

**Remarks for Ed Stanford, President, McGraw-Hill Higher Education**  
**For delivery Dec. 18, Chicago, ACSFA Field Hearing**

Madam Chairman, members of the Committee, it is a pleasure to be here today. My name is Edward Stanford. I am President of McGraw-Hill Higher Education.

The subject of this hearing – best practices – is important in every field of endeavor. For those of us in the field of higher education publishing, best practices means developing educational materials and tools of the highest standards that continually improve the effectiveness of instruction, improve efficiency for instructors, and continually improve both efficacy and efficiency in learning outcomes for students.

Publishers play an important but largely unseen role in the higher education system. We help establish what become national standards for basic courses. We constantly work with professors across the country to understand their teaching needs and their view of their students' learning needs and abilities. We recruit the best possible authors as well as an array of subject matter experts and reviewers who are highly experienced teachers in each course. We continually focus on producing the most up-to-date, highest quality textbooks and learning technologies. Higher Ed publishers are, to use the language of today's digital world, content aggregators who produce and deliver content that increases both success and efficiency for both students and faculty.

In virtually all cases in Higher Education in this country, the content assigned to students is chosen by instructors or a committee of the instructors teaching that course. Faculty is very sensitive to three factors in choosing the course materials: (1) Does it meet their standards for the course? (2) Does it match their views of the capabilities of their students? And (3) are the materials available at a reasonable cost?

Postsecondary publishers produce a vast array of materials for institutions nationwide. For every one of the many subjects and thousands of classes, the range of both choices and costs is tremendous. For example, for just two subjects, introductory psychology and introductory algebra, bookstores currently have 450 printed titles on their shelves at retail costs ranging from \$23.50 to \$127. Those numbers grow when you include e-books and custom course materials.

Until recent years textbooks meant paper and ink. What most people don't realize is that publishers are not printers. Nor do we own paper companies. Publishers are agnostic about how they deliver their content. Printing is just one delivery method. McGraw-Hill, my company, now offers more than 800 e-books. All major college publishers are offering their content as e-books, and one publisher is selling books online by the chapter. All of the major college publishers are also selling custom course materials, enabling instructors to determine exact content, the mix and method of delivery – whether printed, digital, multimedia or interactive – and to make determinations of the cost to students.

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In closing, I'd like to comment on what we see as best practices for the higher education publishing industry going forward. Many of these practices have been underway for years, but it is imperative that we accelerate our efforts in all of these areas.

- We must step up our research efforts to study student workflows and better understand how students use our materials. We need to gain a greater understanding of student workflow so that we can enhance our materials to adjust to different learning styles and learning capabilities.
- We will continue to work extensively with the national community of instructors to be sure we clearly understand and deliver to the standards the faculty set for their courses.
- We will continue to make available to all instructors a range of different publisher offerings, which include:
  - Custom publishing – print and digital materials for use by individual classes or entire departments,
  - E-books,
  - Textbooks sold by the chapter, and
  - Streamlined and no-frills editions, such as softcover editions, black and white editions, and abbreviated editions.

Finally, we will continue to invest and expand the number of options, especially in digital and custom deliveries, and most especially those that respond to advances in learning methods and the desire of professors to continually increase the effectiveness of instruction.

Thank you for this opportunity to speak with you today.