

## Director, MIT Libraries

In normal years, the [MIT Libraries](#) annual report to the president provides an opportunity to reflect upon trends and issues affecting research libraries in general and the MIT Libraries in particular. The past decade has been an exciting one for research libraries, and the MIT Libraries have been in the forefront of some of the most innovative thinking and dynamic change in the field.

Academic year 2011 was not a normal year for the MIT Libraries, however, and while this report does not ignore key trends and issues affecting research libraries it is, more importantly, a tribute to the staff of the MIT Libraries and a recognition of the MIT faculty who support the Libraries in their mission. In an academic year when the Libraries experienced financial travail and dramatic organizational change, they exhibited vision, commitment, courage, and tenacity worthy of MIT.

This academic year the Libraries implemented a new and significantly different organizational structure for the enterprise. The new organization is the culmination of extensive research, consultation, and deliberation across and beyond the Institute, because the MIT Libraries are not a stand-alone enterprise. They interact continuously and vigorously not only with the faculty and students of MIT, but also with legal and regulatory systems, researchers and scholars around the world, peer libraries, publishers, computer scientists, corporations, professional associations, foundations, government agencies, and higher education in general. Much of the traditional strength and efficiency of the MIT Libraries has been in their ability to maintain a uniformity of practice that enables ease of discovery and predictability of access—with consequential productivity for the MIT community across a range of disciplines, formats, and content types. The new organization intends to maintain that focus on productivity in a world that now includes rapidly evolving information resources, digital formats, collaborations, and an increased emphasis on data and images as well as text.

Twenty-first-century networked information resources have unleashed a phenomenal proliferation and heterogeneity in work flows and data types that must now be managed in a networked environment by MIT's Libraries. The business processes and service framework that are needed to accommodate this volatile and highly fragmented information environment call for an organization with a significantly greater degree of flexibility and agility than could be expected from MIT's proud and accomplished traditional library organization. In an earlier era, the exceptionally strong tangible collections that resided in the five large libraries that supported each of MIT's five schools were an advantage. But as MIT has become more interdisciplinary, less place based, and more network oriented in its approach to research and education, so too have the Libraries. Adding capacity was not an option. Indeed, the challenge was to continue to provide effective service to MIT's increasingly interdisciplinary and geographically distributed community with fewer full-time equivalent (FTE) positions and reduced General Institute Budget (GIB) support.

The benefits of the new organizational structure are many. Collections funds can now be better leveraged in support of multidisciplinary e-content packages. Inventory

management can better map to actual usage patterns, and scarce on-campus shelving capacity can be dedicated to those fields that rely on browsing and ready access to tangible materials. Economies of scale can be achieved across certain collection management tasks, allowing positions to be repurposed to provide more balanced support for the digital library infrastructure. Online and physical services can be considered holistically and synergistically, taking advantage of systematic data analysis and user experience tools.

The thoughtfulness and thoroughness with which the transition was managed are an immense credit to the staff of the Libraries. Reorganizations require staff to rethink work processes that they and their colleagues may have forged with great care over time. Just as importantly, major reorganizations disrupt personal working relationships that may be deeply satisfying. Adopting new priorities, building new relationships, and learning new business processes takes time and energy. Thus, particular credit goes to the Reorganization Project Planning Team and to the many Libraries department heads whose diligence and emotional intelligence were critical to the transition.

For all of the effort involved, the reorganization was only one of the major initiatives of the academic year. At various points in the year, staff planned and introduced a series of highly regarded new services, including the Boston Library Consortium (BLC) WorldCat book delivery service, and improved course reserve services. Liaison librarians organized themselves into communities of practice and interdisciplinary working groups to better reflect the intellectual environment at MIT. Facilities were renovated, the Libraries annual appeal experienced gratifying growth, and the faculty open access policy was advanced. Instructional programs were designed and delivered, and key external partnerships with Harvard, BorrowDirect, and HathiTrust were initiated or made more robust.

Two units of the Libraries, the Institute Archives and Special Collections and Academic Media Production Services, played critically important roles in the success of MIT's sesquicentennial celebration. The effort expended by these groups of dedicated professionals cannot be overstated. Whether capturing events on video; compiling facts, timelines, and anecdotes from the Institute's history; or enabling the research of authors and others at MIT, the work of these departments was intense and highly visible. Other areas within the Libraries also contributed significantly to the sesquicentennial celebration through their work on the Next Century Convocation, MIT's community open house, support for various symposia, exhibits in the Maihaugen Gallery, participation in Commencement and Toast to Tech, and numerous other activities and festivities.

Staff in the Libraries also participated in a number of the Institute-wide Planning Task Force working groups that were established to draw upon faculty expertise and creativity in coping with Institute-wide financial constraints. Two projects from this initiative that continue to engage the Libraries going forward are a task force on teaching and learning spaces (jointly sponsored by the associate provost, dean for undergraduate education, dean for graduate education, and director of Libraries) and the so-called "Digital MIT" project. Digital MIT is expected to have a significant impact on records management workflows within the purview of the Institute Archives as well as accounting and administrative processes more generally.

Support for data creation and digital preservation became a larger priority for the

Libraries during the year. Subsequent to the promulgation of a National Science Foundation (NSF) policy mandating data plans for all NSF proposals, a formal Libraries working group was formed to provide guidance and support for MIT principal investigators. During the spring term, negotiations with the Aga Khan Program for Islamic Architecture (AKPIA), the School of Architecture and Planning, and the Aga Khan Trust for Culture resulted in a plan to transfer management of the ArchNet digital image library to the Libraries' AKPIA Documentation Center to ensure its appropriate curation. A DSpace (MIT's institutional repository built to save, share, and search MIT's digital research materials) framework to facilitate curation was adopted and other functionalities were enabled. The Libraries also participated in a pilot project to replicate DSpace content in the cloud for preservation.

The MIT Libraries' applied research agenda continued to advance, despite the transition of MacKenzie Smith from associate director for technology to research director for applied research projects. MacKenzie's exceptional contributions to the MIT Libraries and to the broader information technology and library technology communities are well understood and highly valued. As the MIT Libraries recruit their next associate director for technology, the opportunities are exciting—as is the expectation of continued cutting-edge innovation.

The MIT Libraries are unusually fortunate in their access to knowledgeable and interested academic and industry experts. No report to the president would be complete without acknowledging the two distinguished panels that routinely and willingly share their expertise and insights with the Libraries as they plan for the future and navigate the present. Every year, MIT faculty of the highest caliber volunteer to serve on the Committee on the Library System, whose members, together with graduate and undergraduate students and appointed administrators, devote appropriate attention and discussion to policy issues. Under the inspired chairmanship of professor Richard Holton, the AY2011 Committee on the Library System provided invaluable feedback on topics ranging from implementing the faculty open access policy to managing service levels following budget reductions. The MIT Libraries' Visiting Committee, which meets biennially, includes prestigious alumni, industry experts, members of the MIT Corporation, and renowned peer-institution library directors who likewise volunteer their time to advise the Libraries and MIT on strategy and priorities. The 2011 Visiting Committee meeting, held in March under the new and attentive leadership of Corporation member Ursula Burns, was both lively and deeply informative to the mission of the Libraries.

The reports of the MIT Libraries associate directors that follow provide additional detail and data regarding the accomplishments of the MIT Libraries during the year and also discuss more fully the impact on the Libraries and the Libraries' service community of the fiscal year reduction in GIB funding. As the decades-long transition of the MIT Libraries to an increasingly digital information environment continues apace, one thing is certain: the forms the Libraries will take, and the skills and work flows required to support MIT's 21st-century research and teaching ambitions, will continue to be a work in progress.

**Ann J. Wolpert**  
**Director of Libraries**

## Information Resources

### Developing a 21st-Century Information Strategy

As a result of the MIT Libraries reorganization and articulation of key strategic directions for achieving our desired future state in 2015, the departments in the Information Resources (IR) directorate and their responsibilities were considerably realigned, although our directorate name stayed the same. We are now better positioned to meet the challenge of 21st-century user needs and expectations. The IR vision for meeting these expectations (“access to information where and when you need it”) emerged early in our reformulation in recognition that the library is where our users are, and that could be any place from which they work.

