Annual Report for Academic Year 2020-2021
Joseph P. Healey Library
University of Massachusetts Boston

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HEALEY LIBRARY'S UNIT GOALS for AY20-21

Healey Library supports UMass Boston's academic mission by providing resources and staff to guide faculty, students and researchers in the complex process of discovery and effective use of informational materials. The Library also facilitates engagement and conversation in the areas of scholarly communications, academic integrity, equitable access to information and services, open access publishing, intellectual property, research, teaching, and learning in higher education. The Library's AY20-21 goals were organized in the following five categories; the Library's success in meeting each is described below.

GOAL 1: "Advance student success and development"
The pivot required by the COVID-19 pandemic was an occasion for the library's departments to review, adjust and expand their remote and asynchronous offerings while observing how shifts of staff and resources might benefit the library and its patrons in a post-pandemic environment. Early in the AY, each department in the Library expanded its remote and asynchronous offerings to provide 24/7 resources for remote learning and teaching.

The Reference Outreach and Instruction department (ROI) launched asynchronous "Credo Information Literacy" modules which generated unprecedented data and engagement levels, accessed 4,984 times by students in sessions totaling 12,450 views for the subsections of tutorials, videos, or quizzes. The department's virtual services included a collection of 243 online "LibGuides" viewed 924,431 times and 245 FAQ entries viewed 111,334 times, a total increase of 40% over AY 2019-2020. In AY20-21, the Reference Outreach and Instruction (ROI) department refined and promoted four online plagiarism and academic integrity guides, receiving 3,097 views, a 96% increase over the previous year. Due to the pandemic, in AY20-21 virtual reference accounted for 1,444 transactions, and online research consultations conducted by ROI librarians increased 185% over the previous year, with 111 online research consultations consisting of 51% graduate students, 37% undergraduate students and 12% faculty, providing research support for students' assignments, capstones, theses, and dissertations along with grant funded research.

Remote learning and teaching required adjustments to the library's customer support services. The Circulation department, usually physically available at the Circ Desk, responded remotely to students' questions about accessing library databases, services, and basic reference instruction through more than 6,500 emails and phone calls, and waived overdue fines until the campus re-opens. Library Systems and Discovery Services (LSDS) addressed 111 UMBrella reports for e-resource access issues and piloted then launched "Lean Library", a browser extension that provides quick and easy access to Library-subscribed full-text content when browsing the web. University Archives and Special Collections (UASC) expanded its asynchronous instruction offerings through a newly created "Primary Sources for Online Learning Research Guide" which includes a pre-recorded instructional video and overview of primary source research and four asynchronous Primary Source Exercises. This Research Guide was accessed 1,468 times over the past year and used by 168 students across 9 courses. Throughout the pandemic, UASC staff and student employees continued to engage with donors and researchers, creating an extensive queue of social media content about UASC collections as well as blog posts about UASC collections and activities. Technical Services (TS) and Resources

Sharing and Document Delivery (RSDD) stepped up their remote support and communications through adjustments in Interlibrary Loan and Course Reserves workflows.

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

At Healey Library, enriching and expanding academic programs and research occurs through collections development and the provision of curated materials for research, teaching and learning. In AY20-21, Healey Library largely maintained access to its current roster of subscribed journals and databases with some additions as finances permitted. Based on a collections review, overall the library prioritized the acquisition of e-books, including the major acquisition of the JSTOR e-book collection, focused on university press monographs, including titles published within the past 3-5 years, supplemented by purchasing single-title e-books to support faculty research, course planning, and students' academic work. As a result of these collecting efforts and in response to faculty requests and course reserves needs the single librarian in the Technical Services Department added new catalog records totaling 358,315 e-books and documents, 129,259 streaming titles and 239 print books, 38 DVDs and modifying 35,760 existing catalog records to maintain data quality and discoverability.

Over the past year, with most staff working remotely, UASC focused on its online digital collections, which are freely and openly available to UMass Boston students and faculty, and to researchers around the world. Over the past year, UASC staff added 1,966 digitized archival items to "OpenArchives@UMass Boston", the library's online collections repository, which represents a 289% increase over the number of items added the previous year. To improve discoverability, the department revised and strengthened the descriptive records for thousands of items in its digital collections, including the 3,874 photographs in the University Archives Historic Photographs collection related to the history of UMass Boston and Boston State College. The 25,224 items in the digital collections repository have been accessed 402,204 times over the past year, which represents a 62% usage increase over AY2020. In AY20-21 UASC also revised its formal Collection Policy, identifying values that were evident in its collecting activities but not formally articulated, for example the department's long-standing commitment to documenting historically marginalized people. Having a clearly defined collection development policy in place allows the department to make strategic decisions about collections to pursue that will support the university's academic programs and research.

