Director, MIT Libraries

In October of 2016, the Institute-wide Task Force on the Future of Libraries released a preliminary report, with a bold new vision for libraries and a set of 10 recommendations for the MIT Libraries. Much of the work of the MIT Libraries in FY 2016 has been directly related to understanding and interpreting the report, and laying the foundations needed within the library to implement the recommendations. The major elements of our FY 2016 progress are described in some detail in appropriate sections of this report, but a few important high-level actions and initiatives should be highlighted here:

- The Library Space Planning Group (co-chaired by Professor Meejin Yoon, Department of Architecture; and Chris Bourg, Director of Libraries), was established; and in April delivered a vision for library spaces and recommendations for renovations of building 14 to the Provost and Associate Provost,
- A Director of Digital Projects (new position) was hired, followed by a reorganization of our digital library and technical infrastructure teams,
- The charge and membership of the Institute-wide ad hoc task force on open access was finalized; and the task force launched in July,
- A proposal for a working summit on grand challenges in information sciences and scholarly communications was developed; and was funded by the Mellon Foundation in July.
- The libraries continued to exercise leadership (at MIT and in the library profession) on promoting diversity, inclusion, and social justice; issuing a report on social justice in library collections work and developing best practices and resources for including a diversity, inclusion and social justice component in individual performance evaluations.

The work we have done in FY 2016 represents an effective balance of continued exemplary core service to the Institute and forward-looking experiments and innovations. As always, our success relies on an exceptionally talented and committed staff, and on the support of MIT leadership and partners.

Chris Bourg
Director of Libraries
August, 2017

Academic Support

Library services in support of MIT's dynamic research and learning mission continue to evolve in alignment with the needs of departments, labs, and centers and in collaboration with campus partners.

Library Services
- The Libraries hosted two hackathons - the DataRescue Boston@MIT Hackathon and the CODEX Hackathon. These represent experiments in facilitating and hosting community events focused on preserving government research data and creating new apps on top of digital text-based materials.
- LayerCake, a 3-axis mapping tool that enables the building of maps with overlying narrative across time and space simultaneously was released.

- We celebrated the five-year anniversary of Archnet 2.0, the Aga Khan Documentation Center's online archive of content about the built environment of Muslim societies. World-wide use of Archnet has grown to nearly three million page views per year.
- GIS staffer Daniel Sheehan earned an FAA certificate to fly drones for data collection and worked with multiple classes using drones to collect detailed geographic data from difficult-to-access sites. The GIS Lab staff has also begun experiments integrating GIS models with virtual reality.
- A successful *Makerworks* experiment was conducted by collaborating with a student-run initiative to circulate commonly needed equipment (e.g. power supplies, temperature sensor, accelerometers, function generators) that can be used outside of a makerspace.

Library Spaces
- The use of Libraries spaces increased by 5% in FY17.
- Acting on a recommendation of the FY16 Task Force on the Future of Libraries, a Library Space Planning Group was created under the leadership of faculty and the Director of the Libraries. The resulting report describes a vision for library spaces based on four platforms for the campus: Holding, Learning, Community, and Creating. The space planning group also made specific recommendations for the renovation of Building 14, and called out the importance of collaborating closely in this effort with SHASS, the other occupant of the building.
- The Libraries actively pursued several experiments across library spaces to advance understanding of these platforms and how best to create them within our spaces.
    o We are repurposing the first floor of the Rotch Library stack addition (Building 7A) to accommodate an expanded GIS Lab and consolidated Research Data Management Services, formerly located in the Dewey Library (Building E53).
    o An active learning classroom is being designed and built on the 6th floor of Barker Engineering Library (Building 10).
    o A shift of all print collections in Hayden Library (Building 14) was carried out in January to create an easier-to-understand flow of materials. The space cleared on the upper floors is being converted to new study areas, allowing us to test new configurations with the input of students.
    o The Lewis Music Library is creating a small studio to support the creation of new digital information audio objects.

Collections

Rethinking Technical Services
A leadership transition in the Acquisitions and Discovery Enhancement (ADE) department provided an opportunity for a broad review of library technical services. Ongoing activities include the reevaluation of ADE culture, organizational design, and workflows with an eye to reshaping the department's resources toward advancement of the vision articulated in the MIT *Future of Libraries* report.

Digitization and Reformatting Equipment Investments
A request for more than $300K to upgrade the Libraries' digitization and reformatting equipment was approved with the FY18 budget, making way for more progress on the *Future of Libraries* recommendations. The Libraries are now in the process of replacing this critical infrastructure and expect it to be in place by the second quarter of the 2018 fiscal year.

