Joseph P. Healey Library Annual Report FY23-24

Submitted

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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 taking action and making concrete changes to improve the working and studying environment. To this end, in AY23-24, the Library continued to update language in its documentation; improve access and accessibility through updated policies and expanded collections; review hiring, training, and onboarding processes; and include EDI initiatives as standing agenda items in departmental and Healey Library Leadership Team (HLLT) meetings. Library-wide initiatives included: a) offering expanded access and training options via the DRIEP (Diversity & Resiliency Institute of El Paso) program, including Anti-Racist training and LGBTQ+ Allyship training; b) partnering with DRIEP for a 9-month program in which our staff participated in ongoing conversations about EDI topics; and c) implementing biannual EDI All-Staff meetings wherein we discuss library-wide and department-specific initiatives and solicit feedback from all staff (including student staff). We convened a new EDI Training Taskforce to expand EDI training options for all staff as part of onboarding and professional development.

Library Administration continues to update our hiring practices to conform to EDI best practices. We created and launched a library-wide, cross-departmental, cross-union mentoring program. We endeavor to ensure that all staff are recognized for their valuable contributions. Accordingly, most of our committees are comprised of staff from across departments and unions; many include student employees. To better support our staff, we developed manager trainings for full-time staff supervisors and student staff supervisors; we are offering some managers university-wide supervisory training. Staff also continue to pursue professional development opportunities focused on EDI. The Head of Library Access Services (LAS) began a volunteer 2-year term as Co-Chair of the Boston Library Consortium's Equity, Diversity & Inclusion Community of Interest (BLC EDI COI). The Circulation Team engaged in 2 dedicated Team Growth meetings focused on employee goals and collaboratively developing departmental values that reflect this priority. Over the past year, our Collections & Scholarly Communications (CSC) department developed a list of terms to be used when selecting e-books in our evidence-based acquisition (EBA) programs. EBA programs from Oxford University Press, Cambridge University Press, and JSTOR account for about 40% of our annual book acquisitions. Searching titles and subject headings for terms like Black, Hispan*, LGB*, migrat*, neurodiv*, and *colonial* helps ensure we continue to build a monograph collection supporting and reflecting EDI across disciplines.

We also support Open Access (OA) publishing initiatives, which support EDI. The CSC department is working closely with both the Special Assistant to the Chancellor for Black Life and the Counseling & School Psychology department to initiate an OA *Journal of Global South Sport Studies* - a collaborative journal addressing racial capitalism, socio-economic inequalities, and colonialism in sports in the Global South. The journal will be housed in *ScholarWorks,* our OA repository. The CSC department is also working with the new Trotter Institute Director to re-start their journal, which has been inactive since 2016. We are also highly engaged in supporting Open Educational Resources (OERs) – textbooks and other resources created by faculty and staff experts and made available at no charge to end-users. Research shows that OERs enhance access to education, persistence, and student success; costly course materials are a huge barrier. To expand uptake and use of OERs at UMass Boston, the CSC and ROI departments partnered with

MASSPIRG to engage with UMass Boston students. They sent information to students to empower them to tell faculty (in course evaluations) how much they appreciate when faculty choose no- or low-cost course materials for their classes, and to ask that they choose such materials when feasible.

Our Social Media Team worked throughout the year to connect with the UMass Boston community and keep them informed about everything the Library has to offer. They continue to feature thematic collection highlights to reflect our community's diversity and cultural wealth.

Our Library Systems & Discovery Services (LSDS) team partnered with our Resource Sharing & Document Delivery (RSDD) department to update the ILLiad website using fully accessible and responsive web page templates. The new web pages adhere to the latest WCAG 2.1 standard and are Section 508 Compliant, thus making ILLiad web content more accessible. LSDS, in partnership with our Technical Services (TS) department, also proposed adding a Special Characters option in the Metadata Editor for Ex Libris (our library services platform). This initiative was adopted by Ex Libris, meaning that characters outside of the standard Latin alphabet will more accurately reflect words and names to support the inclusion of multiple languages. This will have wide-ranging implications for libraries across the globe.