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

Healey Library has identified antiracism and health promotion as key priorities and as powerful ways to improve the learning, teaching and working environment. Inspired by the Chancellor's leadership, spurred by current events and in response to internal issues in the library, the staff expressed overwhelming interest in creating an anti-racist, health-promoting institution. The majority of the staff have been actively engaged in the Healey Library's antiracist and DEI activities, including all completing Diversity Resilience Institute of El Paso's self-paced, interactive training. In addition, the library utilized development funds for an intensive anti-racism training series with New Generation Consultants for the entire unit. Healey Library staff joined with other Boston Library Consortium (BLC) libraries on a "Diversity Literary Awards Analysis" and a BLC EDI Forum in early June was voluntarily attended by more than half of Healey staff. In AY20-21 the Library provided support to the campus initiatives "Homegoing: A Restorative Justice Initiative Colloquium", and "UndocuWeek", providing campus-wide access to the texts being discussed. UASC has begun a project to review all

collection descriptions and finding aids for problematic archivist-supplied language and offensive or out-of-date terminology. All of these initiatives help to remove potential barriers between the library's services and collections and our students, contributing to a library and campus environment that is committed to antiracist work.

The campus learning, teaching and working environment was bolstered by the Library's many adaptations in response to the global pandemic. ROI librarians developed a comprehensive online resource guide addressing Research Guidance and Scholarship, Remote Research Resources and Work-Life Balance in response to a request from the campus' Remote Research Sub-Committee. Also during the pandemic, interlibrary loans were available for curbside pick-up and return and the option of using USPS to return borrowed materials was made available upon request while the campus was closed. Using a new patron-facing universal request form, Technical Services took on management of course reserves processes, handling nearly 500 requests and arranging where necessary with campus Classroom Technology to have DVDs digitized and streamed, with physical books scanned by staff in the Circulation Dept. University Archives and Special Collections (UASC) began digitizing larger portions of its physical archival collections upon researcher request since researchers were not allowed to visit the archives reading room. In response to the pivot to remote teaching and learning, Circulation students and staff worked on campus to scan articles, book chapters, and entire books for remote access Course Reserves, fulfilling 204 scan requests while also preparing and loaning 1,162 books, 76 DVDs, 346 laptops, and accepting 1,489 book returns and 252 laptop returns, all through a new curbside delivery service. In terms of the Library working environment, AY20-21 required consistent attention to issues of building climate, construction impacts on workspaces and safety and security concerns, which were ably handled by a Library staff member in close collaboration with Library leadership, Facilities staff and construction supervisors.

In AY20-21 the library intensified its communications and outreach to convey all the revisions in services and processes due to the pandemic. This messaging directed users to specific HL web resources, which saw a subsequent 14% increase in overall traffic from FY20 to FY21. In particular, traffic to LibGuides and LibAnswers (FAQs) saw a 40% increase and a 210% increase in traffic to the Healey Library News blog's pages related to remote library services and business continuity.

GOAL 4: "Establish a financial resources model consistent with the university's vision statement"
Over the course of the AY20-21 the interim library dean delivered a presentation titled "Some Notes on the State of the Healey Library" to audiences including the Faculty Council and the Faculty Library Committee, the UMB Academic Reorganization Taskforce Subcommittee, a campus union-sponsored "Forum on the Future of Healey Library", as well as the new Provost, Associate Vice Chancellor for Facilities Management and Director of Campus Master Planning to build understanding of the library's unique challenges and substantial opportunities. In each venue, the campus community and its leadership expressed its appreciation for the sound foundation of the Library along with recognition of the serious need for increased resources, staff and facilities improvements to fully realize its mission. In particular, campus administration acknowledged that the Library has been under-resourced for years and granted a welcome a 14% increase in the library's non-personnel FY22 budget, 94% of which funds electronic databases, ebooks and streaming media for campus use.

The library's financial strategy includes re-negotiating licensing and cost terms with vendors throughout the fiscal year wherever feasible. In AY20-21, the Collection Development Librarian worked with USPT and the other UMass system libraries to successfully renegotiate the system

contract with Elsevier ScienceDirect, saving $328,090 from the original contract - $34,611 savings for UMB of which $13,000 was applied in FY21. Nearly comparable savings were achieved in AY20-21 due to Covid-related cost reductions available from many journal publishers. In addition the Library realized savings for the campus by adjusting the library's purchasing model that reduce overlap and stabilize costs for several other major resources (Kanopy streaming video) and the Oxford University Press Very Short Introductions ebook collection. We have also begun to purchase perpetual streaming rights to the most heavily used films as a cost-saving measure, when available.

In AY20-21, Healey Library applied for two large grants: a $307,753 award from the NEH submitted in partnership with a proposal from SGISD to fund the processing of recently acquired archival collections to work through the processing backlog that developed due to COVID-related interruptions; and a $74,899 award from the Gladys K. Brooks Foundation to support the acquisition of international news and document repositories.