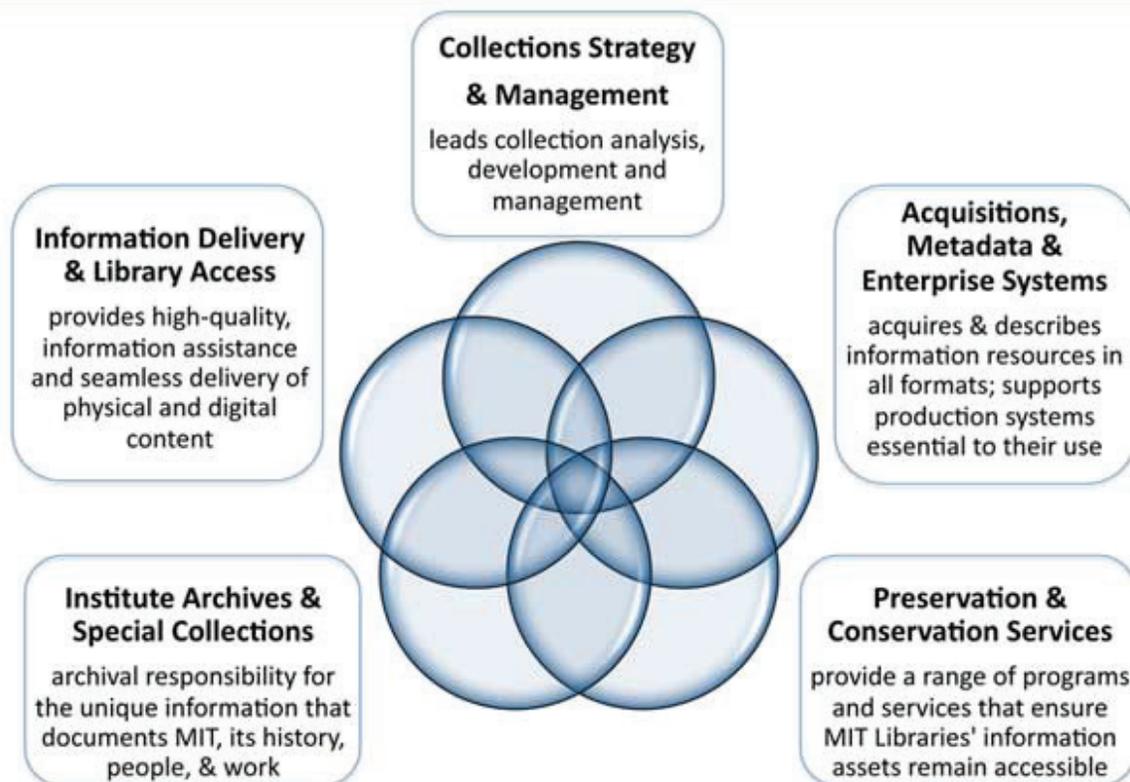
IR is composed of departments whose work focuses on the spectrum of activities that support and sustain a wide range of content from acquisition to long-term access: Acquisitions, Metadata, and Enterprise Systems; Collections Strategy and Management; Information Delivery and Library Access; Institute Archives and Special Collections; and Preservation and Conservation Services. In managing the life cycle of information resources, the IR directorate directly contributes to the Libraries’ mission of “developing innovative services, strategies, and systems that promote discovery, preserve knowledge, and improve worldwide scholarly communication.”

Together, the scope of work encompassed by these IR departments supports MIT’s teaching and research programs by providing leadership in collection development and management at a time of transformation within the library, publishing, and scholarly communities. Our operations include acquiring and describing information resources in digital and physical formats, supporting the tools and production systems essential to their management and use, and providing a range of preservation programs and services that ensure that the MIT Libraries’ information assets in all formats remain accessible over time. In addition, IR has archival responsibility for collecting and presenting the unique information that documents MIT, its history, people, and their work. To complete the cycle, we provide high-quality, point-of-need information assistance and seamless delivery of both physical and digital content that enables members of the MIT community to access the information resources they need, where and when they need them.

One of our primary challenges is to rethink our overall information strategy by moving well beyond building traditional collections and traditional resource sharing to incorporating a framework for providing access to information resources that includes enhanced strategic partnerships, shared technical infrastructures, and assurance that key, web-based content that is no longer disseminated in print is available into the future. Another is to rebalance staff effort to align more closely with e-resources, special and unique collections, and MIT-produced digital content of every type, including e-theses, images, faculty “papers” in all formats, open access articles, research data, and video. At the same time, we will continue to manage, preserve, and provide access to our most valued print and tangible collections.

Along with our colleagues across the Libraries, we are better positioned to address the information needs of 21st-century researchers whose work is increasingly interdisciplinary, inter-institutional, international, and Internet-based. We launched several noteworthy collaborations this past year to further refine our information strategy and associated services. These initiatives include increased collaborations with library colleagues through memberships in key consortia and enhanced institutional partnerships, for example BorrowDirect, a user-initiated shared access to collections of key research libraries in the Northeast; BLC WorldCat Local, a user-initiated direct-borrowing service for monographs; HathiTrust, a trusted repository providing continuous access to over eight million volumes; and the Harvard-MIT Libraries cooperation agreement signed by our respective provosts to deliberately foster seamless access to collections, advance digital preservation collections practices, collaborate on wider access to electronic information, and advance scholarly communications initiatives.

## Information Resources Directorate



## Acquisitions, Metadata, and Enterprise Systems

The creation of Acquisitions, Metadata, and Enterprise Systems (AMES), a new department formed from the merger of the former Acquisitions and Licensing, Cataloging and Metadata, and Enterprise Systems departments, was the next step in bringing the enterprise systems that support and promote the use of our information resources together with the staff who regularly use them. AMES effectively combined staff performing acquisitions, cataloging, metadata production, and support of many enterprise systems such as Aleph, SFX, Vera, EZProxy, DSpace@MIT, and Dome (a repository of curated library collections) into one unit. Key organizational accomplishments this year included establishing new departmental work teams focused on major production activities, implementing a unified AMES “help” list and a streamlined e-resource online order form, establishing the Metadata Operations Team, formalizing the charge of the Digital Operations Teams, and constituting the Integrated Systems Operations Team—all with a focus on enhancing access and discovery for our users. Several major service enhancements were also implemented, including the development of the program manager position for our Scholarly Repository Service program to serve as a link between our liaisons and the systems that support this activity, integration of SFX buttons in the Barton Online Public Access Catalog (OPAC) and streamlining e-book record loading to make this increasingly important content more accessible sooner, implementation of a cataloging service for the MIT Press, and development of a new cataloging statistics tracking system that will greatly assist with designing effective workflows and resource allocation.

## Collections Strategy and Management

Collection Strategy and Management (CSM) also emerged as a brand new department. CSM staff may be small in number, but their remit is broad. They direct and lead collections activities and information resources budgets across the MIT Libraries, bringing a system-wide, data-driven approach to their work. This makes decision making around collection development and management easier for liaisons and other professional staff with the requisite subject expertise. The business of their first year focused on developing a collections philosophy statement in line with a 21st-century information strategy; realigning and simplifying the collection budget structure around “communities of practice” that support MIT’s departments, labs, and centers (DLCs); establishing and applying rules-based relocation of print collections in two major libraries to streamline delivery of content to users; studying circulation patterns of print materials to determine optimal physical locations; reviewing interlibrary borrowing data to inform new acquisitions; comparing coverage of costly databases to determine overlaps and gaps; and analyzing the use and importance of journals to identify essential titles for retention.

## Information Delivery and Library Access

Another new IR department and perhaps the most radical of all is Information Delivery and Library Access (IDLA), created to provide high-quality, consistent, point-of-need information assistance and timely delivery of both tangible and digital library materials to the MIT community. This department brought together several categories of staff from the former divisional libraries into one service unit. Their work is user focused,

data driven, and highly visible to the MIT community. They accomplished their primary goals this past year and established sound working relationships within their unit as well as with other library departments. Highlights of their many accomplishments include modernizing course reserve services, managing critical storage and stacks projects to improve access to users, implementing the BLC WorldCat book delivery service, working collaboratively with other IR colleagues to design a “purchase on demand” pilot program for interlibrary borrowing (ILB) requests, designing and implementing an ethnographical study of library spaces with colleagues in User Experience, and establishing the successful Service Operations Team, whose work to improve services offered in our public spaces is based on standards, sound policies, and user needs.

