certain cases, a member may be reappointed to one or more consecutive terms.

Meetings

Normally, there are two formal meetings a year, one held during a football weekend on campus in College Station and the other usually in a “spring retreat” setting elsewhere in the state or region. The Press Director, supported by departmental managers, provides reports and statistical data forming a picture of the Press’s current condition, needs, and goals. In these meetings, Advancement Board members are encouraged to raise questions and make suggestions for improving the visibility and effectiveness of the Press in maximizing its relationships with all its constituencies.

It is expected that each individual member of the Advancement Board will attend on average at least one meeting a year.

On other occasions, members may be called upon individually for advice or help on a specific matter in an area in which they have some particular expertise or connections.

Annual Financial Support

It is essential for Board members to be active in a variety of ways, seeking resources for and telling the story of Texas A&M University Press and its important work. As with the advisory bodies of other important units of the University, members of the Press’s Advancement Board are also expected to support the Press financially through an annual contribution (currently pegged at $1,000, which amount may include corporate matching gifts) to a discretionary fund that is put at the disposal of the Press Director for special projects, events, travel, and other strategically beneficial purposes that otherwise might have to go unfulfilled.

Minutes

Minutes will record the discussions and actions of the Advancement Board and will be circulated after each meeting and as part of the materials for the subsequent meeting. Amendments to the minutes shall be submitted to the Chair of the Board or the Press Director. The Chair will approve the minutes or cause them to be amended and will ask concurrence from the assembled members at the next regular
meeting of the Advancement Board. The minutes will then constitute the formal record of discussions, decisions, and assignments.

AMPEDMENT OF CHARTER

This Charter is intended to serve as a guide to the operations and responsibilities of the Texas A&M University Press Advancement Board. Exceptions to the above guidelines and procedures may be enacted on a case-by-case basis with the concurrence of the Advancement Board Chair and the Press Director. This Charter may also be formally amended to meet changing needs and circumstances, on the recommendation of the Press’s Director and Advancement Board Chair and with the concurrence of the Vice Provost.

September 2010
TEXAS A&M UNIVERSITY PRESS
ADVANCEMENT BOARD ROSTER
(September 2010)

Term Ends

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<td>Mary Margaret McAllen Amberson, San Antonio</td>
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<td>J. David Bamberger, Johnson City</td>
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<td>Richard Bartlett, Fort Davis</td>
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<td>James P. Callan ’86, Alvin</td>
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<td>John W. Caple ’52, Fort Worth</td>
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<td>Douglas R. DeCluitt ’57, Waco</td>
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<td>Davis L. Ford ’59, Austin, Chairman</td>
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<td>John H. Keck, Laredo</td>
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<td>Haskell Monroe, College Station</td>
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<td>T. Edgar Paup ’74, Fort Worth</td>
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<td>George H. Rau Jr. ’69, Angleton</td>
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<td>Charlie W. Seely ’55, Fort Worth</td>
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<td>Frank C. Smith Jr., Kemah</td>
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<td>Randall P. Smith ’65, Point Comfort</td>
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<td>Frances Brannen Vick, Dallas</td>
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<td>Richard E. Wainerdi, Houston</td>
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<td>Ned E. Walton ’63, Bryan</td>
<td>Fall 2011</td>
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<tr>
<td>Daisy Sloan White, Houston, Vice Chair</td>
<td>Fall 2012</td>
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HONORARY

John H. Lindsey ’44, Houston, Life Member
Chairman Emeritus

Mavis P. Kelsey Sr. ’32, Houston

EX OFFICIO

R. Bowen Loftin ’71, President
Karan L. Watson, Interim Provost & Executive Vice President for Academics
Robert L. Walker ’58, Senior Executive for Development
Charles Backus, Edward R. Campbell ’39 Press Director

ASSOCIATE

Michael D. McKinney, Chancellor

and the CEO's, Presidents, and Provosts of all the A&M System Institutions
REPORT ON TEXAS A & M UNIVERSITY PRESS

This report stems from two intensive days of interviews at the press in College Station, preceded by study of material sent me in advance (in answer to a series of questions) and followed by further study at home. I do not pretend to have learned all that’s important about your university or even your press. What you get here is simply the application to your unique program and problems of one publisher’s knowledge and experience, different from your own, based on work at presses of various sizes and on studies like this one of a broad range of other presses. You will see recommendations for changes here. They should be read not as criticism of your good work but as constructive suggestions meant to help you accomplish it. In the end you will decide what suggestions you will follow.

Key issues at nearly any press are the list, which in a sense is the publishing house, or at least defines it, and communication, through which the house attempts to coordinate the work of publishing and to make the work effective. This report will take up those two issues first and then move on to the budget (again relating it to useful communication), some matters of policy and procedure, and finally a look at departmental matters and other matters specific to TAMU Press.

THE LIST—ACQUISITION

There is evident at TAMU some lack of confidence and pride in the current list, and that is a real problem to be addressed. Some members of the faculty and administration would like to perceive more scholarly strength in the list (though it has always had a strong trade side). Some press staff see a need for more good books, more that will sell now and as steady backlist contributors, more that meet high standards either of scholarship or readability or interest, more that are well written, whatever their audience. Some call for clearer focus in the list, some for reports from readers of greater stature. Some observe declining balances in gift funds resulting from publication of fewer high-volume and more low-volume books. There is not now a consistent pattern throughout the press of commitment to the program, and sometimes that may take the form of lack of clear understanding of where it is going. That spells unhappiness and trouble.

The section of this report on communication will suggest some ways to combat this problem by involving more people, earlier, in the essential publishing decisions by which a list is built and the book is presented to its audience. Here the issue is the list itself.

It is true that the current list has built-in problems. Your regional books have been focused so narrowly on Texas that
you have a recruiting advantage only on narrowly defined books—
not those with broader regional appeal. So at Western History
Association meetings, TAMU has little success in securing authors
working on broad regional topics (or excellent narrow ones
focused outside Texas), because these authors see you as
publishers of Texana. On the other side, though a big,
interesting state like Texas generates a lot of books, some of
them very good, competition of all kinds has developed for books
focused on Texas, and TAMU may not automatically get all of the
best of them. Now that it appears that the University of Texas
Press is returning seriously to the pursuit of Texas topics,
competition will be redoubled for the one kind of books for which
TAMU has a real acquisition advantage. You will have to outwork
Texas if you wish to continue to dominate this field.
Regionally, either the list must be broadened, or a stronger
effort must be made for the best Texas books, or both.

As I see the list for 1989-90 and books in the pipeline for
the next three seasons, Texana makes up the biggest aggregation
by far (13 this year/18 to come, lumping history, literature,
lore, photography, whatever). The only other sizeable grouping
(unless you lump environmental studies with natural history, 5/4)
is military history (6/7). Here you have competition from
commercial houses for popular books and also from university
presses for scholarly or popular works or both (South Carolina
and Kentucky spring to mind, as well as Indiana, which has few
but splendid books in this field, and for the Civil War, of
course, LSU). The A & M list is in danger of not presenting
consistently either first-rate scholarly work or readable,
successful commercial writing.

In military history, as in Texana, the best course would be
to hold more consistently to a very high standard and to enlarge
your network. For scholarly work your readers ought frequently
to come from outside your author group and to be drawn as often
as possible from the first rank of military historians,
nationally and internationally. That course will cost you some
books for a while. But the books you do publish will be reviewed
better, cited more in the work of scholars, sell more
predictably; they will help draw other first-rate scholars to
publish with you. For popular work, you must apply high
standards of readability and interest. If the books are really
well written on good topics, they will do fine. If they aren't,
you can pass them by (always excepting the eccentric work, seldom
seen, that is of commanding importance and interest even though
the author is a poor writer, discussed further below).

In Texana, your standards can be set as they are in military
history. The house simply doesn't have the time and staff to
spend on rewriting books in the house or doing extremely heavy
"developmental" editing. It's not a cost-effective use of the
copy editor's time, and it's suicidal for a hard-pressed
acquiring editor. If you don't have a contract, you can simply
pass up such a book until it meets your standards. If you do
have a contract, you can rely on the satisfaction clause and send it back until the author, rather than the press, does whatever it may take (including hiring an editor) to make the work ready for editing. I think all publishers love memoirs and letters from another time, and most of us (Yale, Georgia, Harvard, Nebraska come to mind) have had great and treasured success with them. But they must either be written well enough to command widespread attention (if you can get reviewers to read them) or they must be by people so well known that their names make the book likely to draw reviews and sales. Keeping the length within reasonable bounds on these (as on all popular books and most scholarly books) is also an important consideration, for the contract and for publication.

To be perceived more positively by the A & M community at large, I think the press has to achieve national distinction in at least one of its highly visible programs (not Texana). That might be military history, with development, or the environment, again with substantial time and effort, or a new field.

But none of these changes are likely while the press relies essentially on a single acquiring editor. Responsible for 30 new books plus reprints, he will almost certainly have to take a passive stance in most of his work, largely reacting to informants and submissions. To have a more aggressive performance in acquisition, then, to achieve higher standards and enlarge your networks of informants and authors, TAMU appears to need a second acquiring editor. University presses that quantify expectations for their acquiring editors routinely look for at least 15 books a year from junior editors (after a breaking-in period of a year or so) and 20 or more from more senior editors (though a few bring in many more). With two good acquiring editors, TAMU should probably reach 40 or so books a year, a level it should be able to sustain, given the opportunity to use freelance people as needed to edit and design books.

The second editor would give the press the chance to broaden the scope of its program by entering at least one new field appropriate to the university and to the editor's talents. That might be in the social sciences or humanities, if A & M boasts appropriate strengths. It might be in veterinary medicine (where the press has a start) or agriculture, fields in which Iowa State quietly grounded a two-million-dollar list appropriate to that institution. It might be in economics, where the press has a start and A & M has Buchanan; MIT Press has had success there and remarkable international sales. But your list in the chosen field cannot be dominated by work done only at A & M. It has to be appropriate to the university but national in scope (like Indiana in semiotics or Johns Hopkins in Resource Management.)

There are acquisition tools you can and probably will make more use of. One is the series headed by a star scholarly editor, to provide rapid visibility and credibility. In entering a new field or attempting rapid development and upgrading in an
old field, you can try to identify a scholar who is very smart and popular, who has good contacts with other rising stars in that field, who meets commitments, and who is sensible. Then, by coming up with an idea that appeals to him/her, you try to sell that person on leading a series for you. If you succeed, the series editor becomes your entrepreneur, and he/she monitors the field and approaches the people doing promising work. The editor's object is to develop a prestigious series identified with himself/herself. (You may well give the editor an override royalty, e.g., one percent of net on all books in the series, but that's not so big a selling point. At first you will have to pay a flat fee until earnings begin to mount, say, $500 or $750 a year plus an expense allowance of $250.)

Your object is to induce first-rate authors to sign with you not because of the press's standing in that field (not yet high), but because of the editor's standing and the author's desire to associate himself/herself with that editor and with other prestigious authors, as soon as you have some. Illinois used this technique effectively to build in black history and labor history. Kansas used it for years in the splendid American Presidency series. Once you have the series going visibly, you can attract authors outside the series better. And of course, though the press hires the readers (often at the editor's suggestion), the scholarly editor is doing a lot of acquisition work for you very inexpensively.

Series editors can bring problems, make no mistake. They must be selected carefully and let go if they don't work out. Some presses (e.g., Cornell) go an extra step in taking on a strong series editor. The editor makes a substantial series prospectus, telling the aim, scope, and likely books for the series and laying out the approval process (e.g., at least two favorable readings plus the editor's endorsement, plus the house editor's acceptance). The press gets reports from prominent outside advisors as to the merits of the series plan and the editor's capability to bring it off and then asks its faculty board to approve the series for a period of three years or, say, twelve books, whichever comes first. If the board approves, then series books during that period are not taken to the board; they must simply pass in-house review, as laid out in the series plan. Then after three years the series goes back to the board for renewal. This practice (distinctly a minority one) gives the scholarly editor a greater feeling of entrepreneurship, which is what the house in question is looking for. Many presses and boards would not use it.

As the press becomes increasingly competitive, it will undoubtedly have to be prepared to sign more contracts before revisions are completed or even before manuscripts are completed to avoid losing to competitors books that undoubtedly will have merit. There are two kinds of advance contract: one involves going to your board for approval with the evidence you can bring forward but may make it unnecessary to take the manuscript there.
again when work is complete. Board approval specifies what
reviews the press will get but depends on press editors to secure
and evaluate them. This is the hardest kind to get approved but
means most to authors. Not all presses have it. The other, the
"provisional" or "contingent" contract is often made without your
going to the board. To avoid later disappointment it should
contain clear language saying that the completed work must be
approved by the board before publication. It is very
advantageous for the publisher (locks the author to you but
leaves you a big out). Some authors have figured out how the
provisional contract works and the rest will. So demand
increases for true advance contracts. If your board insists on
seeing evidence on the completed work, you are by no means alone
among presses. Even if it doesn't, advance contracts should be
used only when you feel sure a good book will result. Canceling
such contracts is very painful and should happen seldom.

In building the list, it is good to build for the backlist
too—to select a decent share of books that should sell through
more than one printing. TAMU's backlist certainly has some
winners. Looking at 1987-88 sales I find 11 true backlist books
that sold over $5,000 and among them 4 over $10,000. For 1988-89
the numbers were 9 over $5,000 and 4 over $10,000. (Books
published the previous year, "recent backlist," would have added
heavily to these numbers, particularly in 88-89.) The repeaters
among these provide a real backbone for the list: Fishes of the
Gulf of Mexico, Texas Wildlife (now OP?), Landscapes of Texas,
Texas in Bloom, and Veterinary Anatomy. Southern Pacific and
East of Chosin are repeaters that would be classified the first
year as recent backlist; this year will show if they are stable
major backlist contributors.

Backlist considerations make a good context in which to take
up publication of reprints from the lists of others. Well
chosen reprints should have statistically a much greater chance
to go through more than one printing than original books. That,
after all, should be one of the chief criteria for selecting
them. Competition has grown extremely heavy for the good reprint
in most areas of interest, and that certainly holds true for
Texas books. Nevertheless, the rewards make the effort worth
continuing: excellent authors' names on your list you couldn't
otherwise get, stable sales, low returns. TAMU can pursue such
books because you have the marketing apparatus to sell them to
the trade. For Texana, military history, and possibly
environmental and natural history, your reps can be good
informants as to prospective titles now out of print. I am used
to selling reprints in paper (mostly to the trade, some as
textbooks.) Your experience with the McMurtry books demonstrates
another way. (And your distribution business makes it possible
for you to learn quickly from the experience of tiny TCU.)

I hear, as you do, of serious retrenchment in the book
program at Texas Monthly. If they get clear out of book
publishing, more than their distribution business will be
available; some wonderful books (e.g., John Graves) may need a home. It might be worth your while to see these people and let them know you would like first shot at them, if you would.

A selling point you can now use in persuading authors to sign with TAMU is the quality of editing and design the book will receive and the care it will get throughout the process. You will have try to maintain that edge even as you may seek conflicting goals through growth. One puzzle that could cost you an author is schedule. Yours seems very normal for lots of books (4+ months editing, 7+ months production, 12 months from unedited ms to finished books). But some books are apparently held up for an additional season or more because of shortages in the Capital or another Fund. The puzzling element in that scenario is that the way the funds are set up favors their perpetual solvency, if you publish books that sell and price them right in relation to their costs. Short print run or long, if you plan on getting back costs in a year (manufacture), the funds should be increasingly healthy, not depleted. (The university's subsidy covering most salaries makes this possible.) I attach spreadsheets illustrating a high-priced, short-run book and a lower-priced, longer-run trade book to demonstrate the point. (See Attachments 11-12, Fund Results, which may make more sense after you have finished the report and gone over the price and print attachments. The tables also provide an interesting comparison between results of the two kinds of book. People are often surprised at how well the good short-run scholarly book comes out, if it is published at full price.)

I gather that the press has commitments of varying degrees of seriousness to some books not yet in the house that you now find not totally appealing. You cannot cancel such obligations right and left without creating a huge reservoir of ill will and rough-riding your conscience. What is to be done? If there is a contract, you must honor it. But if the manuscript is not publishable (writing or length) or if it varies significantly from the project for which you contracted, you need not publish it. You can return it, always with the proviso that you will publish it when (if) it meets contractual specifications. If a manuscript is not completed by the completion date in the contract (I trust that you have one), then you should cancel the contract, unless you do want the book.

If you do not have a contract and the obligation is a more tenuous commitment, then I think you must make ad hoc judgments as to where the greater damage lies, in ending whatever commitment exists and bearing the resulting ill will or in publishing a book that will be below your standards and bearing the bad reputation and poor sales that result. If the call is close, then I would publish, if the author can bring the writing to a level the house can accept and readers (chosen with full normal rigor) approve it.

Here are a few miscellaneous thoughts related to acquisition
and the list. Whoever does acquisition will need a PC hooked up to the business system to see the progress of individual books up to date and to gather data on groups of related books to study when considering a new proposal or idea. It would be helpful if acquisition made a transmittal memo to accompany a manuscript being transmitted for editing and production (essentially editorial's checklist of parts plus any comments or information that will help the copy editor). Such a memo can accompany the book through to production. Acquisition now has a very useful listing on the PC of books to come, divided by season, called "Season and Series." It would be helpful to have that changing list given each month to all department heads.

At TAMU, the director can best pursue actively either of two functions: acquisition or fund-raising. Either is a very time-consuming. If he does a good deal of acquisition, then the need for the second editor is less acute. If he does a good deal of fund-raising, it is easier to pay for the second editor and other needs of the house. The choice depends on the director's proclivities and judgment of the options. The history and nature of the A & M situation make me lean toward fund-raising. Another function of the director is to increase collegiality between the press and the A & M faculty and administration. That involves regular campus visits, work to be shared with acquiring editors.

In turning next to communication, I'll have a lot to say that leads toward finding consensus at the press, getting input from all interested parties. Throughout that process, the ultimate responsibility for the well-being of the press, the nature of the list, and the entire program is solely in the hands of the director. Where disagreement cannot be resolved, the final decision in all instances, therefore, is his.

COMMUNICATION

There appears to have arisen at the press an unfortunate tendency for departments and staff members to be isolated, to operate independently without relation to or a clear grasp of the concerns or information of others. There is too little ready, healthy feedback when it can do the most good, except for your very useful weekly staff meeting. (That meeting offers the opportunity to take up any press problem and provides a forum for discussion of reprints and new books. To the extent that people will use it, it could eliminate much of this problem.) Publishing houses always work best when everyone understands and commits to the program and everyone's contribution (acquiring manuscripts or filling orders) is respected as contributing to the one goal of the house, publishing good books effectively and efficiently.

Some presses, in the interest of keeping everyone abreast of all matters of house concern, establish a circulation file. Everyone at the press makes an extra onionskin (or machine) copy of each outgoing letter and turns it over at day's end to someone
central (receptionist? assistant to the director?) The central person collates the copies, puts a route slip on them, and starts this "circ file" around to everyone in the house. People are not to use it as an occasion for editing the work of others or commenting on their deficiencies. They are to look at it quickly each day (some houses do it weekly) and pass it on; occasionally they will see something there on which they can offer useful information to the writer; often they will see things that inform them on matters that will affect their own responsibilities.

Given people's concerns and lack of clear understanding about the list, the press could almost certainly benefit from a kind of meeting now coming into practice at a number of presses (Princeton, Cornell, Arizona, among others), sometimes referred to as the Pre-Board Meeting. This meeting of all department heads is held at least a week before any meeting of your faculty editorial board. Its purpose is to bring to bear the collective wisdom of the house on the essential decision to publish. At the same time it informs the participants about what the house is trying to do and makes every participant a more complete publisher by involving him/her in the intellectual and financial risk inherent in every publication.