The Library's financial resources model includes working closely with consortial partners to achieve economies through sharing resources, from subscriptions to professional development to the mechanics of providing efficient Interlibrary Loan service to the campus community. For example, Healey Library's Resource Sharing Department maintains close working relationships with BLC member libraries to provide access to essential research materials held in the nearby local collections of 18 other colleges, universities, and special libraries. As a BLC member library, Healey Library participates in the BLC Resource Sharing Agreement that defines best practices for all participants and consequently ensures significantly faster delivery of requested ILL items held locally.

GOAL 5: "Develop an infrastructure supportive of the preceding goals"
Healey Library's technical infrastructure consists several interrelated software systems, with the University's online discovery and access platform, branded "UMBrella", serving as its foundation. Under the direction of the LSDS department, the library infrastructure underwent impressive expansion and enhancement during AY20-21. Backed by data analysis and driven by student, faculty and researcher needs, the library made significant headway in providing world-class online services and resources to the campus community.

Although LSDS' systems projects and enhancements in AY20-21 are literally too numerous to mention, some of its major initiatives included: updating the EZproxy authentication software to greatly improve security and reliability; successfully rolling out UMBrella user interface enhancements following careful usability testing and implementing request form customizations to improve the request workflow and user experience for curbside delivery; routinely conducting usage analysis to inform decision making, collections analysis and development and analysis of systems subscriptions; completing COUNTER R5 SUSHI data harvesting configuration and developed metrics to assess the library's e-resources usage and needs. In collaboration with the Library CDL Working Group, LSDS tested the feasibility of instituting Controlled Digital Lending (CDL), a method of lending print books in a digitized format while controlling for copyright compliance, successfully deploying an open source application in the Amazon Web Service hosting environment to manage the lending process.

In undertaking the important task of right-sizing the library staff "infrastructure", in AY20-21 Healey staff added a new Reference and Instruction Librarian and a new Discovery and Systems Development Librarian, filled the vacant Assistant Business Manager position and launched three

other searches currently in process (Assistant Dean for Administration and Finance, Library Acquisitions and Access Coordinator and Library Desks Service Manager.) Filling these critical positions is stabilizing the Library's staffing at base levels, setting a foundation to allow Healey Library to continue to grow into its full potential as a well-resourced academic library.

OTHER MAJOR LIBRARY ACHIEVEMENTS of AY 20-21

In AY21-22 Healey Library accomplished the impressive task of providing continuous library services through the pandemic with minimal interruption and with 12% fewer FTE staff than in FY20. Contributing to this success were the following additional library achievements:

The Library's Business Office met all financial and administrative requirements in a challenging remote environment while short-staffed without an Assistant Business Manager for 9 months of the year. In the course of the year, the Business Office procured capital equipment to enhance the remote work environment for students and faculty, including 2 mini scanners, an outdoor book drop, and a self-check kiosk. In addition, $24.2K in ebooks were funded through the CARES Act to give students and faculty critical access to resources in the remote environment.

The Circulation Department was instrumental in developing and implementing a new curbside Service and enhanced scanning services to allow patrons to borrow and return items in a contactless, convenient and efficient way. In addition, the Circulation Department functioned throughout AY20-21 as a highly effective unit despite the difficulties inherent in the absence of a department manager, with staff rotating the role of team facilitator.

Along with broad attendance by library staff in countless webinars and workshops to hone their skills and to be aware of options for library services and safety in the COVID-19 era, in Fall 2020 three ROI librarians received full scholarships to attend workshops about online teaching funded by the Alfred P. Sloan Foundation, two LSDS librarians were respectively awarded professional certifications in ALMA Administration and PRIMO-VE Administration, a UASC staff member was awarded funding from the MCCLPHEI Staff Development Award program to pursue an intensive training course in project management and three library staff were selected to take part in the "BLC Leads" program, a full-year leadership development institute offered by the Boston Library Consortium.

Funded by a multi-year $250,000 National Leadership grant from the Institute for Museum and Library Services, in AY20-21, UASC staff oversaw the creation of the "Roadmap for Participatory Archiving" (RoPA), an online resource to guide libraries and cultural organizations in collaborating with community members to plan engaging and inclusive participatory archiving events that generate high quality digital collections and which is expected to serve as a national resource when publicly launched.

LSDS continued its remarkable trajectory in providing robust systems and enhanced access for UMass Boston faculty and students, managing the migration to a new discovery layer (PRIMO VE) for Alma resources; implementing systems adaptations to support critical library services including curbside delivery; refactoring the UMBrella coding to make its growing list of customizations more efficient, and establishing an effective LSDS staff cross-training model which promotes teamwork, knowledge sharing, and collaboration, and the growth of the entire team.

The RSDD team supplied strong ILL service throughout the pandemic, never fully shutting down despite major challenges staff shortages and setbacks in network lending and borrowing given the global pandemic. Electronic borrowing and lending continued uninterrupted, physical lending and borrowing resumed in September of 2020 via Healey Library's curbside service, all from a temporary workspace in one of the computer labs in the basement level of the building.

