

Joseph P. Healey Library, University of Massachusetts Boston

Annual Report AY19-20

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Healey Library's Goals for AY19-20

The Joseph P. Healey Library at the University of Massachusetts Boston plays a key role in the University's dynamic culture of teaching and learning while supporting the campus' commitment to urban and community engagement. In AY 2019-2020, the Library achieved remarkable success in support of UMass Boston's strategic goals.

Meeting UMass Boston's Strategic Goal to "Advance student success and development"

Instruction

In AY 2019-2020, Healey Library staff taught a total of 333 library and archival instruction sessions to a total of 6,915 participants. In particular, this academic year, librarians focused on developing a transformational library instruction program that allows faculty to integrate information literacy instruction either in person in the library classroom, asynchronously as out-of-class self-paced student work, or a combination. This goal was met by the successful launch and integration of the Credo Instruct modules into existing instruction curricula in Fall 2019. The online, self-paced lessons were accessed 3,417 times by 2,416 unique users in AY 2019-2020. In support of this transformation, Healey Library staff also made significant revisions to unit lesson plans to reflect an active learning pedagogical focus and renewed emphasis on assessment. Healey librarians developed and implemented a new instructional program service model that facilitates collaboration with faculty in the integration of information literacy into course curricula. This new process includes a streamlined and standardized process for faculty to request library instruction as well as a flipped classroom model for integrating information literacy instruction into the course content and activities, allowing maximum hands-on time for exploration and discovery in the classroom (physical or virtual) with a librarian.

To assess the success of these programmatic transformations, Healey Librarians implemented the Project Outcome Instruction Survey during the Spring 2020 semester (a national survey sponsored by the Association of College and Research Libraries). In this initial rollout of the survey just over 4% of students attending library instructions sessions responded, and they reported that, as a result of participating in the instruction program: 93% felt they did better in their class(es), 39% used additional library resources, and 93% used what they learned to do better in their class(es).

Healey Library also continued to develop and grow its hands-on archival instruction program. In-person archival instruction was suspended the week of March 16, which led to a 12% decrease in the number of participants in archival instruction sessions over the previous year. Without the move to remote operations, numbers for AY 2019-2020 were on track to increase over the previous academic year. As a response to the move to remote operations, Healey Library staff created a research guide on Primary Sources for Online Learning and a Sample Primary Source Exercise for classes. These guides will inform planning for improving future remote instruction.

Reference Services

In AY 2019-2020, Healey Library staff responded to 6,502 reference questions. (The 17% decrease in reference questions compared to the previous academic year can be explained by the sudden closure of the physical library building, including the reference desk and the archives research room, heavily trafficked areas for patrons seeking research support.) One important Library goal for last year was to develop and formalize a reference outreach program for both undergraduate and graduate students. The goal was partially addressed with the addition of the ACRL Multilingual Glossary to all research guides. Online research consultations conducted by Reference, Outreach, and Instruction librarians increased by 225%: from 12 in AY 2018-2019 to 39 consultations in AY 2019-2020. The initiative to develop a reference outreach program targeting the residence halls was not met due to staffing limitations and the Spring 2020 shift to online modality.

In AY 2019-2020, the Library's Archives and Special Collections department fielded 463 reference requests from students (147 requests), faculty, and researchers. (This represents a 29% decrease in reference activities in the current year, a drop due to the shift to remote operations in March 2020.

Open Educational Resources (OERs)

Healey Library supports campus-wide efforts to promote and adopt textbooks and course materials that are either freely available via a Creative Commons license, or free to students through the incorporation of licensed Healey Library resources into course curricula. Healey Library staff participate in the OER working group on campus and assist faculty and staff with locating high quality OERs and freely available resources for their courses; however, due to staffing and resource limitations, the responsibility of overseeing Healey Library's participation in OER initiatives on campus has been handed off several times to different staff members, and ongoing resource and staffing challenges make it difficult to pursue this goal meaningfully and intentionally.

Meeting UMass Boston's Strategic Goal to "Enrich and expand academic programs and research"

Along with enriching the campus' overall electronic journal, database, and e-book collections, in AY 2019-2020, Healey Library allocated resources to provide expanded streaming media in support of the campus' increased reliance on media for academic programs in humanities, cinema studies, social sciences, and the arts.

The Library's Archives and Special Collections (UASC) department was involved in several initiatives that enriched and expanded the Library's academic programs and research. In AY 2019-2020, UASC conducted a grant-supported research study that surveyed more than 200 libraries and cultural heritage organizations nation-wide and published a report on knowledge, attitudes, and practices related to community participatory archiving events and collections. UASC also supported campus courses and students, engaging them in the community-based Mass. Memories Road Show project, and 1919 Boston Police Strike community research project. Finally, UASC supported the expansion of academic programs by implementing a "Processing and Finding Aids For All Project (FAFAP)" initiative to rapidly increase the number of finding aids that make our unique archival collections more readily available to researchers. In 2019-2020, UASC processed/exposed a total of 1,124 linear feet of physical archival collections, which represents a dramatic 128% increase over 2018-2019 (during which UASC processed 493 linear feet).