MIT Press Digitization Project / Internet Archive
Staff from the Collections Directorate are working with the MIT Press and the Internet Archive on a project to digitize approximately 1,000 MIT Press backlist titles which are currently unavailable digitally. Meanwhile, Press staff are taking the necessary steps to clear copyrights for 80-85% of the books. The project, with support from the Arcadia Fund, is expected to be completed by mid-FY18.

Scholarly Communications and Open Access
- Two Scholarly Communications and Licensing Librarians were hired, doubling the Libraries' capacity for its growing scholarly communications and open access efforts.
- A new Opt-in Open Access license was developed and launched for all MIT authors, including students, postdocs, and staff, allowing them to retain rights to reuse their work regardless of restrictions in their publication agreements. As of mid-June, 542 members of the MIT community had signed the license.
- The Libraries' implementation of the MIT Faculty Open Access Policy reached a new milestone: 46% of faculty members' articles published since the policy took effect in 2009 have been collected and made available.

Diversity, Inclusion and Social Justice
Following seven months of intensive work, the Collections Directorate Task Force on Diversity, Inclusion and Social Justice produced its final report, "Creating a Social Justice Mindset: Diversity, Inclusion and Social Justice in the Collections Directorate at the MIT Libraries." The report articulates why it is imperative to consider diversity, inclusion, and social justice in the context of library and archive collections activities, and provides dozens of specific examples of actions and activities that Collections Directorate staff can undertake to make these values manifest in collections operations. Task Force members have given presentations on this effort at multiple library and archives conferences.

Technology

Heather Yager, the new Associate Director for Digital Projects joined the MIT Libraries in January, followed by a reorganization of technology departments into a new Digital Library Services directorate at the start of FY 2018. Technology Systems and Support Services joined the Collections Directorate. Major projects and initiatives included the following.

- **IT governance process** – A new process to align project investments with the MIT Libraries strategies and priorities was inaugurated. The associated IT Initiatives Group (ITIG), comprised of stakeholders from each library directorate, evaluated and came to agreement upon a prioritized portfolio of IT projects aligned with MIT Libraries' goals and available resources.
- **Archive-It** – The Libraries initiated a project to implement Archive-IT (AI), a hosted service of the Internet Archive, which facilitates web archiving by crawling "seed" URLs. This is a key tool for MIT's growing born-digital Archives program.
- **ArchivesSpace implementation** with continued digital preservation integrations - ArchivesSpace became the production collection management system for the Institute Archives in the winter of 2017, optimizing operations and reducing technical debt associated with Archivists' Toolkit (ATK) as a legacy tool.
- **Bento Discovery** – In pursuit of improving the search experience for most users, the Libraries Implemented a "Bento Box," which returns search results from multiple library data sources

(books & media or articles), on a single display, with contextual information that helps users find and access relevant results.

- **Comprehensive Digital Preservation Storage Project** - Comprehensive digital preservation storage is an essential foundation for an effective digital preservation program, the goal of which is to ensure that digital assets are accessible, usable, and meaningful.   The goal of the project is to implement long term digital preservation storage as a sustainable service that supports the requirements of the Libraries' growing and diversifying digital materials.
- **IIIF Sequentiary** – A project was undertaken in support of the specific teaching needs of a faculty member, providing an opportunity to demonstrate proof of concept with the use of IIIF (International Image Interoperability Framework) APIs.
- **Open Access (OA) support to MIT's research and scholarship**
  - Completed the deployment of *Public Access QuickSubmit*, an application to more easily facilitate submission of OA articles into DSpace@MIT, in compliance with the embargo mandates of research funders such as the Department of Energy (DOE).
  - Completed project to add Open Researcher Contributor Identifiers (ORCID's) to the DSpace@MIT OA collection, following the Institute initiative to assign ORCID's to MIT research staff. Adding ORCID's for MIT authors enhances metadata and searching.
- **Growing IS&T partnerships -** IS&T is now hosting and managing the Libraries' storage and compute hardware, thereby saving in capital costs, reducing the operational support burden on Libraries staff, and improving the availability and reliability of our core infrastructure.

Resource Development

The FY17 annual goal of $1.5M was exceeded by nearly $50K, representing an increase of 60% from last year. The Libraries have set an overall goal of $15M for the MIT Campaign for the World, which began in 2011 and officially ends in 2020.