STRENGTHS AND WEAKNESSES of AY 20-21

Strengths

Healey Library's core strength is its capable, creative, resourceful, and dedicated staff. In the face of daunting challenges, in AY20-21 Healey Library staff steadfastly offered exceptional customer support, routinely going above and beyond in providing services to the campus community. After the campus shifted to remote teaching and learning in March 2020, the library undertook the necessary pivoting with careful attention to student and faculty needs, in a way that led to advances in library services, including expanded electronic resources access, UMBrella request function implementation to support curbside delivery and expanded scanning services for course reserves. Overall, Healey Library managed effective team building, uninterrupted services and professional improvements despite considerable challenges during COVID-19 due to the strength of its staff.

Most library initiatives require cross-departmental and external collaborations, another strength of Healey Library. As an example, in AY20-21, the library's leadership team and the entire staff brainstormed, collaborated and worked unstintingly across departments to ensure that essential resources and services were available to students and faculty in the remote environment mandated by the global pandemic. In a matter of weeks, the staff successfully relocated Library operations to the basement of the building (due to HVAC issues), procured additional equipment, and set up entirely new workflows, hybrid and remote staff schedules, services and programs in a dazzling demonstration of teamwork, dedication and expertise. LSDS worked closely with Healey staff and with IT's eLearning & Instructional Design team to promote improved access and discoverability of library resources for faculty and students. UASC has built strong connections with non-library units on campus to help build the university's archival collections. (For example, UASC worked with faculty from Africana Studies to bring in the papers of Mel King, with staff from the Center for Women in Politics and Public Policy to bring in the papers of politician and public policy specialist Charlotte Golar Richie.) The Circulation Department worked closely with IT to manage lending Chromebooks to students and with Healey colleagues to support Interlibrary Loan and Course Reserves. LSDS and Technical Services meet monthly to review the release notes that Ex Libris publishes to inform customers about enhancements, feature changes, and bug fixes, to decide if any action needs to be taken by LSDS and/or if another department needs to be notified of the change.

Many library staff participated in external collaborations throughout the year, especially in the committees and working groups and professional development and networking through the Boston Library Consortium, MCCLPHEI and Fenway Libraries Online (FLO). These organizations connect Healey Library staff with professional expertise and guidance, feedback on cutting edge practices and partners in resource sharing, strategic planning and project work.

Weaknesses and Challenges

Pandemic-related issues, inadequate staffing levels and the depletion of staff energy due to logistical stresses on campus were among the biggest challenges faced by Healey Library in AY20-21. Construction noise, periodic leaks, HVAC issues, relocation of all onsite staff and equipment to the basement of the building for the duration of remote work, made it challenging to execute full library services. To some extent, the seamless services and heroic application of time, energy and talent were at the expense of staff equilibrium and morale. To mitigate these stresses, library leadership provided frequent reminders of Healey Library's priorities: 1) our own health and safety, physical mental and emotional; 2) our loved ones and community and 3) supporting UMass Boston faculty, students and staff.

Subscription licenses are the heart of the library's resources, but there remain serious obstacles for the library in getting licenses signed by UPST. This is an ongoing and frustrating challenge with a demonstrably negative impact on the Library's provision of materials for the campus. The process is time consuming, inconsistent in outcomes and requires back and forth communication with little forward momentum, sometimes for months. Worst of all, delays and roadblocks have resulted both in temporary loss of access to UMass Boston faculty and students from providers who cut off access until a signed license is received, and the outright cancellation of standard library resources, such as the ACLS Humanities Ebook collection which was deemed to have unacceptable licensing terms by UPST for the UMass Boston campus <u>despite the fact that UMass Amherst continues to subscribe to this collection</u>. To mitigate this situation, it would be helpful to have a dedicated UPST staff member who understands the complexity and standard language of library licenses along with developing a license review process that is applied consistently across the UMass system.

Providing access to video content (motion pictures, documentaries) remains challenging due to the lack of streaming options for many independent documentaries--which remain available only on DVD, and because of the costs and reliability issues of streaming video. As much as possible, we have worked with vendors to increase access to streaming video content, knowing that issues around limited access, the varying quality of video, and the varying functionality of media platforms can be exasperating to the faculty.