The acquiring editor prepares a packet on any book for which he wishes to contract, original or reprint, essentially the board packet (readers' reports, editor's narrative, at a few presses a sample of the ms.) plus price and print projections, for which he has obtained from production manufacturing estimates. He briefly presents the book at the meeting and opens discussion, which may take up anything pertaining to the publishing decision and the publishing strategy. Likely topics might for instance include appropriateness of the book to your list, questions arising from readers' reports, audience and market, format, likely editorial concerns or production requirements, tentative price and print run. This is an opportunity for enthusiasm to be expressed and/or for doubts to be raised.

Some books will generate a lot of discussion, some will be cut and dried. An occasional book may not after all be taken to the board. But everyone will be familiar with books to be added to the press list and will have had a chance to talk about them. The book emerges from this meeting with the commitment of the house behind it (pending board approval). Negative views of the book should not prevail after it is over.

If the board concurs with the house, then a contract must be written. It should contain clear and specific descriptions of the work you agree to publish. (This will be even more critical for contracts written in advance of completion of the manuscript.) If work is still to be done, it should have a completion date, after which the contract can become null. It should specify a manuscript of some number of pages with some number of illustrations, maps, etc., of specified types. Then it is the obligation of the acquiring editor to try to hold the
author to these specifications or to judge whether varying significantly from them really is in the interests of the book as a publishing prospect. After all, acceptance was based on a strategy relating to a particular object. I don't mean that you should be unreasonable, but the contract should be a tool useful to both parties.

A second meeting on a book, often referred to as the Launch Meeting, usually occurs much later, when the book has gone to production and solid manufacturing costs are possible. It involves all department heads, and at many houses all professional-level staff. It should in any event include both the house copy-editor handling the book (directly or through a freelancer), who will have useful information as to the writing and content (trade or not?), and the book's designer. It takes up essentially what you now do at staff meeting, the final format, price, and print run. Often more than one publishing strategy will be prepared and circulated. Other useful and appropriate topics include the title; dust jacket/cover ideas and sources; and marketing plans, opportunities, and needs (what the audience is and how to reach it, eminent names from whom puffs might be obtained, special needs for proofs, meetings for which the book may be needed). Because of catalog deadlines, commonly a summary meeting is required to deal with some books that will appear in the coming season but are not yet in production (reprints, camera-ready books, imported titles).

Here are a few more thoughts regarding communication. In bringing reprints before the house for consideration, marketing ought to have (when your computer system is complete) routine access to a low-stock report, which selects only those books with less than, say, six months of stock (at the rate of sales averaged over the past twelve months). Then, having selected candidates from this list, marketing should generate month-by-month sales histories for each book and circulate them before staff meeting. The meeting then can, if you wish, consider books in the light of a three-year rule, which has become fairly common: an acceptable price and print recommendation has to show that you can reprint for a three-year life at an acceptable price with an acceptable return, recovering manufacturing costs in about the first year. Exceptions include important books that have reference or other long-range use and are expensive to reprint, where you might stretch to a four- or occasionally a five-year life, and the occasional book that is not cost effective but is for its own reasons absolutely essential for you to have in print. Most presses have a couple of those.

Another matter in which communication is generally seen to be extremely useful is the preparation of dust jackets and covers, where production is the creator, but where marketing (representing the marketplace) and acquisition (representing the author and the house's attempt to sign others) and the director (representing the overall image of the house) have strong interests and can have useful input. Design must always be an
individual act, of course. Yet these other interested parties should have the opportunity, at meetings such as those described, to make suggestions before design is under way. And in virtually every publishing house the same parties see the finished design and at least sign off on the mechanical before jackets are printed, sharing responsibility for what the display type says as well as how the book is presented. If the process were abused, with frequent requests for changes, then of course the publishing process itself would break down just as a book is coming to completion. But it shouldn't be abused, and in my experience hasn't been. A few houses (Washington is especially notable) routinely send jacket designs to authors for approval, a wonderful author-relations technique most presses reserve for special books and authors.

THE BUDGET

My recommendation for the budget process, full-fledged departmental budgeting, is another means of improving communication in the press, as well as enhancing understanding of the financial context within which publishing decisions are made. It relies on the best information you as a group can provide and encourages accountability within press departments. But its very first step at TAMU will require a major contribution from the business department.

The press budget now is seen by few in its entirety, nor does it gather expenses by department and group them in ways that publishers--profit and non-profit alike--easily recognize. The first step, then, one that is necessary to all the other steps, is for business to cast the press monthly operating statement and the budget in a common publishing mold. I strongly urge use of the AAUP form, used in its annual statistical survey, and greatly improved over the past few years. TAMU has ordinarily taken part in the survey, recasting its figures to do so as recently as 1988. Your funded publishing and overhead transfers are unusual, and many presses do not have a distribution business. However, the operating statement/budget can be struck without reference to division of income and expense among funds (handled on a separate statement, as you already do). There is nothing in your system that prevents gathering your figures in the common form for your annual budget and monthly operating statements, though the university will require its own form of annual budget report, as it does at every institution. Casting your operation in AAUP form will give TAMU people the very valuable opportunity to measure their own activity statistically (category by category as a percentage of net sales) against that of other presses. The AAUP survey results, of course, would need to be circulated to all department heads.

I attach some alternative ways of dealing with the special problems of formulating the TAMU operating statement and budget, with a separate breakdown by type of fund (Attachments 1-3; the
drafts show only the summary or face page; subsequent pages would
detail the expense categories to match AAUP). I enclose also
(Attachments 4-5) operating statements/budgets from Nebraska and
Cornell (which has a huge distribution business). Don Collins
has told me that he will make Chicago's statement available to
you also. Most presses keep the operating statement and budget
on a PC. (In fact AAUP now accepts submission of figures on
disks.) To revise the budget process and achieve accountability,
an AAUP-like gathering of expenses will have to be accomplished
at least by the beginning of the fiscal year.

Thereafter, each month copies of the operating statement for
the entire press would be sent to all department heads. They
would see not only how their departments are doing, compared to
budget and to AAUP annual percentage figures, but how the press
as a whole is doing, the point of budgeting. Like pre-board
meetings the process encourages people to be complete publishers.

To make the budget income projections, acquisition would set
the projected frontlist for the budget year (expanding on a
report already on a PC), showing what the press should expect to
publish, title by title, with length and likely price, print run,
and projected sales during the budget year only. Then the
director (sometimes marketing and/or business) edits
acquisition's list on the basis of historical experience to make
it as hard-headed and realistic as possible.

Marketing forecasts income for the backlist (which may if
data is available be separated into the stable true backlist and
the more volatile recent backlist—last year's books). With a
list as small as TAMU's marketing could very well simply forecast
backlist sales title by title for real accuracy, that way looking
also for likely price changes and tabulating expected backlist
reprints. In doing this job, marketing should have at least
year-to-date sales and sales for the prior two years. Again, the
director backstops the marketing projection.

The director (or his delegate) contacts the distribution
client presses to get their rough projections as to what kind of
year they expect. Marketing projects income from subsidiary
rights. Business puts together the TAMU sales figure, logs the
rights income, and calculates distribution income.

To make expense projections, each department head is given a
detailed budget/operating statement form (TAMU's new AAUP-like
form) showing expenses for the year to date and for the prior
year. The department head then makes for each category a
forecast of expense for the budget year, with supporting detail
where appropriate, e.g., travel plans, exhibits, etc. (Marketing
will need to see the frontlist and total sales projections before
setting expenses; others will need to see the anticipated
frontlist.) The department heads also anticipate and list
equipment needs for the budget year, which the press may treat as
capital assets to be depreciated or as operating expenses,
depending on its overall policies and the setting up of a press balance sheet.

The result is each department's request budget. Business puts it together to arrive at a bottom line figure. Then the director makes whatever adjustments are necessary or confers with a department head or sends back a department's budget if major changes appear necessary.

When that process is through, the business manager puts together the result and sends each department head a copy of the budget, to which all are now committed. Each month copies of the operating statement, complete with budget comparison for the year to date, are sent to all department heads, who monitor their progress and try to make readjustments within their departmental budgets as necessary. If parts of the budget (or all of it) are seriously off, then the press has early warning and ways to determine what can be done.

You will not achieve a high degree of accuracy at first, probably, especially on the income side. But you should get better each year and in three years have enough historical data to be pretty accurate. The ideal, which you may not be ready to tackle your first year, is to spread your income and expense forecasts month by month for the year, since neither expense nor income historically runs in a straight line pattern. Doing that makes your monthly budget comparisons of income and expense much more meaningful.

MATTERS OF POLICY AND PROCEDURE

Simultaneous Publication. I did not detect a clear consensus at the press about when simultaneous cloth and paper editions make sense. Financially, without question, the press does best when you publish in cloth alone, recovering your plant costs there and exhausting at a cloth price the bulk of the market who will buy the book in that form. Then when you go to paperback, you have tiny plant costs and can give the paperback a cheaper price than you could if it had to share original plant costs with a simultaneous shorter-run cloth edition. So why ever do simultaneous books? Because the main market is in the classroom. Or because the main market is made up of individuals who will not pay the price a cloth book must bear and a small, high-priced edition of cloth alone would be inappropriate to the book or harm its likely future. (The latter case is likeliest with regional trade books that are too long.) As a matter of policy, there ought to be no automatic simultaneous books. Each such book should require that the case be made that simultaneous publication is the correct strategy.

Royalty. Your now-standard royalty, ten percent of net from the first copy sold for any book, is more generous on books with small markets than most presses offer. On scholarly books,
particularly the author's first book or any book clearly for a limited audience, most presses pay (and I recommend that TAMU consider) ten of net after some number of copies has been sold: the first printing, or 1,000, or commonly anywhere from 500 to 750. If you need an argument to justify this practice (besides the fact that in terms of total resources the book will certainly lose money), you can tie it to recovery of out-of-pocket costs.

Price and Print Recommendations. At present the press, looking at its pricing estimates and deciding on price and print run, has no clear guideline as to what acceptable bottom-line performance for a book is. Without the kind of operating statement described above, you have no basis for determining accurately what press needs for return on its investment a book should routinely be expected to carry.

Once you have such a current operating statement, you can measure your total operating expenses (including salaries) against your net sales income to see what relationship they bear. (Your 1988 AAUP statement, now out of date, showed operating expenses at 93.35% of net sales, obviously too high to recover without subsidy, an outcome most presses of your size would share. But the expenses included some that should be tied to distribution income, not TAMU sales. And further, the report is no longer current.) You can then add your university operating subsidy into the picture, reducing expense by that much, and try the ratio you now get between diminished expenses and net sales. That figure (suppose it were 50% of net sales) could be set as the absolute minimum gross margin a book must achieve (sales less manufacturing and royalty). Or you might conceivably choose to balance distribution against operating expense and take the resulting percentage of net sales.

A second measure, used less commonly than gross margin as a percentage of net sales but to many a better guide to necessary return (because it responds less erratically to shifts in royalties), measures gross margin against manufacturing expense. Here you tabulate total manufacturing expenses for the house for the year. Then you measure operating expenses (again from your operating statement for the year) against total manufacture. Suppose you find operating expense to be 1.84 times manufacturing expense. Then any book, to earn an appropriate return, should achieve a gross margin that amounts to 1.84 times the manufacturing cost of the book. (Manufacturing cost, in this discussion, excludes design and editing costs, which are part of total operating expenses.)

To illustrate ways of using such ratios in pricing your books, I enclose various forms of price and print recommendation showing how both of the above measures work on a good monograph (Attachment 6), how they work on a simultaneous cloth/paper book (Attachment 7), varying prices and discounts on a single book with a wide range of bottom line results (Attachment 8), varying print runs on a single book with the prices needed to achieve a
margin of 2 x manufacturing cost (Attachment 9), and varying prices hitting around 2 x manufacture with one print run and short or trade discount (Attachment 10).

I will not attempt to recommend the necessary return figure for the press. You need to see current operating figures and, if possible, manufacturing costs, to arrive at that. Once you have them, if you want to talk about desired return on investment, I'll be glad to help.

Don't be misled by the discussion and examples concerning pricing formulas. The key determinant in pricing the book is still the marketplace. That's especially true for the trade book, which requires periodic checking in bookstores, scrutiny of ads, and sometimes input from reps and dealers (especially helpful on the big book you pin your hopes on). The AAUP price-per-page survey helps a lot on the marketplace for scholarly books. The best way to use a pricing guideline like these we are discussing is to try each time to arrive at a price that produces a fully adequate return, but to bow to the market necessity where you have to without ever simply raising your print run beyond what you feel you can sell in order to make a price "work."

There are other considerations. It's very useful to your cash flow to plan on getting back at least your manufacturing money (after royalty) in the first year. You ought always to think of what life you are printing for--three-year or more. Many people are willing to think in terms of five years. A study of scholarly book sales patterns shows over 50% normally in the first twelve months now, with sharp declines thereafter.

Your present pricing forms show copy-editing and design costs. Of course those should not appear on a book done in the house in any event, since in-house departmental expenses include staff salaries, and you don't want to charge the book twice. In fact, if you go to forms like the sample price and print recommendations, you should omit even outside design and editing costs, since they are in the operating budget under departmental expenses and will be recovered by your normal recovery margin. If you want to charge the book all its own expenses in figuring the price (a good practice widely attempted), then when you add on design and editing costs, you should at the same time subtract from the operating expenses you must still recover the amount normally attributable to design and editing in the departmental operating figures. How you charge gift funds for these functions is a separate matter, not part of the pricing decision.

OTHER MATTERS

Governance. Your Faculty Advisory Committee is huge by normal standards, but your ability to invite only appropriate board members for any meeting gives you wonderful flexibility and is, I think, much to be envied. It would probably be healthy for you
to enforce the three-year terms of members on a staggered basis
to get some turnover and involve other excellent people with your
program. Perpetual membership often leads some faculty to see
themselves as outsiders and the press as the child of good old
boys, not the best way to attract bright new authors. What about
an annual plenary session of the board, to report on the state of
the press, growth and directions of the list, plans? You could
report on acceptances and rejections and thank the board for
their help. And you could provide refreshments.

It's hard to know what to make of the rest of your
governance picture. The board members I met would love to see
the press report more tightly to the university, preferably
through a board of governors that might have an outside publisher
or two on it (the model is Princeton or Yale). But that option
is attractive only if you see it as a way to provide needed
protection for the press in a crunch, particularly a financial
crunch. You already have a big and on paper a powerful advisory
council, but it is not clear what use you make of them or might
make, unless they are a protective buffer. They are not fund-
raisers or producers. Therefore, since fund-raising is a likely
option to pursue at A & M, Joe Moore's idea of a fund-raising
council is a very appealing one. The ideal appears on paper to
be combining the advisory and fund-raising ideas in one group, if
that can be accomplished. I do not presume to advise you on this
important matter, not knowing the people involved.

The Computer. Except for the director's office, TAMU has
excellent distribution of high-quality PCs. But you are in a very
awkward position regarding your business computer system. It is
imperative that it be up and running soon in order to make
available to everyone the information necessary to function
effectively as publishers and to track the results of what you
do. If it is not performing satisfactorily by the end of 1990
and there is not clear evidence that it is about to do so, then I
think you will have to look at abandoning it in favor of getting
turnkey software in one of the proven packages. I wouldn't wait
much longer. It's not that a good programmer can't do the work.
It's rather that there is so much work to be done in such a
system, so many bugs and unexpected pitfalls to be overcome, and
the turnkey people have already done all this over a period of
nearly a decade.

If you will use a central clearing account and deposit
checks there, instead of breaking each check up into allocations
to various funds, then I see no good reason why any proven system
wouldn't serve you. Tracking the sales and credits by fund is
easy in any system. You could shift money from the clearing
account to the appropriate funds monthly, weekly, or even daily,
and by so doing simplify your work. Fortunately, should you have
to abandon your present plan, the hardware you have should work
fine with any system based on PC network technology.

You have some solid information available now in the reports
of year-to-date sales and sales by customer class. Any department head who wants either should certainly have it, as he/she probably does already.

In the new system, I hope you will emphasize from the start the importance of accurate coding for the books. If it is to produce useful reports about kinds of books you publish, then they must be coded carefully in a rational system not just by fund, but by discipline and subdiscipline (not just books about Texas, but books about Texas wildlife or Texas women). That will require sustained, careful effort from acquisition and marketing.

In completing the system, I know you have already called for a number of different kinds of report capability. In case they might prove useful, here are some kinds that I have found useful in working with two of the major turnkey systems: sales history, month by month over three years, plus lifetime; back orders, title by title (customers and quantities); textbook adoptions, title by title (user and quantity)--requires some kind of source code input by operator entering orders; a report that shows average discount, title by title; low stock report (described above); sales by geographical area; results of direct mail sales, by campaign and by title (requires entry of source codes); ability to generate reports of sales separated by publication date, so that you can see frontlist sales (this year), recent backlist sales (last year), and true backlist sales (all prior years); ability to generate sales reports on books in a subject area; ability to generate reports showing for specific books or a kind of books percentage of printrun sold and/or percentage of manufacturing cost in dollar sales; ability to generate reports showing specific customers buying a particular book.

The system needs to provide the ability to capture the names of bookbuyers in sophisticated, useful ways. TAMU should have splendid buyer lists on Texana (with sub-groupings, like literature) and military history. With the additional input of buyers of distributed books, your lists should prove useful not only for selling your own books but, rented to others who wish to reach these markets, as a source of supplementary income. Cornell's lists, buttressed by buyers of books from all of its client presses, proved an unexpected treasure.

Distribution. The distribution business fits very comfortably into the TAMU program, not always the case. It works nicely to produce needed income and both supports and necessitates a network of reps and other trade activity that should prove very helpful for your own list. It should support the kind of expensive publicity trip to New York that not everybody your size can readily afford. If there is any need here, it is to strengthen the TAMU list so the association continues to be valuable to the client presses.

The Departments. Copy-editing is well organized and, with freelance help, could handle a greater volume than you can now
give it. You are fortunate to have a strong local freelance editor. Paying by the page, as you do, gives you better control than most over the cost of editing. (Many say they can't get people to work on that basis. TAMU and a few others prove that is not so.)

With very good PCs at two of your three desks, you have the ability to edit on screen. If that course provides only minimal savings, I would still pursue it, particularly as a means of posturing yourself to take advantage of future developments and savings as they occur. To maximize those current savings, production will need to shop hard to see if other good compositors can increase those savings working with your particular software configuration.

The house needs to keep accurate track of total elapsed time for publication, from the time a manuscript is transmitted to editorial to bound books. That can well be done in editorial (where most of the records needs are already); the other alternative is the director. Editorial now has a report on all books in the publishing process, which could be very useful. It probably should be expanded to begin when books are transmitted from acquisition. If it is not now distributed to all department heads and the director, it should be.

The press shares problems with most publishers about what constitutes a complete manuscript and what, if anything, should be done if a manuscript is not complete. When a manuscript goes to editorial, it should have all illustrations, all captions, all permissions, all contributor agreements, all front or back matter except the index. Otherwise it is not ready for publication. Who could quarrel with that? Yet I have seen manuscripts (and so have we all) of vital importance to the house move into editing and even into production with something missing (a foreword by somebody famous? permission for an illustration?) Why? Because the house would suffer terribly from the certain delay of the book past its appointed publication time, a worse outcome than any but the very worst case outcome of the missing part. Such cases are very awkward, but the final judgment on them belongs to the director. He has to decide how the resources of the house are to be risked either way. When the problem comes up, in editing or in production, moving ahead should result only from the director's signing off to take responsibility.

