ACE saw a range of changes this year, in particular the continual information flow and anticipation of change from development of the Libraries’ strategic priorities. The priorities also set the stage for FY19. The directorate came under the leadership of an interim Associate Director, as Tracy Gabridge was promoted to Deputy Director and a process began to define long-term leadership needs for ACE. On the organizational front, the Lewis Music Library moved to ACE as music librarian, Peter Munstedt, retired this summer. Nina Davis-Millis took on the interim role Peter left, and with coming changes to the Administrative Services directorate, moved into ACE permanently to spearhead growing needs in community building and engagement. Last, but not least, the Institute approved funding for the long-time need to renovate Hayden Library, spaces which will be populated primarily by ACE staff. This set planning activities in motion to ensure funds to cover capital renewal and updated library program happen in the most impactful way. Hayden planning has already involved many in ACE and will continue to do so through FY19. In addition to the above, a number of things moved forward in ACE:

- Two All-ACE meetings occurred, the first focused on community engagement and the second on learning, writ large. The latter was preceded by a talk by Sanjay Sarma.
- LACE (leadership of ACE) worked on identifying a core reason for its existence as a directorate made up of IDLA, LIRS, and DSS. Agreement was reached on articulating this as: We exist because we value learning and the creation of knowledge to make the world a better place.
- Pat Flanagan, Cassandra Silvia, Howard Silver, and Felicity Walsh became co-champions of strategic priorities. A number of others became active in developing plans for priorities, and populating initiatives stemming from them.
- Course instruction and workshops offered primarily by those in LIRS and DSS provided rich offerings and grew in number and attendance (in DSS, GIS 418; statistical software 441, GIS consults 848; in LIRS 1672 in 102 workshops, 13 of which were new).
- Work and emphasis in participation in Ivy Plus activities grew as the Libraries fully left the BLC and a new Resource Sharing Group was established by the ULs as one of three strategic efforts.
- Planning for public spaces in several libraries: Cassandra Silvia worked with local teams and the Facilities Coordinator, on behalf of LSPAG, on a GIS/RDM lab, co-located offices, and virtual reality alcove; an active learning classroom to be built in Barker Library (to be built spring 2019); and two community spaces in Hayden (populated with collaborative style furniture). Artwork illustrating DISJ related themes was selected and hung across library public spaces.
- DSS and LIRS staff populated digital scholarship working group and related activities.
- Digital Library Services’ tech planning teams included ACE staff on several groups.

Data and Specialized Services

DSS, which focuses on technology-intensive data types, including images, geospatial data, and research data provides consultation and instruction, support for information management resources, and content creation and description. Key service metrics increased in FY18, particularly instructional attendance.

In FY18, DSS launched a new version of GeoWeb; selected a new Archnet vendor; designed a new GIS and Data Lab; secured an institutional license for Overleaf; and signed a partnership agreement with the Open Science Framework. The Campus Research Network Project was launched, and data management activities and connection to open access efforts all moved forward with the arrival of Amy Nurnberger; AKDC acquired significant new archival collections; GIS advanced service experiments with drone data collection and virtual reality technology. The new GIS and Data Lab in Rotch Library will upgrade lab capabilities with added software, teaching space, and staff work spaces. It will also include the late
addition of the virtual reality alcove, quickly configured to fit into the current budget for the space. DSS collectively developed DISJ goal areas that informed individual goal development for the FY18 & FY19 review periods. The coming year has DSS poised to make substantial contributions to the Libraries’ strategic priorities.

Sharon Smith, Program Head for the AKDC, accepted a new position. She will become Head of Distinctive Collections in Collections Services and Analysis at Arizona State University Library. She departs MIT on August 2nd, leaving a legacy of tremendous growth and strong programming. Michael Toler will take on the interim program head role for AKDC.

**Information Delivery and Library Access**
IDLA leadership and high-performing staff work as a team to keep multiple library units open and functioning effectively and professionally, and have contributed on a number of important fronts this year. They participated in priority goal teams and initiatives, LSPAG, and Ivy Plus Borrow Direct, Resource Sharing, and Shared Index efforts, among others. They have piloted experimental checkout of equipment, including book and tablet stands, standing desks, and “makerworkshop” equipment. Felicity Walsh made proposals for fine elimination and hours changes, and explored options for streamlining distributed scanning activities. IDLA problem solved challenging reserves issues arising from the Sloan School move to an alternate course management system. Delivery and other workflow planning was rethought to reflect the move of many “back-of-house” staff to NE36. IDLA staff made significant collection moves and storage possible. A number of IDLA staff participated in IHOP opportunities to do additional tasks through which they could learn new skills. Services were uninterrupted by staff promotion, recruitments, and onboarding processes.

IDLA staff are often the first and primary staff visitors to Library physical spaces see and interact with, and they continually work to create welcoming space. They collaborate with Collections on rotating book displays, and IDLA organized the furniture experiments for Hayden community spaces and conducted the assessment and analysis of their use. Significant planning and testing has prepared for a July implementation of session management software on guest computers, to circumvent staff intervention that ensures visitors don’t monopolize machines while allowing them to use resources. IDLA staff are the majority participants in COCO, providing orientation and staffing at other events that showcase the Libraries.

**Liaison, Instruction, and Reference Services**
This year, LIRS sought to engage more deeply with digital scholarship, build alignment of library teaching and learning with the strategic plan, strengthen team skills around leadership and organizational effectiveness, and engage in research trends by supporting and participating in a wide range of outreach and community engagement. The program head role was developed to work more closely with Karrie Peterson. Mechanical engineering and chemistry positions were vacated and recruitments begun, as well as reformulating support plans for the School of Architecture and Planning. Activities included:

- Planning activities for an active learning classroom to be built in Barker Library.
- Evolving and strengthening Community of Practice teams and focus, including building of text and data mining skills, engagement with ClimateX, and participation in digital humanities events.
- Strategic priority work on Information Citizenship and digital scholarship planning.
- Collaboration with the School of Engineering on NEET (New Engineering Education Transformation) to support project- and problem-centered teaching.
• Planning and participation in community driven events, including open science events; mapping, open access, and innovation ecosystem hackathons; Wikipedia edit-a-thons; an open source software workshop; a guest artist integrated into a class and a community event; and others.

• Promoting efforts to create learning opportunities outside the classroom through integration with the Engineering Activists group and student teams like UROPS, innovation, management, and others.

• Consolidating service support documentation by the Reference Team and systemic training by the Ask Us team, reaching out to all ACE staff.

7/25/18  Pat Flanagan, Interim Associate Director for Academic and Community Engagement