

Joseph P. Healey Library Annual Report AY22-23

Submitted November 29, 2023

Stephanie Walker, Dean of University Libraries

Table of Contents

Section 1, Library Priorities

Priority 1: An anti-racist, health-promoting organization

Priority 2: A library building that is safe, comfortable and well-provisioned

Priority 3: Support for next-level advances in each department's services

Section 2, Significant Strengths & Challenges

Section 3, Mitigations

Section 4, Campus Goals

CAMPUS GOAL 1: Advance student success and development

CAMPUS GOAL 2: Enrich and expand academic programs and research

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

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

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

SECTION 1: Library Priorities

Priority 1: An anti-racist, health-promoting organization

Healey Library is committed to advancing equity, diversity, and inclusion (EDI) values and practices and to making concrete changes to improve the working and studying environment. To this end, in AY22-23, the Library updated language in its documentation; improved access and accessibility through expanded collections, resources, and policies; adjusted hiring, training, and onboarding processes; and continues to include EDI awareness and initiatives as standing agenda items in departmental and Healey Library Leadership Team (HLLT) meetings. Library-wide initiatives included Anti-Bias training for all staff; expanded training options with the Diversity & Resiliency Institute of El Paso (DRIEP) to include Anti-Racist training and LGBTQ+ Allyship training; and partnering with DRIEP for a six-month program in which our staff can participate in ongoing conversations about EDI topics. We also reviewed and revised the Library's EDI statement (and committed to regular reviews). The EDI Momentum Group created an [EDI LibGuide](#) to provide easy access to resources and information for Library patrons. Selected departmental initiatives are below; more details are available in departmental annual reports.

Our staff continue to pursue professional development opportunities focused on EDI. We collaborated with colleagues at area institutions via the Fenway Libraries Organization (FLO) and the Boston Library Consortium (BLC). Our Collections Analysis & Development librarian participated in a panel discussion on decolonizing library collections at the UCLTL conference. The Engagement & Advancement Librarian and the Library Desks Service Manager attended trainings on EDI and accessibility in social media. Reference, Outreach, & Instruction (ROI) Librarians attended sessions at the Library Instruction Tennessee Conference and LOEX Conference, including "Meeting the Diverse Library Instruction Needs of HBCU students," "From Garnish to Entree: Centering BIPOC Students in Library Programming via High Impact Practices," and "Culture Clash: Engaging Students from Underrepresented Racial and Ethnic Groups and Backgrounds in Library One-Shot Instruction." Library Systems & Discovery Services (LSDS) librarians kept up to date on new EDI features and enhancements for UMBrella and Alma by attending workshops, webinars, and conference sessions, e.g. *Diversity, Equity, and Inclusion in Search*. Technical Services is working to eliminate implicit Euro-American cataloging bias; staff engage in professional development activities to reduce biases. Resource Sharing & Document Delivery (RSDD) provides Inter-Library Loan (ILL) transactions free to HBCUs and Tribal Libraries. We also continue to improve our collections and practices. We intentionally acquire resources supporting EDI, anti-racism, and social justice. *AM Explorer*, the digital *Brill Climate Change & Law Encyclopedia*, and the *Proquest History Vault (Black Freedom Struggle in the 20th Century and the NAACP Papers)* are major acquisitions in these areas (see Appendix A for full list). We also expanded Curriculum Resource Center (CRC) Collections, buying 47 new children's fiction and nonfiction titles to fill EDI gaps.

We excel at community outreach. The Library Desks Service Manager mentored a student in the Professional Apprenticeship Career Experience (PACE) program, aiding with her successful application to Simmons University's Master of Library & Information Science program. In Spring 2023, Circulation mentored a student in the Massachusetts Inclusive Concurrent Enrollment Initiative (MAICEI) program. University Archives & Special Collections (UASC) is especially known for community outreach, and this year, continued focusing on selecting

materials (physical and digital) for instruction sessions and Grossmann Gallery exhibits that documented or represented historically marginalized communities, including Indigenous, African American, Asian American, Latinx, LGBTQ+, and immigrant communities. UASC also focused substantial time and resources on processing the papers of Black activist, leader, community organizer, and politician Melvin “Mel” King, who passed away this year.