Production is achieving a high level of quality in press books, with pretty good average elapsed time, it appears to me. The department is well equipped and makes, good use of blanket contracts to speed the publishing process and get predictable costs. That has also helped you combat cost inflation. Your current typographer appears to provide excellent work at very good costs. With a possible increase in the volume of press books, the use of standard designs for some kinds of books could well become necessary. Production has a useful report following all books through production. If it isn't already, it should be
updated weekly and distributed no less than monthly to all department heads and the director.

All the evidence I have seen shows that production cost estimates run very high in relation to actual costs. (See for instance the business manager’s tabulation, for inventory valuation, of estimated and actual costs.) This way is a lot better than the other way around. However, if the press is going to price books to recover operating costs, then it must do so on the basis of estimates closer to the actual outcome. With your blanket contracts you can do this well for ordinary books. Graphically complex books will no doubt require input from suppliers. In production figures used for pricing, there should be no design expense figure unless you actually hire an outside designer. Your in-house design obviously costs money, but that cost is included in operating expense. If it is included separately, the book must bear it twice.

Marketing is extremely well equipped with computers for its task and is using them just as marketing should. The use of the desktop publishing operation for marketing production is exactly what good presses everywhere are doing, and the TOPS network linking the Mac and the PCs appears to work very well. The direct mail output is very impressive looking, but also looks a bit expensive. The soft spot here is the inability at present to get any on-line information on screen or any sophisticated history or analysis from the business computer system. But that should be rectified when the system is operational.

At present marketing budgets essentially title by title and the consequences are simply added up to make up the year’s outlay. In the interest of cost control and cost planning, I think you would be better off to budget for a season and a year at a time, as the departmental budgeting plan will require. Market will have a budgeted amount to spend, based on history, the list, and comparison with what others spend. Then, for a whole season, it will allocate the money title by title for space advertising, for instance. For direct mail again the money for an entire season will be spread title by title. The idea is to know how much you have to spend overall and then to make hard choices on where you need to spend it, since no university press can afford to do the ideal campaign for each book.

It's good to see that marketing routinely reprices the backlist, an often neglected but necessary exercise to keep up with inflation. Your sales by customer class report should come in for heavy use here, as you decide to change from trade to short discount those books that simply aren’t selling appreciably to the trade. (Of course you can still rely on salesman's order discount for the odd trade sale of such books.) Having old paperbacks that bear printed prices, there is no good choice but to go ahead and sticker an increased price. Nebraska had to do a good deal of that, usually stickering as books were sold to avoid stickers on stickers after next year's increases. There were no
dire consequences. With your splendid warehouse, you are at least well equipped for this miserable job.

The marketing staff asked the right (but unanswerable) questions about New York publicity and ABA. On publicity you need to decide where your list is going and what it amounts to. Reflecting on it, I see books like the Hargrove that can do really well only with successful publicity. That means the New York media. The case for the other books is less strong, but you would have something to talk about with Women AF Pilots, the Robert Flynn book on Vietnam (because of his name and novels), and interned airmen if that is a well written book. The memoirs or small town books will work only if they are exceedingly well written and engaging or if they are by someone famous, as noted above. ABA is harder. You can't go if it doesn't work at all for you, yet you may be publishing books that require ABA exposure. The list will make the demands. Or it won't.

Business has been covered largely under other topics. Don Collins tells me you have the ability to shift interest earned from one account to another. If that's right it certainly adds to the flexibility you need to keep funds solvent and active. Your current minimum for postage and handling on direct mail, at $1.75, is a bit below what is most common (2.00 or 2.50, but increments may be .50). That kind of decision is ordinarily one for business and marketing together.

Reading this huge report and taking in all the recommendations for possible change, one might come away with the idea that I think Texas A & M University Press is a disaster area. That would be dead wrong. The press has a lot going for it. You have one of the most pleasant and impressive physical plants in publishing, probably the nicest workplace I have ever seen in a university press. You are pretty well supported and overall very well funded compared to most presses. You have the good will of many important and affluent people, giving you great financial potential, and of your university. And most important you have some excellent books to build from and some very good people to do it. It has been a pleasure to examine what you do. I thank you for the opportunity.

David H. Gilbert
April 19, 1990
Scholarly Publishing in the 21st Century
Considerations for Texas A&M University Press

prepared for Interim Provost Karan L. Watson
by Charles Backus
Edward R. Campbell '39 Press Director
January 19, 2010

Let me begin with a brief description of the relatively comfortable economic assumptions and business models that more or less successfully supported university presses in the last century's more predictable "good old days" of scholarly publishing.

From the outset and throughout their histories, university presses have been charged with publishing for the public good, for the good of the academy at large, and for the good of the institutions that have supported them, in both practical and symbolic ways. They have done so by adopting and preserving highest standards. Through careful peer review, they have served the academy as gatekeepers and guardians of their imprint and have validated the truth and enhanced the quality of the scholarship they publish. As a whole, they have contributed indirectly but greatly to universities' systems of tenure and rewards and to the development of scholarly careers, especially in the humanities and social sciences. Thus, individual presses have tended to focus their efforts primarily on important but specialized books in a fairly small number of particular fields that would not be sufficiently attractive to—or be done so well by—commercial publishers.

On balance, those books would seldom generate enough revenue from sales to pay their direct publication costs in full, plus the professional salaries and other overhead expenses necessary to maintain this level of quality and lasting value, let alone create a profit.
That is why university presses were established in the first place and why they have remained essential to the academic mission. The fostering of research and ideas is one of the three kingpins of a major university, but that goal is not completely accomplished without assuring the publication of and access to those research results. By supporting university press publication, the parent university fulfills a collegial duty and helps assure that both individual and institutional reputations—and the influence, outreach, and professional rewards they bring—are attained.

Therefore, from the beginning, university presses (all but the largest) have merited and required some substantial measure of subsidization. Typically, in the past, that subsidy figure has been established, on average and depending on size, at somewhere between 10% and 25% or more of total operating budget (as confirmed by annual operating statistics compiled by the Association of American University Presses). The underlying assumption has been that the remaining majority of budgetary needs would be met through sales of the publications in the marketplace, after acquisition, editing, design, production, marketing, and dissemination. Note also that for most books published by university presses, up until the last decades of the 20th century, a large percentage (probably as much as 50%) of those sales were typically and reliably purveyed to academic and institutional libraries—which in effect was a further de facto means of subsidizing the costs of university press programs. It was a comfortable, mutually reinforcing arrangement that helped sustain many parts, functions, and goals of the academic mission.

But now a new 21st century digital publishing paradigm is emerging, opening up both startling possibilities and significant challenges that make those previously workable bottom-line assumptions much more tenuous. Not only are sales to libraries in almost all categories now a fraction of what they once were, partly because the “hijacked” prices of commercial scholarly
journals leave little available for book purchases and partly because libraries too have had to shift to new digital priorities in their budgets. University presses are under increasing pressure to publish electronically as well as in print, with mixed effects on their costs of production and their sales results, and ideally to do so in some “open access” format.

For now and for most of our books, the individuals and libraries who want them seem to continue favoring print editions even when electronic alternatives are available. For the immediate future, I do not foresee the “death” of print. The transition will take quite a few years to accomplish, and print will continue to co-exist with digital editions and fill a need for many that electronic publishing in its present form cannot. But that does not belie the trend or the likely appearance of currently unknown technological developments that will continue to transform how people read and archive knowledge in the future.

Digital technologies have ushered in a host of new publishing potentials and new forms of non-traditional content (including data sets, interactive working papers, video, audio, and multimedia works) that seek to be shared as widely as possible. Although it seems clear that digital publishing is now an unstoppable force, perhaps especially in the academic arena, few if any university presses have yet begun to recover costs, and certainly are not making a margin that will pay for salaries and other overhead, directly from the sale of electronic products.

For some kinds of books, electronic access may actually promote awareness of availability and thus greater sales of the printed copies. But for others, the risk is that open (i.e., free) access of electronic materials to libraries, scholars, and professionals will further diminish print sales of the very books that can least afford it. That means that the overall operating subsidies which were formerly adequate to sustain the university presses that publish them will no longer suffice.

Unfortunately, enthusiasm over these rapidly evolving publishing and communication technologies has sometimes been accompanied by misleading claims that the process of digital
publication costs little or nothing and that electronic books and other digitized scholarly materials therefore ought to be openly available to all at greatly reduced prices, if not for free. But in fact, it costs virtually the same to create the first copy of a scholarly work whether it is manufactured in print or disseminated electronically. Even relying entirely on electronic dissemination for almost any form or type of publication reduces essential scholarly publishing functions and their costs by a factor of at most around 20–25%, compared with print publication, if normal academic standards of validation, editing and design standards, and other valued enhancements continue to be maintained.

Digital publishing promises the potential for multiple income streams (including print-on-demand, download fees, subscriptions, licenses, and institutional subsidies), but simply choosing to produce works that meet university press standards online thus far neither displaces most of the costs of publication and distribution nor increases sales revenue. In the absence of a sufficient and predictable level of income received from sales after most of the expenses of publication have been incurred, it seems clear that additional dedicated line-item funds or a reallocation of costs, or both, will be needed to hold together this central academic enterprise.

I feel confident that many—if not most—university presses, including our own, would be entirely in favor of digital, open access publication of their entire lists if they could be assured of sufficient funding up front to make up for the risk of lost income from sales on the back end of the enterprise. Collaborative initiatives, innovative means of outside funding, and cost-saving steps can ameliorate some of that risk, and Texas A&M Press has already done a great deal in that regard, as the following sections of this report will show. But in the long run going forward, I think the challenge for all of us will be to determine what that new level of institutional support should be for this quintessential part of the whole academic enterprise. What percentage of funding should be routinely provided to university presses up front, and
what percentage can still reasonably be expected after the fact from sales in one form or another?

In the end, perhaps this process can lead us to a whole new way of thinking about how university presses fit, contribute, and should be supported in the overall academic mission. For this is not so much a university press problem, or a library problem, but a challenge and opportunity that confronts almost every part of the university.

In these rapidly changing circumstances, I believe it is imperative that we continue aligning ourselves selectively with as many of the new developments in scholarly publishing as we can find a way to afford, not only for the ongoing benefit of our authors, readers, and the University we represent but also to keep ourselves relevant. We have already taken many innovative steps in that direction.

To continue cutting Press overhead and in the spirit of “shared services,” I would also be willing to explore the possibility of certain personnel offsets, for instance transfer of the responsibilities and salaries associated with the detailed financial management of the Press’s budget (ideally through retirement or attrition) to an existing position(s) in the Library or Provost’s office or some other appropriate unit.

Increasingly, some of the more academic parts of our list may also be suitable for a more streamlined and less costly publishing strategy that uses minimal editing and simple, standardized designs and that includes a combination of digital editions (either open access or full-text licenses or pdf downloads of individual chapters) with print-on-demand options for those who want that. We should be learning a great deal about these matters in the coming months from several of the existing initiatives in which we are already engaged.
Yet there is much more that could be done, of course, if financial resources were available. You will recall that nearly a year ago, coinciding with the symposium we co-sponsored on “The Changing Landscape of Scholarly Communication in the Digital Age,” a ringing “Call to Action” was urged on all major universities by four key educational associations to which Texas A&M belongs (the Association of American Universities, Association of Research Libraries, Coalition of Networked Information, and Association of Public and Land-Grant Universities). They forcefully argued that the benefits and advantages of new digital publishing technologies demand that leading universities such as Texas A&M take on a much more active role in ensuring optimal dissemination of the knowledge and non-traditional content their faculties produce. Here are some of the more important and salient of their observations and recommendations:

“...The production of new knowledge lies at the heart of the university’s mission—it is a core responsibility...[that] represents invaluable intellectual capital...and [fulfills] the tremendous investment of university, state, and federal resources that underlie those [research] efforts....”

“There is an inherent difficulty with relying on market forces alone to maximize dissemination... Yet, unless knowledge is disseminated effectively, the efforts of scholars are diminished... Digital technologies have opened the door to an additional and broader range of dissemination possibilities and have generated entirely new forms of non-traditional content that must be shared. This shift demands that
universities take on a much more active role in ensuring dissemination of 
the knowledge produced by their institutions . . . ."

"Key functions of traditional publishing must persist . . . [Institutions] 
must employ existing infrastructure and continue to invest where 
needed in technological, organizational, and policy strategies to build 
capability within the academy to disseminate its work . . . in a manner 
that does not threaten viability."

[Institutions must] "work to realign presses more directly with the 
university mission. Encourage press investments in dissemination 
activities that correspond to areas of excellence on campus. Encourage 
collaboration between presses and libraries. And avoid reallocations 
that threaten the current system while an improved alternative is being 
developed."

A key part of this call to action was given prominent attention last year with the 
lead taken by Harvard University in mandating open access policies for the scholarly 
output of its faculties. Since then, several other universities have followed suit, federal 
funding agencies such as NIH have issued their own open access guidelines, and a 
number of publishers have sought to accommodate their own policies to these new 
mandates. Recently a group called the Scholarly Publishing Roundtable, which was 
convened by the House of Representatives Committee on Science and Technology, in 
collaboration with the White House Office of Science and Technology Policy and 
chaired by AAU's John Vaughn, issued a new report urging "free public access to the 
results of federal and state sponsored research." Though most of these calls to 
action focus solely or primarily on articles in scientific and technical journals, the
impetus to similar mandates for book-length works like many of the titles Texas A&M University Press publishes cannot be far behind . . .

I for one would be happy to experiment further with making parts of our publishing program, if not the entire output of TAMU Press (both new titles and old), available simultaneously in print for a price and electronically for free (free at least until other viable commercial alternatives such as site licenses, PDF downloads, availability on e-devices such as Kindle, etc., are put in place). This however would require the creation of an additional position at the Press (or perhaps shared by the Press and the Library): a full-time electronic publishing manager who could focus solely on all the planning and strategic decisions associated with the adoption of a variety of digital platforms and distribution channels, issues of preservation and obsolescence, etc., that will need to be monitored and managed closely over time. In addition, such a commitment would require that a reasonably determined portion of our existing staff salaries and basic overhead costs were covered reliably up front, either by the University or by new sources of funds donated from private sources (i.e., named chairs or other endowments)—as part of, or perhaps replacing, our annual operating subsidy from the University.

If, for instance, all editorial, design, production, and financial positions at the Press, all those responsible for the parts of our operation necessary to make our books ready for publication—before manufacture or dissemination, whether in print or digitally—if these so-called "first copy" functions and expenses could be assumed and funded as line-item administrative salaries by the University, then I believe it would be both logical and reasonable to think that all other publishing costs that are more directly dependent on commerce after the first copy is made ready—including position
costs for remaining staff in marketing, sales, warehousing, and order fulfillment—could be met from incremental sales revenues as further copies are sold going forward.

It would then be affordable for the Press, unilaterally and/or in conjunction with the Library and other partner programs at Texas A&M, to play a very visible and active leadership role in advancing creative digital publishing initiatives for this university and the academy at large . . . .

I believe that there is ample precedent and justification for such a revised vision of funding support for university press publishing in the new paradigm. Just as the costs of similar critical staff positions in libraries, digital repositories, and other university-wide programs of the present and future whose functions are integral to the creation, access, preservation, and dissemination of scholarship, have been and will always be underwritten fully by the parent institution without the expectation of cost-recovery from sales, fees, or other outside sources, the expertise and productivity of university press staff should be directly supported, at least partly, by the parent university in fulfilling one of its core missions.

I also think we have shown that scholarly publishing in general and our university press in particular is a part of the University that has meaning and value to major donors, whose support could be used to defray some or a great deal of these overhead costs through named position and programmatic endowments (such as the Edward R. Campbell 139 Press Director's chair). The Press is as worthy of that level of transformative outside support and visionary institutional commitment as the Library or an art gallery, and I am confident that it can attract that level of donor investment in key positions. Perhaps for this purpose it is time for the Press to pursue its own broadly focused development campaign, as several other of our peers (California,
Georgia, Texas, and others) have done in recent years. This would require the assignment and funding of at least a half-time development officer for the Press, as other presses have done.

This is clearly an extraordinary time for scholarly publishing and an opportune moment for leading university presses to take steps, big and small, to develop command of the new technologies that will drive the direction, enhance the scope, and extend the access and benefits of scholarly research and publication through the remainder of the 21st century. Meeting this challenge decisively would also be seen throughout Texas and nationally, I believe, as a significant advancement of A&M’s Vision 2020 goal to become one of the top ten public institutions in the country.

The important thing, I believe, is to continue exploring and taking constructive steps in the right direction. I hope that some of the issues and ideas described in this paper will be helpful to further thinking and discussion and thus will make a contribution toward that end.
February 2, 2009

Dr. Joseph S. Meisel
Andrew W. Mellon Foundation
140 East 62nd Street
New York, NY 10021


Dear Dr. Meisel:

The University Press of Colorado, Texas A&M University Press, the University of Alabama Press, the University of Arizona Press, the University Press of Florida, and the University of Utah Press are submitting a grant proposal to the Mellon Foundation for a year of extensive planning for the development of a collaborative project designed to explore new digital publishing platforms as components of and complements to print monographs in the field of the archaeology of the Americas, including the related subfields of physical anthropology and bioarchaeology.

We are requesting $281,864 for this planning period, and we have two primary goals for this planning phase. First, we will have extensive and important conversations with archaeologists, a variety of potential technological partners, and, of course, each other in order to develop a platform concept and digital monograph prototype that is best suited to the end-user (archaeologists) and sustainable for the producer (our group of university presses). Second, as we delineate and refine our concept during this planning phase, our participating group of presses and select technological partners will produce a detailed implementation plan and budget.

With this program, our group seeks to expand the publication opportunities in an underserved subfield of a major humanities discipline, to increase the publishing opportunities for junior scholars whose work utilizes costly new technologies, and to foster new ways of sharing strategies, technologies, and risk among university presses.

This initiative would address these issues by encouraging publication of multi-format projects. Our vision for the Archaeology of the Americas project is to (a) create a sustainable digital platform to integrate cyber companions with print publications; (b) underwrite the programming of prototype projects whose technology would be shared among the member presses; (c) reduce risk, lower the cost of project development, and shorten the learning curve through shared information; (d) encourage publications of works by junior scholars, whose projects would be identified for development of prototypes; and (e) increase collaboration among scholarly publishers and between those publishers and scholarly societies and other organizations now involved in aggregating pertinent data.
We have enclosed the grant proposal, including a budget for the planning year. We would of course be glad to address any questions you might have or to discuss the proposal further. Thank you for your consideration of the proposal.