Our ROI librarians have been active in their pursuit of EDI opportunities. Many ROI librarians attended the Northeast OER Summit, including sessions such as "Building the Dream Team: Equity-focused OER Support" and "Elevating Open: Uniting Equity, Inclusion, and Antiracism through Collaborative Programs". Additionally, one librarian attended Open Access Week in Fall 2023, hosted by the MA Department of Elementary and Secondary Education's statewide OER Advisory Council. Sessions included "Open Access 101" and "Universal Design for Learning and OER." As part of a new initiative, Healey Library appointed an Accessibility Coordinator in ROI, to expand connections with campus accessibility partners including the UMass Boston ADA coordinator, Educational Technology, and the Ross Center for Disability Services. This person will address digital collections access issues and provide reference support.

The Resource Sharing & Document Delivery (RSDD) department continues to offer Inter-Library Loan (ILL) transactions free to Historically Black Colleges and Universities (HBCUs) and Tribal Libraries in the United States. This is a part of a larger initiative in the Resource Sharing profession to remove costs associated with borrowing materials for these libraries.

To further solidify and support connections with Tribal communities, our University Archives & Special Collections (UASC) department's collaboration with the Mashpee Wampanoag Tribe, the Institute for New England Native American Studies, and the National Parks Service became clearer. In the coming academic year, they will jointly host a series of participatory archiving events (based on our Mass. Memories Road Show) related to Indigenous history. UASC also continued to focus on selecting materials for instruction and digitization that document or are representative of historically marginalized communities. For example, we used the bulk of our annual digitization budget to pay for digitization of 578 fragile audio and video resources from the papers of Black activist, leader, community organizer, and politician Melvin "Mel" King. (We do not have the highly specialized, costly equipment and ultra-specialized staff to work with

such brittle materials.) Work to describe the newly digitized resources and make them available will begin in the next academic year.

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

Healey Library continues to work closely with Facilities and Campus Administration to develop a plan for the Library that fits with the goals of the campus master plan. The Dean of University Libraries crafted an in-depth space plan with a tripartite focus on a) space needs of UMass Boston students, faculty, and staff that can be fulfilled and supported by a renovated Healey Library; b) the needs of the Library and partner units that would occupy the building; and c) the opportunities available for partnerships with units across campus. Using this plan as a guide will lead to the creation of a stunning, lively academic and research support hub for UMass Boston. The Dean and Assistant Dean met regularly throughout the year with the Campus Master Planner and the architectural firm, CambridgeSeven (C7), to create a renovation plan that addresses the needs of the campus community and Library staff. Staff from all Healey Library departments participated in conversations with and provided feedback to the architects throughout this process. With support from the Engagement and Advancement Librarian, Library Administration organized and executed an open house sponsored by C7, in which we invited the entire campus community to participate and share their vision for Healey Library. Due to our outreach efforts leading up to the event and on the day of the event, we collected feedback from over 250 faculty, staff, and student attendees to inform the renovation plans. This represents a deep investment and interest in the future of Healey Library from the campus community.

As part of our preparation for the renovation, Healey Library has begun the process of weeding our collection. The Technical Services and Collections & Scholarly Communications departments began the process of identifying areas of the collection that were outdated and no longer relevant to the University community. This is a major endeavor, but we quickly identified and deaccessioned selected materials from the Law and Reference collections, including materials supporting a long-discontinued Paralegal program and the long-unused (and digitally available) National Union Catalog. As part of this project, Technical Services hired a summer intern from Tufts University, helping to further establish our partnerships with other academic libraries, and providing mentorship and a learning opportunity for a student in the field. We will use what we've learned from this internship to plan additional weeding and future internships.

Throughout the year, we continued to face many of the same challenges as in years past: a building that is not temperate; elevators that break down, causing entrapments; and areas that are not regularly maintained. This year, due to persistent Library outreach, we developed more open lines of communication with Facilities. This cannot alleviate the problems of an old building, but it led to faster responses, and a crucial feeling of partnership in facing these challenges.

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

Healey Library experienced significant achievements this year. The benefits of strong support from campus administration, steady leadership of a permanent senior Library Administration team, and a stable budget have meant Library staff can focus on making teaching, learning, and research support for faculty and students their primary concern. The entire Library worked diligently to create our first *Healey Library Strategic Plan* since 2014, integrated with *For the*

Times and the *Grand Scholarly Challenges*. Our plan included many opportunities for input, feedback, brainstorming, discussion, and revision, from all Healey Library departments, unions, and staff (including students). By June 2024, the final draft of the text of the plan was unanimously approved in a secret ballot vote at our monthly All Staff meeting. As well, Library Leadership held a strategic plan implementation retreat to discuss next steps, and all units have been tasked with (and many have begun) holding meetings to discuss implementation of the plan within their unit, and how they see their unit in each segment of the plan.