### **Institute Archives and Special Collections**

The Institute Archives and Special Collections (IASC) was well prepared for the 150 days of celebration for MIT’s sesquicentennial. In anticipation of this major Institute milestone, the archives developed its own strategic plan in 2008 and reorganized accordingly, setting the stage for a banner year of activity around the MIT150 celebration. IASC partnered with the President’s Office on many key components of the celebration, provided extensive research support for the MIT community and beyond, and also managed to hit its stride this past year with the Vail Access Project to catalog this special collection of premier works on electricity and electrical engineering. Major activities this year included the cornerstone MIT150 Timeline, the MIT150 Exhibit, a webcast at the MIT150 Convocation, a redesign of the MIT History website, and the inventive “150 Years in the Stacks” project. In other domains, work continued on the full deployment of the Archivists’ Toolkit, engagement with the Institute-wide “Digital MIT” initiative, and a successful joint grant application with Harvard Archives colleagues on a study of faculty papers in the context of a digital rescue repository from the Harvard Library Lab.

### **Preservation and Conservation Services**

Preservation and Conservation Services (PCS), a reformulated department, was built on the sound foundation of the former preservation services unit. PCS reconfigured its scope of responsibilities to include an expanded focus on the digital environment. As the reorganization changes took effect across the library system, new relationships with other groups and individuals were established, creating collaboration opportunities to improve workflows, services, and the overall preservation program. Some noteworthy accomplishments include a risk assessment project to determine the preservation status of electronic resources we license or own but do not host locally, assessment of conservation needs in the special collections of Rotch Library, incorporation of national preservation metrics for environmental data analysis, optimized workflows and higher productivity for digital projects, and participation in MIT initiatives such as the MIT150 celebration and the transformation of the Diderot exhibit into a website for use in the History curriculum.

### **Looking Forward**

By the end of the fiscal year, we had already transformed our Preservation and Conservation Services department to Curation and Preservation Services going forward;

scheduled a site visit from R2 Consultants, which will be our thought partner in analyzing cataloging and metadata services and managing electronic resources; settled on a creative plan for our BorrowDirect implementation; launched discussions around improving our information and reference service models; formulated two patron-driven acquisitions experiments to implement in the new fiscal year; created a new digital archivist position in the Institute Archives; and embarked on a project, in collaboration with Harvard, to conduct an in-depth study of faculty papers in the context of a digital rescue repository.

One could say that staying the course during a reorganization of the magnitude on which we embarked would be enough in a year's time. The accomplishments of the staff in the IR departments, however, go well beyond the exacting work of reorganizing themselves and developing new ways of working with colleagues within our directorate as well as across the organization and providing direct services to our community. The business of creating the next-generation research library also entailed launching new services, improving infrastructure for digital content management and delivery, streamlining old workflows to make way for new ones, developing strategic partnerships with colleagues at other institutions, benchmarking our work, developing sound assessment strategies, and developing and conducting experiments to improve our services and collections for the communities we serve.

This annual report represents only a high-level overview of the accomplishments of the IR departments. The rich details and numerous projects both large and small are well chronicled in the individual departmental reports.

**Diane Geraci**

**Associate Director for Information Resources**

## **Research and Instructional Services**

This past year, MIT celebrated its 150th anniversary marked by the slogan *inventional wisdom*. The Libraries, including Academic Media Production Services, were key contributors to the success of MIT's anniversary and took a major step toward reinventing themselves to create the next-generation research library—a library positioned to meet the challenges of a 21st-century MIT: increasingly interdisciplinary, inter-institutional, and international. Each of the five departments that make up the Research and Instructional Services (RIS) directorate, newly formed in July 2010, has played a significant role in this transformation. By working to understand the community's needs in the domains of scholarly information resources and services, RIS, in collaboration with colleagues across the Libraries and the Institute, continues to optimize the discovery of, access to, and evaluation and management of diverse scholarly information sources and types. These efforts ensure that MIT faculty, students, and staff are provided the library resources and services required for their success in research, teaching, and learning.

This report provides highlights of some of the many accomplishments of the RIS departments: Instruction and Reference Services; Liaisons for Departments, Labs, and

Centers; MIT Video Production; Specialized Content and Services; and User Experience. Key objectives this year were to provide a continuity of support for the MIT community during the final year of budget reductions while establishing a new directorate and enabling the Libraries to advance the vision and objectives identified in its desired future state.

### **Instruction and Reference Services**

Instruction and Reference Services (IRS) leads and coordinates library support for learning and research via instructional activities, reference services, and self-help tools. A key accomplishment this past year was ensuring the continuity of instructional and reference services after a major reorganization. In addition to this successful (though still a work in progress) transition to a more unified service model, IRS was able to draft a new vision that will serve as the basis for a new instructional plan in the upcoming year. It also created an inventory of non-DLC offices and groups involved in the educational process at MIT to map appropriate connections between the Libraries and these groups. It worked closely with the Information Delivery and Library Access department to create a new Service Operations Team to define service desk models for in-person help requests, and conducting two separate reference and referral studies to inform reference service models in the future.

Overall instructional activity remained at the extremely high level reported last year, with 360 individual sessions offered and nearly 7,500 attendees. Particularly noteworthy is the fact that course-integrated/related instruction sessions actually increased by 21%. IRS leadership in providing citation management workshops continues to be well appreciated by the community. Efforts to develop web-based self-help resources continue to pay off, with increased use of online library subject guides, video tutorials on library services and tools, and videos of library workshops and classes. Along with these vital 24/7 self-help aids, an appropriate level of staffing for in-person, email, and phone requests for expert assistance is necessary. IRS staff, collaborating with their colleagues in IDLA and RIS, have led a number of studies this past year to better understand the nature of help requests that occur to inform the Libraries' support strategy going forward.

### **Liaisons for Departments, Labs, and Centers**

Liaison librarians support specific MIT departments, labs, and centers to get the most out of information sources for their learning and research. The work of liaisons is core to the success of the MIT Libraries—engaging in outreach to their distinct communities to make sure faculty, students, and staff are aware of the key assets and services the Libraries provide to support their work; advocating for their communities' needs; and providing those communities with collections, reference, and instructional support. Bringing together liaison work into one department has allowed a systematic review of coverage of all DLCs at MIT, as well as the development of a core set of standard expectations and tools to guide liaisons in their efforts.

Liaisons for Departments, Labs, and Centers (LDLC) has created a new structure for organizing its efforts: communities of practice. Three communities—Arts and Humanities, Science and Engineering, and Social Science and Management—were formed based on a careful analysis of how our DLC communities use our materials

and work together. In addition, LDLC is developing a framework for establishing multidisciplinary working groups when significant Institute-wide initiatives require focused analysis and effort to understand emerging needs and practices. This new framework will be based on the highly successful work of two groups previously in existence, the Interdisciplinary Biosciences Group and the Energy Group. Another key priority for LDLC this past year was working with the Office of Scholarly Publishing and Licensing in recruiting MIT-created content in support of MIT's open access policy. Liaisons' contributions have informed a recruitment process that is closely matched to the needs of the faculty.

### **MIT Video Production**

MIT Video Production (MVP) captures many MIT educational classes and special events and provides creative production and post-production services to help DLCs tell their stories. It also provides a professional studio to support video production and linkages to media outlets worldwide. In addition to its usual support for MIT's educational and research programs, MVP had an outstanding year as the video provider for MIT's 150th anniversary. The multimedia section of the 150th anniversary website showcases the variety of work provided by MVP: more than 100 interviews of MIT community members who have had a lasting impact on MIT, enhanced by full and searchable transcripts; nearly 100 elemental videos, short pieces highlighting MIT's culture and contributions; five thematic documentaries ranging from the founding of MIT to the evolution of the student body; videos of the 150th-anniversary symposia series and other major events; and the "from the vault" historical collection.

This past year saw the unveiling of MVP's new studio, generously supported by the Committee for the Review of Space Planning. The studio provides MIT with a professional production facility for recording interviews and linking MIT to media outlets across the world. Additionally, MVP installed a new video infrastructure that enables HD video capture in Kresge Auditorium and leverages HD equipment for deployment at other venues across campus. Progress was also made in developing a new teaching excellence at MIT website and portal due to the generosity of Neil Pappalardo.

### **Specialized Content and Services**

Specialized Content and Services (SCS) brings together a suite of robust and growing services focused around specialized, technology-intensive data types including images, geographic information system (GIS) data, science/engineering and social science data, bioinformatics, community video sharing, classroom video capture, video conferencing, and music. While SCS continued to provide extraordinary service to the MIT community in all of these domains, a particular focus this past year was in developing a cohesive department by leveraging the skills and expertise existing in the individual units and at the same time collaborating with other departments across the Libraries.