Sincerely,

Darrin Pratt, Director
University Press of Colorado
(on behalf of all the participating presses)

Kathryn Conrad, Interim Director
University of Arizona Press

Meredith Morris-Babb, Director
University Press of Florida

Charles Backus, Director
Texas A&M University Press

Daniel J. J. Ross, Director
University of Alabama Press

Glenda Cotter, Interim Director
University of Utah Press
Initiative on Publishing in the Archaeology of the Americas

A Collaborative Planning Proposal for
Multi-Delivery Format Publications

Submitted to the Mellon Foundation
Scholarly Monograph Initiative
February 2, 2009

Darrin Pratt, Director
University Press of Colorado

Kathryn Conrad, Interim Director
University of Arizona Press

Meredith Morris-Babb, Director
University Press of Florida

Charles Backus, Director
Texas A&M University Press

Daniel J. J. Ross, Director
University of Alabama Press

Glenda Cotter, Interim Director
University of Utah Press
Executive Summary

The archaeology of the Americas—including the interrelated subfields of bioarchaeology and physical anthropology, specifically as they relate to studying the peopling of the Americas—is a field of scholarship that presents special publishing challenges to university presses. This discipline has been underserved in terms of both the types of work accepted for publication and the adequacy of supporting materials undergirding the scholarly arguments advanced in those which are published. The collaborative effort envisioned in this proposal would encourage the participating presses to publish more comprehensive works in the archaeology of the Americas, to publish them more fully supported by complete data sets and innovative electronic demonstrations, and to publish them in ways that facilitate their dissemination to the largest possible audience. The presses listed below are particularly interested in developing a recognized digital platform for metadata and e-collaboration and in creating prototypes that will allow the development, testing, and evaluation of mixed-media publishing for the target field. Junior scholars will especially benefit, because we will target first books from junior faculty to serve as prototypes.

The six university presses that have joined in this proposal are established in this academic subfield and are experienced in working with the relevant individual scholars and scholarly associations. These presses are, in alphabetical order, the University of Alabama Press (UALP), the University of Arizona Press (UAZP), the University Press of Colorado (UPC), the University Press of Florida (UPF), Texas A&M University Press (TAMUP), and the University of Utah Press (UUP).

The purpose of this initiative is to publish a new generation of monographs enhanced by robust electronic apparatus. In this, we concur with the Ithaka Group in its call for "multimedia and multi-delivery format" publications. We need new models for combining a variety of media to maximum advantage, new business plans for producing revenue streams for developing these multimedia publications, and new methods of collaboration to improve learning curves and reduce costs (especially to smaller publishers).

In archaeology, which utilizes large databases and increasingly relies on virtual experiments and demonstrations, publishers have had to turn down many exciting manuscripts or severely reshape them into more limited presentations because of the sheer scope of the descriptive evidence and vast illustrative content available for inclusion. An author trying to support an argument but unable to include all of the requisite data may find the work unpublished, or published in such truncated form that the full import is lost.

We seek to establish a shared platform for these robust, digital monographs, a platform that will include not only the complete monograph text but also fuller access to underlying data than is available in the corresponding print editions. In developing this digital platform, our group envisions (1) creating a host for incorporating the additional electronic components that enhance our print publications; (2) generating models of both display and access to these components—through development of a prototype that is suggestive rather than prescriptive—that facilitate the incorporation and interpretation of fuller data sets by both the author and other scholars; and (3)
exploring models for sustainability beyond any implementation grant period funded by Mellon.

We still will produce peer-reviewed monographs, but the data and illustrations included will no longer be limited by the financial or technological considerations of a print book. The monographs—enhanced by large data sets, color illustrations, three-dimensional images, video components, and, perhaps, interactive components such as reader commenting—will present the synthesis derived from those data. Additionally, we envision that this multi-media platform will take advantage of the electronic interface to not only present more underlying data, but to provide access in new and more interactive ways than the more static mode of print allows, including the possibility of live updating on the part of the author. The cyber components of this initiative will also allow other scholars to use the data not only to evaluate and comment on the arguments presented in the monograph, but also to expand and advance development in the field by conducting their own research and analysis using more complete data sets.

With financial support from the Andrew W. Mellon Foundation, over the next year we intend to have extensive conversations within our group of presses as well as with:

- archaeologists working in the Americas;
- relevant archaeological organizations;
- existing digital repositories with whom we might partner;
- individuals and organizations sponsoring related digital archaeology projects;
- hosts of existing platforms that might be adapted for our project;
- program officers at the Andrew W. Mellon Foundation;
- recipients of other related collaborative Mellon grants.

The purpose of these extensive conversations is to develop a platform concept that is best suited to the end-user (the archaeologist) and sustainable for the producer (the publisher). As we delineate and refine our concept during this planning phase, our participating group of presses will produce a detailed implementation plan and budget.

Reasons for This Initiative

**Identifying an underserved field**

As is the case with monographs in other specialized fields in the humanities, sales of hardcover monographs in the archaeology of the Americas are often 500 copies or less. Presses can afford to publish only a limited number of such projects and may have to reject a worthy project on cost considerations alone. In order to make margin and recover costs with such low sales figures for those they do accept, presses enforce strict length and image limitations to constrain production expenses. As a consequence, books published in this area are underserved in qualitative terms, in that crucial data and supporting displays are often eliminated for reasons of cost and available technology. Each of the presses in this group reports evidence that the monographs they do publish do not feature extensive data sets requiring full reporting or expensive supporting art, let alone innovative technologies. Thus the kinds of works sought for this initiative are less
represented, despite their enormous potential benefit to the field. In the *Journal of Scholarly Publishing* ("Electronic Publishing in Archaeology") Jingfeng Xia writes, "What archaeological researchers need are efficient communication platforms that can provide prompt and complete access to excavation materials as well as research results. Electronic publishing is one of the solutions" (Xia 2006: 273).

Publishers routinely work with authors to hone their works to include what, from the archaeologist’s point of view, is only the bare minimum of supporting material. Archaeology, like art history, is underserved in a qualitative fashion if print monographs must be published without all the supporting imagery or data required. The book may be published, but it will not be fully contextualized because of the missing information, data, and images. Thus many archaeologists have turned to supplementary CDs and to personal Web sites as a place to post important data to provide that missing context. Although these supplements are solid additions to the monographs, they are scattered in a variety of forms and locations, making it difficult for scholars to examine fully and utilize these data for advancement of the field.

Despite the potential offered by digital solutions to the problem of archaeological communication, Xia notes that “the digital dissemination of research results is relatively scarce” and that “most efforts have been made to work on preserving and sharing archaeological data” (Xia 2006: 270). Our initiative seeks to address this gap and provide a model for the digital presentation of research results—packaged with the underlying data in new and exciting ways made possible by electronic dissemination—at the monograph level.

Archaeology and anthropology are, relatively speaking, more journal-driven fields than some other areas of the humanities. However, the fuller presentation and interpretation of larger bodies of evidence are precisely where book-length monographs have the most to offer. Journal articles, even in electronic journals, cannot be considered substitutes for the enhanced monographic publications we intend to explore through this collaborative project.

*Special risk to junior scholars*

Because of the higher costs of publishing monographs in this field, especially those which incorporate digital components, presses tend to be particularly attentive to the “track records” and reputations of authors. Junior scholars, who may be particularly proficient in technological advances like virtual modeling, are thus more likely to be bypassed when the expenses of the project are high. This initiative will seek to address their vulnerability by selecting projects by junior faculty for our prototypes (to be used to develop specific technologies and publishing strategies).

*Contribution to the humanities and humanistic understanding*

Under the rubric of the archaeology of the Americas, there are numerous different "archaeologies" covered. Publications from our group of presses address not only inquiries into prehistoric antiquity (Aztec, Maya, Ancestral Puebloan, the Mound Builders), but also historical archaeology (nautical archaeology, the archaeology of the colonial and frontier periods throughout the Americas). In addition, as noted above on page three, we include under this
umbrella bioarchaeology and physical anthropology, particularly as they relate to the early prehistory and peopling of the New World.

On the surface, of course, archaeological inquiry is conducted in a scientific fashion. Whereas historians, for example, spend much of their time at libraries and historical societies examining collections of historic documents, archaeologists and physical anthropologists spend their time in the field and in the lab. Archaeologists employ sophisticated technology such as GIS and satellite imagery to locate and map new sites, and some are now supplanting radiocarbon dating with new methods such as INAA (Instrumental Neutron Activation Analysis) to date archaeological artifacts and remains.

Nevertheless, this ostensibly scientific behavior on the part of archaeologists is all in the service of answering basic humanistic questions. Who were the ancient Americans, the ancestors of modern day Maya, Nahuas, modern Pueblo peoples, and the Inuit? How did they live? What did they believe about their place in the universe? Who were their deities and what sort of afterlife did they anticipate? How were their societies structured and organized? How and why did they war with each other? Recently, increasing attention has been paid to the lives of ordinary citizens of complex societies, not just the rulers and elites who left behind monuments in their own honor. To answer many of these questions, archaeologists combine their scientific techniques with the insights of linguistics, epigraphy, and even art history to gain a fuller understanding of these past cultures. Moreover, some of the answers may be relevant to the current course of human societies, as popularized by Jared Diamond in his book *Collapse*. Significantly, one of Diamond's case-studies in this work is the fall of the ancient Maya from 800–900 A.D., although the cause of this precipitous Maya "collapse" is still being debated by archaeologists.

Bioarchaeology and physical anthropology have long sought an answer to one of the most vexing questions of all: who were the first Americans? Although there is mounting evidence for pre-Clovis occupation (more than 13,000 years ago), the Clovis versus pre-Clovis debate is far from settled. Did the ancestors of the indigenous peoples of the New World arrive in North America via a land and ice bridge over the Bering Straits? Or did they arrive by sea in South America nearly 30,000 years ago (as some archaeologists claim) from somewhere across the Pacific? Jumping forward in time, historic archaeologists supplement the documentary work done by historians, adding data drawn from the archaeological record to support or contradict long-held beliefs about historic figures. For example, recent work done in Virginia at what is believed to be the site of Pocahontas's village near the settlement of Jamestown may have much to add to the historic record, once the excavations are complete.

By making available the larger underlying datasets that often undergird monographs in archaeology without appearing in print, our collaborative project will facilitate both a greater and faster exchange of ideas between archaeologists. This will allow them to develop and disseminate more nuanced and informed answers to many of the questions above, as well as to test and flesh out the conclusions of their peers. What's more, in some regions such as Mexico and Central America, access to these larger datasets may very well provide the base for the archaeology of the future, as archaeologists find it increasingly difficult to get the necessary permits to excavate newly located and well-known sites. Within that context, existing data and
the arguments it supports become the basis for developing new knowledge. Web-based platforms also facilitate the manipulation of data to explore certain questions of great interest to the humanities. For example, facial reconstruction of remains can allow actual physical characteristics to be compared with artistic renderings that have been preserved, allowing understanding of a culture's aesthetics. Three-dimensional reconstructions of partial remains can allow visual exploration of a range of issues not possible in any other way.

**Nature of the Collaboration**

The six presses listed on this application propose to (1) create a digital platform to host the electronic components of projects from the participating presses on a single, searchable Web site; (2) develop prototype print projects with appropriate “cyber companions,” evaluating the electronic components’ contribution to the monograph’s use and sales; and (3) share the technological expertise acquired among participating presses.

**Digital platform**

The participating presses have neither the staff nor the financial resources to hire special consultants and Web developers or to develop the prototype e-monographs or digital platforms that would serve this need. Nor would the publication rates of any one of the participating presses garner the visibility of a combined effort. By working together, the collaborating presses can make the project far more visible. Moreover, our combined presence will facilitate developing e-relations with the digital archives of relevant scholarly societies, such as the Mellon-supported ArchaeoInformatics project, and archaeological sites, such as the Chaco Digital Initiative. The presses have initiated discussion with the members of the ArchaeoInformatics project. Keith Kintigh and John Howard at Arizona State University have asked if our presses would be interested in working with them to create prototypes for including different kinds of data under our initiative. Several possible platform hosts have been identified, including the Archaeology Center at the University of West Florida, the University of Utah libraries, and the Texas Digital Library. Factors to be considered in selecting the host include (1) expertise in handling archaeological data; (2) stability of the host organization; and (3) capacity of the site’s computers and project managers.

**Prototype development and testing**

A number of diverse digital initiatives have already been developed and tested for the dissemination of archaeological research via the Web. These include “databases, CAD models, geographic information systems (GIS) data sets, and images” (Xia 2006: 275). Much remains to be done, however, in meshing these efforts with academe’s needs for routine evaluation of the quality of work (formal peer review), more extensive synthesis and meta-analysis of data, and the technological education of readers.

Examples of uses of digital components to publications that have been offered include: three-dimensional models of humans showing identifying markers to trace genetic groups; innovative, virtual reconstruction of artifacts to determine their function and characteristics; and noninvasive CAT scans of human remains to replace skeletal analysis, which is a more acceptable method of
analysis under NAGPRA (the Native American Graves Protection and Repatriation Act). To be more precise, we might expect to see raw and analyzed data on the following topics:

- hydrological and geological data of the sites studied;
- landscape data (e.g., settlement pattern and demographic distribution maps, satellite images showing changes in the landscape over time);
- architectural features;
- ceramic data (e.g., production technology, distribution, assemblages, chemical analyses, community exchange patterns);
- stratigraphy descriptions;
- faunal and floral remains data;
- tool production and use data;
- epigraphic data;
- site maps;
- artifact photos;
- osteological data from burials (e.g., dental, histological, and taphonomic data); and
- chemical analyses (e.g., strontium isotope ratios) of prehistoric bone and dental enamel compared with the place of burial to trace human mobility throughout the Americas.

**Intersection of Print and Electronic Publishing**

One important aspect of our proposed collaborative project is that, at least initially, our group will be working at the intersection of print and electronic publishing, exploring the possibilities—and pitfalls—of expanded electronic editions of the standard print monograph. Our presses fully intend to continue publishing print monographs in the archaeology and bioarchaeology of the Americas. At the same time, with Mellon’s assistance, we want to develop electronic alternatives for scholarly communication at the monograph level that offer enhanced capabilities and possibilities for improving communication and research among scholars. At some point such digital monographs could fully replace print monographs, but none of us see that as a goal of this project (or even a realistic interpretation of the speed at which academic readership is moving to digital alternatives).

**Benefits of Collaborative Undertaking**

There are a number of key benefits to our collaborative effort, and they will be outlined in detail below. Beyond the economies of scale that will allow several small- to medium-sized university presses to take risks experimenting with new technologies, this project has potential to make an impact on the field of the archaeology of the Americas.

*Participating presses bring a wide range of experience in this field*

Each of the presses involved has an established list or lists in these fields, and this collaborative project is designed to help each press further develop, strengthen, and solidify those lists through
experiments in digital enhancement and dissemination. The focus statements for each of the participating presses follow.

- The University of Alabama Press (UAIP) has been publishing in the archaeology and anthropology of the Americas since 1975. Currently, Alabama has 189 volumes in print in this area, 4 with CDs, with another 19 due by summer 2009 (4 of which will also have CDs). Adding 18 to 20 new publications to the list each year, the press has particular strengths in Southeastern and Caribbean archaeology. Alabama frequently participates in cooperative exhibits, especially with the University Press of Florida, and is always willing to display books for other presses at meetings.

- The University of Arizona Press (UAZP), founded by professors in the Department of Anthropology, has a nearly fifty-year history of publishing monographs on archaeology, many of which have become classics in the field of Southwestern archaeology. Arizona’s archaeological monographs have focused on research in the southwestern United States, northern Mexico, Mesoamerica, the Amazon basin, and Peru. Most recently they have addressed indigenous archaeology, ethnoarchaeology, bioarchaeology, issues of violence and warfare, anthropogenic environmental change, cultural landscape studies, archaeology of colonialism, and historical archaeology. Arizona also manages a number of series focusing on the Americas: Archaeology of Colonialism in Native North America, which specifically emphasizes under-published or marginalized regions such as Alaska, the Canadian Arctic, and the Subarctic; Amerind Studies in Archaeology, which emanate from advanced seminars on the Americas by established and new scholars; and Native Peoples of the Americas, which presents original research about the many previously ignored or under-studied culture areas that span the New World. Arizona published twelve archaeological titles in 2007 and will publish nine in 2008. Arizona has collaborative publishing agreements with the Department of Anthropology at the University of Arizona and the Amerind Foundation.

- The University Press of Colorado (UPC) publishes in the archaeology of the Americas broadly but with a distinct focus on the cultures of Mesoamerica. UPC has a distinguished series within this area of study, the Mesoamerican Worlds Series: From the Olmecs to the Danzantes (MWS), edited by David Carrasco (Harvard University) and Eduardo Matos Moctezuma (Museo del Templo Mayor, Mexico City). UPC has been publishing Mesoamerican archaeology for eighteen years, beginning with the 1990 release of Mesoamerica’s Ancient Cities, and currently has twenty-four titles in print in the MWS, as well as nineteen others outside the series proper. UPC released six new titles in the archaeology of the Americas in 2008, and plans to release seven in 2009.

- The University Press of Florida (UPF) publishes a broad range of archaeology of the Americas materials that specifically focus on works of North American, Caribbean, Mesoamerican, Andean, maritime, historical, and forensic archaeology, along with projects in bioarchaeology and physical anthropology. UPF releases approximately twenty books each year and actively supports nine publications series in these disciplines. UPF’s collaborative publishing agreements in these areas include formal relationships with the Society for Historical Archaeology, the Florida Museum of
Natural History, and the Antiquities, Monuments and Museums Corporation of the Bahamas.

- Texas A&M University Press (TAMUP) has published books in physical anthropology, Southwestern archaeology, and the peopling of the Americas for more than a decade. The physical anthropology list includes specific sites, guides to fieldwork related to archaeology, and methodological works. Although many of the distinguished nautical archaeology titles published by TAMUP fall outside the geographic focus of this cooperative arrangement, the technologies being developed in that series will also be made available for the benefit of the participating presses. The press has a series agreement with the Center for the Study of the First Americans, which forms the core of this focus in TAMUP’s list of human evolution and the early prehistory of the Americas.

- The University of Utah Press (UUP) has been publishing in the fields of anthropology and archaeology for nearly six decades. Since 1950, UUP has produced 125 volumes of Anthropological Papers, a medium for illuminating research in anthropology and allied sciences bearing upon the peoples and cultures of the American West. Since 1999, UUP has produced twenty volumes in its Foundations of Archaeological Inquiry series, which provides readers with innovative discussions of archaeological theory and the methods used to reconstruct the world’s past. UUP has also published numerous monographs, site reports, and edited volumes regarding specialized subjects in the anthropology, archaeology, and ethnohistory of the American Southwest, Mexico, and Central and South America. UUP is now embarking on a new initiative to acquire monographs that focus on the peoples and ethnography of the Great Basin and the American Southwest.

Participating presses better serve their audiences

By working in a collaborative fashion, our group intends to go beyond current e-book models and offer something that archaeologists really need—synthesis of information presented together with far more robust data sets that support that synthesis. To date, most e-book products have been simple HTML or PDF files that are exact replications of the print books. As Hilary Ballon writes in the Journal of the Society of Architectural Historians (JSAH) on the electronic issues of JSAH available on JSTOR, “the online format replicates the printed page, as if the computer were a paperless photocopy machine” (JSAH 67(4), December 2008:481). In some cases they are actually lesser versions: third-party illustrations often have to be stripped from the electronic versions, because the books were released before publishers routinely made e-book publication rights a permission standard. Thus, the main value of e-books currently is in the limited way that they are searchable and can be accessed online.

As noted above, there is a need within archaeology for published works to offer a more thorough presentation of data along with the scholarly arguments and research results drawn from that data. We hope to fulfill this need by offering more than just PDF replications of print works. Rather, we hope to deliver a complex package of text and data that will be of greater utility than current stand-alone print monographs, to, as Ballon writes, “reinvent the online edition to optimize electronic resources” (2008:481). This reinvention will not just include a more thorough presentation of data, but it will also take into consideration new forms of presentation made
possible by the multi-media format of online presentation.