We are also making significant progress in reorganization of existing departments to improve communications and support staff and students. Library Administration has worked closely with all Library departments to assess their staffing needs and resources. As a result, we revised five positions in the last year, making better use of existing resources. The Dean, with Graduate Studies, established our first Graduate Assistantship. This position partially alleviates an ongoing staffing shortage in the Library Systems & Discovery Services department. University Archives & Special Collections (UASC) reorganized departmental staff to streamline existing workflows and policies and better align their services with the Library's goals and those of faculty, staff, and researchers. The creation of the Collections & Scholarly Communications (CSC) department pulls together areas of work and responsibilities that previously had been dispersed across the Library—in CSC, ROI, UASC—uniting these efforts into a single department that provides a much-needed focal point. Across each department, Healey Library endeavors to provide next-level service by thinking creatively with the resources we have, finding new sources of external resources and support, and capitalizing on additional resources we have been given over the past several years. We are also working creatively with our resources to establish new programming and develop new tools to better support our campus partners' research and teaching activities; for example, ROI's development of culturally aware instructional modules on Academic Integrity garnered great interest, first in the Faculty of Management and then more broadly.

Another new initiative is the redesign and launch of a Liaison Librarian program in the Reference, Outreach, and Instruction department. This was the academic Deans' top request (closely followed by the re-opening of the Library's Café – perhaps caffeine counts as research support?). The Liaison program is designed to enhance collaboration between academic units and the Library by fostering communication and cooperation, and providing a single Library point-of-contact for each academic unit. This helps create a more integrated academic environment to benefit faculty and students. Also, to enhance outreach efforts, the Engagement & Advancement Librarian and the Assistant Dean partnered to launch *Healey Headlines*, a weekly newsletter for faculty, which aligns topics and outreach with the academic calendar, to better support the teaching and research needs of UMass Boston faculty and students.

In May 2024, UASC launched the beta version of a public interface for ArchivesSpace, making it easier to search our archival holdings, identify digital content, determine academic uses for collections, and support student learning. Several newly processed collections are now fully available and searchable for the first time, including the papers of activist and community leader Mel King. At the same time, the Library Systems & Discovery Services department is upgrading to a new database AZ list, using the latest Bootstrap 5 Framework. The new list increases usability and functionality of the guides and provides more settings to allow for customization of

the look and feel. Across each department, librarians are working to make Library resources, spaces, and services more accessible in virtual and physical spaces.

Section 2: Significant Strengths & Challenges

Strengths

The strength of Healey Library is its incredible staff. At every stage, whether it is figuring out ways to stretch our budget to meet the needs of faculty and students or working creatively with existing resources to provide better outreach, research support, usability, and patron services, Healey Library staff rise to the occasion. Their crucial value cannot be overstated: without their tireless dedication, these achievements would be impossible.

An impactful recent initiative is our push toward "Transformative Licensing" agreements that allow the Library to pay a small flat fee that grants our faculty authors immunity from paying the high APCs that limit their ability to make their work openly available. Many publishers charge up to $7,000 to faculty authors to make a single article OA, yet the Library can hardly replace a subscription to a whole journal with a single OA article. It is a kind of double-dipping by publishers. Yet faculty want to see their work made more broadly available, universities benefit from the increased reach of such articles and the growth in prestige and citations, and the global scholarly community benefits from more research being made freely available. Our CSC unit has now negotiated five such licenses, with Cambridge University Press, Institute of Physics, the Royal Society of Chemistry, certain University of Toronto journals, and – most dramatically – Wiley, whose Read & Publish agreement went into effect January 2024. It is the most significant agreement to date in terms of the number of journals represented and the number of articles published annually by UMass Boston researchers; we are on track to meet the 24 OA article allotment under the agreement this year, and 18 months after getting our first Read & Publish agreement, UMass Boston faculty and graduate students have published OA articles in a wide range of journals supporting many disciplines. Conservatively estimated, the 18 OA articles published to date under these agreements have saved the University over $50,000.