Staffing was a major challenge in AY20-21 due to hiring chills and the steady decline in the library's staffing numbers over the years. The Library operated with 12% lower FTE in FY21 than in FY20, resulting in too many staff wearing too many hats and helping out in a variety of different capacities across departments, often taking focus away from other library work in order to deal with the most immediate, pressing concerns. In addition, important areas of academic librarianship had to be neglected because of lack of staff, among them scholarly communications, campus open access publishing and assessment and promotion of Open Education Resources. During AY20-21 the Reference and Instruction Department (ROI) was understaffed with only two librarians (both newly hired) and a supervisor. With the library building closed, patrons did not have access to the physical Course Reserves collection, so items had to be digitized and made available online by a one-person staff, as the Acquisitions and Access Coordinator position had been "chilled" mid-search. Circulation staff assisted with on-campus scanning, sending/picking up streaming DVDs, and checking in periodicals on a part-time basis. For LSDS, it has been an ongoing challenge to maintain business continuity due to the necessarily high turnover in the student staff who are valued members of the technical team, requiring extensive time to hire and train new students; the planned LSDS staff

search in AY 21-22 will help address this issue. RSDD's lending coordinator of 38 years retired in Sept 2020. A Circulation staff member with previous ILL experience was assigned to fill in on a part-time basis until the position is filled, while continuing to work in their home department, Circulation. The Library Desks Service Manager position remained unfilled for over a year even as the Circulation staff had more varied responsibility in the remote context than it did on campus, and had one staff on leave for half the year while another was newly hired at the point of needing to pivot to providing continuous services remotely. To mitigate the complications of this severe staffing shortage, library administration worked closely with department heads to re-allocate staff resources in ways that allowed the most critical library functions to continue while simultaneously advocating that campus administration re-open several critical library searches.

The remote work mandated by the pandemic created some additional challenges for Interlibrary Loan in that its venerable software platform, "ILLiad" is not designed to be used from any location but rather is connected to an on-campus IP address and requires Remote Desktop for staff to access their on-campus computers. Additionally, standard workflows for physical materials had to be completely re-worked around the days library staff were allowed on campus.

A major and continuing challenge for UASC is the Library's highly variable temperature and humidity levels, which negatively impact the University's unique, and fragile, archival holdings. Attention must be paid to the potentially devastating effect of this structural weakness on the University's irreplaceable archival assets. UASC staff routinely monitor temperature and humidity in archival storage spaces to better understand the impact that the Healey Library building climate has on fragile and irreplaceable physical collections. We have been using this data to advocate for better climate-controlled facilities for our archival storage areas in collaboration with Library administration. We were not able to mitigate this challenge over the past year, to the detriment of the university's archival assets, but have been working with Library administration to bring these well-documented concerns to campus level administration, where they have been added to the campus capital projects listing, an important first step.

TOP THREE STRATEGIC PRIORITIES FOR AY 2021-2022

Priority 1: An anti-racist, health-promoting organization
The Healey Library is committed to antiracism and to taking active, concrete steps toward enacting racial justice both internally, as an academic library, and in the broader UMass Boston and local, regional, and national communities. (From "[Healey Library Statement on Violence Against Black People](#)") To this end, in early AY21-22 the Library's DEI Working Groups will propose a roadmap that articulates the library's goals and recommendations for implementation. Throughout AY21-22 the Library will ensure that all newly hired staff complete the DRIEP training described in Section 1.3 above and will refine job description language and outreach and networking approaches to develop more diverse applicant pools for all library position searches. In addition, Healey Library will closely examine its in-person and on-campus services, reimagining and rethinking how to improve these services for equitable access for all. For example, standardized Library of Congress Subject Headings (LCSH) delivered to academic libraries to serve as discovery and access points for library materials, in some cases employ outdated terms that are considered misleading, offensive and/or painful to marginalized communities. Healey Library is exploring ways to substitute alternative subject

headings on a local level to address biased language while awaiting the outcome of efforts to adjust LCSH at the national level. Another example is the integration of "universal design" principles into Library's initiatives to enhance the user experience and promote equity and inclusion, as seen in ROI's integrating Universal Design for Learning (UDL) principles and educational digital technologies into their reusable learning objects and lesson plans, and LSDS is likewise basing its upcoming library website redesign based on universal design principles.

To promote a healthy and sustaining work environment, the Library will experiment in Fall 2021 with a hybrid staffing environment that is intended to accommodate staff needs and preferences while simultaneously enhancing existing services and continuing new services such as curbside delivery and course reserves scanning. Given what we learned about the benefits and challenges of remote and hybrid work during the pandemic shutdown, our operating assumption is that benefits can be maximized and challenges minimized in a balanced, flexible solution. In AY21-22 the Library will devote resources to support professional development activities for all staff including student staff and will set up mentoring and buddying systems for all including students. Going forward, we will pay particular attention to team building and connecting with each other as we collectively restore equanimity and energy after a year and a half of intense challenges that depleted so many.