Priority 2: A library building that is safe, comfortable and well-provisioned

Healey Library continues to work closely with Facilities and Senior Administration to develop a plan for the Library that aligns with the Campus Master Plan’s goals. The Dean of University Libraries created an [in-depth space plan](#) that captures the Library's needs and the opportunities available for partnerships with units across campus that will lead to the Library’s transformation into an academic hub for UMass Boston; an [Executive Summary](#) is also available.

We improved workflows for reporting, tracking, and following up on Facilities requests. Our physical plant regularly needs attention, often for the same issues, which takes time and energy away from our work supporting students and faculty. Our workflows streamline the reporting and follow-up of requests, removing some of the burden on other departments. We met multiple times with Facilities to address ongoing building concerns, and continue to do so. We continue to collect data and report findings to support our needs and make a case for building improvements. In AY22-23, we entered and tracked 201 Facilities requests. Top concerns include elevators (which break down often and entrap patrons) and the erratic HVAC (which can leave some rooms sweltering and others frigid – on the same floor). Facilities is working on both issues, and communications have improved. An additional improvement this year is that due to two staff resignations, we were able to hire new staff in Circulation, and update the existing staff schedules so there is always a full-time staff member working, ending the model of student staff working alone in the Library on nights and weekends; this improved communications and safety. We are also working to increase and update signage, to boost usability and accessibility.

In our public-facing and teaching spaces, we worked to make and maintain improvements. The Archives Research Room is a multi-functional space for UASC. It’s where we host on-site researchers and conduct archival instruction sessions for undergraduate and graduate courses. To support these dual functions, we worked with faculty from the College of Liberal Arts (CLA) to secure funding from CLA to install an A/V and projection system in the room, rather than using portable screens and projectors. This necessitated working with Library Administration, AV Services, and Classroom Technology to ascertain needs and price out the cost of supplies and installation. Also, the Center for Active Learning and Library Instruction (CALLI) is one of three active learning classrooms on campus. ROI was awarded funding from Library Administration to further equip CALLI with two wall mounted whiteboards and a mobile display easel for enhanced active learning teaching opportunities. We also worked with IT Client Services to update and ready 24 iPads for Fall 2023.

We have several internal committees dedicated to making the Library a welcoming space. One is the Welcoming Committee (which welcomes new Library staff, provides orientation materials, and plans events throughout the semester to bring students to the Library). The Building Safety and Beautification Committees were combined into one building-focused committee, which

makes suggestions for improvements to wayfinding, comfort, and usability. Though the building remains a significant challenge, we have worked diligently to provide mitigation at every level.

Priority 3: Support for next-level advances in each department's services

Thanks to the support the Library received in the form of budgetary increases, filling of staff positions, creation of new positions, and hiring of a permanent Dean, we made major strides in next-level advances for each department's services. Circulation was able to revise our full-time staff roles to ensure the Library is staffed by a full-time employee during all open hours of operation. This is a major improvement and provides significant support for patrons' needs. ROI and Collections conducted two successful searches and welcomed two new full-time librarians (Liaison Librarian; Scholarly Communications, Data, & Affordable Learning Librarian) who will grow our teaching capacity and our ability to support faculty research and University initiatives, e.g. Open Educational Resources (OERs), Open Access (OA) publishing, and an Inclusive Access pilot. We are working to transition to a liaison model of instruction and collections support, whereby each ROI Librarian is assigned specific subject areas and handles instruction for those areas, as well as general instruction. Liaison Librarians will also help evaluate subject resources, relieving some pressure on our sole Collections Analysis & Development Librarian.

With continued budgetary support, we have gone beyond the 'gap filling' measures of the past two years and have begun to systematically extend the breadth and depth of resources we offer our community. Our Collections Analysis & Development librarian consulted with faculty and analyzed resource usage and turn-away data; using this, he made key additions to our collections and expanded available resources (see Appendix A). LSDS and Circulation implemented new Alma functions to streamline workflows, improve patron privacy, and enhance service efficiency. We also implemented the integration of EBSCONet, our subscription management platform, with Alma; this allows Alma to receive subscription renewal data automatically, which streamlines acquisitions. We also implemented Single Sign-On (SSO) authentication to replace the dated barcode login for our ILLiad ILL service. This was a massive team effort, involving in-depth cross-departmental collaboration with RSDD and the vendor, and a huge amount of data clean-up involving tens of thousands of obsolete records by LSDS. SSO is a critical improvement that supports users' research, teaching, and learning. LSDS continues to implement enhancements to UMBrella and Alma, resulting in improved user experiences. Technical Services and RSDD are active in professional working groups, to provide improved services and plan for future shifts in acquisitions and service delivery. UASC continued implementing ArchivesSpace, a web-based platform for managing archives, digital objects, and manuscripts. ArchivesSpace replaces many disparate legacy archival management platforms for record-keeping, collections control, and patron access; it also improves discoverability. With ongoing support, UASC anticipates continued improvements and growth in next-level services.