For example, the Mellon-funded electronic edition of JSAH has not just included more illustrations and other types of media such as film clips than print allows: the JSAH prototype actually allows a means of access making use of distinct text and illustration panels that takes advantage of online, electronic display. We envision making use of a similar display strategy, but taking it even one step further and having links to databases outside of the monograph itself. Thus, whereas the JSAH online version is still a self-contained entity (albeit enhanced when compared to the print edition), we envision a monograph that is not static or self-contained, and that would allow access to external databases that could be continually updated. This conception of a more dynamic and “open” monograph raises other sets of questions that will need to be addressed by our group during the planning period, such as the possibility that authors will want to update the arguments presented more often (i.e. more frequent versions or editions) to reflect the most current data.

Given the significant differences between a standard print monograph and the possibilities opened up by a robust electronic version, our project will make an impact on the field of archaeological publication, and, as the most recent report from the Ifthaka Group (“Sustainability and Revenue Models for Online Academic Resources”) maintains, “impact is the key factor in the potential for achieving long-term sustainability” (Guthrie et al. 2008: 5).

Participating presses obtain more capacity at lower risk

Currently, the six presses involved in this grant are each undertaking a variety of electronic projects on their own. Given our already scant resources, little experimentation has been done, and none of us has been able to explore a systematic approach to delivering content electronically. Where our participating presses have taken something akin to a consistent approach to e-books is through third-party vendors such as netLibrary, Ebrary, Questia, MyiLibrary, Publishers Row, and Google Books, offering, as noted above, straightforward duplicates of print books in electronic format. Participating presses’ attempts to create electronic publications that actually have added value and/or content not available in the print editions have been done on a project-by-project basis (often vis-à-vis a CD or DVD packaged with a print book) that is not easily transferrable.

For example, the University Press of Colorado designed a searchable version of the reference work *The Carnegie Maya: The Carnegie Institution of Washington Maya Research Program, 1913–1957* compiled by John Weeks and Jane Hill (2006) that allowed users to search by a variety of parameters specific to this work. The most unique feature was that the search results were delivered in the form of a recombined PDF containing only the material relevant to those search terms, so library users could print, for example, the 30 pages relevant to their research without the need to purchase, check out, or print all 824 pages. This product was delivered as an executable program on a CD-ROM that was packaged in the back of the book and also sold separately at a slightly discounted price. Although this book and electronic product have been successful from UPC’s point of view, the programming was designed so specifically for this work—particularly the underlying search structure that allows for the recombined PDF—that it cannot be easily used as a template for electronic versions of other new book projects.
Another example is a book forthcoming (2008) from the University of Arizona Press, *Chaco and After in the Northern San Juan: Excavations at the Great Bluff Great House* by Catherine Cameron. This book will include a CD-ROM with eight additional appendices of comprehensive data sets (e.g., architectural, ceramic, tree ring data) that round out the more synthetic summaries and analysis in the print text. Many resources and much time on the author’s and the press’s parts have been put into creating this companion. A digital repository would have been an ideal setup for this data.

A project published by the University of Alabama presents another example. *Remote Sensing in Archaeology*, edited by Jay Johnson (2006), explains the practical manner in which NASA-developed satellite imagery is being used in noninvasive site location. This book currently includes a CD with examples of soil types, locations, and so forth, in which the sensing techniques work or fail to work. These techniques are invaluable in site location, saving time, money, and environmental damage in testing for sites where they do not exist. There was no way to describe in the text the detailed environmental requirements for success. The techniques are being updated almost daily, so small quantities of the book must frequently be reprinted with updated CD enclosures. A Web-based site, however, would be the most efficient and effective way of presenting the current state of the art. In addition to this archaeology monograph, UALP is partnering with historians and allied researchers to create a Civil War database, and UALP’s role in this process will be to build and serve the database.

Digitally enhanced publications by Texas A&M Press outside the field of Archaeology of the Americas suggest some ways in which participating presses’ larger experiences may be used to enhance this initiative. TAMUP has already published a teaching DVD in veterinary medicine (small animal neurology), for example, and is about to release another CD on radiographic canine anatomy, and thus has dealt with a number of software issues that could prove relevant. TAMUP is currently working with an author on an interactive DVD featuring three-dimensional modeling of a ship that will appear as a supplement to a forthcoming nautical archaeology monograph. TAMUP is also collaborating with the Texas Digital Library to begin releasing full-text, Open Access digital editions of parts of its backlist, beginning with the thirteen volumes published to date in the Fay Series in Analytical Psychology, to be followed by twenty or more of the published titles in its Rachal Foundation Nautical Archaeology Series.

By collaborating, sharing information (perhaps with the help of a Wiki), and sharing a common mission and operational plan, our participating presses can build the capacity to experiment with an electronic platform that is both robust and transferrable across an entire spectrum of projects. Because we plan to work together as a collective, this platform has greater potential to create new standards and publishing models that are not only shared by our group but can also be shared with and employed by other scholarly presses with active lists in the archaeology of the Americas. Because this is a joint venture, the risk of experimentation to any individual press is much lower, which should encourage our collective to experiment and think outside the proverbial box.

*Participating presses establish a prototype*

The most important benefit to both archaeologists and to the goals of the Andrew W. Mellon
Foundation is that by collaborating on the creation of a viable platform for digital monographs, our chances of creating something that will spread beyond an individual project or a particular press are greatly improved. We intend, in short, to develop a specific and sustainable publishing model for monographs with e-components that we hope will spread to other academic publishers working in these and related fields.

Along the way, we also hope that we might, as an epiphenomenon of our work together, create models of collaborative work among university presses of different sizes and operating structures. There also appears to be great potential to spread that collaboration beyond the participating presses to a variety of scholarly societies and other related institutions, such as the University of West Florida’s Archaeology Center, the Mellon-supported ArchaeoInformatics project, the Chaco Digital Initiative, the Crow Canyon Archaeological Center, the Center for the Study of the First Americans, the Institute of Nautical Archaeology, and others.

A tangible goal of the planning year is to develop a basic prototype for an enhanced digital monograph in archaeology. This prototype will not be a fully fleshed out digital monograph ready for publication, but it should provide the basic structure for the creation of such a work. Using our combined experience and backlist of existing print monographs—and drawing upon the conversations we intend to have with archaeologists, data aggregators, digital repositories, and platform hosts during the course of the planning year—we will develop a prototype or model that will give concrete shape to our vision and allow us to begin securing the necessary partnerships to move the project forward.

As noted earlier, we do not envision that this prototype will be prescriptive, but rather suggestive of the possibilities engendered by our shared digital platform. In the case of the JSAH electronic journal project, for example, the Society of Architectural Historians has the distinct advantage of a product that has a relatively set form and regular structure. Although the digital version manipulates that structure in interesting ways, the JSAH is a very well-defined and consistent publication that is managed by one particular organization. In the case of our collaboration, we have six different presses with somewhat different editorial policies, production and design strategies, and audiences (as many as there are types of archaeology under the umbrella of this project), not to mention institutional and fiscal structures. What's more, the nature of each monograph will differ, and each individual project may potentially push the boundaries of the prototype. The very complexity of our collaboration, therefore, ultimately dictates a prototype that is adaptable in nature and can be manipulated to fit the circumstances as long as the underlying platform is sound.

In addition to establishing a basic prototype for digital archaeology publications (fuller design of test projects would be left to the early stages of the implementation phase), participating presses, with the help of a business planning consultant, will be researching and collaborating on the development of sustainable options for the delivery of this content. These options include the sale of projects for download (a one-time payment model most similar to selling a print book), micro-transactions (one-time payment for a section, chapter, or data set from a digital book), subscription to an aggregate database of projects from one or multiple presses, or pay-per-use alternatives. Although selling subscriptions to an aggregate database likely has the greatest potential to successfully market our prototypes to end users, developing a revenue-sharing
strategy that is viable for all collaborating presses will be an interesting, and productive, challenge.

Finally, based on parameters established for the prototype, the participating presses will generate measures for evaluating the success of the project.

*Participating presses offer higher profile and increased marketing opportunities*

One of the advantages of this proposed collaboration is that all six presses have existing mechanisms in place for marketing these specific lists. Because our editorial collaboration revolves around developing new methods of delivering content to the end user and not developing entirely new areas of publication, each press could use existing marketing strategies to promote these new products. The collaboration, however, will also permit the development of a Web site associated with the platform and linked to the presses' own Web pages. This Web site will promote the initiative and the individual books developed under it. The project manager will interact with the marketing teams of the presses to coordinate marketing efforts.

The presses will also use joint announcements in appropriate scholarly journals, at conferences (individual presses can represent the consortium at smaller and regional meetings the others do not attend), and through Web 2.0 communication channels to alert scholars that there are publishers who are receptive to hybrid projects of this nature. With all participating presses identified, authors will be able to select the house or houses where the focus most closely fits the project. The overall effect will be to stimulate such projects.

The proposed budget includes funds to advertise the collaboration, as well as the establishment and maintenance of the Web site directing readers to projects from all participating presses.
FAQs

[1] Q. Will Consortium-participation benefit presses of all sizes?  
A. Are your ebook revenues gaining ground against declining library sales? An early goal of this project was to explore how we might reverse the steady decline of university press book sales to academic libraries. Our market research reveals that librarians want to purchase university press books but prefer them now in electronic form. Further, our sales projections and business modeling for the Consortium show that presses of all sizes, from small Group 1 presses to the largest Group 4 presses, will indeed benefit from participation.

Our forecasting shows two important things: first, that revenues from Consortium collection sales to libraries will greatly increase ebook sales for all presses and, second, that the extra ebook revenues will more than cover for presses of all sizes the two major "risk hurdles" of such participation—the cannibalization of print book sales to libraries and to students.

[2] Q. Will the Consortium sell only to libraries or also to individuals?  
A. Although the Consortium's chief purpose is to serve the needs of academic libraries, we intend to explore the potential for individuals to purchase print-on-demand copies or value-added digital formats for ebook readers and mobile devices. This functionality would be available to individual patrons of libraries subscribing to a Consortium collection.

[3] Q. Will the Consortium's ebooks be sold only in collections or also by individual title?  
A. The Consortium's main business objective is to sell subject-area collections. There are no plans to expand the scope of the project to allow institutional Consortium customers to purchase individual titles.

[4] Q. How many subject collections will the Consortium sell, and what are those subject areas going to be?  
A. The packaging of ebooks into subject collections can logically be begun only after we know how many presses (and possibly which ones) will participate, and we gain a more precise grasp of the number of frontlist and backlist titles we can expect. It is the intention of the Consortium, however, to shape collections in ways that allow for the inclusion of all—or nearly all—qualifying titles that Consortium presses want to submit.

[5] Q. How big will each collection be?  
A. The size of the collections will depend on a combination of factors. These include, in order of importance: acceptable price points for libraries, the number of subject collections, the distribution of titles across subjects, and simplicity of pricing terms. Ideally, the subject
collections will be roughly uniform in size and comprise a number of titles that will allow them to be priced attractively to libraries.

[6] Q. Is this an AAUP-sponsored initiative? What are the criteria for participation?
A. There is no official link to or endorsement by AAUP. In order to reinforce the perception on the part of North American libraries of the coherence of the consortium's subject collections, however, the option to participate will be limited initially to full AAUP members from North America that publish scholarly monographs, though participation will eventually, a year or two after launch, be made more inclusive.

[7] Q. How will the Consortium be governed and managed? Is this to be a collective run by the university-press participants?
A. The Consortium will be guided by a formal board of rotating representatives drawn from member presses of varying size. This board will conduct annual business meetings and hold discussions as necessary with our business partner. The precise legal form of the organization remains undecided, and the presses initiating this project may or may not be active in its governance once launched.

[8] Q. Will Consortium collections be restricted to scholarly books? Who will determine what is scholarly? Will there be a review board of the sort Project Muse has for journals?
A. Scholarly content will be the test for inclusion in the collections, but you alone will apply that test. The Consortium will assure collection quality by restricting Consortium membership at launch to American and Canadian university presses that are full AAUP members; however, soon after launch participation will be invited from learned societies, nonprofit scholarly research institutes, and international members of AAUP.

[9] Q. May we pay our authors on a royalty basis rather than a subsidiary-rights basis?
A. The basis of compensation will depend on the language of your author agreements. We recommend that presses review their contract language to ensure that ebook sales fall under a royalty provision rather than under a subsidiary rights clause, and many presses have determined that they must propose contract amendments to their authors to clarify the status of electronic rights and establish royalties on ebook sales. If in doubt, consult your legal adviser.

[10] Q. How will I pay my authors if we receive fees based on a collection price?
A. One way is simply to calculate a figure for net revenue per title and for each title apply your contractual ebook royalty provision to that figure. There may be other ways, too.

[11] Q. Will individual presses play a role in marketing the ebook collections?
A. Indeed. The is one of the most significant aspects of the Consortium, inasmuch as members will have the opportunity and incentive to promote Consortium ebook collections to many audiences, including faculty and administrators at their institutions who are in a position to encourage their libraries to purchase the collections.

[12] Q. How does the Consortium initiative compare with the monograph program announced by Project Muse? May I be in both? If so, how will that affect my revenues?
A. The Consortium will offer large collections, aggregating a critical mass of frontlist and backlist content. Our understanding is that Muse Editions plans to start small, with a limited number of publishers and a single general academic collection of 100-500 frontlist titles. The Consortium prices by collection. Muse Editions allows publishers to set list prices for their individual titles.

✓ Participation in the Consortium will not, as far as the Consortium is concerned, exclude you from signing up with other ebook aggregators. Our belief is that the Consortium will yield the highest dollar return on your ebook sales, and that you will therefore naturally want to maximize your business with the Consortium rather than dilute your earnings with other arrangements.

[13] Q. My ebooks are already being sold to libraries. Will Consortium-participation benefit me?

A. Based on expressions of interest from a large number of presses and the number of frontlist and backlist titles projected at launch, we believe that the scope of the project is such that Consortium collections will be highly attractive to institutional purchasers, and that all presses will want their titles represented.

✓ The Consortium's approach of offering perpetual-access sales is designed to generate for participating presses a rate of return higher than is commonly realized from commercial aggregators--a rate comparable to what we typically earn from print sales through library wholesalers. Most ebook aggregators offer only subscription licenses, which librarians deem less desirable than buying perpetual access, and which generate relatively small amounts of revenue per title. The Consortium will offer subscription licenses, too, so that libraries unable to afford perpetual-access purchases will nonetheless be able to provide their patrons access to Consortium collections.

[14] Q. Should presses continue to license their titles to such third-party aggregators as NetLibrary or ebrary? What are the pros and cons of doing so?

A. This will have to be a business decision made by each press. The "con" is that it undercuts the Consortium as the destination site for all university press content, and it poses the problem for libraries of duplicate purchases. The "pro" side is that during our library research many librarians said they would like to purchase individual titles as well as subject collections, but the Consortium will offer only collections, at least in the early days. So making your ebook titles available on a single-title purchase, if your other distribution arrangements permit that, addresses this need expressed by library customers.

[15] Q. How many libraries do you expect will subscribe in years 1-5?

A. Our business planning takes a conservative approach to estimating collection purchases by libraries. Projected sales of the comprehensive collection and individual subject-based collections, in both perpetual-access and subscription models, are summarized for each year in the accompanying PowerPoint slides. In Year 1, we calculate a total of 34 comprehensive collections will be purchased and 91 subject-area collections. By Year 5, we project the customer base will have purchased a total of 382 comprehensive collections and 1365 subject collections.

[16] Q. Why do you project a higher return on revenue to the presses under this model than they receive from third-party aggregators?
A. Many reasons. We project increased sales because our ebooks will be made available simultaneously with print publication. Our ebook content will be delivered on an improved platform with enhanced user features and limited DRM, all designed to make the content more desirable by libraries and useful to their patrons. Consortium collections will increase university press monograph use and provide libraries with an alternative to sales-degrading patron-acquisition models. We will offer a new pricing model for frontlist and, especially, backlist titles, enabling libraries with limited budgets to acquire our monographs for their holdings. And we expect to negotiate with a business partner advantageous financial terms, so that presses will receive significantly more in net receipts from sales than they currently realize from other aggregators.

[17] Q. Can you explain what perpetual access means and how this differs from a subscription model?
A. A perpetual-access license is the closest one comes in the online environment to outright ownership through a one-time purchase. A library that acquires such a license has the right to access the licensed work in perpetuity, and the Consortium in entering into such a license accepts the responsibility for providing access in perpetuity. In a subscription arrangement, by contrast, one purchases access only for a limited period of time. Though the Consortium will offer a subscription option to libraries that can only afford the lower price of a time-limited license, its focus will be on selling perpetual-access licenses, which can be priced higher and will yield greater financial returns.

[18] Q. What will a perpetual-access license mean for a library or campus?
A. In a perpetual-access scenario, librarians, faculty, and students would reliably know what books are available in their ebook collections and what usage restrictions need to be enforced. Neither is necessarily the case under subscription agreements, since these must be renewed and renegotiated periodically.

[19] Q. What is the plan regarding the level of digital rights management (DRM) on Consortium ebooks? Will the Consortium allow interlibrary loan (ILL), cut-and-paste capability, downloading, printing?
A. To maximize the perceived value of Consortium collections in the eyes of librarians and end users, and to differentiate our product from others, we aim to offer collections with minimal DRM restrictions and to support the user-friendly features most desired by librarians on behalf of their patrons. Precisely what usage limits may be imposed, however, if any, have yet to be finalized, but we do intend to offer ILL as well as unlimited simultaneous use, some level of cut and paste, and printing capability for the individual user.

[20] Q. Do the collection model and the many user features pose risks to adoption sales from print books?
A. Adoptions are already, of course, "cannibalized" by the used-book market, library reserves and e-reserves, and interlibrary loan. Ebooks could shrink the used-book market and bring welcome relief from costly returns in the adoption cycle. And the Consortium's business model provides protection against the erosion of adoption sales by greatly expanding institutional sales across the board.
[21] Q. What portion of my print sales is likely to be cannibalized by ebook sales?
A. Librarians have declared that they want even now to purchase digital content in preference to print. The Consortium's business model provides robust insurance against the erosion of monograph sales and forecasts that increased revenues from Consortium collections will more than make up for print sales at risk of cannibalization. Do your current ebook arrangements come anywhere close?

[22] Q. Will I be paid at all on usage?
A. This is a question under active discussion, but creating a usage pool and distributing funds to presses according to usage recorded at the individual title level present logistical problems and would be easier to implement in a subscription environment than a perpetual-access one. Payments would have to be made retroactively, and money for them would have to be held in reserve from initial collection purchases. Royalty accounting would become more complex, since reports would have to be tied to individual ISBNs. The additional administrative work and programming involved would certainly result in higher fees required by the business partner, and reduced net receipts to the presses, and will increase overhead costs for the presses in processing usage-pool royalties in succeeding years.

[23] Q. Are you planning to build your own platform?
A. No. The Consortium intends to solicit commercial bids from selected third-party vendors capable of providing state-of-the-art ebook distribution services. As important as platform technology will be in our considerations, we are at least as interested in a partner that has demonstrated expertise in institutional marketing and sales.

[24] Q. Who are the potential business partners? How did you decide on them?
A. The RFP process is necessarily a confidential one, but candidates have been identified as a result of extensive research by our independent outside consultants and include commercial as well as nonprofit vendors.

[25] Q. What kind of electronic files will I be asked to deliver? If the Consortium requires anything other than web-ready PDFs, will there be any assistance, in terms of labor or money, for conversion?
A. We recognize that the electronic files available from participating presses at launch will mostly be PDFs derived from the print-production process, and the Consortium will accept minimally processed web-ready PDFs for its collections. Yet we recognize also the need to transition to XML-based file formats as soon as feasible, with ePub currently being the strongest candidate. The intention to do so, and to provide support to make this transition feasible, will be explicit in the business prospectus as well as the business plan to be negotiated with a distribution partner.