SCS's accomplishments this past year were many. In March, Deb Morley became the new department head. After months of discussion among the Libraries, the School of Architecture, and the Aga Khan Trust for Culture, the program for the Aga Khan

Documentation Center was expanded to include future curatorial oversight of the ArchNet digital library (beginning in 2012). In addition, a new program head for the center, Sharon Smith, was recruited and will be starting later this summer. The Research Data Management Services Team was formed and is developing a service framework building on the successful Data Management and Publishing Subject Guide and Data Management 101 workshops. A new service partnership with the Sloan School of Management was developed in support of video conferencing and lecture capture infrastructure to support the school's new E62 classrooms and the recently launched EMBA program. The Music Oral History program successfully migrated from audio to video format. TechTV moved to a new platform (Kaltura), providing critical support for the MIT150 celebration, and was able to provide new service options including closed captioning, mobile and HD streaming of content, and integration with MIT's Touchstone service. GIS, social science data, and bioinformatics continued to be robust service offerings, meeting critical needs across numerous departments, labs, and centers.

### **User Experience**

The User Experience (UX) group works to improve the virtual and physical spaces in the MIT Libraries so that they most effectively serve the needs of MIT users. UX conducted three studies this past year to assess library spaces and services and gather meaningful data to inform improvements. The Patron for a Day study asked staff volunteers to perform a series of common tasks in library spaces, resulting in a number of improvements regarding library signage and standardization across spaces. In the spring of 2011, UX collaborated with the Information Delivery and Library Access department on a space study that gathered baseline data about usage of library spaces through observations, task surveys, and flip chart feedback to specific questions. A digital scholarship ethnographic study was also conducted in the spring. Seventeen students and researchers were asked to record their research behavior over the course of a week using their own camera and keeping a diary of their academic life. In-depth interviews were then conducted to learn how they approached their research; what resources, services, and tools they used; and what they perceived as obstacles to accomplishing their work. Data from all of these studies will help inform the design of library services and spaces.

UX led several website projects including development of the new Institute Archives' MIT History site, creation of an online version of the successful Diderot exhibit display at the Maihaugen Gallery, and a redesign of the Scholarly Publishing site and Betas & Widgets site. The group also investigated a variety of emerging technologies in order to keep abreast of tools being adopted by the community, developed successful workshops on mobile applications for academic use (Apps4Academics), and authored a popular e-reading FAQ. UX worked closely with the Integrated Services Operations Team to integrate SFX into Barton and continues to work with Information Services and Technology (IS&T) to add new features to the Libraries' mobile website and to integrate the Libraries into the MIT mobile application.

**Steven Gass**

**Associate Director for Research and Instructional Services**

## Administrative Services

### Highlights of the Year

Administrative highlights of fiscal year 2011 include the following:

- The Libraries' new organizational model, planned and developed over the course of FY2010, was officially put in place beginning in July 2010 and was fully implemented by December.
- For the second year in a row, MIT imposed sharp cuts on the Libraries budget, requiring staff layoffs and furloughs, journal cancellations, and operations reductions throughout the organization. The Institute signaled that the fiscal situation going forward was expected to return to normal, albeit restrained.
- Staff attrition and the launch of several special projects triggered numerous searches to fill critical support and administrative staff positions.
- Major building infrastructure projects took place in Hayden Library over the course of the year.

### New Organizations

The Libraries implemented a new organizational structure in July 2010, essentially substituting a functional model for one formerly based on geography and subject discipline. Instead of five major divisional libraries mapping to the five academic schools of the Institute (with inherent organizational redundancies and inconsistencies throughout) the Libraries' model now features groups of staff who share similar roles and functions across all disciplines and locations. This change represents an enormous effort on the part of every staff member, a great many of whom engaged intensively with its planning and implementation. Some of the major administrative tasks accomplished in support of this transition included the redefinition and re-titling of scores of positions, the establishment of new managers and reporting lines, the relocation of staff offices which included dozens of moves and minor alterations, significant internal budget and payroll modifications, and the establishment of many new working groups and committees. While no one would characterize this challenging and lengthy process as smooth, it proceeded in a highly organized fashion, thanks in no small part to an extremely effective group of three staff members who formed the Reorganization Project Planning Team: Robin Deadrick, Tracy Gabridge, and Millicent Gaskell.

Over the course of the year, our regular series of all-staff presentations was designed to engage and inform the staff about new departments, functions, and working groups that were up and running. The following were the agendas for the AY2011 Libraries all-staff meetings:

#### Fall

- Service Innovation Project Process
- Assessment Planning

- New Department Briefs: Information Delivery and Library Access and Liaisons for Departments, Labs, and Centers

#### Winter

- Budget Update
- Vail Access Project
- New Department Briefs: Collections Strategy and Management and User Experience

#### Spring

- Libraries' Committee on the Promotion of Diversity and Inclusion
- PR, Advertising, and Virtual Media: Integrated Marketing Strategies
- New Department Briefs: Instruction and Reference Services and Acquisitions, Metadata, and Enterprise Systems

### **Budget and Finance**

Two significant features characterized the Libraries' financial picture in FY2011: imposition of the second round of major budget cuts required to meet MIT's goal of reducing the General Institute Budget by 15% and the return to "normal" budgetary practices and procedures going forward. Rather than formulating plans for further reductions to the budget as we have during the past two years, we were able to turn instead to consider modest growth in areas of strategic importance. This is very clearly not an exercise in restoring slashed budgets to their former size and shape; reductions, including staffing levels, are permanent. The incremental growth forecast for the near-term future—which is subject to slowdown or even reversal depending on economic conditions—will need to be allocated with exceptional care. At best, it will allow us to maintain our current buying power. We will have no choice but to think carefully about all areas of our budget if we are to advance the Libraries' strategic priorities and continue to support the teaching and research needs of the Institute.

A number of specific fiscal highlights bear mention, as follows.

- \$2 million base budget reduction for FY2011: A cut of 9% to the FY2011 GIB combined with 6% in FY2010 (\$1.4 million) made up the 15% overall decline in the Libraries' base budget over these two fiscal years. All sectors of the budget were affected, but the bulk of the cuts in terms of dollars were made in labor and collections, since the operations budget is a relatively small piece of the whole (less than 10%).
- Savings from furloughs: By imposing two one-week furloughs over the course of FY2011, the Libraries realized one-time savings of nearly \$400,000. Although not a permanent solution to that portion of the base budget reduction, the furloughs provided a short-term alternative to further layoffs, buying time to realize greater operational and collaborative efficiencies, selective position attrition, and increased resource development.

- **Cautious spending:** The Libraries continued to practice reasonable caution in expending all areas of the budget, given the ongoing economic uncertainty and the need to schedule project and discretionary expenses, including special term positions, for optimal strategic benefit.
- **Pool A payout:** Although the majority of library endowed funds support monograph purchases, some finance broader programmatic areas such as materials conservation and Islamic architecture. The 18% drop in payout that took effect in FY2011 caused retraction in all of these areas and, in a few instances, required supplements from other reserve fund or gift sources.
- **ILB cost shift:** Some expenses in direct support of interlibrary borrowing were shifted from the operations budget to the collections budget in recognition of the vital and growing role such alternatives to purchase play in our information resources strategy. This shift represents significant relief for the operations budget.
- **Centralization of operations budgets:** Due to the reorganization of library departments, it was possible to remodel operations budgets to reflect the more functionally based and centralized expense patterns and needs. Most operations budget lines are now administered centrally, allowing much more accurate tagging and subsequent analysis of expenses. At the same time, local departments have been given reasonable guidelines and easy access to central accounts.
- **MIT financial improvements:** Digital MIT initiatives coming out of the Office of the Vice President for Finance were implemented in the Libraries. As expected, some involved a smoother transition than others, even if they all represent progress. Travel and payment reimbursements were the two major areas modernized in this initiative.
- **One-time reorganization costs:** As expected, some operations areas such as moving and furnishings saw higher than usual expenditures due to the transition to the new library organization.
- **Insurance estimates:** Collections cost estimates were updated for the Insurance Office to improve the accuracy of MIT's coverage and offer greater protection for the Libraries in case of future loss.

## Human Resources

FY2011 was marked on either end by dramatically contrasting moods in terms of human resources. It began with the unfortunate departure on July 1 of colleagues who had been impacted by the FY2011 layoffs and the implementation of the first of two furloughs affecting the entire staff. However, by year's end there was a feeling of having returned to normal, with increased activity in our personnel programs and an "R&R" event that recognized all staff for their commitment and perseverance.

