# 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 FY2016 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 FY2016 progress are described in some detail in appropriate sections of this report, but a few important high-level actions and initiatives are 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 (a 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 funded by the Mellon Foundation.

- 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 done in FY2016 represents an effective balance of continued 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.

## 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.

- We released LayerCake, a three-axis mapping tool that enables the building of maps with overlying narrative across time and space simultaneously.

- 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.

- Geographic Information Systems (GIS) staffer Daniel Sheehan earned an Federal Aviation Administration certificate to fly drones for data collection, working 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 sensors, accelerometers, and function generators) that can be used outside of a makerspace.

## Library Spaces

The use of MIT Libraries spaces increased by 5% in FY2017. Acting on a recommendation of the FY2016 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 the School of Humanities, Arts, and Social Sciences, 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. 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). An active learning classroom is being designed and built on the sixth floor of Barker Engineering Library (Building 10). 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. And, the Lewis Music Library (Building 14) 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 $300 thousand to upgrade the Libraries' digitization and reformatting equipment was approved in the FY2018 budget, making way for more progress on the Task Force's 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 FY2018.

## 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 that are currently unavailable digitally. Meanwhile, MIT Press staff are taking the necessary steps to clear copyrights for 80% to 85% of the books. The project, with support from the Arcadia Fund, is expected to be completed by mid-FY2018.

## 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. And, 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 FY2018. Technology Systems and Support Services joined the Collections Directorate. Major projects and initiatives are highlighted below.

### IT Governance Process

A new process to align project investments with the MIT Libraries strategies and priorities was inaugurated. The associated IT Initiatives Group, composed 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, 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 winter 2017, optimizing operations and reducing technical debt associated with Archivists' Toolkit 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 (i.e., books, media, and 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.

### International Image Interoperability 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 International Image Interoperability Framework APIs.

### Open Access Support to MIT's Research and Scholarship

The Libraries completed the deployment of Public Access QuickSubmit, an application designed to easily facilitate submission of open access (OA) articles into DSpace@MIT, in compliance with the embargo mandates of research funders such as the Department of Energy (DOE). The Libraries also completed a project to add Open Researcher Contributor Identifiers (ORCIDs) to the DSpace@MIT open access collection, following the Institute initiative to assign ORCIDs to MIT research staff. Adding ORCIDs for MIT authors enhances metadata and searching.

### Growing Information Services and Technology Partnerships

IS&T is now hosting and managing the Libraries' storage and computer 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 FY2017 annual goal of $1.5 million was exceeded by nearly $50,000, representing an increase of 60% from last year. The Libraries have set an overall goal of $15 million for the MIT Campaign for a Better 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 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).

Two staff members 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, the Council on Library and Information Resources, Harvard University, and the National Endowment for the Humanities. Jana Dambrogio (Thomas F. Peterson [1957] Conservator) was awarded grants from the Delmas Foundation and the Seaver Institute in support of her research into letterlocking.

## 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 workshop for frontline 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, including MindHandHeart, Women's and Gender Studies, Writing and Professional Communications, Committee on Race and Diversity, Black Women's Alliance, Office of Minority Education, LGBTQ@MIT, 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, the Program in Media Arts and Sciences, and the 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. Program topics ranged from specific training sessions to mentoring, professional development, Myers-Briggs measurement, and unconscious bias. The overall theme for the year was promoting innovation by fostering a culture of learning.

## Human Resources

The Libraries have made notable progress in underrepresented minority representation among staff. After rising from 13% to 15% in FY2016, we continued the upward trend to 16% in FY2017, which is the highest in the Libraries' history. The Libraries also created the Diversity, Inclusion, and Social Justice (DISJ) Resource Group. This group was formed to be a resource guide for staff, to support the incorporation of DISJ values into the performance review process, and to establish departmental and personal goals. The group's work was completed in June, followed by training for supervisors over the summer.

The Support Staff Search Process was reviewed and updated, and 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 a request for proposal process and selected the design consultancy Pentagram (known for their work for the MIT Media Lab) to create a new visual and verbal identity for the Libraries. The project kicked off in June, with deliverables expected in fall 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 Building E25, where the Technology Directorate is based. In response, the Committee for Renovation and Space Planning agreed to relocate a significant number of library staff in MIT-leased space on the edge of campus, which is expected to happen in FY2018.

In addition to the space projects mentioned above, there were two additional MIT-initiated space projects that impacted the Barker Library: acoustical treatment of the reading room, and the Building 10 window replacement project.

**Chris Bourg**
**Director of Libraries**