[26] Q. Will the platform be able to take advantage of the enhanced features of files delivered in ePub or other XML-based formats?
A. We have heard loud and clear from the library community that although PDFs are acceptable at launch, they much prefer the functionality and richness of XML-tagged formats. Accordingly, we will work hard to ensure that the business partner chosen for the Consortium will be able to accept and leverage such enhanced file types that the presses are able to deliver, either at launch or going forward.
[27] Q. What about metadata?
A. Ongoing research suggests that the richer the metadata, the more discoverable publications become in the online environment, that discoverability drives usage, and that increased usage will ultimately lead libraries to expand their purchase of our ebooks. The Consortium takes seriously the responsibility to provide detailed, accurate metadata in forms library customers find most useful and plans to explore with the Consortium’s business partner ways to discharge this responsibility most effectively. The better the metadata we provide, the better we fulfill the core university-press mission of disseminating the highest quality scholarship to the broadest audience.

[28] Q. Will collection-based pricing adequately compensate publishers with different list profiles?
A. The Consortium’s business model has been formulated with press survey data and AAUP statistics in mind, and our conservative analysis shows that presses of all sizes will earn at least as much as—and in most cases a good deal more than—they lose from libraries that substitute print purchases with ebook access from the Consortium. But each press will have to evaluate the risks and rewards of its participation. That said, given the current state and likely future of the institutional market for university press print books, the risks of not participating strike us as being far greater than the risks from joining this collective enterprise, which has the enthusiastic support of the customer base, promises to rebuild our relationship with the academic library community, and will, we are convinced, enhance the value of our publications for research and teaching purposes.

[29] Q. Can I set prices?
A. No. This is perhaps the most transformative element of the Consortium pricing model. The Consortium will price the collections by collection and sell them as aggregations to institutional customers at discounts graduated by Carnegie classification tier. Librarians tell us that they evaluate aggregation products by three main criteria: average price per title, price predictability, and patron usage as demonstrated over time. By the first and second criteria, collection pricing will tend to enhance the value proposition of Consortium collections for libraries; allowing individual presses to price their ebooks individually will diminish it. (The third criterion—patron usage—is treated elsewhere in these FAQs.)

[30] Q. Must I submit all my titles to the Consortium? For what reasons may I elect to withhold individual titles?
A. There is no requirement that participating presses submit all available titles to the collections or that participants commit exclusively to the Consortium. Some titles may have territorial or other rights restrictions that will make them ineligible for inclusion. Core textbooks or non-scholarly trade books will be inappropriate. Presses may be tempted, in addition, to withhold titles that enjoy exceptional course-connected use in print, though it is in the interest of Consortium members, collectively and individually, to drive library patrons—faculty and students—to our collections and thereby increase the value of the collections as perceived by our institutional customers. Including books of wider academic appeal will do that more readily than specialized monographs. Actual usage of the content will be critical to ongoing participation by the library community.
[31] Q. Must I submit titles for frontlist collections simultaneously with print publication? May I submit titles to backlist collections only?

✓ A. The Consortium will require that submission to frontlist collections take place simultaneously with print publication. To incentivize their purchase, backlist collections cannot be priced as aggressively as frontlist ones. Reserving your books for inclusion exclusively in backlist collections will considerably reduce their earning potential. It is worth noting that the Consortium defines frontlist as any book published within the most recent three years.

[32] Q. When will you launch?
✓ A. The Consortium anticipates the business launch in the fall of 2011.

[33] Q. How do I sign up?
✓ A. To give the Consortium bargaining power with vendors, you will be asked to sign a letter of intent. Again, participation in the Consortium will not require exclusivity, but for many reasons we want you to consider relying on the Consortium as your sole aggregator for institutional sales. By doing so you will help establish it as the essential destination site for branded university press content, avoid balkanizing university press content on multiple platforms, and relieve librarians of the fear that they are paying multiple times for the same content.

* * * * *
Action 2015: Impact through Balance and Focus
Texas A&M University Strategic Plan 2010-2015

In 1999, Texas A&M University and its constituents embarked on a twenty-year vision for a bold institutional evolution aptly known as Vision 2020: Creating a Culture of Excellence. The accomplishments over the last decade indicate that extraordinary progress has been made and have garnered national accolades. Among the most noteworthy are:

- Hired over 1,000 outstanding faculty, including Nobel Laureates, at all ranks, and broadened the racial, ethnic, and gender diversity of faculty, 447 of whom were hired into new faculty lines identified through the unprecedented Faculty Reinvestment Program;
- Achieved over $3 billion in research expenditures during the past decade and ranked in 2008 by the National Science foundation among the Top 20 institutions in Research Expenditures;
- Planned and built over $800 million in new facilities since 2000;
- Established a highly successful and fully accredited branch campus of Texas A&M University in the State of Qatar serving an important region of the world;
- Raised $1.5 billion in the One Spirit, One Vision Campaign for A&M, exceeding the original target of $1 billion;
- Enrolled more than 75,000 first year and transfer undergraduate students of whom 25% were first generation college attendees;
- Achieved one of Texas' highest graduation rates for minority and non-minority students;
- Chartered as a distinguished member of Phi Beta Kappa; and
- Accepted an invitation to join the Association of American Universities, joining the nation's 63 best research universities.

These signal achievements underscore the emergence of Texas A&M University as one of the leading institutions of higher education in the United States, demonstrate that the values and goals of a land grant institution are a critical part of being a top tier institution in the 21st century, and give great confidence that we are meeting the challenges and goals called for in Vision 2020.

Texas A&M remains firmly committed to the vision expressed by Vision 2020 and its articulated 12 imperatives and 93 goals. In creating this five-year action plan that will guide decision-making and resource allocation for the third quarter of Vision 2020, we have utilized many inputs, including:

- An Academic Master Planning Process that involved hundreds of faculty, staff, and students;
- Individual college and division strategic plans that involved faculty, staff, and students from each unit, respectively;
- Strategic task-forces on the built environment, on the undergraduate experience, on the graduate experience, on faculty evaluations, on shared governance, on university diversity, on campus arts, on enrollment management, on campus athletics, and on the university financial environment; and
- The System Strategic Plan 2009-2013.

Through these inputs, we have no shortage of ideas, goals, strategies, and actions as offered by hundreds of participating current and former students, faculty members, and current and former staff and administrators. However, to have a functioning plan we must BALANCE and FOCUS our strategic efforts for 2011-2015 if we are to continue our successful path forward to the goals of Vision 2020.
Balance
The public is demanding that universities focus more on societal needs and accessibility than on their own elitism. Today’s land-grant universities are ideally positioned to meet these 21st century needs while at the same time expanding the outstanding educational and research capacities that the top-tier institutions of the 21st century must provide. Texas A&M must capitalize on our balance as a land-grant university, whose original purpose was to ensure that the ‘industrial classes’ of the 1860s had access to a ‘liberal and practical’ education (Morrill Land-Grant Bill passed in 1862), with our evolution into a top-tier research university whose reputation rests on very selective student admissions and faculty employment because of the large number who aspire access to Texas A&M.

We must balance two goals for our university and for the people of Texas: achieving the status of one of the nation’s best universities in terms of the education offered and the research accomplished and simultaneously offering an affordable education to citizens from a broad spectrum of backgrounds. We must balance the reality that public funding for higher education and the ability for individuals to pay high tuitions are expected to be somewhat stagnant at best— and more likely will continue to shrink in dollars per student—with the realities of higher costs to operate and to compete with our top-tier peers. Fundamentally, we believe that the universities that establish the most effective balance in service to the public and service to the disciplinary fields will be the ones that emerge as the preeminent universities of the 21st century. We believe we are well positioned for this competition, but we must continuously make the informed decisions that can work for Texas A&M University, while learning from, but not merely duplicating what other universities may do.

Focus
This brings us to the need for focus. With ten colleges/schools and two branch campuses, nearly 3,000 faculty members, over 6,000 staff members, a total of over 51,000 current students, and over 400,000 members of the Aggie Network, we have the capabilities to work simultaneously on the 12 imperatives and their 93 goals as presented in Vision 2020. There are many actions that would be productive and that should be accomplished. However, without a focus to aid in understanding how best to leverage our limited resources in funding, personnel, infrastructure, and time we will diminish our effectiveness and we will undershoot the extraordinary potential of Texas A&M University to be one of the preeminent universities in the 21st century. This focus must capitalize on the opportunities for and minimize the threats to excellence.

Texas A&M University Mission Statement
“Texas A&M University is dedicated to the discovery, development, communication, and application of knowledge in a wide range of academic and professional fields. Its mission of providing the highest quality undergraduate and graduate programs is inseparable from its mission of developing new understandings through research and creativity. It prepares students to assume roles in leadership, responsibility, and service to society. Texas A&M assumes as its historic trust the maintenance of freedom of inquiry and an intellectual environment nurturing the human mind and spirit. It welcomes and seeks to serve persons of all racial, ethnic, and geographic groups, women and men alike, as it addresses the needs of an increasingly diverse population and a global economy. In the twenty-first century, Texas A&M University seeks to assume a place of preeminence among public universities while respecting its history and traditions.”

Focused Mission 2011-2015
Texas A&M University contributes to society by being both a selective, top-tier research university and a renowned service-oriented university serving the public good of the State and Nation.

Focused Vision
Texas A&M University will perform and be valued as one of the world’s preeminent universities.
Focused Imperatives and Goals
We will continue to evolve Texas A&M University through our collective energies in all 12 imperatives of Vision 2020, but our focus for 2011-2015 will be how Texas A&M will provide and be recognized for the simultaneous delivery of:

➢ Exceptional service to society through the creation of knowledge and innovations, and the transfer of these to society by:
  A1. Continuing to hire and retain extraordinary faculty as part of building world-class disciplinary strengths that support high impact educational experiences, cutting-edge research/scholarship/creative work, and highly relevant engagement.
  A2. Continuing to develop and support targeted areas of multidisciplinary research, discovery and scholarship that are vital to Texas, the nation and the world.
  A3. Strengthening the professional development for our faculty and students so that they may continue to lead in their disciplinary fields.
  A4. Continuing to appropriately balance our comprehensiveness in a manner consistent with our vision for a top tier, land-grant university.
  A5. Strengthening our practices in giving the highest priority to research ethics, safety, compliance and physical infrastructure.

[Impacts from these efforts include aspects of V2020 Imperatives 1,2,3,4,5,6,7,8,9,12 and aspects of TAMU System Imperatives 1,3,4]

➢ World class student experiences by:
  B1. Recruiting, matriculating, nurturing, and graduating a world-class student body in all degree programs.
  B2. Meeting or exceeding Texas A&M University’s and individual programmatic learning outcomes in all degree programs.
  B3. Ensuring that every student is engaged in relevant, high impact learning experiences.

[Impacts of these efforts include aspects of V2020 Imperatives 1,2,3,4,5,6,7,8,9,12 and aspects of TAMU System Imperatives 1, 4]

➢ One of the best models for accountability, climate, and equity by:
  C1. Ensuring that our students, faculty, and staff will know that our espoused core values (excellence, integrity, leadership, loyalty, respect, and selfless service) are the drivers of our decisions and practices.
  C2. Communicating our practices, status, and accomplishments broadly and responding to our collective constituencies to best serve society.
  C3. Utilizing existing and new financial resources in ways that ensure that excellence, focus, and value are key criteria in making investments in our capacities and capabilities for learning, research, and engagement.

[Impacts from these efforts include aspects of V2020 Imperatives 1,2,3,6,9,10,12 and aspects of TAMU System Imperatives 1,2,3,4]
Focused Strategies (associated Focus Goals are shown for each strategy)

1. Utilizing the Texas A&M Enrollment Management Plan 2010, each college will execute the required actions for the recruitment, matriculation, retention, and timely graduation of a student enrollment that ensures the learning experiences and outcomes of world-class programs. (A1, A3, B1, B3)

2. Based upon the Academic Master Plan (AMP, 2009) and utilizing the campus Quality Enhancement Plan (QEP, expected in Spring 2011) each degree program will ensure and demonstrate the accomplishment of the Texas A&M University Student Learning Outcomes and will ensure that high-impact learning experiences are available to all students. (A1, A2, A3, A4, B2, B3)

3. Texas A&M will expand and strengthen our deep learning opportunities for students to interact more intentionally with students in our organizations such as the Corps of Cadets, the intercollegiate and club sports teams, the living-learning communities, the learning communities, and many existing and developing certificate programs. (A2, A3, A4, A5, B3)

4. Utilizing the Texas A&M Diversity Plan, 2010, we will enhance the representation of students, faculty, and staff with diverse backgrounds and perspectives and the climate for success for all. In this effort, 10% of the available merit pool funds the university can provide will be distributed to colleges and divisions in accordance to their collective contributions and accomplishments on the Texas A&M Diversity Plan. (Distribution of merit to individuals within colleges, branch campuses and divisions will follow the guidelines established for each unit respectively). (A1 A2, A3, A4, B1, B2, B3, C1, C2)

5. Annually, each college and branch campus, in collaboration with Vice President for Research and Graduate Studies, and with approval from the Provost, will target faculty hiring and implement retention plans of renowned scholars to elevate the appropriate metrics of national and international preeminence of the total faculty of the college while meeting the workloads required by Texas A&M to provide world class education for our students. With a combination of the new positions available through AMP and restructured vacated positions this effort will result in only a modest increase of total faculty numbers, but should significantly enhance the stature of our faculty. (A1, A2, A3, A4, C3)

6. Resource reallocations and new revenue generation will be facilitated to ensure retention and productivity of our best students, faculty, and staff by:
   a. Addressing facilities and information infrastructure renewal and renovations with appropriate state and national benchmarks for ensuring we are competitive given our overall university and individual academic departmental status (A1, A2, A3, B3, C3);
   b. Elevating through strategic reallocation the average salaries for faculty by rank and the average graduate assistant stipend in each college to ensure our top quartile of faculty and students approach the top quartile of salaries of the peers as determined by the annual university salary studies (A1, A2, B1, C3); and
   c. Ensuring that all resources are distributed to individuals in an equitable manner within every university unit based upon an individual’s established credentials and their productivity in the accomplishment of Texas A&M’s mission (A1, A2, A5, B1, C1, C3).

7. We must enhance communications and our decision-making process to ensure constituents that our utilization of resources provides the best return on investment that a University can achieve. As a key measure in this process, we are planning a major effort involving internal and external constituents in the evaluation of progress and necessary recalibrations of Vision 2020. Scheduled for Fall 2010, this evaluation will establish the benchmarks, define our current collective status and evaluate the effectiveness of our focused strategies as we progress with our recalibrated vision. (C1, C2, C3)
Metrics

➢ A student body, inclusive of main and two branch campuses, designed, recruited, matriculated, and graduated in a timely manner that follows an enrollment plan intended to ensure the world class learning experiences for all students.
  o First-time in college cohort not to exceed 8,100 by 2015
  o Annual system school and community college transfers in excess of 2,500 by 2015
  o Total graduate student enrollment of 11,000 by 2015
  o Targeted and stable total enrollment of approximately 51,000
  o Diversity in enrollments that have 10% more in each category of African Americans, Hispanics, and Native Americans by 2015, and 20% more veterans.
  o Annually enroll more than 300 new National Merit, National Hispanic, and National Achievement scholars, or other equivalent academic credentialed students at the undergraduate level and 25% more graduate students with National fellowships or significant professional accomplishments.
  o We should graduate over 80% of our enrolling students within the following timelines:
    ▪ Average time to graduation for full time, first-time in college students not to exceed a four year period for more than half of the students by 2015.
    ▪ Expected average time to graduation for transfer students participating in articulation agreements with individual programs to approach two to three years after transfer for full time students.
    ▪ Expected average time for full-time master degree students should be less than two years.
    ▪ The average time for graduation with a doctorate will vary some by the nature of the doctoral program requirements (for example, internships, dissertations, experiments, publications) but should average less than five years beyond a masters (or equivalent hours) or in alignment with published expectations for a program.

➢ Curricular and co-curricular experiences that ensure all students are prepared for outstanding engagement in a global society in their chosen capacities upon graduation and demonstrated by:
  o Achievement of university and program learning outcomes;
  o Students involved in high-impact learning experiences, to include service learning, study abroad, professional internships, experiences in research, field innovations, or entrepreneurial activities will approach 75% by 2015; and
  o Students with deep learning experiences through interactions within the diverse student body and with the faculty in activities such as the Corps of Cadets, the intercollegiate and club sports teams, the living-learning communities, the learning communities, and many existing and developing certificate programs that require significant student interactions will increase by 15% by 2015.

➢ A well executed diversity plan that models accountability in creating a positive university climate and equity for all students, faculty, and staff.
  o Representation in factors including ethnicity and race, gender, national origin, veteran status, religious and cultural background, first-generation college attendees, socio-economic status, and honorific accomplishments will more accurately reflect the pools available for recruiting qualified students and faculty;
  o Perceptions of the university climate as assessed in cyclical surveys will demonstrate greater satisfaction and fewer concerns for inappropriate discrimination or unwelcoming situations; and
  o Equity studies concerning scholarships and fellowships, salaries, and advancement to leadership will show no discrimination due to gender, ethnicity, race, or other individual identity elements which should not be utilized in determining merit.

➢ A faculty that is renowned for its expertise and leadership as educators and scholars in their respective fields.
  o Faculty size will be maintained at an FTE above 2250 with no shift toward more non-tenure track FTEs compared to the FTEs of tenured and tenure-track faculty;
The diversity of the faculty in terms of gender, ethnicity, and race will continue to improve and indicate above average representation, at all ranks, in comparison to our Vision 2020 peers;

Student and peer perceptions of teaching and mentoring and the recognition of this quality through national and international awards will increase;

Membership in US or international National Academies and top status in respective disciplinary organizations will climb by 10% by 2015;

Recognition of the value of scholarly work through top tier publications and peer reviewed journals, citations, funding (especially in the area of large national centers), patents, and field awards will increase in each category; and

The impact of scholarly engagement with society measured by community and public feedback, and utilization of faculty scholarly work developed at Texas A&M in patents and commercialized ventures will significantly increase (exact metric being developed).

**Challenges to Impact**

Achieving impact through the Focused Imperatives requires a world-class faculty. They are the inspired teachers of our children, the brilliant creators of new technologies and ideas, and the master translators of knowledge into the critical needs of society. We have the momentum, following our faculty reinvestment (2002-2007) and, with our Academic Master Plan funded priorities, we have the ability to develop and recruit a world-renowned faculty. The Focused Imperatives also require a world-class body of students who have outstanding credentials and diverse backgrounds, and are enrolled among our programs in numbers aligned to resources and needs that allow Texas A&M University to best serve the State and Nation. We must have the quality and quantity of infrastructure resources, including facilities, information technology, libraries, teaching support, advising support, technical support, and equipment to attract and retain the best faculty and students and to carry forward our high impact programs of education, research, and engagement. Our faculty salaries and graduate assistant stipends cannot continue to lag behind what our competition offers to the most marketable faculty and students, and we must maintain a sense of equity for all who are contributing to the missions of Texas A&M University. We must minimize faculty, staff, and student concerns about our genuine commitment to shared governance on campus and the extent of our operational independence, or it will threaten the recruitment and retention of the very best people. Finally, we must communicate our decisions and processes to the public with a clarity that shows why and how we utilize resources and the importance and impact of the accomplishments of Texas A&M University.