SECTION 2: Strengths & Challenges

Strengths

Healey Library made major strides this year. Hiring, collections, and professional activities led to big improvements. Staff growth (both replacement and new positions) allowed Access Services desks to be staffed over all opening hours by a full-time employee. The new Liaison Librarian

position will allow ROI to a) expand Library instruction and reference services, and b) provide support to Collections in evaluating resources. The Scholarly Communications, Data, & Affordable Learning Librarian will aid faculty by supporting research data management (RDM), OA publishing, OERs, and Affordable Learning. These initiatives facilitate greater access to resources, improve accessibility, and support student success and retention.

Another strength is our existing staff. UASC had an unexpected leave of absence, but due to a strong staffing structure and clearly defined roles, staff quickly saw that to be successful they had to add a new team member, at least temporarily. UASC worked with Library Administration to make a case for a temporary hire – who had an immediate positive impact. The incumbent took on responsibilities of the team member on leave (that couldn't be postponed till her return), plus general oversight of the Research Room—scheduling and pulling items for researcher visits, providing back-up for student staff at the desk, and overseeing UASC's public-facing day-to-day operations. These were responsibilities that UASC staff had collectively taken on, on a rotating basis, before getting a temporary staff person, but the added responsibilities effectively derailed portions of their work, making them less productive. Now, UASC saw how having someone in a research services support role positively transformed the department. UASC staff could focus more on core responsibilities, be more productive, and provide more efficient research services for students, faculty, and researchers. Due to the great success of this temporary hire, we are examining our budget and structure to support a permanent hire in this role.

As well, Healey Library has worked diligently to negotiate better pricing for online resources. The Collections Analysis & Development Librarian led UMass System's negotiations with Elsevier; these began in earnest in September 2021 and ended in December 2022. Elsevier's journal package is a vital resource for our faculty and students, and a major investment for UMass: Healey Library's share of the nearly \$4 million 2023 contract is our single largest collections expenditure. We were able to secure a two-year agreement that reduced the cost for 2023 by nearly 2% and held the 2024 increase to a mere 0.007% over 2022, while retaining all access and perpetual ownership rights. This is a huge win; many librarians around the UMass system expressed gratitude for our CollDev librarian's leadership and skill. As well, he negotiated several "transformative" ("read & publish") licenses. While varying in details, these agreements allow UMass Boston faculty and students to publish their research articles on an OA basis at no cost to them—foregoing the usual article processing charges (APCs) that can be up to \$5,000. Beyond the "publish" benefit, in most cases the agreements extend our access to traditional paywalled "read" content. With the Cambridge University Press agreement, for example, our access expanded from 20 journals to which we had subscribed to their complete portfolio of over 450 titles. Though the current round of agreements only took effect in January 2023, we are already reaping benefits. Through July 2023, five faculty had articles accepted that will be published openly at no cost to them. Discussions with other publishers are in process, and we expect to have more transformative agreements by 2024. Furthermore, along the lines of facilitating "Open", ROI librarians collaborated with faculty across disciplines and colleges to identify OERs in subject areas such as biology, psychology, sociology, marketing, music, cinema studies, and counseling. Most notable was the textbook adoption in the course *Introduction to Cinema Studies*, in which a \$170 text was replaced by an OER text and library-licensed materials, saving 90 students a total of \$15,300. Our entire ROI department has undertaken

professional development in OERs; all have completed certificates in OER Librarianship via the Open Educational Network (OEN), and one ROI librarian is undertaking advanced certifications. Healey Library is fortunate to have staff dedicated not only to the Library itself, but to our profession. This results in expanded benefits for Healey Library and the UMass Boston community. Our Engagement & Advancement Librarian co-chaired the Boston Library Consortium (BLC) Strategic Planning Steering Committee throughout AY22-23. This work was very significant, as we benefit from many collective agreements and networks via the BLC. By helping to chart BLC's strategic direction for the next several years, she was able to ensure both that the needs of UMass Boston were represented in the final strategic plan and that channels for participation and inclusion in BLC are open, accessible, and transparent.