Meeting UMass Boston's Strategic Goal to "Improve the learning, teaching, and working environment"

Healey Library staff worked tirelessly throughout AY19-20 to improve the physical plant for the benefit both of patrons and of staff. The “Healey Library Renovation and Beautification Committee” designed and posted new signage, added new-to-us furniture creatively repurposed from surplus, and artfully rearranged existing furniture, working with limited resources and budget constraints to make the physical Library space as welcoming and functional as possible. Circulation staff reviewed more than 341,000 items in the collection, and replaced 3,278 missing or illegible call number tags on books and repaired 352 damaged books. In addition, congested locations in the main stacks and reference collections were re-organized, with 18,000 items shifted on the 9th floor Main Stacks collection, making items easier to locate and re-shelving more accurate. (A second shift in the Reference stacks was interrupted due to the Library building closure in March.) The Circulation department work area was completely reorganized, and staff in that department placed more than forty service tickets with Facilities to improve the learning, teaching, and working environment in Healey Library.

In AY 2019-2020, the Healey Library Safety and Disaster Preparedness Committee organized all-staff training for responding to active shooter scenarios, CPR, and overdose response; arranged for building walk-throughs with campus police and Emergency Management to identify strategies in the case of an active shooter; and spearheaded business continuity planning leading up to the remote learning shift that included table top exercises and departmental and library-wide disaster preparedness plans.

Meeting UMass Boston’s Strategic Goal to “Establish a financial resources model consistent with the university’s vision statement”

In AY 2019-2020, the Library’s Business Office continued its project of streamlining its workflows and improving its tracking documentation, and worked with the office of the dean to explore every possible avenue for refining licensing agreements and subscriptions to the benefit of the campus. Healey Library continues to responsibly and energetically steward its budget allocations to provide adequate resources and services for the campus despite the limitations of the university’s financial situation. In FY20, the Library submitted a balanced budget and effectively managed its annual allocation, including its development account, grants, endowments and GOF. As of 6/18/20, online resources represent 94.1% of our Total Non-Labor YTD Expenditures (\$2.9M out of \$3.1M).

The Library also made efforts to strengthen its sponsored projects support, executing the 2nd year of a \$250,000 award from the Institute for Museum and Library Services (IMLS) in supported of its nationally-recognized work in community participatory archiving; receiving a \$5,000 grant award from the New England Foundation for the Arts (NEFA) to support accessioning unique materials into special collections; and developing and submitting a proposal requesting \$150,000 from the IMLS to support Healey Library services and resources in response to COVID-19 and beyond. Finally, the Library undertook a broad e-resources usage analysis to inform budget planning and collection development.

Meeting UMass Boston’s Strategic Goal to “Develop an infrastructure supportive of the preceding goals”

Library Systems and Technology

In AY 2019-2020, the Library continued to enhance its essential technological infrastructure to allow its extensive electronic resources to be discoverable and accessible from anywhere in the world, with as few barriers as possible to the end user. The results of these efforts can be seen in a 9% increase in the number of UMBrella searches conducted over the previous year. In collaboration with campus ITS, UITS, and Office of Registrar, the Library’s LSDS department implemented the BeaconCard Barcode autoactivation, which is ready to go to production for students, a significant improvement over our

traditional methods that required patrons to contact the library to manually activate their barcodes. The Library Systems and Discovery Services department (LSDS) also made significant improvements to back-end library systems, resulting in a faster and more accurate process of publishing electronic resources to UMBrella through migration to the Ex Libris “Central Discovery Index (CDI)”. In addition, LSDS customized the general electronic services display logic and service order in UMBrella; evaluated and cleaned up open access resources; created new resource types for archival collections, including video and audio files; implemented new search features; and configured the Browzine/UMBrella integration with LibKey to enhance direct access to full text articles. LSDS also upgraded the Interlibrary Loan software platform (ILLiad) to version 9, a significant upgrade, and cleaned up the library’s authentication data in Ezproxy to improve resource access and management.

Library Administration

The Library’s Business Office worked closely with the new system-level UPST to improve flow and turnaround time for approval of license agreements, including presenting an overview of library-related acquisitions and procurement issues for CPO David Cho.

With the support of the campus administration, Healey Library was able to search and hire three experienced FSU librarians to support the campus mission and goals: Discovery and Systems Development Librarian III, Collection Analysis and Development Librarian IV, Reference and Instruction Librarian III. Staffing these positions is absolutely essential for advancing campus goals.