Nearly half of the Libraries' 15% budget cuts for FY2010 and FY2011 were achieved through reductions in labor costs. This means that as staff returned from furlough to start the new fiscal year in a new organizational structure, they did so with fewer colleagues.

The numbers, in terms of total positions lost over the two years, are noted below.

### Positions lost at MIT Libraries, FY2010–FY2011

	Layoffs	Reductions in effort	Elimination of vacant positions	Ending of perm positions	Total
FY2010	5	5	4	1	15
FY2011	8	4	6	2	20
<b>Total</b>	<b>13</b>	<b>9</b>	<b>10</b>	<b>3</b>	<b>35</b>

For the first time in the Libraries' history, furloughs were implemented in FY2011 as an unfortunate but necessary response to the serious financial situation. During the week of the July 4 Institute holiday, all staff were furloughed for five days. A second furlough was imposed the week between Christmas and New Year's Day. Both periods are traditionally quiet with little usage of library space, so they were obvious choices for the furloughs. Staff are to be commended for the time, energy, care, and intelligence they brought to planning and executing these service interruptions in order to minimize the negative impact on our users.

While the furloughs represented a substantial collective savings for the Libraries, they represented a very real personal loss of income for individual staff members, most of whom voiced support for this interim solution to our financial shortfall. Their forfeit of two weeks' pay allowed the Libraries to keep the number of staff layoffs as low as possible.

Despite this inauspicious start to the year, library staff refocused their collective effort, experience, and intelligence on new beginnings. The Libraries' new organizational structure took effect on July 1 and staff settled in—some to new departments and new reporting structures, some working with different colleagues in and across departments, and some to new office locations. Staff took great care to ensure that any internal effects of the transition did not impact the daily operations of the Libraries or the exceptional service to which they remain committed.

### Recruitment and Retention

Irrespective of staff layoffs, the Libraries experienced a relatively high rate of turnover in FY2011, with more than 20 positions vacated—some due to retirement, some for greater job opportunities, some for personal reasons, and some for educational pursuits. Six were administrative staff positions, one of which—a critical department head position—was filled through a serious search process. The remaining vacancies were support staff positions, most of which were posted and filled expeditiously as one- or two-year term positions in order to minimize the impact on the daily service operations of the Libraries. All staff departures are listed below.

## Staff departures, MIT Libraries, FY2011

Position	Staff Category	Reason
Development associate	Admin	Layoff, position eliminated (GIB reduction)
Associate head, cataloging	Admin	Layoff, position eliminated (GIB reduction)
Technology projects manager	Admin	Layoff, position eliminated (GIB reduction)
Collections manager	Admin	Layoff, position eliminated (GIB reduction)
Aga Khan librarian	Admin	Layoff, lack of work/position redefined in response to program needs
Head, specialized content and services	Admin	Greater job opportunity (at Harvard)
Project librarian	Admin	Greater job opportunity (at Harvard)
Aga Khan cataloger	Admin	Greater job opportunity (at Harvard)
Art/architecture librarian	Admin	Greater job opportunity (at Harvard)
Associate director for technology	Admin	Relocation, transferred to part-time sponsored research staff
MIT theses and publications coordinator	Admin	Relocation
Collections support associate	Support	Layoff, position eliminated (GIB reduction)
Circulation assistant	Support	Layoff, position eliminated (GIB reduction)
Evening/weekend circulation assistant	Support	Layoff, position eliminated (GIB reduction)
Administrative assistant	Support	Layoff, position eliminated (GIB reduction)
Local technology expert	Support	Term expired (GIB reduction)
Serials acquisitions associate	Support	Retirement
Administrative assistant	Support	Retirement
Digital projects/binding assistant	Support	Relocation (librarian position)
Monograph acquisitions assistant	Support	Obtained librarian position
Access services assistant	Support	Obtained librarian position
Access services assistant	Support	Relocation (librarian position)
Conservation technician	Support	Further education
Interlibrary borrowing assistant	Support	Further education
Scanning assistant	Support	Further education
Scanning assistant	Support	Further education
Administrative assistant	Support	Greater job opportunity (at MIT)
Circulation assistant	Support	Greater job opportunity
Administrative assistant	Support	Relocation
Annex services/scanning assistant	Support	Relocation
Department of Transportation liaison librarian	Sponsored research staff	Retirement

Recruitment activity in FY2011 was moderate. Prior to posting administrative and support vacancies, each position was carefully scrutinized for its short- and long-term benefit, its fit into the new organizational structure and within the Libraries' future direction, and its budget impact. In some cases positions were not filled, since

permanent savings through attrition are still needed to cover some of the temporary cost savings achieved through the furloughs.

Drawing from our homegrown talent and capitalizing on MIT's and the Libraries' investment in individuals' library education and on-the-job training, three support staff positions were upgraded to librarian positions and the incumbents promoted upon receiving their library degrees. In addition, three positions (two administrative and one support), supported by non-GIB funds, were filled as term appointments. Of the 10 GIB-funded positions filled (four administrative and six support), eight were filled as term positions to enable us to move ahead with critical initiatives in the short term while maintaining flexibility for alternative use of these headcounts in the future. Positions filled in FY2011 are listed below.

### Positions filled, MIT Libraries, FY2011

Position	Staff Category	Notes
Head, specialized content and services	Admin	Regular, non-term position
Physics librarian/collections specialist	Admin	Regular, non-term position
Cataloging/metadata librarian	Admin	Term
Project librarian	Admin	Term
Aga Khan visual archivist	Admin	Term (endowment funded)
Connick Collection processing librarian	Admin	Term (foundation funded)
Administrative/access services assistant	Support	Regular, non-term position
Scanning/document delivery assistant	Support	Term
Digital projects and binding assistant	Support	Term
Monograph acquisitions assistant	Support	Term
Interlibrary borrowing assistant	Support	Term
Conservation technician	Support	Term
Access services assistant	Support	Term
Vail cataloging assistant	Support	Term (donor funded)

### Staff Salaries

Given MIT's vibrant teaching and research environment, the Libraries are in the fortunate position of offering interesting and challenging work to a wide variety of information professionals. The challenge we share with all academic institutions in the Boston area is to provide competitive salaries and benefits that can attract these professionals to one of the country's most expensive living areas. We recruit nationally for professional librarians and work closely with our colleagues in MIT Compensation to ensure that salary is not an obstacle in attracting and retaining the best talent. However, with our focus on downsizing and reorganizing, we did not conduct market analyses of our salaries in FY2011. Certainly we will want to take stock next year of our position

in relation to our Association of Research Libraries (ARL) peers and particularly our Boston-area competitors so that we do not lose any of the good progress we had made.

While salary was not the single deciding factor, we did lose four librarians to Harvard during FY2011. Each was offered an interesting career opportunity as well as a higher salary. Our counteroffers were not successful. In some cases, we were not able to match or exceed the Harvard salary offer without creating serious internal equity issues. MIT's uncompetitive vacation policies were an additional obstacle. Other creative strategies (one-time retention bonuses, advancement opportunities, etc.) were unsuccessful. We were fortunate to attract a Harvard librarian to fill one of our department head positions. Although we could not match the candidate's former salary or vacation benefit, we were able to use bonuses to secure the appointment. Our current search to fill the position of associate director for technology has already proven to be challenging in terms of salary expectations.

The latest ARL salary survey data cited below are from FY2010. These data offer a five-year picture of MIT's average professional librarian salary in comparison to all 113 of our research library peers.

**Association of Research Libraries annual salary survey ranking of MIT average professional librarian salaries, FY2006–FY2010**

	FY2006	FY2007	FY 2008	FY2009	FY2010
MIT rank in average professional salary	24	25	24	24	23

Among a select group of 21 ARL peer institutions, MIT recovered a one-step loss from the previous year in average professional salary. Harvard maintained its position, leaving us one position behind that university. As noted above, Harvard continues to be a major competitor for librarians.

**Association of Research Libraries annual salary survey ranking of MIT and Harvard professional librarian salaries among selected peer institutions,\* FY2006–FY2010**

	FY2006	FY2007	FY2008	FY2009	FY2010
MIT	11	10	7	8	7
Harvard	7	6	4	6	6

\*MIT, Harvard, Berkeley, UCLA, Connecticut, Princeton, Columbia, USC, Dartmouth, Yale, UMass Amherst, Brown, Michigan, Northwestern, Virginia, University of Texas–Austin, Duke, Wisconsin, Penn, Georgia Tech, Purdue.