With start-up funding support from the Provost, the Libraries hired a Grants Development Officer in January, allowing an increased focus on foundation and sponsored activities for both the Libraries and the MIT Press. Over the course of the year, three donor events were hosted: *Discovery Under the Dome*, the 20th Anniversary of the Lewis Music Library, and *When China Comes To Tech*.

Sponsored Research

The Libraries' Program on Information Science, led by Director of Research Micah Altman, was active in a number of areas: Information Privacy (Sloan Foundation, Microsoft Research and Harvard University); Transparency – Open Data, Open Government, and Scientific Reproducibility (University of Florida and ITAM (Instituto Tecnológico Autónomo de México) Public Mapping Project); Enhancing Teaching and Learning (Technical Education Research Center and Landmark University); Scholarly Communications (ORCID and Force11); and Digital Stewardship and Preservation (National Digital Stewardship Alliance, Council on Library and Information Resources Postdoctoral Fellowship in Software Curation). For more information, see http://informatics.mit.edu/

Two other staff members also led sponsored research projects. Nancy McGovern (Director, Digital Preservation) was active in several continuing digital preservation projects sponsored by the National

Science Foundation/University of Minnesota, the Institute for Museum and Library Services (IMLS) and the Council on Library and Information Resources (CLIR), IMLS and Harvard University, and the National Endowment for the Humanities. Jana Dambrogio (Thomas F. Peterson ('57) Conservator) was awarded grants from two sponsors in support of her research into letterlocking: the Delmas Foundation and the Seaver Institute.

Administrative

Community Support
- The MIT Reads program was successfully launched and enthusiastically received by the MIT community. It spurred collaborations with several campus partner organizations to choose diversity-themed books, and included numerous facilitated discussions by various groups of each book.
- In support of student wellness, the Libraries offered a "Notice and Respond" program for front-line staff to train them in recognizing and responding appropriately to students in distress.
- The Libraries collaborated with numerous campus groups and offices to offer programming aimed at the student community: Mind, Hand, Heart; Women's and Gender Studies; Writing and Professional Communications; Committee on Race and Diversity; Black Women's Alliance; Offices of Minority and LGBTQ Programs; MIT Literary Society; MIT Lecture Series Committee; MIT Press Bookstore; Division of Student Life; Title IX Office; Office of the Dean for Graduate Education; Sloan School Student Life Office; Program in Media Arts and Sciences; School of Humanities, Arts, and Social Sciences.

Staff Development
- The Libraries sponsored a total of 41 staff training events on a wide range of topics over the course of the year.
- The overall theme for the year was promoting innovation by fostering a culture of learning.
- Program topics ranged from specific training sessions to mentoring, professional development, Myers-Briggs measurement, and unconscious bias.

Human Resources
- The Libraries have made notable progress in URM representation among staff. After rising from 13% to 15% in FY16, we continued the upward trend to 16% in FY17, which is the highest URM representation in the Libraries' history.
- Diversity, Inclusion and Social Justice (DISJ) Resource Group: This task force was formed to create a resource guide for staff to support them as they incorporate DISJ values into the performance review process and establish department and personal goals. Their work was completed in June, followed by training for supervisors over the summer.
- The Support Staff Search Process was reviewed and updated.
- A FlexWork pilot project, sponsored by the MIT Work-Life Center, was launched in June and will continue through September.
- Two library staff members received MIT Excellence Awards: Robin Deadrick and Forrest Larson.

Marketing and Communications
- The Libraries launched a major rebranding project through an RFP process and selected the design consultancy Pentagram (known for their work for the MIT Media Lab, among many other

high-profile clients) to create a new visual and verbal identity for the Libraries. The project kicked off in June, and deliverables are expected in the Fall of 2017.

- The Libraries collaborated with the School of Architecture and Planning on the Building 7 Block Party and Gallery Walk. The event, which drew hundreds of people, was designed to build community and bring attention to the exhibits on view in Building 7, including in Rotch Library.
- The Libraries' Facebook page surpassed 10,000 "likes," its Twitter account surpassed 14,000 followers, and Instagram followers more than doubled in the last year, reaching nearly 4,000.

Facilities
The Libraries appointed a new Facilities Administrator in January, and welcomed a renewed effort by MIT Facilities to review and improve central processes for space and facilities management. One of the most pressing challenges of the year was the shortage of staff work space in E25, where the technology directorate is based. In response to that need, CRSP has agreed to relocate a significant number of library staff in MIT leased space on the edge of campus, which is expected to happen in FY18.

In addition to the space projects mentioned above under "Library Spaces", there were two additional MIT-initiated space projects which impacted the Barker Library: acoustical treatment of the Reading Room, and the Building 10 Window Replacement Project.