Other Major Unit Achievements for AY 2019-2020

Responding effectively to the COVID-19 crisis that erupted for UMass Boston in March 2020 was a major achievement for Healey Library. In the immediate aftermath of the switch to remote learning, Healey Library rapidly revised and established the policies, procedures, and workflows necessary to connect the UMass Boston community with library resources and services, and the informational [Healey Library Continuity Webpage](#) was viewed more than 1,500 times. The library effectively managed temporarily expanded access to e-resources from many vendors, and fast-tracked the creation, publication, and promotion of [Academic Honesty Webpages](#) in conjunction with the Provost’s Office to remind students of the importance of academic integrity in a changed learning environment. In addition, the Library quickly turned around a full proposal for grant funding through the IMLS CARES Act Grants for Museums and Libraries program, a process that included vendor meetings and demonstrations, planning meetings involving all library staff, and successful submission of a \$150,000 proposal for equipment and software to support the library’s services and resources in responding to the pandemic. Since the late Spring 2020, the library has focused intensely on re-opening/Fall 2020 planning efforts, marshalling all library staff to be engaged in developing creative solutions and working collaboratively with a wide range of UMass Boston departments to develop a plan that adequately provides for the campus’ academic library needs while also protecting health and safety of staff.

Healey Library served the instructional and research needs of the UMass Boston community during the shift to remote learning as documented in a 24% increase in pageviews of Library reference pages, a 25% increase in pageviews of Library blogs, and the fact that the digital content in the library’s online repositories was accessed 725,977 times, representing a 48% increase in activity over the previous year when content was accessed 492,066 times (increase likely due to remote operations.) UASC worked with Digital Commonwealth to facilitate harvesting of 12,474 records from digital collections repository to statewide hub and to Digital Public Library of America. The Library added records for 352 books, 124 DVDs, 84,475 e-books and electronic documents, and 18,293 streaming media to the library catalog, and modified 11,884 existing records for enhanced discoverability in UMBrella.

In AY 2019-2020, the Library engaged in a number of significant community engagement projects. Throughout the year, the Library worked closely with UMass Boston students, dozens of community volunteers, and hundreds of descendants on a major research project related to the 1919 Boston Police Strike. The community research project resulted in extensive local press coverage, a unique online database and website (“Roll Call” www.bpstrike1919.org) and brought in monetary donations that accounted in part for the 53% increase in Healey Library fundraising from \$14,503 in FY19 to \$22,111 in FY20. In addition, in Fall 2019, the Library launched a new website for the Mass. Memories Road Show program which features a variety of resources for local planning teams of participatory archiving events, including volunteer training materials as well as sample publicity flyers and press release

Two other community-oriented projects were launched in direct response to the COVID-19 crisis: “Archiving UMass Boston’s Experience”, a project to document UMass Boston’s community response to COVID-19, currently includes 62 images, videos, stories, essays, and diary entries from students, faculty, staff, and alumni; and the “STUCK-AT-HOME Show” was a pilot project that the University Archives and Special Collections team conducted with the towns of Bellingham, MA and Malden, MA in response to COVID-19 to provide an online experience to mitigate the cancellation of those communities’ Mass. Memories Road Shows. This concept will be further developed in 2020-2021, and UASC is engaging UMass Boston students in the pilot.

Strengths and Weaknesses

STRENGTHS: Healey Library’s notable strengths, described in detail below, are the expertise and dedication of its staff, its success in collaborative initiatives, effective allocation of resources and management of collections, and its participation in a variety of resource sharing networks.

Healey Library Staff

Healey Library’s most prominent and valuable strength is its staff, who are capable, experienced, creative, resourceful, and dedicated to serving UMass Boston, the local community, and the international library and archives profession. This year, the COVID-19 pandemic posed a challenge that called upon every one of those characteristics, and the Library staff responded effectively so that Healey Library was able to continue as many of its services as possible without access to the physical library building during the University’s rapid shift to a remote modality. No matter the challenge, Healey Library staff remain steadfastly committed to providing exceptional customer service, routinely going above and beyond in providing service to the campus community. The professional expertise of the staff is an important foundation for its success and resilience despite ongoing resource constraints. The Healey Library staff’s ongoing administration of a multi-year National Leadership Grant from the Institute for Museum and Library Services is evidence that Healey Library staff are recognized as leaders in the library and archives profession. Healey Library systems and resources are maintained by Library staff and graduate students with unique and challenging technical expertise formed by years of training, advanced education, and hands-on experience. And in addition to their ongoing commitment to best practices in library teaching and reference support, Healey librarians continue to develop their subject specialization support, particularly in areas related to accessibility, education, and sciences. The expertise of the staff of Healey Library is also evident in their robust professional development and service activities. Healey Library staff serve in leadership roles for local and national professional committees and organizations; they publish peer-reviewed articles and book chapters, organize and attend countless professional development opportunities, and present at local and national conferences as panelists, keynote speakers, and invited speakers.

