A Survey Report on the 2025J Organizational Structure of the University Press Association

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In this study, interviews were conducted based on the following three question categories: "Characteristics of the 2025J organization and its departments," "Current use of AI and changes in the working environment," and "The future of the academic publishing industry and AI."

First, the characteristics of the 2025J organization are described. The department to which the interviewee, Ms. J, belongs is responsible for both editorial and sales operations. The gender ratio among staff is approximately 1:2 (male to female). Employees range in age from their 30s to their 70s, resulting in a relatively high average age, and about half of them are non-regular employees who also work concurrently as university staff. As the 2025J organization is a university press, one of its strengths lies in its ability to engage in broad, cooperative, and closely connected activities by leveraging networks unique to university presses. These include receiving manuscript submissions from university faculty, requesting peer reviews, and hiring staff through faculty referrals.

Regarding the use of AI, Ms. j stated that the publisher's primary goal is to produce "good books." Based on this belief, she actively uses AI on a personal level; however, AI has not been systematically implemented across the 2025J organization as a whole. Her main uses of AI include assisting with project planning and the creation of promotional materials. Specifically, AI is used for drafting emails, comparing potential book titles, creating promotional copy, organizing bibliographic lists, and summarizing materials, among other tasks. The reason for using AI to support these tasks is its strength in summarizing information. Nevertheless, several challenges arise when utilizing AI in publishing operations. For example, even when asking AI to generate book titles from scratch, it does not always produce attractive titles with innovative word choices or pleasing sound. As a result, AI is mainly used to analyze and evaluate ideas initially proposed by humans. In areas that must appeal directly to human sensibilities—such as title creation and book design—AI's accuracy remains insufficient, making human involvement indispensable.

Another important consideration when using AI to support editorial work concerns copyright and information protection. Although AI systems offer features that prevent user inputs from being learned, there remains a lack of complete trust regarding potential rights infringement or information leakage. For this reason, Ms. J limits AI input to text he has written herself. If the contents of copyrighted works used for training were to be leaked, it would become a serious issue of trust for publishers, who are entrusted with such materials. Other issues that must be addressed in future AI use include authors' attitudes toward AI and the potential decrease in human-to-human communication resulting from increased AI utilization.

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Looking ahead, Ms. j believes that using AI is not inherently problematic as long as it does not unjustly harm anyone's rights, and he feels that AI use is gradually being accepted by authors and within the publishing industry. Given the current state of publishing and rising production costs, the amount of labor that can be devoted to producing a single book has been decreasing, and the 2025J organization is under pressure to reduce publishing costs. If AI use were to be regulated, Ms. j would prefer not to impose prohibitive measures such as outright bans, but rather to establish rules that enable "coexistence" with AI. When applying AI to publishing work, it is essential to protect both the commercial value of books as products and their academic value. As generations who have grown up in a society where AI use is commonplace come to the forefront, it will become increasingly important to clearly define and communicate the literacy and ethical standards that must be upheld. Ms. j also mentioned AI functions she hopes to utilize in the future, such as personalized book recommendation services tailored to individual reader's needs using NotebookLM (an AI tool provided by Google), as well as planning and refining promotional strategies for books.

Ultimately, the value and lifeline of publishers will increasingly lie in their ability to carefully examine content and provide accurate information. This is an area that publishers, in particular, must be vigilant in protecting when using AI. In addition, having a keen sense of which points should be emphasized in order to give impact to a publication's content is also important. While current AI systems may be capable of offering good suggestions when provided with appropriate information and instructions, Ms. j was aware that the work of enhancing a book's value is better carried out by human hands than by AI.

＊The image generated by AI.