Healey Library also saw improvements in services across our departments. Many of these were made possible by our dedicated LSDS librarians, who rolled out the ILLiad SSO and undertook clean-up of tens of thousands of dormant, outdated records. LSDS also coordinated and oversaw a two-year project to redesign Healey Library's website. They also rolled out an improved 24/7 ChatBot, and a new Newspaper Search which upgraded the ability of UMBrella and discovery tools to find news content in over 80% of our sources – up from 20%. This year, Technical Services fully implemented the Alma Acquisitions module and the Rialto purchasing system. These systems sped up delivery of new resources and automatically populated acquisitions data in our catalog. E-books are now often available in a few days instead of a week; physical books arrive quicker than with our previous vendor. UASC also focused on strengthening core services and tools, from the ongoing implementation of ArchivesSpace and roll-out of the Roadmap for Participatory Archiving (RoPA) (which was developed by two of our archivists, and has been widely presented and adopted by other institutions), to working to hone reference and instruction activities and streamline their processing, accessioning, and deaccessioning workflows.

Challenges

Healey Library continues to face challenges in three major areas: physical plant, staffing, and workflows across campus and the UMass system.

Physical Plant: The building's condition is our biggest daily challenge. Wildly fluctuating temperatures, as low as 48 degrees or as high as 96, forced us to close the building several times last academic year and offer remote services only. Though circumstances are not always so extreme, we often need to move staff or send them home to work remotely because building conditions are unbearable (and beyond OSHA standards). Staff are either freezing or sweating. Several staff members have medical conditions triggered by extreme temperatures. For them, working in person can put their health at risk; we cannot (and don't) ask our staff to do this. Our Archival collections are also at serious risk due to fluctuating building temperature and humidity. The climate in most of our storage spaces does not adhere to archival standards or best practices; this has become more problematic as building issues have increased significantly. These issues put pressure on our administrative team and staff: we want to focus on providing excellent services to our students, faculty, and community, but spend substantial time on building issues.

Staffing: Although we have seen increases in our staff over the last few years, we remain very understaffed for a library of our size and scope, and well below our 2010 staffing (43). Similar libraries have staff sizes averaging 50-54 FTE; we will reach 30 FTE this year. Adding liaison

responsibilities for ROI Librarians will increase our ability to consult and inform faculty, but even with the addition in AY2023-4 of 2 new librarians (a Liaison Librarian, and a Scholarly Communications, Data, & Affordable Learning Librarian who will assist as feasible), our outreach efforts—given the number of faculty, departments, schools, and colleges in the University—will remain limited. Similarly, new work we are undertaking (expanded scholarly communications support, transformative licenses, preparation for building renovations, etc.) is labor-intensive, and taxes current staff. As well, though we have funds to hire another librarian in LSDS, we have run two failed searches because the salary is too low to be competitive in a field that requires highly specialized technical skills *plus* a librarian degree. Due to low staffing, Technical Services must prioritize projects and focus on daily work; this limits users' ability to find materials. If you don't know something is in *ScholarWorks* or UASC, and you must search there directly, you won't find it. There are many outstanding projects that team members have been unable to accomplish due to lack of staff, including weeding (which must be done before we renovate, to avoid space wastage), catalog maintenance, performing an inventory and cataloging unique Archival collections, digital and born-digital materials, donations, and OA items.