Collaborative Initiatives

Healey Library staff collaborate effectively and collegially both internally among library departments and externally with campus, community, and professional partners. During the past academic year, Healey Library staff participated in two cross-departmental functional committees: the Security and Disaster Preparedness Committee and the Renovation and Beautification Committee. After COVID-19, these committees shifted into critical Summer/Fall 2020 and library services restart planning. All of this planning has been efficient and successful because of the naturally collaborative way in which Healey Library staff have worked for decades. Healey Library staff have built strong collaborative relationships across campus with a variety of constituencies whose partnerships allow us to bolster and expand our own service goals.

Effective Management of Library Collections

Despite years of ongoing budget constraints, Healey Library staff have built and maintained a high-quality collection of physical and electronic research resources, including archival and special collections materials. Healey Library has strong journal and database offerings, and these subscriptions have been well managed over recent years. Through careful stewardship of its budget, aided by negotiations with vendors, the Library was able to offer an 8% increase over AY 2018-2019 in the number of electronic databases available to the UMass Boston community. There have also been some particularly notable electronic resource additions recently, such as the Visible Body Human Anatomy Atlas, LION (Literature Online), and expanded access to ScienceDirect through a five-campus negotiation and contract with Elsevier. Healey Library's dedicated staff ensure that new library materials are cataloged, processed, and made available with quick turnaround and that any updates to vendor-provided resources are incorporated rapidly and seamlessly.

Library Network Partners

Healey Library benefits from participation and membership in a variety of resource sharing networks, including the Boston Library Consortium (BLC), the Fenway Library Organization (FLO), the Center for Research Libraries (CRL), and many others. These organizations connect Healey Library staff with professional expertise and guidance. They also provide leverage for joint contract negotiations for subscription resources, and they are dedicated partners in our resource sharing networks. Resource sharing is an essential library service that allows us to meet the needs of our campus community in a cost-effective manner, and our good standing with and participation in these networks helps us provide world-class resources to faculty, staff, students, and community partners. This academic year, Healey Library acquired 6,641 items for our patrons from 734 libraries. This includes 50 states in the U.S., plus the District of Columbia and Puerto Rico. Additionally, Healey Library borrowed materials from 5 continents and 13 countries (Australia, Canada, China, Denmark, Germany, Hong Kong, Israel, Japan, Netherlands, New Zealand, South Africa, Spain, and the UK!) to fill requests for patrons. There continues to be great potential for consortial action relating to collections: from collective e-book acquisition, to consortial streaming video negotiations, to explorations of controlled digital lending, and our participation in these library networks is essential for enacting library service innovations. As all libraries will be facing some steep hurdles over the coming year—supporting online teaching and learning, reduced budgets, and possibly reduced staffing as well—these partner libraries will have additional motivation to work together.

WEAKNESSES/CHALLENGES: Healey Library's most notable challenges, described in detail below, involve navigating campus administrative processes, dealing with serious and long-standing understaffing, addressing weaknesses in print collections and coping with untenable publisher pricing

models for electronic resources, addressing the facilities challenges noted in the NECHE review and, of course, handling the unexpected and devastating challenges of the global COVID-19 pandemic.

Challenging Administrative Processes

Healey Library wrestles with administrative challenges unique to UMass Boston in attempting to make progress toward its goals. The complexities of the hiring process, especially the varied and variable workflows for job search processes for the different unions on campus, and delays in processing resource licensing and renewals, require excessively time-intensive administrative work in the Library. Administrative bottlenecks can have substantial practical ramifications for the Library, for instance in the loss, in two searches, of qualified job candidates due to the length of time to receive necessary approvals to advance the search process. And although the new unified procurement model has streamlined many system-wide processes, Healey Library continues to be challenged by the approval processes necessary to license and renew its electronic resources, sometimes leading to temporary halts to resource access while renewals and licenses are approved through the UMass procurement system.

Healey Library is also challenged by limitations of the underlying IT infrastructure both on campus and in the UMass system. Limitations in patron data sharing, even in controlled and secure situations, have prevented Healey Library from participating fully in larger resource sharing initiatives with other Boston-area academic libraries, and other data limitations have prevented the library from instituting role-based authentications for access to library resources.

Staffing

In AY 2019-2020, every department in Healey Library was seriously understaffed compared to its peer institutions and other public universities in Massachusetts (based on an analysis of student/faculty FTE and librarian lines). While the staff has adapted to these realities, the staffing shortages create an environment ripe for burnout, staff turnover, and loss of morale. Departments are limited in the number and scope of projects they can undertake without adequate staffing, leading to difficult decisions about the allocation of resources to accomplish competing projects. The effects of Healey Library's chronic understaffing can be seen in a variety of contexts. Some library departments have only one staff member, leading to problems with business continuity when that one staff member is out of the office for planned or unplanned absences. Other departments have resorted to sorting out essential tasks in piecemeal to Healey Library staff in different departments who already carry full workloads. Across the board, long-term and aspirational projects have had to be put on a back burner in order to meet essential day-to-day tasks. Healey Library is working to mitigate the effects of understaffing by advocating with the campus administration for essential staff hires, and by developing hiring processes and workflows that allow Healey Library staff to move as quickly as possible through the search processes once a search is launched.