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

The April 20, 2021, report of the campus Academic Reorganization Taskforce eloquently outlined the dire state of the library-as-place, noting: *"A thriving academic library balances comfort, sociability, and workspace. While many spaces on campus are run-down, very few of them play such a vital role in supporting the interconnected intellectual, social, and mental health of every student on campus. […] Moreover, libraries are drivers for equity in providing space and resources to all stakeholders, regardless of background. The Healey Library building, including the space and physical plant, are run down and negatively impact students, staff, and collections."* And, *"The use and condition of space sends a message about what an institution values. Libraries are drivers for equity in providing space and resources to all stakeholders, regardless of background. As a center for study and research for all students on campus, the current space at Healey Library tells students that their learning is not valued, despite the efforts of Library staff to convey the opposite. The library space must reflect the values that UMass Boston places in learning and in its students."*

After decades of deferred maintenance along with the structural inadequacies of an aging 1980s structure, it is critically important that the University make a strategic commitment to improving the library's physical plant. This will include upgrading electrical systems, replacing worn-out carpet and second-hand furnishing and providing adequate HVAC control for staff and student workspaces for general and archival collections. Eventually, even more extensive renovations will be necessary, from providing additional climate-controlled storage for archival collections, to research and instruction spaces that meet the 21st century needs of students and faculty, office spaces that meet the varied and changing needs of a growing staff, and safe, comfortable, inviting spaces for students to do individual and group work, and well-appointed spaces for lectures, meetings and consultations. The fact is that the entire Healey building requires extensive targeted investment to become an adequate 21st century academic library space. In AY21-22 the Library will work closely with campus administration to integrate the library's needs into the developing campus academic, master and capital planning processes.

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

A transformative advance for Healey Library in AY21-22 will be the appointment of a permanent dean after 5 years of interim leadership focused on establishing a strong foundation for future growth. With the support of campus and library leadership, each of the library's functional areas is poised to build on this hard-won foundation to advance its services as outlined below.

In AY21-22 the **Business Office** will fully integrate its new Assistant Business Manager into department workflows and productivity, allowing the Assistant Dean to focus on managing long term initiatives and strategies and managing to FY22 budget targets while maximizing the library's 14% incremental GOF budget to fund collection development, professional development support and other initiatives in collaboration with library leadership. The Business office will assist in implementing the Alma Acquisitions module, a joint goal with LSDS, Collection Development and Technical Services, by setting up the fund, budget structure and vendor linkages which will improve budget management for collections expenditures as well as improving collection analysis of real-time status, cost-per-use of e-resources and support to specific disciplines. In AY21-22 the Business Office will undertake a comprehensive inventory of all library assets and equipment and reduce paper files while adhering to UMB record retention guidelines and will actively seek solutions to the roadblocks that produce delayed or rejected e-resource licensing through UPST, so that the Library can move forward with ArchivesSpace, Leganto, OpenAthens and the other industry-standard platforms and services that are key to meetings the Library's AY21-22 goals.

A long-awaited advance for the **Circulation Department** is filling its long-vacant "Library Desks Services Manager" position to provide strategic leadership and to manage workflows, productivity and support team building. In AY21-22 the department will further develop Curbside Delivery services and will collaborate with LSDS and Technical Services on implementing Controlled Digital Lending (CDL) solutions to give students fuller and more equitable access to copyright-protected library resources online, starting with a Fall pilot of CDL. The department will support professional development for staff and student employees in customer service skills and encourage staff to further their own personalized professional development and growth. The department will work together to fully incorporate its knowledge and training, in anti-racist, customer service, team-building and professional development areas, to improve departmental offerings and services to students and faculty.

The 14% increase in the library's non-personnel budget for AY21-22 will transform **Collection Development** practices from their longtime focus on maintaining current resources, with a limited ability to react to faculty requests additions of books or subscriptions, to actively expanding our monographic acquisitions and adding new journals and databases as needed. With these resources at hand the library will be in a position to respond to changes in the curriculum, to new program proposals, and new areas of research undertaken at the university. For AY21-22, the library's major objectives in collection development will be to fill the gaps that have grown annually since 2016 when the library's book purchasing budget was severely curtailed, and to develop a sustainable plan for acquiring new titles as they are published that can be maintained going forward, purchasing as opposed to subscribing whenever feasible. To this end, the Collection Development Librarian will continue to analyze needs and the effectiveness of current collection priorities based on feedback from faculty as well as evaluation of usage, circulation, and turnaway data. For AY21-22 Healey Library's Collection Development Librarian has been asked to take a leadership role working with all

UMass System libraries and USPT to negotiate the next system-wide agreement for the Elsevier ScienceDirect package. Boston's share of the nearly $4 million 2022 contract constitutes the library's single largest collections expenditure. The goal will be to have an agreement in place that reflects the values and priorities of the libraries within the UMass System before the current contract expires at the end December 2022.

Moving to the next level in the areas of **Engagement and Advancement** requires that the E&A librarian, who has played a key leadership role in the library's response to the COVID-19 crisis, be relieved of those responsibilities and allowed to focus her considerable expertise on E&A efforts, an adjustment that is viable given improvements in the library's staffing levels. Healey Library's needs and initiatives would benefit from extensive fund-seeking activities and to that end, the E&A librarian will continue working with ORSP and University Advancement to develop a tiered approach to gaining donor, foundation and agency funding support. As part of this effort, the E&A librarian will review best practices in the field related to academic "Friends of the Library" programs, as well as best practices for developing formal channels for faculty outreach and feedback, in collaboration with the Collection Analysis and Development Librarian, to inform both library services and library collections and to ensure that faculty have a voice in upcoming library decisions with respect to scholarly communications support, collection development and facilities improvements.