Also this year, the Dean and the ROI department partnered with the College of Education & Human Development in the University-Assisted Community Schools initiative, a partnership between UMass Boston, the city of Boston, and Boston Public Schools (BPS). Exciting long-term implications include a streamlined process for students to move from partner high schools to UMass Boston, where they will already feel more at home and be more prepared to succeed.

Over the past academic year, UASC developed and initiated a plan to restructure the staffing, reporting, and working models of the department. The new structure introduces 2 departmental sub-units (Research Services & Engagement and Collection Processing & Preservation) and sub-unit leaders. This clarifies individual staff roles and responsibilities, establishes clearer decision-making processes and ways of addressing issues and challenges, and supports staff growth and development. We also reorganized how our student employees contribute to the department by creating an Archives Student Supervisor position that works more closely with the Research Services team and helps assign tasks and oversee student work. By empowering different team

members to more formally lead sub-units, the department can more efficiently and effectively support faculty, students, and researchers, and be better equipped to support each other's work.

Finally, the launch of *Healey Headlines* in Spring 2024 is a significant milestone. By replacing lengthy, cumbersome, irregular emails with a focused weekly email newsletter sent to faculty, we can strategically align our messaging to the rhythms of the academic calendar, allowing us to provide timely and useful information that faculty can leverage in their teaching and research. As an added boon, the *Healey Headlines* team's proposal to present this initiative at the Library Marketing & Communications Conference in November 2024 was accepted.

Challenges

Healey Library continues to face challenges in 3 major areas: staffing, physical plant, and workflows and communications with units across campus and the UMass system. Although we do great work with the team we have, we are constantly stretched to capacity.

The onboarding of a new Scholarly Communications, Data, & Affordable Learning Librarian has meant significant growth in that area, but balancing the workload has been a challenge. On the one hand, it has been invigorating how astonishingly quickly the community has responded to the availability of the services and support offered, but there has been a learning curve in understanding the level and depth of support we can provide with existing resources, and what will be sustainable for us going forward. There is clearly a greater need than we can currently meet. We are deeply grateful that Senior Administration allowed us to re-purpose funds from an unsuccessful LSDS search to hire a Special Projects Librarian to assist in this growing, critical area of need. The impact has been immeasurable.

Additionally, the launch of the new ROI Liaison Librarian program is long awaited, but we simply do not yet have the capacity to meet the needs of all campus partners, so temporarily, some units could not be assigned a dedicated liaison. We hope to rectify this with future hiring. As well, we have placed carefully calculated limits around what services, precisely, we can offer as part of the Liaison program, with the understanding that future growth, to the standards of libraries supporting Carnegie R1 or R2 institutions similar to us in size and scope, will permit the growth of these services, including expanded subject instruction at the graduate and undergraduate levels, subject expertise in collection development support, and more. (Currently, our ROI department has approximately 1/3 of the dedicated reference and instruction liaison coverage of our self-selected peer R2 universities.)

Our Technical Services department also continues to suffer from significant understaffing: most libraries of our size and scope have 8-10 staff within Technical Services, while we have 2. The department prioritizes the daily work, but there are many outstanding projects the team has not been able to accomplish due to lack of staff. These include large-scale weeding; catalog correction and maintenance (so that items actually can be found); inventories and correction of a disastrous 2005 inventory (done by untrained High School students unfamiliar with Library of Congress cataloging!); and cataloging unique Archival collections, digital and born digital materials, donations, and OA materials, including those in our own *ScholarWorks* repository and more. As things stand now, users must come to the Library knowing that what they want is

archival in nature, and that they should search in the Archives, not UMBrella. Or if they want something in *ScholarWorks,* they need to know that it should be in a repository. This is an unreasonable expectation of anyone, let alone a teen undergraduate.

The building causes other issues. Staff sometimes struggle to work on campus given unpredictable temperature fluctuations. The RSDD unit feels this most significantly due to their location and work. They address this by making use of flexible work schedules: they perform tasks that require staff to be on campus in the Library but then leave to work from home when their area is too hot or cold. It is difficult to plan when physical, on-campus work can be accomplished. Our Archival collections are also at risk due to wildly fluctuating temperatures and humidity. This year, temperatures in our vault (which houses the rarest and most fragile materials) rose dangerously fast, putting our most irreplaceable collections at risk.