COVID-19

The COVID-19 pandemic, and the resulting rapid switch to remote learning, presented innumerable challenges for Healey Library, all of which were met with resilience and determination on the part of Healey Library staff to continue to offer Library services with as little disruption as possible. Lack of access to physical facilities or materials proved to be a major challenge for staff and for patrons needing those materials. Additionally, since the Healey Library building has been set to "unoccupied" status during the campus's period of remote learning, the lack of regular climate control throughout the building poses a serious risk to physical Healey Library materials and collections, as well as limitations to when and how Healey Library staff can use their departmental equipment and workspaces upon restarting limited Library services.

Even after the Library receives approval to bring staff to campus in a limited capacity, some critical Healey Library staff will be unable to come to campus due to being either high-risk themselves or living with high-risk individuals, requiring the reconfiguration of some of the essential functions the Library can perform (e.g. processing newly purchased physical materials). Healey Library's staffing model is further stressed by the freezing of two critical position searches. Hiring these two positions could do much to alleviate some of the staffing challenges discussed above, and Library is ready to resume these searches as soon as approval is granted.

Healey Library has mitigated these challenges by: creatively and collaboratively designing a flexible staffing schedule for restarting essential Library services; pursuing agreements for space sharing with IT in order to operate in areas of the building that are consistently climate controlled; collaborating with campus health and safety experts in developing the Library's return to work proposal; and developing a comprehensive Healey Library work plan that includes clearly defined roles and responsibilities for both staff who are working on campus and staff who are working in similar capacities remotely.

Along with the building closure, and despite continuing to offer research support services virtually through a variety of channels (phone, web conferencing, email, text message, etc.), Healey Library saw a significant decline in reference and research support due to the rapid shift to remote learning. The closure of the physical Healey Library building resulted in a 24% decrease in reference desk interactions (4,488 in AY 2019-2020, compared to 5,908 in AY 2018-2019) and, similarly, a 29% decrease in archival research requests (463 in AY 2019-2020, compared to 650 in AY 2018-2019). Going forward, as the campus's remote services model continues, Healey Library staff will be developing creative service solutions as well as active outreach plans in order to connect UMass Boston students, faculty, and staff with the Library's extensive remote research support services.

Print Collections

Although Healey Library has worked assiduously to establish the best possible suite of research resources to meet the needs of a research university, Healey Library's collections remain insufficient in some key areas. Healey Library's relatively limited e-book offerings are its greatest weakness, and one likely to prove a challenge over the coming year as faculty and students increasingly expect desktop delivery of all Healey Library resources as they work remotely. The Library's reliance on both its print holdings (currently inaccessible, although the Library hopes to restart limited library services in late summer 2020) and interlibrary loan (also currently inaccessible due to both limited access to Healey Library resources and facilities and equivalent limitations at the vast majority of the partner libraries) may also prove insufficient for meeting user needs if access to physical spaces continues to be limited and interlibrary loan departments must operate at partial capacity. In order to address these concerns in AY 2020-2021 and beyond, Healey Library will look at a combination of purchasing (individual titles and packages), subscribing, and demand-driven acquisition options for e-books that both fill existing gaps *and in some cases* overlap with the Library's print holdings but need to be made available online. Healey Library is a net borrower through interlibrary loan, meaning the Library fills more requests for borrowing items from other libraries than it does requests for lending items to other libraries. On one hand, interlibrary loan is a valuable service that allows Healey Library to meet the resource needs of its user community efficiently and resourcefully. On the other hand, however, this imbalance indicates the limitations of Healey Library collections. (Healey Library's aspirational peers are both net lenders, as opposed to net borrowers, as discussed in the peer comparison section below). Possible factors contributing to Healey Library's collection limitations include a significantly reduced acquisitions budget for purchasing materials recommended by Faculty, past database cuts during years of budgetary constriction, and staffing limitations that eliminated subject-area librarians recommending purchases.

Untenable Publisher Pricing Models for Electronic Resources

All academic libraries are struggling to meet the needs of faculty and students in the context of extremely costly bundles and “big deal” contracts and restrictive pricing models, and UMass Boston is no exception. Vendors routinely apply an automatic 6-10% inflationary increase to annual renewals of electronic subscriptions, and securing access to e-books and streaming media is generally based on annual licenses rather than ownership. For these reasons, meeting growing e-book and streaming media demand will continue to be a challenge in AY 2020-2021 and will require administrative support to provision the library at levels that can adequately support faculty and students working remotely.