Library systems and technologies require ongoing maintenance work, attention to major and minor systems upgrades, and platform migrations required by vendors. In addition to this substantial ongoing maintenance, **LSDS** is planning a range of system implementation and upgrade projects to be strategically addressed throughout the upcoming academic years, focusing on the in AY21-22: preparing to implement Leganto, a cloud-based course reserves management system to be embedded in Blackboard and tightly integrated with the existing library resource management system and discovery platform, Alma/UMBrella; beginning the multi-year transition from the library's EZproxy authentication system to "OpenAthens", a much more powerful access management service; promoting and refining "Lean Library", a popular and highly useful browser extension that connects users with subscription resources paid for by the University as they browse the web; engaging in systematic usability testing to gather the necessary data to improve the experience of users of the library's website. LSDS will participate in the process of reviewing enhancement requests and voting during enhancement cycles for Ex Libris products and will continue to meet monthly with Technical Services and possibly other library functional areas to review and assess Alma monthly release notes. These are but some of the key efforts to be undertaken by LSDS in AY21-22 to continue to expand and enhance Alma and UMBrella functionalities and integrations in support of student success, teaching, learning and research, initiatives which will be possible after the filling of a staff vacancy in Fall 2021.

The **Reference Outreach and Instruction** department plans to advance its services in AY21-22 by expanding virtual services such as research and workshop offerings for undergraduate and graduate students inclusive of in-person, online and asynchronous. As in the past, content will be delivered in both synchronous and asynchronous formats, with special attention paid to what the department learned about the benefits of robust remote and asynchronous tools for student success. In response to current civic and cultural realities, ROI will expand instruction modules on recognizing disinformation, promoting academic integrity, and educating faculty and graduate students about how to identify and avoid predatory publishers. The department will also develop and formalize

reference outreach programs to residence halls in order to reach students where they are, especially considering that the library building will be under construction through the fall semester.

The exigencies of the pandemic allowed **Resource Sharing and Document Delivery** staff to experience the advantages of working with cloud-based applications and some of the disadvantages of its current long-standing client-server system, "ILLiad". For this reason and due to recent announcements of alternative ILL platforms, RSDD is reviewing Interlibrary Loan platforms to determine whether to continue with ILLiad or move to one of the new cloud-based options, such as RAPIDO. Similarly, considering its experience in AY2-21, the department has reviewed its past practice of separating lending and borrowing activities assigned to specific members of the department and is considering the benefits of sharing knowledge and roles among staff. To this end, RSDD will begin, once returned to full staffing levels in Fall 2021 after filling its vacant Library Coordinator position, to provide in-depth cross training of Interlibrary Loan staff including student workers. Also in AY21-22, RSDD plans to continue curbside delivery and USPS returns for Interlibrary Loan materials given the proven benefits of these new services to faculty and students.
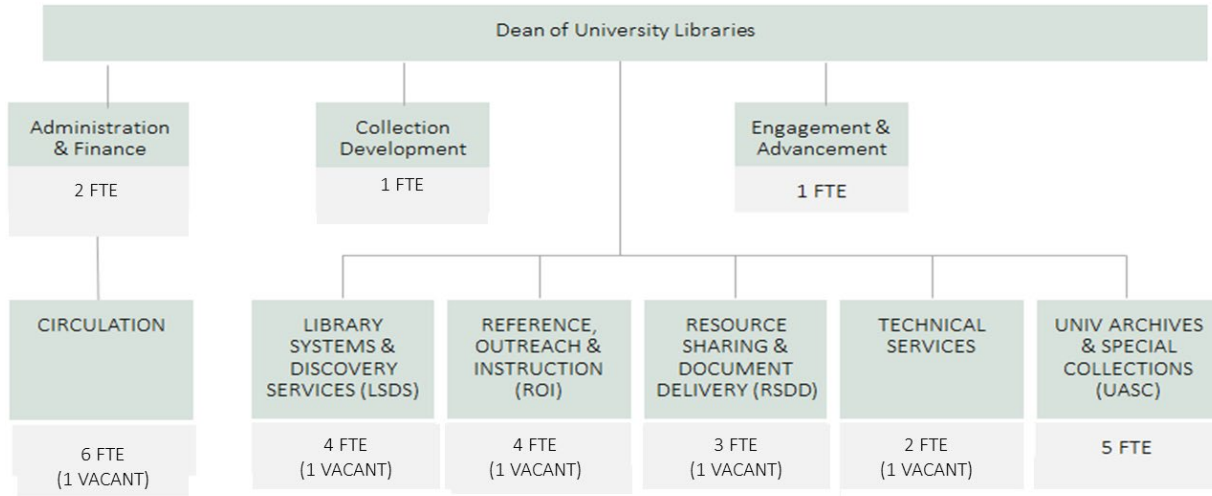
In AY21-22, **Technical Services** will be transformed as a department through the addition of a new staff member and a newly acquired set of responsibilities for course reserves, acquisitions and access. The department will prepare to use the Alma Acquisitions module to streamline and integrate purchasing requests and will investigate the possibility of integrating Leganto into Alma to streamline faculty and staff access to course reserves. The return to campus in Fall 2021 will bring the restart of print reserves services and the implementation of CDL. During the academic year, the department will assess its newly developing workflows and consider whether to request an additional staff member who can serve as the prime Reserves contact once Leganto is launched and CDL approaches are being refined.