Also challenging are the workflows across campus and across the UMass system. Our contracts expert in UPST is frequently replaced/moved, so we must re-teach each new specialist all library-specific licensing terms, as well as issues caused by publisher monopolies, the prevalence of sole-source models in scholarly publishing (you can't go to Staples or other vendors to buy the *British Journal of Surgery* or *Brain Research*), the impossibility of loading all digital materials onto our own site and the need to link to external sources for all electronic subscriptions, and much more. Our processing time is thus considerably longer and requires many more hours of monitoring and intervention on our part. Contracts are often not processed in a timely manner, and we are frequently not permitted to use negotiated statewide contracts already in the system for another UMass campus. Communication errors and lapses also sometimes cause embarrassment and damage relationships.

Finally, the new university website remains a pain point in our ability to deliver services to the campus community. We are very grateful to have been granted a modicum of self-sufficiency, and not have to suffer a design that would have crippled our ability to provide services, as well as being wildly out of line with the relatively standardized designs of all academic research library websites (to the point where it absolutely would have caused significant embarrassment and damage to our reputation as a serious library at a solid research institution, and staff had even discussed resigning over the matter). But issues remain. For example, our LSDS team undertook extensive specialized training, and then spent 2 solid years bringing Healey Library librarians and other staff from across the library together to develop a revised Library website that would be more accessible to our users. Yet their efforts were derailed, not solely by changing priorities or schedules, but by a near-complete cessation of communications from our liaison in Marketing. As well, though the Head of LSDS was added (at the Dean's request) to a Web Advisory Committee that was created by Marketing to advise them, the committee has not met since its creation. This setback has impacted web services at the Library and beyond, including the Office of Research & Sponsored Programs and others. Some have contacted the Archives to request access to their old content, which was archived, according to standard accepted protocols, by UASC. At least the content hadn't disappeared, even if it was inaccessible on the current UMass Boston site, and faculty could refer to past materials for their own work.

Another example of a frustrating result has been the fact that LSDS invested months of work into implementing a LibCal/Alma integration to replace the Library Hours page on the Library website. This would have allowed hours to be updated in a more automated fashion and would eliminate the need to manually correct hours every time terms change, or a service desk has to be shut for some reason. Unfortunately, we were later told that the university is very strict on embedding external contents on our website and requires extensive accessibility review and branding design review – something that is patently absurd when we absolutely must link to over 800 publisher sites, to provide just one example.

It is important to mention that initially, Marketing insisted we could not link to *any* external providers, including every single journal and publisher and e-book site, and they asked us to contact them all and insist they provide us with copies – updated thousands of times daily – of every single item to which we subscribe, across over 800 vendors! This is physically impossible, and not even one publisher would *ever* do this. The Dean was obliged to explain this, and to make an analogy to Netflix or other streaming services – they do not sell you a copy of every item in their catalog to be downloaded to your own laptop, and you must subscribe and link to their site to get access. All libraries, academic and otherwise, work like this, and no library or publisher on the planet would do what our Marketing department demanded. We do not expect them to know this, any more than we understand their field fully, or those of every faculty member. The problems arise when a unit consistently fails to communicate or ask, and simply makes demands, with no background knowledge as to why such demands are impossible or even patently absurd. The website system they are using is designed for academe, and thus the vendor surely knows that libraries and publishers do not work this way anywhere. And thus they *have* linked to external vendors, contrary to what Marketing asserts.

As Healey Library has limited control over the Library website, this complicates the content development and upgrading of the website. It has been a year since the university web team launched the new CMS, with no movement to give the Library any control – not even what we had in the past, which was already limited, though we are highly trained experts in UX design and more. There are many other examples of problems this has caused, such as issues with Resource Sharing and its efforts to share policy information, and many more. We can provide information in great detail if desired, but will not add more in this report, for the sake of brevity.

We do continue to work hard to carefully manage the portions of our site that we can, and we remain grateful to the Provost and to Marketing for *not* obliging us, ultimately, to accept a non-functional, deeply unsuitable site that differed wildly from every other academic library. We are also grateful to be allowed membership on the Web Advisory Committee, even if it has not met. But improved communications, and a level of trust for people who are exceptionally highly trained in their areas (with multiple graduate degrees in Computer Science and Library & Information Science, as well as decades of experience and specialty post-graduate certificates in Web Design and User Experience Design), as well as a recognition that the Library, unlike most other sites at the University, is most definitely *not* for marketing purposes and is instead for research purposes, would be much appreciated. LSDS staff continue to feel patronized, frustrated, and disregarded.