Library Facilities Challenges: see NECHE Review notes under “Concern #5” below

Mid-Term NECHE Review: Healey Library’s Responses to Concerns #1, 4 and 5

Concern #1: *Implementing its strategic plan with emphasis on the development of plans for revenue generation to support the initiatives of the plan, the allocation of resources necessary to accommodate enrollment growth, and the use of data for decision-making*

In AY 2019-2020, Healey Library developed and implemented a “[data dashboard](#)” to support effective comparisons year-to-year and inform library decision making, resource allocation budgeting, and strategic planning. The data dashboard is updated annually and serves as the source for ACRL and IPEDS data reporting for the Library. The Library also employs usage analysis reports and data visualization tools to inform decision making for budget planning, workflow optimization, library systems and services assessment, resource evaluation, and collection development. Examples include electronic resources usage analysis, WorldCat Discovery analytics, Alma/UMBrella analytics, EZproxy log analysis and data visualization, and UMBrella Bug Report statistics.

Concern #4: *Enhancing support for graduate students*

Healey Library offers substantive professional employment opportunities for graduate students as library systems and applications development assistants, positions that provide the students with professional and practical experience and hands-on programming and applications development skills, which has been demonstrated to improve their job prospects after graduation. Graduate students in these positions have enhanced the library user experience and access to library resources and services for all students (including graduate students) by implementing the state-of-the-art UMBrella search and discovery system and unified library resource management system Alma, daily patron database update synced with the University PeopleSoft system, and Single Sign-On EZproxy authentication. The Library’s Archives and Special Collections department likewise offers substantive employment opportunities for graduate students and training in archival processing and preservation and in community programming and project management. In addition to employment opportunities, the Library’s Reference, Outreach, and Instruction department supports graduate students through targeted research consultation services and workshops for graduate students on publication impact factors, raw data sources, reference managers, and social networking tools.

Concern #5: *Addressing the resource challenges of the Healey Library, including space availability, lighting, staffing, and information technology, in light of the University’s goal to become a residential campus*

The resource challenges identified by the accreditation team have impacted the Library’s services and resources regardless of the University’s progress towards becoming a residential campus. Since the

NECHE review, the library has effectively - though not definitively - addressed many of its resource challenges with the support of the campus administration.

In 2016, the Library established a “Library Systems and Discovery Services” department to adequately provide the technological expertise required to maintain and customize the technical infrastructure that underpins the library’s discovery and access services. The department now has three full-time staff and two graduate student assistants. In addition, since 2016, four new staff were hired to fill vacancies in Reference, Outreach, and Instruction and Collection Development, and a temporary full-time hire was funded by an IMLS project grant.

In terms of the library as space, since 2016, the Library inaugurated a “Library Renovation and Beautification Committee,” which has energetically and creatively repurposed campus resources to significantly improve study space for library visitors. The library’s instruction classroom has been transformed into the “Center for Active Learning & Library Instruction”, an active learning classroom outfitted with magnetic whiteboards, mobile furniture, and technology integration, including a smartboard with web conferencing capability, ECHO 360 and Mirroring 360 for classroom recording and screen sharing, and laptop and iPad carts for student deployment.

Apart from one dedicated storage room (the “vault”) on the 5th floor, the climate in most of the Library’s archival storage spaces does not adhere to recommended standards, a reality worsened by the building closure due to COVID-19, when paper collections and rare books not in steadily climate controlled areas are subject to potentially damaging temperatures. There have been only minor changes or updates to Archives facilities since the NEASC/NECHE report in 2016, despite a dramatic 176% increase in our department’s archival instruction workload (in 2017-2018 the department hosted just 294 students for in-person, hands-on instruction while in 2019-2020 archival staff hosted nearly 1,000 students).

Despite successfully addressing some of the challenges identified in the NECHE review, Healey Library still faces a number of facilities issues that impede its services, including inadequate lighting in stairwells and book stacks; unreliable and malfunctioning elevators; inadequate climate control leaving some parts of the building excessively hot or cold; mismatched carpet and furniture that create a shabby and unwelcoming environment, undermining staff efforts to provide a comfortable and welcoming physical space; and electrical outlets that are seriously inadequate in a wired world. The Library is working to mitigate these challenges through the efforts (described above) of the Healey Library Renovation and Beautification Committee and through the preparation of capital improvement budget requests. The library looks forward to continuing to address these issues when we return to campus.

Healey Library Goals for AY 2020-2021

In the course of the 2020-2021 academic year, Healey Library will leverage its strengths and mitigate constraints in order to provide the critical resources and services that bolster the academic health and success of UMass Boston. In AY 2020-2021, Healey Library aims to realize an increase in the number of virtual library and archival instruction sessions and research consultations, in support of the campus’s continued remote operations. Additionally, Healey Library anticipates an increase in traffic to its extensive electronic resources, including UMBrella, licensed resources, library web pages, and Credo Instruct modules, evidence that Healey Library web resources are supporting a remote campus. As Healey Library initiates the restart of its physical materials services, library staff will track and analyze

requests for research materials of all kinds in order to document the efficacy of the library's new operational models.

GOAL 1: "Advance student success and development"

Information Literacy, Archival, and Reference Instruction

Healey Library will focus intently in AY 2020-2021 on improving its archival and library instructional services in support of the remote learning environment for Fall 2020, while building a program that meets the evolving needs of faculty and students beyond the COVID-19 disruption. To this end, Healey Library will develop an expanded instruction program that applies reusable learning objects, lesson plans organized around digital technologies and active learning pedagogies, and that includes the pursuit of training and certification in online teaching methodologies for instruction librarians.