MIT's vacation benefit has frequently fallen short in our most recent and several past appointment negotiations. Professionals coming from other universities are without

exception disappointed to learn that they will have less than four weeks of vacation at the start of their appointment. To accept an MIT position, most are giving up a fourth week of vacation; some senior librarians give up an even greater amount.

### Diversity and Affirmative Action

The table below shows the Libraries' current staff profile. The percentage of underrepresented minorities on our staff has hovered between 10% and 12% for quite a few years. While our actual numbers have been steady, our percentage has risen slightly given the reduced size of our staff.

#### Year-end staff profile, filled positions, FY2011

Staff category	Total	Male		Female		White		Black		Asian		Hispanic		Native American		Total Minorities	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Admin	90	31	34%	59	66%	82	91%	3	3%	1	3%	3	3%	1	1%	8	9%
Support	6	28	42%	38	58%	56	85%	3	5%	4	3%	2	3%	1	1%	10	15%
<b>Total</b>	<b>156</b>	<b>59</b>	<b>38%</b>	<b>97</b>	<b>62%</b>	<b>138</b>	<b>88%</b>	<b>6</b>	<b>4%</b>	<b>5</b>	<b>3%</b>	<b>5</b>	<b>3%</b>	<b>2</b>	<b>1%</b>	<b>18</b>	<b>12%</b>

We are working to raise awareness of diversity and inclusion issues among our own staff, providing staff development opportunities, collaborating with partners at the Institute, and strengthening MIT's image within the profession as an attractive and welcoming employer. And we continue to focus efforts on building and fostering relationships—both with individual minority professionals we have identified in the profession as well as with colleagues at other research libraries who share a common aspiration for increasing diversity within the profession.

Included in the responsibilities of the newly created position of librarian for strategic initiatives is a focus on diversity and inclusion. The incumbent, along with the Libraries' human resources administrator, co-chaired the Libraries' newly established Committee on the Promotion of Diversity and Inclusion, replacing the Libraries' Diversity Council formed temporarily in 2008. Five volunteers were appointed to the committee, which has an ongoing, active role in performing climate assessments, increasing awareness and sensitivity among staff members, and recommending policies and practices that embed diversity and inclusion into all relevant staff programs, library services, and activities. The librarian for strategic initiatives also represents the Libraries on MIT's Council on Staff Diversity.

The committee invited the MIT Council on Staff Diversity to co-sponsor a speaker and reception during the 2011 Independent Activities Period (IAP). The program, "You Don't Know Me Until You Know Me," was led by a performance artist who portrayed five different characters in a 90-minute whirlwind performance. He highlighted the

harmful and painful ways prejudice and judgment can affect both the intended target and the initiator. The event was well attended and the content thought provoking. The committee organized a follow-up discussion for library staff, also very well attended, where individuals shared their thoughts about the program and some of their own personal experiences.

The Libraries were pleased again this year to sponsor an MIT librarian's participation in the ARL Leadership and Career Development Program (LCDP). LCDP is an 18-month program designed to prepare midcareer librarians from underrepresented racial and ethnic groups to take on increasingly demanding leadership roles in ARL libraries. ARL sponsors the program to address the needs of research libraries for a more diverse professional workforce that can contribute to their success in serving increasingly diverse academic communities. Annual funding for this librarian's participation (\$8,000–\$10,000) covers tuition, travel to two LCDP institutes, a career-coaching relationship with an ARL library director, and several other events in conjunction with national professional meetings. This is an exciting opportunity for the sponsored librarian to develop leadership skills and important relationships and for the MIT Libraries to support her as well as this important ARL diversity initiative.

For the second consecutive year, the MIT Libraries contributed to the ARL Leadership Institute that was held in conjunction with the American Library Association's midwinter conference, this year in San Diego. Institute participants include library school students and new librarians who are fellows from the ARL Career Enhancement Program and the ARL Initiative to Recruit a Diverse Workforce, both programs designed to attract underrepresented minorities to the research library profession. The institute is an intense three-and-a-half-day program focused on skill development and careers in research libraries. One MIT librarian was among the presenters in the "Emerging Roles in the Profession" session. A number of other MIT staff served as resume reviewers in the session on "Job Searches and Interviews." Once again the MIT Libraries sponsored an informal dinner reception on Friday evening for the group. This was a very successful event and an important opportunity for MIT librarians to mix and mingle with this impressive group of professionals. This type of involvement represents a modest outlay of funds and staff time for which MIT receives a significant return in terms of making connections and establishing relationships. Through our continued involvement and support at this symposium, we have established the MIT Libraries as a serious partner with ARL in increasing diversity within the profession.

We practice due diligence in trying to increase the diversity of our candidate pools through advertising, networking, and recruiting. Only one administrative staff position was filled this year through the serious search process. The final interview pool did include a member of an underrepresented minority group. While not a strong match for this particular position, our exposure to the candidate sparked our interest in him for perhaps some future opportunities in the MIT Libraries.

Of the eight support staff positions that were filled in FY2011, at least two final interview pools included underrepresented minorities who were offered positions. One accepted. The other, one of the diversity scholars from the 2008 Harvard-MIT program

who had recently moved to the area, declined. In this case, the position offered was a support staff position, and the candidate instead accepted a librarian position at Cambridge Public Library.

### **Librarian/Archivist Promotions**

The MIT Libraries librarian/archivist promotion policy provides an opportunity for advancement by developing increasing levels of competence and contribution within any given librarian/archivist position. In FY2011, three librarians were promoted from the rank of Librarian I to Librarian II by successfully completing the established criteria. It is expected that beginning professionals in the Libraries will advance to the Librarian II rank within two to four years of service.

Promotion to Librarian III is an opportunity for more senior librarians to advance after demonstrating noteworthy growth and accomplishment within their specific areas of knowledge and experience, commitment to service excellence, leadership ability, and outside contributions. No cases were submitted this year for promotion to this level.

In addition to those who advanced through the librarian/archivist established promotion process, we had the opportunity to promote three support staff members to Librarian I positions. Two individuals had occupied the library liaison position (Grade 6 support staff), which we created in 2008 as an “internship opportunity” for support staff who were in library school and concentrating in specialized areas (physics and visual archives) for which recruitment tends to be a challenge. Our strategic investment in these two staff members culminated upon completion of their degrees when we upgraded their positions and promoted them to professional librarian status. Upon completion of his degree, a third individual was promoted to Librarian I from Grade 5 support staff in order to fill a critical need in metadata and cataloging.

Finally, even though they were not promotions, two lateral transfers increased our librarian ranks as well. In response to organizational needs brought about by the reorganization, two non-librarian supervisors who hold library degrees were transferred to Librarian I positions, where they are flourishing and bringing critical experience and professional knowledge to this new, vibrant department.

Having just been through two years of difficult staffing cuts, these promotions and librarian appointments represented very positive staffing strategies. We were able to recognize the talent, experience, high performance, and educational accomplishments of our staff while fulfilling critical needs that will advance the Libraries’ desired future state.

### **Training and Professional Development**

The Libraries place a high value on professional involvement and contribution, which not only benefits individuals in their professional development but also benefits our own growth and success as an organization. To that end, we provide partial financial support to librarians and other professional staff who are engaged in the profession through local and national committee work, presentations, and other important collaborations. While we have had to impose a dollar cap on funding for these activities over the past few years in order to stretch shrinking budgets, it does not appear to have had a significant negative impact on individual professional engagement.

In FY2011, approximately 50% of the Libraries' travel budget went to support professional development activities. This represents 83 events attended, undertaken by 57 of the Libraries' 90 administrative staff. Partial support is provided for approved activities; this support is not intended to cover expenses fully but most often provides coverage of about 75% to 80% of expenses incurred.

Skill development activities, which traditionally represent a much smaller percentage of expenditures, increased this year by approximately 50%. This was expected as some individuals took on new roles and responsibilities as a result of the reorganization. Funding for this type of training covered travel and registration expenses for approximately 26 staff members who attended workshops or training sessions to develop critical skills relevant to ongoing library initiatives and future directions. It also included registration expenses for local and online courses for support staff.