Workflows Across Campus & the UMass System: Healey Library continues to be challenged by a lack of dedicated support in a) the Office of Research & Sponsored Programs (ORSP); b) University Advancement (UA); and c) UPST. Our relationship with ORSP is casual enough, and our grant work is, for now, occasional enough, that we simply remind ORSP staff each time we are left out of a list of departmental assignments that Healey Library needs to be included – but it is demoralizing, as Healey Library has had a strong grant portfolio in the past and hopes to have one in the future. For UA, we are hampered by not having a dedicated person to tell our stories to and share our successes with, and to whom we could explain how library fundraising is vastly different now. We are no longer solely a building-with-books – but that is the model they know, and what they use. This impedes our ability to raise funds and appeal to new types of donors. While we have not had a very active fundraising presence in the past, we are on the cusp of very exciting growth and change, and we need a dedicated voice in UA who understands that Healey Library is no longer *only* a building-with-books: we are transforming into an exciting space that will meet a variety of student and faculty needs. We need someone in UA who can tell *this* tale to potential donors. Alternatively, we would like the Dean to be allowed to have more direct involvement in fundraising, with UA staff. Additionally, we still face significant challenges in the contracts and licensing process. Although UPST continues to improve their processes, we have at times waited over six months for contract approvals. The lack of a dedicated person in General Counsel who understands library contracts creates a significant learning curve for each contract they need to process. If we could have one dedicated person, we would not need to explain standard practices each time we submit a new agreement for review. Having a contract specialist who works with us is a tremendous help, but we spent most of the year without a

dedicated person. Each time staffing changes take place there is a major impact on our workflow. It is our understanding that UPST is working toward such a model; we hope this is accurate.

SECTION 4: Mitigations

Healey Library – and all users - would benefit greatly from a) a renovated building, b) additional staffing (both full-time and non-benefitted), and c) improved partnerships with campus units such as UA and ORSP and system offices like UPST.

A renovated building will provide innumerable benefits for staff, students, faculty, UMass Boston, and the Greater Boston community. Our Circulation and Library Administration staff could focus their time and energy on providing services and securing resources rather than chasing down a lengthy list of recurring facilities problems. The constant need to monitor and follow up on building issues means that a substantial percentage of our work time and energy goes toward solving problems rather than ensuring enriching Library experiences. Staff in areas with major temperature issues could work a full day on-site without changing locations, needing to wear outdoor winter gear indoors, or working remotely due to unbearable conditions. With renovations, productivity will be vastly improved. Our Archival collections will not be under threat of mold or deterioration due to humidity fluctuations, allowing staff to focus their attention on projects. A renovated Library will mean more space for ROI librarians and Archivists to teach classes. We lack classroom space to accommodate current demand, let alone expected growth. A renovated building will bring in partners, allowing patrons to access resources much more easily. Students will no longer need to trek across campus to get writing support in the Campus Center, then return to Healey for help with math homework. Bringing academic support units together in the Library will improve partnerships across units and serve our community more effectively. In a renovated Library, we could host more events, including fundraising activities. We seek to have more partners and fewer tenants in Healey Library.

Additional staffing (full-time and non-benefitted) would greatly increase our effectiveness. In the short term, increases to our non-benefitted personnel budget would reduce the burden on short-staffed units as we plan for staff increases. In the long term, such increases would allow us to staff Access Desks, increase social media outreach, and support many departmental needs. More full-time staff are crucial to our success. Filling the long vacant LSDS librarian position will provide vital support for a department that is stretched thin by the demands of maintaining complex library systems. Technical Services is understaffed by any measure, and unable to complete many projects (e.g. weeding, cataloging archival materials); their focus must always be on current needs. UASC would benefit greatly from further staffing and resource commitments; the archival instruction program would be even more dynamic and impactful, and the backlog of collections to process could be much reduced. Reducing backlog would also make space use more efficient: we often acquire collections that have superfluous items (e.g. framed photos from offices). In processing, we remove those, often halving the number of boxes. We also see a need for staff to oversee public services more broadly - from the Archives Research Room to the Grossmann Gallery - and for staff focused exclusively on digital collections, expanding online access to archival collections, and ensuring effective digital preservation. Better partnerships with on-campus and UMass system units would improve workflows and allow us focus on critical needs. Lengthy timelines to approve contracts via UPST complicate our ability to

negotiate the best pricing and terms with vendors and jeopardize our ability to spend our budget despite meeting UPST deadlines. We are pursuing more transformative licenses, which benefit the University and its faculty by promoting open research publication while saving thousands of dollars by offsetting publication costs. Yet we can only do this if UPST's licensing process is clear and efficient. Also, a dedicated UA liaison would transform Engagement & Advancement work. We need a liaison who understands the ways Healey Library is striving to grow, is excited to grow along with us, and is committed to telling our story. It is inefficient to tell our story afresh each time we meet with new UA staff. Dedicated support from ORSP would also be helpful as we plan to pursue more grants.