In addition to its information literacy instruction program, Healey Library has worked steadily over the last several years to build a robust archival instruction program to give UMass Boston students hands-on access to and experience with archival materials and special collections. In order not to lose ground in this important area during the COVID19 disruptions, Healey Library archivists will prepare lesson plans for online archival instruction using digitized collection materials. Both of these enhanced instructional models will make use of interactive technologies and self-paced pre-work before attending a virtual library instruction session. In order to evaluate the success of these instructional transformations, Healey Library will implement assessments and evaluations that are built into existing teaching materials and that are applied before and after instruction session.

Research Support

In support of Healey Library's strong reference services and research support services, Library staff will develop and fully implement a reference outreach program for undergraduate students, graduate students, faculty, and staff that will offer support in person (when permitted by campus guidelines), virtually, synchronously, and asynchronous to meet the varied needs of our campus community. This program will include ESL/ELL-targeted outreach and virtual drop-in office hours. Additionally, in order to provide students and researchers with access to physical archival and special collections materials, Healey Library staff will conduct virtual archival research consultations with the use of meeting software and document cameras to allow as much access as possible to unique archival materials while the campus is operating under a remote learning model.

Plagiarism

Healey Library will continue to support the campus's efforts to educate students, faculty, and staff around the principles of academic honesty and the importance of upholding community integrity, particularly during times of remote learning. To that end, Healey Library will develop and promote a plagiarism awareness program to expand student competencies in academic integrity, including online plagiarism workshops and assessments.

GOAL 2: "Enrich and expand academic programs and research"

In order to support the academic programs of UMass Boston, Healey Library will routinize a process of collection analyses using a variety of data sources and feedback streams. For example, by identifying low use (less relevant) and/or high cost-per-use (poor value) subscriptions for potential cancellation, Healey

Library will have the flexibility to add new resources in support of new faculty, new programs, or unexpected outgrowths from UMass Boston's temporary shift to fully remote learning.

GOAL 3: "Improve the learning, teaching, and working environment"

Antiracism

In response to the murders of George Floyd, Breonna Taylor, Ahmaud Arbery, and other Black Americans who have been killed during our country's more than four-hundred-year history of deeply-rooted systemic racist violence, the Healey Library staff collaboratively prepared a statement on violence against Black people and list of actionable antiracist goals for the Healey Library to address. In AY20-21, Healey Library pledges to use its expertise and resources to advance the sharing and production of knowledge for racial justice and provide support for cultural and societal transformation by: curating and ensuring access to high-quality resources, information, and programming that help people grow in their cultural humility; and ensuring that our library, archival, and special collections center the voices, stories, and lived experiences of Black, Indigenous, and People of Color, and all individuals and communities who have historically been and are currently oppressed. In AY 2020-2021, nearly all Healey Library staff will have completed a half-day Inclusive Excellence workshop facilitated by the Office of Diversity, Equity, and Inclusion. Healey Library plans to prioritize staff training and development in this area for AY 2020-2021.

24/7/365 Service Model

Healey Library will support the ongoing evolution and transformation of UMass Boston's campus community towards a 24/7/365 service model that will support the residential campus and the needs of the UMass Boston community. While some 24/7 support options are already in place, such as global 24/7 real-time chat support, Healey Library will undertake planning to envision what 24/7/365 services look like for Healey Library and what resources will be needed in order to implement that vision for the campus. In support of this goal, the Library will direct IMLS CARES funding (if awarded in August 2020, or if not, will seek other funding streams) towards self-service checkout of equipment and other library materials. It should be noted that these solutions for 24/7/365 also serve to support social distancing and contactless service provision, should those prove necessary into the future for public health reasons.

COVID-19 Response and Adaptations

The COVID-19 emergency required rapid and resourceful responses from the entire campus community, including Healey Library. As UMass Boston's period of remote learning extends into the fall, the Library will take steps to streamline and improve our services and workflows in support of a largely remote campus community. As a part of this improved response, Healey Library will: create new models of delivery for existing services in order to connect the campus community with as much of Healey Library's collections and services as possible; improve remote work capabilities and workflows for Healey Library staff; and develop staffing plans for hybrid work scenarios, including the deployment of Healey Library staff to other library functions made necessary by the Library's and the campus's COVID-19 response. Additionally, Healey Library hopes to be awarded a \$150,000 CARES Act grant from the Institute of Museum and Library Services that will both support Healey Library in responding to the current restrictions related to COVID-19, and help propel Healey Library into 21st century library technology and services in order to provide innovative and modern services and support beyond the COVID-19 era.