University Archives and Special Collections (UASC) will continue to offer expanded digitization services in the coming academic year and will explore how to continue to offer these services in a sustainable manner. Similarly, UASC will continue to hone asynchronous archival instruction offerings in AY21-22 while also returning to in-person archival instruction. UASC will advocate in AY21-22 to increase staffing levels to meet the growing demands and expectations of the department, beginning with re-establishing the department's staffing baseline of 2017, before the then-University Archivist was appointed interim dean. In AY21-22, UASC plans to implement ArchivesSpace, an open-source archives information management application for managing and providing web access to archives, manuscripts and digital objects. ArchivesSpace will replace several of the department's disparate and ultimately inadequate management platforms for record-keeping, collections control, and patron access and will improve the searchability of our physical collections so that users can readily discover the materials necessary for their teaching, learning, and research.

These goals for AY21-22, ambitious yet achievable, demonstrate that Joseph P. Healey Library is ready, willing and able to grow into the stellar academic library that the University of Massachusetts Boston's students and faculty deserve, fully aligned with the campus strategic planning process. A sturdy foundation has been established through the unstinting efforts of a superb staff, the inspiration of a new Chancellor and the burgeoning support of campus administration led by the new Provost and Vice Chancellor of Academic Affairs. The coming year promises to be transformative both for Healey Library and for UMass Boston, the remarkable urban public research university it serves.

HEALEY LIBRARY ORGANIZATIONAL CHART

Healey Library Organizational Chart
As of July 1, 2021

Dean of University Libraries

Administration & Finance	Collection Development	Engagement & Advancement
2 FTE	1 FTE	1 FTE

CIRCULATION	LIBRARY SYSTEMS & DISCOVERY SERVICES (LSDS)	REFERENCE, OUTREACH & INSTRUCTION (ROI)	RESOURCE SHARING & DOCUMENT DELIVERY (RSDD)	TECHNICAL SERVICES	UNIV ARCHIVES & SPECIAL COLLECTIONS (UASC)
6 FTE (1 VACANT)	4 FTE (1 VACANT)	4 FTE (1 VACANT)	3 FTE (1 VACANT)	2 FTE (1 VACANT)	5 FTE

Archives and Special Collections	
Bailey, Meghan	Processing Archivist
Bruttomesso, Patricia	Archival Collections Project Manager
Elder, Andrew	Interim University Archivist and Curator of Special Collections
Goldstein, Carolyn	Public History & Community Archives Program Manager
Holden, Jessica	Reference Archivist
Business Office	
Ayers, Paula	Assistant Dean for Administration and Finance
Moesinger, Heidi	Assistant Business Manager
Circulation	
Day, Marilyn	Reference Desk
Harvey, Roxann	Reference Desk
Lucas, James	Circulation Department Assistant
Qudah, Rowan	Circulation Department Assistant
Spence, Amy	Evening Circulation Coordinator
Vacant	Circulation Desks Manager
Collection Development	
Smith, Steven	Collection Analysis and Development Librarian
Library Advancement	
Moser, Mary	Engagement and Advancement Librarian
Library Systems and Discovery Services	
Chen, Yueqing	Head of Library Systems and Discovery Services
Choy, Louisa	Electronic Resources Librarian
Lee, Eunkyung "E.K."	Discovery and Systems Development Librarian
Vacant	Systems and Applications Development Librarian
Office of the Dean of University Libraries	
Riley, Joanne	Interim Dean of University Libraries
Reference, Outreach, & Instruction (ROI)	
Elliott, Christine	Reference and Instruction Librarian
Hall, Lucas	Reference and Instruction Librarian
Maceira, Teresa	Head of Reference, Outreach, and Instruction
Movlai, Lauren	Reference and Instruction Librarian
Vacant	Reference and Instruction Librarian
Resource Sharing and Document Delivery	
Simone Lopes-Gomes	ILL Borrowing Coordinator
Jenny Moyryla	Head of Resource Sharing and Document Delivery
Vacant	ILL Lending Coordinator
Technical Services and Reserves	
Lisa Romano	Head of Technical Services
Vacant	Acquisitions and Access Coordinator