## **Staff Recognition**

### ***Rewards and Recognition Program***

Thanks to enthusiastic staff participation, the Libraries enjoyed a robust Infinite Mile Award program over the past decade. After marking this 10-year milestone, we elected to forgo the nomination and award process in FY2011 and to celebrate the newly implemented organizational structure as well as the conclusion of MIT150 activities, both of which consumed so much of our attention over the past year. No matter the degree to which individuals were involved in the planning, transitioning, and/or implementation, the Libraries' reorganization touched each staff member in some way. And those staff involved in MIT150 worked tirelessly to ensure a fittingly spectacular celebration of MIT's anniversary. Breaking from the traditional Infinite Mile program, we used the annual luncheon to recognize the collective patience and hard work of all library staff. A buffet was held in Walker Memorial where we were also treated to the sounds of the library band, "Dewey and the Decimals." Indoor and outdoor games were provided, and individuals took the opportunity to relax and enjoy each other's company. A special, surprise presentation was made by Ann Wolpert recognizing every individual staff member for his or her contributions to our successes over the past year. All staff were given an Amazon.com gift certificate. This gesture was a modest yet meaningful way to show appreciation to everyone on the staff for their generous spirit and commitment to the MIT Libraries.

The brief hiatus from the normal Infinite Mile program and procedures also gave us time to pause and reflect. A rewards and recognition program review committee has been charged with reviewing the current program, assessing and refreshing the award categories, and making any necessary revisions to the process with the intent of revitalizing the program while still ensuring that it is accessible and meaningful to everyone.

The popular Spot Award Program continued through the year. Thank you spot awards came in at the rate of approximately 200 a month, totaling 2,342 for the year. This number is down almost 20% from last year but is still a strong testament to the meaningfulness of the program given that staff were focused on some pretty weighty

issues during the year. From these submissions, six names were randomly drawn each month to receive \$50 gift certificates to various local and online merchants. The R&R program review committee will review the effectiveness of this program as well as ensure that the intent of meaningful, accessible, on-the-spot appreciation continues.

### **Annual Staff Reception**

This January breakfast reception continues to be an uplifting event for library staff. It is one of the few opportunities for staff to come together from across the campus to socialize with colleagues, meet new staff, and celebrate decadal service milestones. There were only eight new staff members to introduce, a relatively low number, but understandable given the budget climate. In contrast, the 19 staff members recognized for service milestones represents an all-time high, surpassing the previous year's record by three. Thirteen individuals were recognized for 10 years of service, two for 20 years, and three for 30 years. And for the second consecutive year we applauded another colleague, Theresa Tobin, for achieving the 40-year milestone.

## **Facilities and Operations**

### **Space and Facilities Projects in FY2011**

A major infrastructure project to install fire control sprinklers in Hayden Library (Building 14) commenced in the summer of 2010 and continues through the summer of 2011 in some sectors of the building. This has been an extraordinarily complicated project that is disruptive by its nature, although critical to the safety of library collections and necessary to remain in compliance with MIT's insurance underwriters. MIT Facilities and the outside contractors have been very responsive to library concerns about disruption to services, which have been kept to a minimum.

MIT and NSTAR partnered to make substantial improvements to the infrastructure of Building 14 in order to reduce long-term energy consumption. The changes, including those involving lighting and heating, ventilation, and air conditioning (HVAC) systems, have already resulted in some noticeable improvements, such as the ability to turn off lights in the first floor reading room overnight (with the same promised for the second floor reading room in the near future!). HVAC infrastructure continues to be adjusted, and although not formally part of this project, one of the large air handling units serving Hayden Library was replaced this spring.

The Rotch Visual Collection (7-304) was consolidated into the Rotch Library (7-238) over the summer of 2010 in order to integrate and improve services for users. Additionally, some Rotch Library main floor spaces were reconfigured to consolidate the map collection.

Hayden room 14E-311, which formerly housed collections that were incorporated into other Hayden stacks in FY2010, was converted into a group study room with a large video monitor, an online booking system, and a video conferencing system (summer 2011).

A former collections processing area in the Barker Library was converted to the home of the Libraries' new User Experience department.

Defective end panels on the new compact shelving units in the Dewey Library (E53) were replaced by the manufacturer in the fall of 2010.

HVAC systems in the newly renovated Dewey Library were adjusted in FY2011 to improve the consistency and stability of temperatures throughout the space.

A major flood occurred in the Hayden basement during the July 2010 library furlough due to a broken water line, resulting in significant disruption and damage to the collections. Fortunately, most damage to collections could be repaired, and MIT's insurance reimbursed for losses.

Many small and medium-sized changes to staff work group areas were carried out due to the reorganization.

The planter beds in the Hayden courtyard were replanted.

The accessible restroom in the Hayden 24-hour study room (14S-100) was reopened following a substantial out-of-service interval due to recurring plumbing problems.

### **Space Projects Continuing in FY2012**

The Barker Library eighth floor will be converted to a group study space in a project jointly funded by the Committee for the Review of Space Planning and the Libraries. Work is proceeding this summer and expected to be completed by the start of the fall term in September.

A planning project to consider a GIS Learning Lab in the Libraries was begun in the fourth quarter of 2011 and is expected to be completed by September. The purpose of this initiative is to study the growing demands for a high-tech teaching facility that will support widespread teaching in GIS and other data-centric areas and to recommend a course of action. Once the planning study is completed, the Libraries expect to proceed toward a formal space proposal late in December.

The Libraries have requested MIT Food Services to consider placing a temporary coffee service in the lobby outside Hayden Library, since many library users have requested such a service and there is no nearby alternative. To date we have had very little success in this effort.

### **Marketing and Communications**

With the implementation of the new organizational model in July 2010, the Libraries refocused their marketing and communications efforts by putting new emphasis on a Libraries-wide, integrated approach.

#### **Marketing Team**

A team was formed to coordinate marketing efforts across the library system: Heather Denny, Ann Adelsberger, Courtney Crummett, Remlee Green, Stephanie Hartman, and Mark Szarko. The team is focused on all aspects of marketing strategy including

social media, outreach, market research, and graphic design. In the first year since its formation, the team has successfully implemented a process to handle requests for marketing support from library units, coordinated slides displayed system-wide on the Libraries' video monitors, created promotional materials for orientation and IAP, and produced an informal video to promote library collections.

### **Video**

Video is becoming an essential component of the Libraries' integrated communications strategy. In FY2011 video was used in a number of ways—for promotional purposes, for teaching (tutorials), for exhibitions, and for engaging with key stakeholders in support of Libraries' initiatives. With the help of Academic Media Production Services, the Libraries produced "*Reinventing the Research Library: The MIT Libraries in the 21st Century*," a video that introduced the Libraries to new Visiting Committee members in March and has since been used for recruitment and fundraising, with more than 8,000 views on MIT TechTV.

### **Public Relations and News**

The Libraries made several major announcements regarding new library partnerships and research initiatives in FY2011. Communications worked closely with colleagues within MIT as well as at partner institutions and organizations to coordinate press releases about initiatives such as BorrowDirect and the HathiTrust and about MIT's strategic collaboration with the Harvard libraries. Other newsworthy stories included an announcement of a grant from the Library of Congress and a major donation to support the production and availability of MIT educational videos.

The Libraries also received exposure in the MIT Faculty Newsletter, contributing articles about the faculty open access policy and DSpace@MIT.

The MIT Faculty Newsletter, MIT Campus News, *The Tech*, *BiblioTech*, and the Libraries' news blog and homepage spotlights were the primary channels for sharing library news with the MIT community in FY2011. Social media became an increasingly important channel as well. Libraries' announcements and news stories are now regularly posted on Twitter and Facebook as part of the integrated communications strategy.

### **Outreach, Events, and Exhibits**

The 150th anniversary of the founding of MIT was celebrated from January through June 2011. Communications supported the MIT150 celebration by publicizing Libraries' events and activities and by participating in the *Technology Through Time* exhibition and the MIT open house in April.

New banners were designed and installed outside the Maihaugen Gallery to draw attention to the exhibit, and they will remain a fixture in that heavily traveled corridor to promote the gallery and its exhibitions.

Communications also promoted other library exhibitions and events throughout the year, including an exhibit on women at MIT in the Maihaugen Gallery, numerous exhibits in Rotch Library, as well as workshops, classes, and other activities.

## **FY2012 Outlook for Communications**

The Libraries will continue to integrate marketing and communications efforts in FY2012. Maintaining a cohesive brand presence in news channels, at service points, and in campus advertising venues will be a part of the strategy, as will leveraging the use of video and social media.

The marketing team will further establish itself as a centralized resource for library marketing and will incorporate data gathered from the fall 2011 Libraries' survey as well as various user studies in the marketing strategy.

## **Library Assessment and Business Intelligence**

### **Accomplishments**

The Library Assessment Coordination and Distribution Team was established to support the assessment librarian and the new Library Assessment and Business Intelligence (LABI) function. Team members include Lisa Horowitz, Peter Cohn, Christine Quirion, and Mathew Willmott.