Library Outreach and Promotion

94% of Healey Library's non-personnel budget is devoted to the electronic research resources that support the academic mission of the university. In order to maximize the usage of these valuable resources, Healey Library departments will work both independently and collaboratively to actively and routinely promote library resources, particularly during a time when electronic access to library materials is critical, as well as library activities, services, and initiatives.

Library Systems and Technology

Healey Library will continue to enhance the technological infrastructure that supports the information seeking activities of students, faculty, and staff at UMass Boston. Maintaining the library systems that make essential library resources discoverable and easily accessible is a critical component of the learning, teaching, and working environment. To that end, Healey Library will continue to expand and enhance the functionalities and integrations of our core Library Systems, Alma and UMBrella, to improve the user experience, enhance user access to library online resources, and strengthen the library services that support and advance student success, teaching, learning, and research. In AY 2020-2021, Healey Library will conduct and analyze usability testing to help improve the design and function of its critical online tools.

GOAL 4: "Establish a financial resources model consistent with the university's vision statement"

Healey Library will continue to effectively and judiciously manage its budget allocation in the uncertain financial environment, including working with the other UMass campuses and with its consortial partners on collective licenses and re-negotiated bundle and "big deal" publisher packages. In order to bolster other funding streams, Healey Library will expand its "Friends of Healey Library" donor base by implementing an effective electronic communication strategy for remote donor engagement and by hosting at least one Friends of Healey Library engagement event during AY 2020-2021, whether in-person or remote. Healey Library will also continue to pursue additional funding to support Library needs and initiatives, including COVID-19 responses and antiracism work. Finally, Healey Library will continue to conduct in-depth and careful analyses of our electronic resources and subscriptions. Reviewing existing gaps and overlaps among our resources can inform us on the best approach to increasing the resources available to our faculty and students, and in the most fiscally responsible manner.

GOAL 5: "Develop an infrastructure supportive of the preceding goals"

Data Analysis/Evidence-Based Decision Making

All decisions that Healey Library makes, from our resource subscriptions to our staffing models, are based on collected data and evidence. In continuing in this vein, particularly during a context of uncertainty, Healey Library will continue to formalize, execute, and expand its plan for data collection and analysis across the departments of the Library. In particular, Healey Library will use web analytics and usage data to inform our library system enhancements and library resource subscriptions. Healey Library will also continue to collect and refine data that will allow for accurate and timely comparisons and benchmarking among our peer institutions and aspirational peers.

Library Systems and Technology

Healey Library will continue to support and enhance the backbone systems that make library resources discoverable and accessible to the campus community. In particular, Healey Library staff will: investigate the implementation of a single sign-on (SSO) protocol for our interlibrary loan system; continue the

cleanup of data in our back-end systems; and continue to enhance Alma and Primo for improved user experience and expanded functionality.

Library Staffing

Healey Library will continue to work with campus administration towards the development of a library staffing model that is sufficient to support a full range of academic library services and materials acquisitions for the UMass Boston community.

Healey Library Aspirational Peers

Healey Library identifies the University of Illinois Chicago (UIC) and University of Maryland Baltimore County (UMBC) as its aspirational peers. Benchmark data from each indicates that, while Healey Library's range of services and resources are generally in line with its peers, its staffing levels are notably lower. For instance, the University of Illinois at Chicago (30,000 students) has 21 staff in their "Resource Acquisition and Management" department and UMBC (with 8700 students) has 11 staff in their Technical Services Department, whereas UMass Boston has one staff member in Technical Services who also covers reserves and some acquisitions responsibilities. (Some of the roles in UIC's and UMBC's cited departments are covered by Healey Library staff members in departments other than Technical Services). Healey Library had received approval to hire an Acquisitions and Access Coordinator in FY20, but the hiring process was suspended due to the COVID-19 crisis and its budget implications. Activities and collections in Archives and Special Collections (UASC) are generally in line with those at aspirational peer units from UIC and UMBC, with the notable exception of staffing support. At both peer institutions, the staffing is between 30% and 50% percent higher than UASC at UMass Boston, despite many similar activities, platforms, and services. Notably, neither institution appears to carry out the range of campus- and community-engaged work that is so central to the mission of UASC and so in line with the community-engaged mission of UMass Boston. In the 2020-2021 academic year, UASC will conduct a more thorough analysis and comparison of UASC at these two aspirational peer institutions. In terms of resource sharing, Healey Library is a "Net Borrower" compared to its two institutional peers, meaning that UMass Boston borrows more than it lends to other libraries. Possible contributing factors are Healey Library's reduced acquisitions budget to purchase materials recommended by Faculty and librarians (down to \$20k/annual budget from \$150K annual budget in 2016) as well as some past database cuts. For most or all university libraries, ILL borrowing numbers are declining, as a trend (partly due to expansions in electronic resources), and Healey Library's ILL borrowing numbers when compared to peer institutions do not present any anomalies.

Healey Library Strategic Plan: In the absence of a permanent dean, Healey Library is not currently operating under a formal strategic plan.

Healey Library Organizational Chart

As of July 1, 2020