**Planned Appendices**

- Branch Campus, College and Division Strategic Planning
- A&M Action 2015 Benchmarks
- AMP Funding Priorities
- Texas A&M University System Strategic Plan 2009-2013, Imperatives & Goal Summary
- Vision 2020: Creating A Culture of Excellence
Alexandre Hogue
An American Visionary—Paintings and Works on Paper
Susie Kalil

Alexandre Hogue, a renowned artist whose career spanned from the 1920s to his death in 1994, inherited the view of an America that imagined itself as filled with limitless potential for improvement, that considered high art and great ideas accessible to ordinary working people, and that saw no reason for an intellectual chasm between a learned elite and the masses. He always viewed himself as a radical, yet his passion stemmed from a deeply conservative idea: that art, culture, and nature should form a central force in the life of every human being.

His well-known Dust Bowl series labeled him as a regionalist painter, but Hogue never accepted that identity. His work reveals the spirit of Texas and the Southwest as he experienced it for nearly a century. In his later years Hogue worked in forms of crisply rendered nonobjective and calligraphic one-liner paintings. Bringing to light new information regarding the Erosion and Oil Industry series, this book gives special attention to lesser known post-1945 works, in addition to the awe-inspiring Moon Shot and final Big Bend series.

Each series—from the hauntingly beautiful Taos landscapes and prophetic canvases of a dust-covered Southwest to his depictions of the fierce geological phenomena of the Big Bend—serves as a paean to the awesomeness of nature.

Houston-based curator and critic Susie Kalil grew close to Hogue from 1986 to 1994, a time during which she interviewed him, considered his oeuvre with him, and came to share his vision of the nature and purposes of art. In Alexandre Hogue she reveals Hogue as he presented himself and his work to her.

Number Twenty-three: Tarleton State University Southwestern Studies in the Humanities

SUSIE KALIL is a former Core Fellow in Critical Studies at the Glassell School of Art at the Museum of Fine Arts, Houston. Kalil co-curated (with Barbara Rose) the landmark exhibition, Fresh Paint: The Houston School, and curated The Texas Landscape: 1900–1986.

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The Hump
America's Strategy for Keeping China in World War II

John D. Plating

Carried out over arguably the world's most rugged terrain, in its most inhospitable weather system, and under the constant threat of enemy attack, the trans-Himalayan airlift of World War II delivered nearly 740,000 tons of cargo to China, making it possible for Chinese forces to wage war against Japan. This operation dwarfed the supply delivery by land over the Burma and Ledo Roads and represented the fullest expression of the U.S. government's commitment to China.

In this groundbreaking work—the first concentrated historical study of the world's first sustained combat airlift operation—John D. Plating argues that the Hump airlift was initially undertaken to serve as a display of American support for its Chinese ally, which had been at war with Japan since 1937. However, by 1944, with the airlift's capability gaining momentum, American strategists shifted the purpose of air operations to focus on supplying American forces in China in preparation for the U.S.'s final assault on Japan. From the standpoint of war materiel, the airlift was the precondition that made possible all other allied military action in the China-Burma-India theater, where Allied troops were most commonly inserted, supplied, and extracted by air.

Drawing on extensive research that includes Chinese and Japanese archives, Plating tells a spellbinding story in a context that relates it to the larger movements of the war and reveals its significance in terms of the development of military air power. The Hump demonstrates how the original "Hump" operation expanded from a show of American political support for China to a major supply effort for American forces in China for B-29 operations against Japan and preparations for a final assault on the Japanese mainland. —William H. Bartsch, author, Every Day a Nightmare: American Pursuit Pilots in the Defense of Java, 1941-1942

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Rudder
From Leader to Legend

Thomas M. Hatfield

Whether scaling the seemingly insurmountable cliffs of Pointe du Hoc with his advance assault troops during the Normandy invasion, restoring integrity to the Texas Land Office, or overseeing transitions in an academic institution with hallowed traditions during a time of contentious cultural change, James Earl Rudder (1910–1970) forged a legacy of wartime gallantry and peacetime leadership that commands continuing respect. Rudder: From Leader to Legend pays tribute to a man who exemplified leadership, vision, and courage.

In this first comprehensive biography of James Earl Rudder, Thomas M. Hatfield has gone far beyond the usual focus on Rudder's heroism in World War II to recreate with rich detail exciting events on battlefields and in boardrooms. He has painted a full portrait that permits a wider appreciation for every phase of Rudder's early life, from childhood, to his storied military exploits, to his remarkable postwar achievements and far-reaching public service. Utilizing access to previously unavailable family papers, memoirs, and interviews, Hatfield has crafted an insightful and unsparing view of the man that applauds his accomplishments and reveals his foibles.

Readers who know Rudder primarily through his association with Texas A&M University will be fascinated by his courageous battlefield leadership; those who previously knew only of his military reputation will enjoy learning about his distinguished record of public service. Rudder: From Leader to Legend will captivate a broad general readership, bringing to the fore a well-rounded view of this extraordinary man.

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THOMAS M. HATFIELD is the director of the Military History Institute in the Dolph Briscoe Center for American History at the University of Texas at Austin, where he teaches courses on World War II and previously served as an academic dean for thirty years. The former president of two colleges, he is also an internationally recognized scholar on World War II.

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Thomas T. Smith

At the end of the Vietnam War—or American War, as it is called in Hanoi—2,585 Americans were unaccounted for in Southeast Asia. In 1992, a joint task force was established to continue the work of recovery, and its members became the first U.S. government representatives to return full-time to Vietnam.

Army Lt. Col. Thomas ("Ty") Smith arrived in Hanoi a decade later, in 2003. Until They Are Home is both a heartfelt memoir and a fascinating inside look at his tour of duty in Vietnam, "a place of shadows within shadows, secrets within secrets."

Smith takes the reader on an extraordinary personal voyage from the shaded French boulevards of Hanoi to the remotest jungle trails of the border highlands. Written with a keen eye and touch of humor, Until They Are Home recounts life in the very heart of the mission to find and return to the families the remains of their loved ones. It offers equal parts historical context, political insight, social commentary, travelogue, and adventure chronicle.

From describing everything from his diplomatic negotiations between the Vietnamese and American governments to presenting his view of commanding a remarkably complex mission in an unforgiving environment, Smith draws on memory, e-mails, letters, and journal entries to recreate the story of his mission in Vietnam. Smith and the forces serving under him found the remains of fourteen lost American servicemen—including two graduates of Texas A&M University.

The gripping, intensely personal narrative of Until They Are Home will fascinate general readers interested in the Vietnam War and its aftermath and will prove helpful to historians seeking primary information. It will also have great appeal to those with continuing involvement in POW/MIA issues and concerns.

RELATED INTEREST

- The Son Tay Raid
  American POWs in Vietnam
  Were Not Forgotten.
  Revised Edition
  John Gargus
  978-1-60344-212-1 paper
  $22.95

- The Only War We Had
  A Platoon Leader's Journal of Vietnam
  Michael Lee Lanning
  978-1-58544-604-9 paper
  $19.95

- Captive Warriors
  A Vietnam POW's Story
  Sam Johnson and Jan Winebrenner
  978-0-89096-496-5 cloth
  $35.00

"... Smith, a career soldier, is as qualified as one gets to be the author of this needed work, combining on-the-ground recovery experience in Vietnam with an educational background as a historian."—Lee Lanning, author, The Only War We Had: A Platoon Leader's Journal of Vietnam

"... an insider's account of how America goes about keeping the faith with those who fight our wars, meeting the commitment to never leave one of our own behind on the battlefield. ..."—James H. Willbanks, author, Abandoning Vietnam and The Tet Offensive: A Concise History


UNTIL THEY ARE HOME
978-1-60344-232-9 cloth $29.95
Vietnam War. Army. April
Margaret Swett Henson examines the actions of John Davis Bradburn, an American-born man whose early involvement in filibustering brought him to the Mexican state of Coahuila-Texas and won him Mexican citizenship in the Mexican army. Although he was branded as an arrogant, unprincipled tyrant by Anglo Texans of his time and later historians for his 1832 arrest of William Barret Travis, Henson concludes that Bradburn was simply doing his duty as a Mexican career officer.

Winner of the Summerfield G. Roberts Award, when it was first published in 1982, this provocative revisionist look at a Mexican official long vilified in Texas gives a new perspective on specific events involving Juan Davis Bradburn. It also helps to explain early stages of the Texas war for independence in terms of the refusal of Anglo settlers to accept the "un-American" laws and customs of Mexican Texans.

Number Six: Elma Dill Russell Spencer Series in the West and Southwest

MARGARET SWETT HENSON (1942–2001) was a prolific Texas historian who served as a fellow and president of the Texas State Historical Association.

In an age when travel was more difficult but leisure was more available, those who journeyed across the Atlantic from the Old World to America or back created a wonderful literature about the divergent cultures and the fertile interactions among them. In travel diaries, journals, novels, journalistic reports, and guide books, nineteenth- and early twentieth-century writers recorded impressions and ruminations that not only offer opportunities for comparison and contrast but also shed light on the processes of modernization and the future that would emerge on both sides of the Atlantic.

This latest offering from the important Walter Prescott Webb Memorial Lectures series explores themes like urbanization, modernization, education, gender, Jewish identity, nationalism and internationalism, political and cultural values, and the experience of travel itself. Volume editors Thomas Adam and Nils Roemer have assembled a collection of varied studies that permit enlightened reflection on the ways in which travelers from the New and Old Worlds have observed, documented, understood, and negotiated their similarities and differences.

The freshness and variety of the previously little-heard voices documented in Crossing the Atlantic will serve as an important reminder that an attentive interaction with "foreignness" has been and will continue to be one of the best paths to a more enlightened engagement with the familiar.

Number Forty-two: Walter Prescott Webb Memorial Lectures, published for the University of Texas at Arlington by Texas A&M University Press

THOMAS ADAM is a professor of history at the University of Texas at Arlington. NILS H. ROEMER is a professor of history at the University of Texas at Dallas.
Mexican Texans, fighting for the Confederate cause, in their own words...

Tejanos in Gray
Civil War Letters of Captains Joseph Rafael de la Garza and Manuel Yturri

Edited and with an Introduction by Jerry Thompson
Translations by José Roberto Juárez

The Civil War is often conceived in simplistic, black and white terms: whites from the North and South fighting over states' rights, usually centered on the issue of black slavery. But, as Jerry Thompson shows in Tejanos in Gray, motivations for allegiance to the South were often more complex than traditional interpretations have indicated.

Gathered for the first time in this book, the forty-one letters and letter fragments written by two Mexican Texans, Captains Manuel Yturri and Joseph Rafael de la Garza, reveal the intricate and intertwined relationships that characterized the lives of Mexican citizens of Mexican descent in the years leading up to and including the Civil War. The experiences and impressions reflected in these letters of these two young members of the Tejano elite from San Antonio, relaxed by marriage, provide fascinating glimpses of a Texas that had displaced many Mexican-descendant families after the Revolution, yet could still inspire their loyalty to the Confederate flag. De la Garza, in fact, would go on to give his life for the Southern cause.

The letters, translated by José Roberto Juárez and with meticulous annotation and commentary by Thompson, deepen and provide nuance to our understanding of the Civil War and its combatants, especially with regard to the Tejano experience. Historians, students, and general readers interested in the Civil War will appreciate Tejanos in Gray for its substantial contribution to borderlands studies, military history, and the often-overlooked interplay of region, ethnicity, and class in the Texas of the mid-nineteenth century.

Number Nine: Fronteras Series, sponsored by Texas A&M International University

Jerry D. Thompson, one of the most highly respected historians of Civil War Texas and the Southwest, has brought together Civil War letters of two young Confederate officers from prominent, well established San Antonio Tejano families. ...The letters and notes add much to our understanding of the role played by Tejanos in the American Civil War.”—Ralph A. Woooster, Distinguished Professor of History Emeritus, Lamar University

JERRY THOMPSON is Regents Professor at Texas A&M International University in Laredo and a past president of the Texas State Historical Association. He holds a doctorate from Carnegie-Mellon University and has received numerous awards from the Texas Historical Commission, Western Writers of America, Texas State Historical Association, Historical Society of New Mexico, and Arizona Historical Society.

RELATED INTEREST

Civil War to the Bloody End
The Life and Times of Major General Samuel P. Heintzelman
Jerry Thompson
978-1-60344-243-5 cloth $29.95

Cortina
Defending the Mexican Name in Texas
Jerry Thompson
978-1-58544-592-9 cloth $32.50

Tejano Leadership in Mexican and Revolutionary Texas
Edited by Jesús F. de la Teja
978-1-60344-152-0 cloth $40.00
978-1-60344-166-7 paper $19.95

TEJANOS IN GRAY
978-1-60344-243-5 cloth $29.95
Civil War. Mexican American Studies.
March
African Americans in South Texas History

Edited by Bruce A. Glasrud

The history of South Texas is more racially and ethnically complex than many people realize. As a border area, South Texas has experienced some especially interesting forms of racial and ethnic interaction, influenced by the relatively small number of blacks (especially in certain counties), the function and importance of the South Texas cattle trade, proximity to Mexico, and the history of anti-black violence. The essays in African Americans in South Texas History give insight into this fascinating history.

The articles in this volume, written over a span of almost three decades, were chosen for their readability, scholarship, and general interest.

Contributors:
Jennifer Borrer
Edward Byerly
Judith Kaaz Doyle
Rob Fink
Robert A. Goldberg
Kenneth Wayne Howell
Larry P. Knight
Rebecca A. Kosa'y
David Louzon
Sarah R. Massey
Jeanette Nyda Mendelssohn Passy
Janice L. Sumler-Edmond
Cary D. Wintz
Rue Wood

"...a valuable addition to the literature chronicling the black experience in the land of the Lone Star. While previous studies have concentrated on regions most reflective of Dixie origins, this collection examines the tri-ethnic area of Texas adjoining Mexico wherein cotton was scarce and cattle plentiful. Glasrud has assembled an excellent group of essays from which readers will learn much."—L. Patrick Hughes, professor of history, Austin Community College

Perspectives on South Texas, sponsored by Texas A&M University-Kingsville

BRUCE A. GLASRUD of Sequin, Texas, is Professor Emeritus of History at California State University, East Bay, and the retired dean of the School of Arts and Sciences, Sul Ross State University.

Wisdom from the past...hope for the future...

Drumbeats from Mescalero
Conversations with Apache Elders, Warriors, and Horseholders

H. Henrietta Stockel with Marian D. Kelley

In 1945 the hot wind from a nuclear explosion at Trinity Site on a nearby missile range raged across the Mescalero Apache Reservation in southcentral New Mexico, killing hundreds of head of livestock and causing sickness among the descendants of some of the most famous Apache heroes in American history. In many ways, this disaster typified what these Apaches had come to expect from the federal government: attention was often accompanied by undeserved results.

Four thousand Apaches of the Mescalero, Chiricahua, and Lipan bands now live on this reservation. In twelve remarkable oral history interviews, three generations of Mescalero, Chiricahua, and Lipan Apaches reflect on the trials of the past, the challenges of the present, and hope for the future. A common thread among all of the interviewees is a collective memory of their people as formidable enemies of the U.S. government in the not-too-distant past.

Author and ethnographer H. Henrietta Stockel has structured these interviews to encompass three groups of Mescalero Apache society: the elders, the "warriors" (middle-aged), and the "horseholders," or young apprentices.

Number Thirty-seven: Elma Dill Russell Spencer Series in the West and Southwest

H. HENRIETTA STOCKEL, an acknowledged expert on the ethnographic history of the Apache, is the author of Chiricahua Apache Women and Children: Safekeepers of the Heritage and Geronimo's Kids: A Teacher's Lessons on the Apache Reservation (with Robert S. Ove; both from Texas A&M University Press) as well as ten other titles. She resides in Tularosa, New Mexico.
Beyond Texas Through Time
Breaking Away from Past Interpretations
Edited by Walter L. Buenger and Arnoldo De León

In 1991 Walter L. Buenger and the late Robert A. Calvert compiled a pioneering work in Texas historiography: *Texas Through Time*, a seminal survey and critique of the field of Texas history from its inception through the end of the 1980s. Now, Buenger and Arnoldo De León have assembled an important new collection that assesses the current state of Texas historiography, building on the many changes in understanding and interpretation that have developed in the nearly twenty years since the publication of the original volume.

This new work, *Beyond Texas Through Time*, departs from the earlier volume’s emphasis on the dichotomy between traditionalism and revisionism as they applied to various eras. Instead, the studies in this book consider the topical and thematic understandings of Texas historiography embraced by a new generation of Texas historians as they reflect analytically on the work of the past two decades. The resulting approaches thus offer the potential of informing the study of themes and topics other than those specifically introduced in this volume, extending its usefulness well beyond a review of the literature. In addition, the volume editors’ introduction proposes the application of cultural constructionism as an important third perspective on the thematic and topical analyses provided by the other contributors.

*Beyond Texas Through Time* offers both a vantage point and a benchmark, serving as an important reference for scholars and advanced students of history and historiography, even beyond the borders of Texas.

WALTER L. BUENGER is a professor and chair of the Department of History at Texas A&M University in College Station and a former president of the Texas State Historical Association. ARNOLDO DE LEÓN is the C. J. “Red” Davidson Professor of History at Angelo State University in San Angelo.

Originally published in 1991, this pioneering work in Texas historiography, edited by Walter H. Buenger and the late Robert A. Calvert, placed the intellectual development of Texas history within the framework of current trends in the study of U.S. history.

In *Texas Through Time*, twelve eminent scholars contribute evaluations of the historical literature in their respective fields of expertise—from Texas-Mexican culture and African-American roles to agrarianism, progressivism, and the New Deal; from perspectives on women to the urban experience of the Sunbelt boom and near-bust. The cumulative effort describes and analyzes what Texas history is and how it got that way.

“Avoided revisionist . . . a hard-hitting analysis of Texas historiography.”—*East Texas Historical Journal*

“An absolute must for research library collections and scholars of Texas history.”—*Books of the Southwest*

“Should be well thumbed by any historian concerned with Texas topics.”—*Southern Historian*

“A long-needed assessment of more than a century’s worth of books, articles, masters theses, and doctoral dissertations on Texas history . . . a well-conceived project that will prove to be a godsend for graduate students and their mentors, ‘Texana’ collectors, and journalists.”—*Journal of the West*

WALTER L. BUENGER and ROBERT A. CALVERT are both associate professors of history at Texas A&M University. Buenger is a co-author of *But Also Good Business: Texas Commerce Banks and the Financing of Houston and Texas*. Calvert, past president of the Texas State Historical Association, is co-author of a new, revisionist text on the state’s history.

BEYOND TEXAS THROUGH TIME
978-1-60344-236-7 cloth $45.00x
978-1-60344-235-0 paper $24.95
6x9. 288 pp. 3 tables, index.
Historiography. Texas History.
March

TEXASTHROUGH TIME
978-0-89096-468-2 paper $28.50x
Texas History. Historiography.
March
Generations on the Land
A Conservation Legacy

Joe Nick Patoski, with Support from Sand County Foundation

Each year, Sand County Foundation's prestigious Leopold Conservation Award recognizes families for leadership in voluntary conservation and ethical land management. In Generations on the Land: A Conservation Legacy, veteran author and journalist Joe Nick Patoski visits eight of the award-winning families, presenting warm, heartfelt conversations about the families, their beloved land, and a vision for a healthier world.