A system-wide assessment plan was developed and implemented in the fall of 2010. Most library departments established objectives, measures, and tools to produce assessment results that would indicate progress toward the Libraries' desired future state.

- 16 departments/functions have objectives and metrics (with a total of about 30 objectives).
- At least seven of these objectives have been met, and nearly all of the other objectives are in process.
- Each of the key strategic directions from the Libraries' desired future state is addressed by at least one objective.

The Assessment Team began a monthly metrics pilot in March 2011, developing graphs and charts that offered a snapshot of a particular service in the Libraries each month. This pilot will continue for 12 months and then the group will assess its overall value to administrators.

- March 2011: ILB articles and loans, by MIT school
- April 2011: Print book collection use, by year
- May 2011: Task survey comments as a wordle
- June 2011 – Visits to [libraries.mit.edu](http://libraries.mit.edu) from countries other than the United States

The assessment librarian's major activities, in addition to those mentioned above, included the following:

- Launched a process to centralize data collection and storage within the Libraries. Counting Opinions, a major vendor of assessment tools, presented a webinar on its product that was attended by a number of key staff. Also met with staff from MIT's Data Warehouse to begin a discussion on the topic.

- Contributed to a number of assessment projects in two library departments—LDLC and UX—linking central assessment to unit assessment. In both cases, acted in a dual role as a member of each unit and LABI.
- Began work on the triennial library survey for October 2011, establishing a planning committee that will develop the instrument (Mat Willmott, Courtney Crummett, Jennie Murack, Lisa Horowitz). A broad range of library staff were invited to contribute input in the early planning stages of this survey project.
- Participated in multiple training opportunities to expand knowledge about both quantitative and qualitative assessment.

## Information Technology Core Services

### Desktop Support

The Desktop Support Team responded to 1,724 request tracker tickets in FY2011, utilizing 24 hours per week of subcontracted support from IS&T's Distributed IT Resources (DITR) group in addition to three FTE positions on the library staff. The DITR subcontracted hours replaced two FTE support positions (totaling 70 hours per week) that were eliminated at the end of FY2010. Over the course of the year, we adjusted to the change in our staffing model and broadened the use of the two DITR consultants. As the consultants became more familiar with our procedures and policies, they were further integrated into the daily workflow. Significant accomplishments for the year include the following.

- Improved communication: Began regular meetings with departments to share information on desktop support projects and gather feedback from staff.
- ADA stations: Partnered with IS&T's Assistive Technology Information Center (ATIC) lab to integrate the Libraries' Americans with Disabilities Act (ADA) workstations into the ATIC lab's containers for centralized management and software deployment, reducing the Libraries' software costs significantly.
- Public printing: Negotiated the transfer of the remaining public printing stations from the Libraries to IS&T, beginning in FY2012. This will provide end users with more robust printers and significantly reduce the cost of paper and toner for the Libraries.
- Staff printing: Began contracting with Conway Systems for the management of networked color printers in an effort to reduce the number of redundant staff printers and provide better, more reliable service.
- Computer imaging improvements: Continued to improve the procedure for setting up new computers, resulting in less downtime for staff. Printers and software are deployed centrally, and files and customizations from the PC being replaced are automatically transferred to the new machine.
- Capital equipment process: Greatly simplified the computer equipment request process in order to increase speed and efficiency. An up-to-date inventory and automatic out-of-warranty upgrades reduced the time spent considering

- replacements, and more standardized hardware has led to much faster substitution in cases of major failure.
- Stata kiosks: Negotiated transfer of the Stata public machines to IS&T in order to improve support and reliability. Libraries branding continues on the computers.
  - Equipment retirement procedures: Further refined the procedure for retiring old equipment in order to donate or dispose of unneeded items more efficiently.
  - Bomgar: Deployed this software support tool to all staff PCs so that quick fixes can be performed remotely rather than requiring a physical site visit.
  - Macs: Apple Remote Desktop was purchased and configured to provide inventory information on the Macs in the Libraries, with the eventual goal of centralized management of them, similar to the centralized management already established for all PCs.

### **Information Technology Infrastructure/Systems Administration**

Attention was focused in FY2011 on the formalization of policies and procedures as well as the completion of major IT infrastructure projects begun in FY2010. These activities were all in pursuit of improved stability and compliance with Institute technology standards such as operating platforms and equipment locations. The Libraries are steadily continuing to advance toward a highly available, redundant, and robust infrastructure with minimal downtime and a high quality of service. Major FY2011 accomplishments include the following.

- Hardware relocation: The hardware relocation project was completed in the spring of 2011 with the move of the remaining production servers from Building 14 to the IS&T colocation data center in Building W91. Utilization of the new data center environment has resulted in improved network performance, better system cooling, and general increased stability and reliability. The relocation was completed in time to prevent potential problems caused by major building infrastructure upgrades in Hayden over the past year.
- Platform standardization: The platform standardization project was completed with the migration of all production servers to platforms currently utilized by IS&T. All servers now run on the VMWare vSphere/ESXi virtualization platform and either the Linux or Microsoft Windows operating system. The Libraries benefit from IS&T site licenses for the software costs associated with these platforms. The newly established platform parity with IS&T has allowed increased information sharing on best practices and general knowledge exchange with IS&T.
- Improved procedures: Significant progress was made to update and formalize standard policies and procedures relating to IT infrastructure. Most notably, a policy was put in place to ensure that all routine maintenance is performed during Sunday morning maintenance windows, limiting disruptions in services for library users. Another area receiving attention was improving our communication about IT infrastructure activities and events, establishing a protocol for clear and timely notification of library staff. Those staff, in turn, are charged with communicating the necessary information directly to members of the user community as appropriate.

The focus for FY2012 will be on further adoption of industry standard best practices, upgrading our storage infrastructure (which is expected to occur early in the fiscal year), and enhancing system administration training and education.

### **Looking Ahead**

Administrative priorities that will receive considerable attention from Administrative Services in FY2012 include the following:

- Identify remaining permanent budget savings needed to substitute for the temporary savings accomplished with the staff furloughs in FY2011.
- Maintain a strong focus on recruiting and retaining a diverse workforce. Facilitate recruiting for vacant positions, both permanent and temporary, where staff recruiting has been authorized. Successfully orient and establish all new hires.
- Work with supervisors, department heads, and associate directors to fine tune the new organizational model across the Libraries as needed.
- Continue to promote and make use of results from data-oriented assessment activities to an even greater extent in strategic decision making.

**Keith Glavash**  
**Associate Director for Administration**

**Robin Deadrick**  
**Human Resource Administrator**

**Michael Smith**  
**Facilities and Operations Administrator**

**Heather Denny**  
**Communications Officer**

**Lisa Horowitz**  
**Assessment Librarian**

**Pam Nicholas**  
**Library Technology Consultant Support Manager**

**Alex Brennen**  
**Senior Unix Systems Administrator**

## Appendix A: MIT Libraries Selected Statistics

### MIT Libraries, selected statistics, FY2010–FY2011

	FY2010	FY2011	Change (%)
<b>Physical item circulation and reserve activity (loans, renewals, holds)</b>			
Regular items	357,228	305,445	-14.5
Reserve items	14,506	16,075	+10.8
Total	371,734	321,520	-13.5
<b>Requests for assistance</b>			
Reference questions	24,806	23,418	-5.6
Other questions	20,223	28,642	+41.6
Total	45,029	52,060	+15.6
<b>Instructional activity</b>			
Sessions	317	360	+13.6
Attendees	7,463	7,448	-0.2
<b>Occupancy</b>			
Number of visitors	713,981	614,686	-13.9

### MIT Libraries selected electronic services statistics, FY2010–FY2011

	FY2010	FY2011	Change (%)
MIT Libraries website sessions	1,099,860	1,118,436	+1.6
MIT Libraries page views	3,181,923	4,179,875	+31.4
DSpace@MIT downloads	9,689,497	11,697,343	+21
TechTV videos available	5,472	9,863	+80
Tech TV video views	—	1,844,747	—

### Sample e-journal usage: full-text article retrievals for the top 10 highest-use licensed publishing platforms, CY2009–CY2010\*

	CY2009	CY2010	Change (%)
Number of retrievals	3,213,558	3,499,151	+8.9

\*Includes publishing platforms such as Elsevier Science Direct, Nature Publishing Group, HighWire Press, American Chemical Society, Wiley InterScience, and IEEE Xplore.