SECTION 4: Campus Goals

CAMPUS GOAL 1: Advance student success and development

Healey Library will strive to advance student success and development in myriad ways in the upcoming academic year. We will continue to work with Library departments and potential external partners (e.g. Simmons University) to find areas for student engagement (Graduate Assistant positions, internships, work study, etc.). We will increase marketing and outreach efforts to promote ILL services, especially to undergraduates. ROI will expand campus outreach by forging partnerships with programs and campus initiatives aimed at promoting student pursuit of academic excellence. This will include: developing a workshop series model targeting graduate students' research needs inclusive of in-person, online, and asynchronous learning modalities; increasing integrated support to multilingual students; and developing a reference outreach program that is both face-to-face and virtual to meet the ever-shifting landscape of educational needs. UASC will engage in a strategic planning process for the Mass. Memories Road Show program and the Roadmap for Participatory Archiving (RoPA) in alignment with Library and campus strategic goals. Our OERs work also supports student success and retention.

CAMPUS GOAL 2: Enrich and expand academic programs and research

The Library is working to develop effective faculty outreach and communication mechanisms. The Dean is involved in many campus groups, e.g. OER Working Group, Inclusive Access Pilot, University-Assisted Community Schools, IT committees, etc. Indeed, most staff participate in many groups. This ensures our Library is in sync with units across UMass Boston who are dedicated to enriching and expanding academic programs and research. Our Collections Analysis & Development Librarian is expanding transformative agreements to allow greater access to resources and facilitate OA. UASC is expanding collections related to UMass Boston groups, departments, and student organizations. This year, they engaged with 2-3 student groups and

contacted all campus unions to preserve their records; they acquired major FSU and PSU materials; we hope the collaborations become models for all campus unions.

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

Library Administration will continue to work closely with Facilities to make the Library building a comfortable, accessible, and inviting space for students to study, research, and meet. Looking ahead to a renovated Library, we will work on short- and long-range planning with the consultants hired for the project. To prepare for this, our Collections Analysis & Development Librarian (with assistance from ROI) will oversee assessment of our collections for weeding, and Technical Services will prepare to de-accession some items. As this is far too large an endeavor for current 2-person Technical Services unit, we will request additional staffing, including a permanent Cataloging & Metadata Librarian and a temporary project-based Cataloger or Cataloging Assistant to help with weeding. LSDD will implement user-centered enhancements and expand system integrations via partnerships with stakeholders, to improve users' experiences and enhance discoverability of and access to Library resources and services. ROI, our Scholarly Communications, Data, & Affordable Learning Librarian, and the Dean will enhance campus OER outreach and expand stakeholder partnerships. ROI Librarians will develop and promote culturally-aware academic integrity programs targeting undergraduate and graduate students to increase student competencies on plagiarism and ethical research behaviors; these workshops are designed to promote the academic integrity of asynchronous, online, and face-to-face workshops.

CAMPUS GOAL 4: Establish a financial resources model consistent with the University's vision statement

Dean Walker and our Engagement & Advancement Librarian have begun floating the idea of a series of donor-centered "Fireside Chats" as a way to engage with longtime donors and connect them with work being done in the Library. Our work toward this goal also centers on meeting regularly with UA to help them understand our "story," to better convey our goals to donors. The Assistant Dean and the Collections Analysis & Development Librarian will continue to develop a sustainable collections budget that establishes an optimal balance of expenditures between ongoing/subscription resources and one-time purchases; we will also seek to keep improving collections processes with UPST and vendors. We will prioritize professional development opportunities to help staff expand their skills and knowledge base. We encourage all staff to pursue such opportunities; as their skillsets grow, so does our ability to offer vital services.

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

To develop infrastructure to support our goals, we are prioritizing implementation of ArchivesSpace as the Archives' primary online user front-end and will focus on developing a new online UASC portal. They currently use many discrete platforms to provide user services; this year, we plan to move all end user activity to ArchivesSpace to improve usability. LSDD will continue to maintain a robust state-of-the-art systems infrastructure to ensure operational efficiency of core applications and systems, and to support Library resources management and services. RSDD will enhance availability and discovery of resources by buying and adding new titles users need, and cleaning up our catalog so resources are easier to find. Technical Services will work to reduce catalog bias. We will prioritize resources that help us deliver robust services to students, faculty, and staff. Our draft [strategic staffing plan](#), draft [space plan](#), and draft [strategic plan](#) address in detail the ways in which we are working to meet these goals and challenges.