Generations on the Land celebrates these families' roles as conservation leaders for the nation—far beyond the agricultural communities where they live—and reinforces the value of trans-generational family commitment to good land stewardship. The eight landowners profiled by Patoski include six ranchers, a forester, and a vintner. They reside across the country: in California, Nebraska, Texas, Utah, Wisconsin, and Wyoming. Their conservation accomplishments range from providing a habitat corridor for pronghorn antelope to hammering out an endangered species "safe harbor" agreement for grape growers.

A short introduction by a fellow conservation or ranching professional precedes each of the personal portraits by Patoski, which are written in an informal, conversational style. Brent Haglund, president of the Sand County Foundation, provides an introduction to the purpose and work of the foundation, and a Conclusion summarizes the substantive conservation contributions of the Leopold award winners.

With more and more attention being focused on the tensions between the agricultural and economic potential of land and the preservation of the natural environment, a better understanding of sustainable agriculture is becoming increasingly viral. By showcasing the leadership of these Leopold Conservation Award winners, Generations on the Land will inspire a whole new cadre of landowners to build a lasting legacy of conservation and sustainable land use—benefiting the earth and its inhabitants for decades to come.

Paper used in printing this book was provided by Mixed Sources: materials manufactured under certification by the Forest Stewardship Council.

"In 1939, Aldo Leopold wrote 'When land does well for its owner, and the owner does well for his land, when both end up better by reason of this partnership, we have conservation.' Generations on the Land demonstrates this simple yet powerful concept through a series of inspirational and instructional essays drawn from hardworking landowners from across the nation. Whether you manage a working landscape yourself, or are one of the urban many seeking insights into how humanity can achieve a sustainable future, you need to study this book."—Richard C. Bartlett, Thinking Like a Mountain Foundation

Joe Nick Patoski is a former staff writer for Texas Monthly and the author of six books, including biographies of Solena, Willie Nelson, and Stevie Ray Vaughan. He lives near Wimberley, Texas.

RELATED INTEREST

The Texas Legacy Project
Stories of Courage and Conservation
Edited by David A. Todd and David Weisman
978-1-60344-200-8 flexi-bound $30.00

Water from Stone
The Story of Salath, Bamberger Ranch Preserve
Jeffrey Greene
978-1-58544-593-6 cloth $24.95
978-1-60344-063-9 paper $16.95

Prairie Time
A Blackland Portrait
Matt White
978-1-58544-501-1 cloth $19.95

GENERATIONS ON THE LAND
978-1-60344-241-1 cloth $25.00
6x9, 136 pp. 25 color photos. Index. Range Management, Conservation, Biography. February
Texas Peach Handbook

Jim Kamas and Larry Stein

With an estimated one million trees producing almost fifty million pounds of fruit per year, Texas is a leading producer of peaches, and several popular seasonal festivals highlight the widespread enjoyment of and interest in this delicious, versatile fruit. In addition, a recent rise of interest in edible gardens and home fruit production has led more people to think about planting a peach tree in the yard—or paying closer attention to the one they already have.

Jim Kamas and Larry Stein, drawing from their many years of experience and the best current research, provide authoritative advice for those who want to improve peach production, whether in a large commercial orchard or on a single tree in the back yard. With discussions ranging from site selection to marketing ideas, Texas Peach Handbook covers the basics of peach cultivation—planting, pruning, fertilizing, watering, protecting, thinning, harvesting—and gives both instruction on disease and insect control and advice on the financial aspects of the peach business. The authors also direct readers to other, more detailed or technical sources, for those who want to learn more about a given topic.

For its useful information and expert guidance, this how-to handbook will prove indispensable for anyone who grows, or wants to grow, peaches.

AgriLife Research and Extension Service Series

 RELATED INTEREST

Growing Good Things to Eat in Texas
Profiles of Organic Farmers and Ranchers Across the State
Pamela Walker
978-1-60344-107-0
flexbound $23.00

Hill Country Landowner's Guide
James P. Stanley
978-1-60344-137-7
flexbound $19.95

The Garden Lover's Guide to Houston
Eileen Houston
978-1-58544-613-1
paper $19.95

TEXAS PEACH HANDBOOK
978-1-60344-266-4 flexbound $24.95
6x9. 172 pp. 106 color photos. 2 line art. Index
Agriculture. Fruits/Vegetables
May
The Texas Tomato Lover’s Handbook

William D. Adams
Photographs by William D. Adams and Deborah J. Adams

A garden-grown tomato, sliced and laid across a grilled hamburger... Sweet, plump cherry tomatoes in a crisp, green salad... Sauce made from fresh tomatoes, ladled over a steaming bowl of pasta... Spicy tomato salsa... Savory tomato soup...

Is there any single vegetable as mouth-watering as the tomato? And yet, as thousands of people—tired of mushy, half-green, and tasteless tomatoes bought from supermarkets—have discovered, much more is involved in growing your own than simply putting a plant or two in the ground and expecting to harvest luscious tomatoes a few weeks later.

William D. Adams draws on more than thirty years’ experience to provide a complete, step-by-step guide to success in the tomato patch. Growing good tomatoes requires a gardener’s attention to a variety of factors, and Adams begins by explaining the basics of soil preparation, planting, feeding, caging, and watering. He also outlines the pros and cons of standard, hybrid, heirloom, and cherry varieties, sharing tips about old favorites and suggesting new varieties. After the tomatoes are chosen, planted, and thriving under his tutelage, Adams prepares growers for the insects, diseases, and other visitors they are likely to encounter, warning that “gardeners are not the only ones that love tomatoes.” He ends by offering a few words about “tomato kin folk” (peppers, eggplants, tomatillos, and potatoes), along with a source list of selected suppliers.

Liberally sprinkled with the author’s easy humor and illustrated throughout with excellent photographs, *The Texas Tomato Lover’s Handbook* has everything you’ll need to assure a bumper crop, year after year.

*AgriLife Research and Extension Service Series*

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**RELATED INTEREST**

- **Growing Good Things to Eat in Texas**
  - Pamela Walker
  - 978-1-60344-107-0
  - flexbound $23.00

- **Doug Welsh’s Texas Garden Almanac**
  - Doug Welsh
  - 978-1-58544-619-3
  - flexbound $24.95

- **Cheryl Hazeltine’s Central Texas Gardener**
  - Cheryl Hazeltine
  - 978-1-60344-206-0
  - flexbound $24.95

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“Bill Adams’s pursuit of the best tomato varieties for Texas is never ending. His ability to grow tomatoes is unsurpassed. His gift for communicating how to grow tomatoes to you and me is priceless.”—Doug Welsh, author, *Doug Welsh’s Texas Garden Almanac*

“Adams shares his vast knowledge and experience with passion and humor. The inclusion of organic as well as conventional growing methods should make it the tomato bible for all tomato growers.”—Cheryl Hazeltine, author, *Cheryl Hazeltine’s Central Texas Gardener*

WILLIAM D. ADAMS is a retired Harris County extension agent with thirty years’ experience at the AgriLife Extension Service. His writing and photography have appeared regularly in *Gardens & More*, *Horticulture*, *Texas Gardener*, *Family Circle*, *Mother Earth News*, *Sunset*, and other publications. He grows tomatoes at his home in Burton, Texas.

**THE TEXAS TOMATO LOVER’S HANDBOOK**
- 978-1-60344-240-4 flexbound $25.00
- 6x8. 192 pp. 183 color photos. 3 maps. Line art. Index.
- Fruits/vegetables. Gardening.
- April
Heirloom Gardening in the South
Yesterday's Plants for Today's Gardens

William C. Welch and Greg Grant
With Cynthia Mueller and Jason Powell
Foreword by Felder Rushing

Heirloom plants belong in Southern gardens. Tough and adapted, tried and true, pretty and useful, these living antiques—passed through countless generations—represent the foundation of traditional gardens as we know them today.

*Heirloom Gardening in the South* is a comprehensive resource that also offers a captivating, personal encounter with two dedicated and passionate gardeners whose love of heritage gardening infuses the work from beginning to end. Anyone who wants to know how to find and grow time-honored and pass-along plants or wants to create and nurture a traditional garden is sure to find this a must-have addition to their home gardening library.

**Inside the book:**

New essays on naturalizing daffodils, slips and starts, and growing fruit;

A completely updated and expanded heirloom plant encyclopedia;

Revised plant lists (bulbs, cemetery plants, etc.)

New material on the creation of two of the authors' personal gardens

Building on the popularity of the original edition, this lively, entertaining, and informative new book from two proven experts will be enthusiastically welcomed by gardeners and horticulturists throughout the South.

*AgriLife Research and Extension Service Series*

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**RELATED INTEREST**

**Texas Wildscapes**

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*How to Grow, Use, and Enjoy These Versatile Plants*

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**What Makes Heirloom Plants So Great?**

*Old-fashioned Treasures to Grow, Eat, and Admire*

Judy Barrett
978-1-60344-219-0
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WILLIAM C. WELCH is professor and AgriLife Extension horticulturist in the Texas A&M System. He is a regular contributor to *Southern Living Magazine*. GREG GRANT is the Stephen F. Austin Gardens outreach research associate at Stephen F. Austin State University in Nacogdoches. He is a regular contributor to Neil Sperry's *Gardens* magazine and *Texas Gardener* magazine.

**HEIRLOOM GARDENING IN THE SOUTH**

978-1-60344-213-8 flexbound $29.95

8½x10, 544 pp, 483 color photos. Map, Index.

Gardening, Fruits/Vegetables.

April
Extreme Birder
One Woman’s Big Year

Lynn E. Barber

In 2008, Lynn Barber’s passion for birding led her to drive, fly, sail, walk, stalk and sit in search of birds in twenty-five states and three provinces. Traveling more than 175,000 miles, she set a twenty-first century record at the time, second to only one other person in history.

Over 272 days, Barber observed 723 species of birds in North America north of Mexico, recording a remarkable 333 new species in January but, with the dwindling returns typical to Big Year birding, only eight in December, a month that found her crisscrossing the continent from Texas to Newfoundland, from Washington to Ontario. In the months between, she felt every extreme of climate, well-being, and emotion. But, whether finally spotting an elusive Blue Bunting or seeing three species of eiders in a single day, she was also challenged, inspired, and rewarded by nearly every experience.

Barber’s journal from her American Birding Association-sanctioned Big Year covers the highlights of her treks to forests, canyons, mountain ranges, deserts, oceans, lakes, and numerous spots in between. Written in the informal style of a diary, it captures the detail, humor, challenges, and fun of a good adventure travelogue and also conveys the remarkable diversity of North American birds and habitat. For actual or would-be “travel birders,” Lynn Barber’s Extreme Birder provides a fascinating, binoculars-eye view of one of the best-loved pastimes of nature lovers everywhere.

LYNN E. BARBER of Fort Worth is a board member of the American Birding Association and president of the Texas Ornithological Society. A past president of the Fort Worth Audubon Society, she writes regularly for the chapter’s newsletter and lectures across the nation about her life as a “traveling birder.”

RELATED INTEREST

EXTREME BIRDER
978-1-60344-261-9 flexbound $29.95
6x9, 288 pp. 140 color photos. 3 Apps. Index.
Birding/Ornithology, Natural History, Nature Travel. April
A tribute to a fish, a sport, and a time now past . . .

Glory of the Silver King
The Golden Age of Tarpon Fishing

Hart Stilwell
Edited and with an Introduction by Brandon Shuler

Through a series of chance encounters over several years, fishing guide and journalist Brandon Shuler unearthed multiple drafts of a nearly finished manuscript by an almost forgotten Texas sports writer, Hart Stilwell. Titled "Glory of the Silver King," the manuscript vividly captured the history of tarpon and snook fishing on the Texas and Mexico Gulf Coast from the 1930s to the end of Stilwell's life in the early 1970s.

Stilwell was a seasoned outdoors journalist with a passion for salt-water fishing. Now, with Shuler's careful research, editing, and annotation, this lost manuscript has found new life as both an entertaining "fish tale" and a historical snapshot of a region's natural heritage. It successfully conveys the thrill of fishing for these once abundant species at the same time it tracks—and laments—the rise, decline, and eventual fall of their fisheries in Texas (which Shuler is able to report as now experiencing a rebound).

In a personal and informative introduction, Shuler paints a portrait of Stilwell and tells the story of the discovery and evolution of the manuscript. He also provides a look into his own life as an angler and writer, creating a connection with Stilwell that gives the work authenticity and relevance.

Anglers will delight in Stilwell's rollicking prose. Environmentalists will appreciate the book's lesson in ocean conservation. For all who live on or near the Gulf Coast, Glory of the Silver King reintroduces a forgotten literary treasure and a magnificent fish that once filled the waters at our favorite coastal retreats.

Number Nineteen: Gulf Coast Books, sponsored by Texas A&M University—Corpus Christi

"Hart Stilwell was a world-class raconteur and storyteller. His unpublished manuscript on the glory days of coastal fishing became an underground legend, passed around like a sacred totem for decades. Editor Brandon Shuler has revived Stilwell's folksy charm and penetrating insights, and the result is this engaging and important book."—Steven L. Davis, curator, The Wittliff Collections

HART STILWELL (1902-1975) was a Texas writer who wrote stories and articles for Esquire, Field & Stream, Outdoor Life, and Sports Afield in the 1940s and 50s. A contemporary of J. Frank Dobie's, he was a regular contributor to newspapers across Texas and also wrote three novels and two works of nonfiction. BRANDON SHULER is a professional fishing guide and freelance writer. A resident of Pharr, Texas, he is currently pursuing graduate studies in Lubbock.

GLORY OF THE SILVER KING
978-1-60344-267-1 cloth $24.95
6x9. 192 pp. 23 b&w photos. 19 maps. Index. Fish/Fishing, Sports, Conservation, April

RELATED INTEREST

Fishing Yesterday's Gulf Coast
Barney Farley
978-1-60344-046-2 paper $15.95

Fishes of the Texas Laguna Madre
A Guide for Anglers and Naturalists
David A. McKee
978-1-60344-028-8 paper $16.95

Fishes of the Gulf of Mexico
Texas, Louisiana, and Adjacent Waters, Second Edition
H. Dickson Hoese and Richard H. Moore
978-0-89096-737-9 cloth $34.95
978-0-89096-767-6 paper $18.95
“Few experiences compare with navigating a sea kayak through a large sandy bay lined with oyster-shell beaches, past golden sand dunes into rough ocean waters, then surfing back onto a wind-swept beach at sunset”—from the Introduction

Kayaking the Texas Coast

John Whorff

Half of the nearly 400-mile Texas coastline is flanked by barrier islands. Behind them, large and small bays shelter estuarine marshes, oyster-reef communities, and sea grass meadows that teem with wildlife, creating a bird watcher’s and angler’s paradise. For an intimate encounter with these natural treasures, no other water craft can compare to a kayak.

Veteran kayaker John Whorff’s Kayaking the Texas Coast is an essential guide for beginning and experienced kayakers to the many miles of shoreline that surround the shallow bays, lagoons, and islands of the Texas coast. Novices will appreciate this book’s detailed information about where to paddle and camp, what to see, and where to obtain additional information about safety and route planning. Accomplished kayakers will enjoy Whorff’s enticing route descriptions and other pertinent details on paddling the Texas coastline.

Opening with an extended introductory text that covers kayaks and equipment, safety considerations and emergencies, camping dos and don’ts, and helpful resources, Kayaking the Texas Coast also lists useful websites and guidebooks. In the main portion of the text, the coast is organized into ten destinations, from the Galveston Bay complex in the north to Boca Chica State Park in the south. For each of these destinations, Whorff provides information on navigational aids, planning considerations, accommodations, and directions to launch sites before describing various paddling routes within each destination—around seventy routes in all. Each route is ranked for difficulty as “beginner,” “intermediate,” or “advanced.” Detailed maps and vivid photographs by the author complete the package.

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Kayaking the Texas Coast is your must-have guidebook to the coastline and bays of the Lone Star State. Many miles of sea kayaking adventure are described, along with maps and discussion of the natural world encountered along the way. My copy will be riding in the car and kayak with me, I look forward to seeing with my own eyes what the author has described and mapped.”—Natalie Wiest, founder and director, Galveston Bay Information Center

JOHN WHORFF has been paddling kayaks since 1971 and kayaking the Texas coast since 1988. A specialist in optic nerve glaucoma with an ophthalmology group based in Tyler, he also holds a PhD in zoology from Texas A&M University. He has written for Sea Kayaker magazine and lives in Winnsboro, Texas.

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Gulf of Mexico Origin, Waters, and Biota

Volume 3, Geology

Edited by Noreen A. Buster and Charles W. Holmes

Volume 3 of Gulf of Mexico Origin, Waters, and Biota; a series edited by John W. Tunnell Jr., Darryl L. Felder, and Sylvia A. Earle

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NOREEN A. BUSTER is a geologist at the U.S. Geological Survey, St. Petersburg Coastal and Marine Science Center, located in St. Petersburg, Florida. CHARLES W. HOLMES is retired from the U.S. Geological Survey. Specializing in geochemistry and sedimentology and focusing on geochronological issues, he is currently executive director of Environchon, LLC, and adjunct professor at Eckerd College in St. Petersburg, Florida.

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PATRICIA BELLIS BIXEL has been an Elissa volunteer since 1983 and served as director of the Elissa from 1988 to 1990. She received her Ph.D. in history from Rice University in May, 1997, and is currently assistant editor of the Journal of Southern History. JIM CRUZ, a freelance professional photographer, has been a member of the Elissa's crew since 1989. JIM CRUZ, a freelance professional photographer, was a member of the Elissa crew for many years.

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Maritime History. Texana.
March
Sea-Level Change in the Gulf of Mexico

Richard A. Davis Jr.

From Florida to Mexico and even along the shores of Cuba, the coasts of the Gulf of Mexico are vulnerable to sea-level rise because of their fragile and low-lying shorelines and adjacent coastal environments. In addition to wetlands, river deltas, beaches, and barrier islands, millions of people who live and work along the Gulf coast are susceptible to the affects of both intense storms in the short term and a gradual rise in sea level over the longer term.

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Deepwater archaeology uncovers secrets from the ancient maritime past...

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Fredrik Søreide

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Søreide provides an introduction to and survey of the history, development, and potential of this exciting branch of nautical archaeology. Scholars and field archaeologists will appreciate this handy compendium of the current state of the discipline and technology, and general readers will relish this comprehensive look at the challenges and opportunities associated with locating and studying historical and ancient shipwrecks in some of the world's deepest waters.

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FREDRIK SØREIDE is a professor in the department of archaeology at the Norwegian University of Science and Technology (NTNU) in Trondheim, Norway, and vice president of ProMare, a U.S. nonprofit organization dedicated to promoting marine research and exploration throughout the world.

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Nautical Archaeology.
May
From the Yenisei to the Yukon
Interpreting Lithic Assemblage Variability in Late Pleistocene/Early Holocene Beringia

Edited by Ted Goebel and Ian Buvit

Who were the first people who came to the land bridge joining northeastern Asia to Alaska and the northwest of North America? Where did they come from? How did they organize technology, especially in the context of settlement behavior?

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TED GOEBEL serves as associate director of the Center for the Study of the First Americans and is an associate professor of anthropology at Texas A&M University. IAN BUVIT is an adjunct faculty member in anthropology at Central Washington University in Ellensburg, Washington.

FROM THE YENISEI TO THE YUKON
978-1-60344-321-0 hardcover $80.00s
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A president who distances himself from stagecraft will find himself upstaged.

**A Presidency Upstaged**
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Lori Cox Han

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JOHN A. ADAMS JR., ’73, holds three degrees, including a doctorate in history, from Texas A&M University, where he was a member of the Corps. He is the author of two other books on the university's history. He resides in Orlando, Florida.

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