Appendix A

AM Explorer: Through AM Explorer, you can search millions of pages of primary sources spanning the 15th – 21st centuries, including a wealth of new content added every year. Themes include Area Studies, Cultural Studies, Empire and Globalism, Ethnic Studies, Gender and Sexuality, History, Politics, Literature, Theatre, and War and Conflict.

Birds of the World: Comprehensive life histories for all bird species and families. Birds of the World is a powerful ornithology research database that brings together deep, scholarly content from four celebrated works of ornithology - Birds of North America, The Handbook of Birds of the World, Neotropical Birds, and Bird Families of the World. Also included are millions of bird observations from eBird and multimedia from the Macaulay Library.

Brill Climate Change & Law Collection: This comprehensive collection of climate change and law documents contains original source, non-edited, and non-redacted “grey literature” (non-peer reviewed) in English; originating from a wide range of organizations in the public and private sector, institutions, and/or individuals, world-wide; and centered on climate change and the law.

Cabell’s Predatory Reports: This is a searchable database of journals flagged as probable threats/ predatory publishers, with detailed reports identifying the specific predatory behaviors.

Cambridge University Press Complete Journal Package w/ \$0 APC for UMB authors: This Read & Publish agreement expands our access from 20 individually subscribed CUP titles to all 450+ journal publications and provides a no-charge OA option for all UMB authors publishing in CUP journals.

Covidence: A web-based software package that streamlines literature and systematic reviews. It helps with the heavy lifting that comes with importing citations, and also facilitates the screening of abstracts and full text, populating risk of bias tables, extracting data, and exporting.

Proquest History Vault: Black Freedom Struggle in the 20th Century and the NAACP Papers: The History Vault provides primary source materials from digitized archival collections, particularly those from the Black Freedom Movement of the 20th century. Content includes internal memos, legal briefings, government records, organizational records, personal papers, and subject files. The Black Freedom Struggle in the 20th Century modules offer unique documentation and a variety of perspectives on the 20th-century fight for freedom. The NAACP Papers charts the NAACP’s work and delivers a first-hand view into crucial issues. The NAACP Papers (1909-1972) document the realities of segregation in the early 20th century to the triumphs of the passage of the Civil Rights Act of 1964 and the Voting Rights Act of 1965 and beyond.

Springer Protocols: Frontlist & Full Archive (1980-2024); Social Sciences and Education E-book Collections (2017-2023): The Springer E-book collection provides access to scientific books, particularly in behavioral science and psychology, biomedical and life sciences, and computer science. Also included are protocols (1980-present) for experiments that are readily reproducible in a step-by-step fashion in a laboratory environment. Springer E-books may be downloaded to your personal device DRM free.

TAIR: The Arabidopsis Information Resource: Genetic and molecular biology data for the model higher plant *Arabidopsis thaliana*. Data includes the complete genome sequence along with gene structure, gene product information, gene expression, DNA and seed stocks, genome maps, genetic and physical markers, publications, and information about the Arabidopsis research community.

Taylor & Francis Journal Archive: Arts & Humanities, Clinical Psychiatry & Neuroscience:

Extends access to the first volume (as early as 1886) for 176 T&F journals in these heavily used subject areas. In addition, this collection will provide us with the opportunity to deaccession duplicative print holdings in advance of any building renovations/reconfigurations.

UpToDate: UpToDate is a clinical decision support resource that delivers evidence-based insights and recommendations authored and edited by world-known experts in their field. It's designed to be clear, actionable, and applicable to the patient at the point of care.

Vogue Archive: A searchable archive of American Vogue, from the first issue in 1892 to the current month, reproduced in high-resolution color page images. Pages, advertisements, covers and fold-outs have been included. Images can be found by garment type, designer, and brand names. The Vogue Archive is a unique record of American and international fashion, culture, and society from the dawn of the modern era to the present day.

Web of Science ESCI: Emerging Sources Citation Index (2006-2016) extends the scope of publications in Web of Science to include high-quality, peer reviewed publications of regional importance and in emerging scientific fields.