Section 3: Mitigations

Healey Library will benefit greatly from a) a renovated building, b) additional staffing, both full-time and non-benefitted, especially in units such as Technical Services and ROI, which were hit hard in the fiscal crisis, and c) improved partnerships with campus units such as Marketing, University Advancement, and ORSP and system offices like UPST. We have made progress, and we are grateful to our many eager partners (current and prospective), to the faculty and students who both use our services and work closely with us, and to University Administration, which has been overwhelmingly supportive and has advocated tirelessly for us. But we have miles to go before we sleep, and we are committed to continuous improvement.

A renovated building will provide innumerable benefits for Library staff, students and faculty, for the UMass Boston community at large, and for our many community partners. Our Circulation staff and Library Administration office could focus their time and energy on providing services and securing resources rather than chasing down a never-ending list of facilities related problems (and we fully recognize this is laborious and difficult for Facilities staff as well, who are universally doing what they can with an old, battered, outdated building). 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 an enriching library experience. Our staff in areas with significant temperature issues could work a full day in the office without changing locations, needing to wear outdoor winter gear (and even multiple layers of blankets) indoors, or simply work remotely because the conditions are unbearable. Their productivity would be vastly improved. Our Archival collections would not be under constant threat of mold or deterioration because of humidity fluctuations, thus allowing the Archival staff to focus their attention on other areas of need. A renovated building would mean more space for teaching classes offered by our archivists and ROI librarians. We simply do not have the classroom space to accommodate the demand; we have just 1 room for ROI and none for the Archives, which must eject researchers whenever they have to teach. Meanwhile, between the 2 units, they teach 650-700 classes per year. A renovated building would bring partners into the building allowing for patrons to access resources much more easily. Bringing the academic support units together in the Library will improve partnerships across departments and serve our community more effectively. The Dean has had multiple conversations not only with Facilities and the architects, but also with fellow Deans, with directors of the Tutoring and Writing Centers, of the Technovator and Makerspace and the Graduate Research Center, with the CIO, and dozens of others. Healey Library is actually in decent structural condition for its age, at least for many of its systems, with just a few major glaring problems. The elevators are awful – but they have already been designated for replacement, and the design process is well underway. The electrical system is decent, and has the capacity to be upgraded, rather than replaced. The same holds true for the plumbing. The roof was replaced after Hurricane Sandy. The only apparent leak thus far is on the 10th floor, around the skylight; it needs re-caulking and sealing. Exterior masonry, which deteriorates with proximity to salt water and salty air, has been re-pointed and repaired just this past summer, and seems to be stable and in good condition. Wifi is good and 42 repeaters were recently added. Students no longer experience dropped connectivity or calls in the building with regularity. The sole system that is in abysmal shape is the HVAC, and it is common for the Archives work room on the 8th floor to be 84 degrees while the hallway outside that very space is 62 degrees. That is not normal, and it's bad for both people and

collections. But the building has been, over the years, chopped up and divided and recombined and subdivided and chopped up again, with little attention to which units should strategically be co-located. We have, as the Dean says, "too many tenants and not enough partners." We could, fairly easily (with staff and funding) do much more for our students, faculty, and staff – and Healey Library staff are determined to make this happen somehow, and eager to do the work to make it so.

Additional staffing, both full-time and non-benefitted, will greatly increase our effectiveness. In the long term, increases to our non-benefitted personnel budget allow us to staff our access desks, increase our social media presence and outreach, communicate more effectively with faculty and students and provide much improved levels of service, and support the needs of Library staff as they work to provide exceptional services to UMass Boston's deserving communities. Additional full-time staff positions are crucial to our continued success. The Technical Services department is understaffed by all measures and unable to complete many projects (such as weeding and cataloging archival materials) because their focus always needs to be on current needs. Our Archives department would benefit tremendously from further staffing and resource commitments; the archival instruction program could be even more dynamic and impactful with more staff and space. We currently dare not advertise it at all, as it has already grown beyond our space and staffing capacity.

Improved partnerships with units both on campus and in the UMass system would lead to significant changes in our workflows and allow us to shift our focus to more critical needs. The overlong timelines to have contracts approved through UPST complicates our ability to negotiate the best pricing and terms with library providers and jeopardizes our ability to spend our budget despite having met UPST deadlines. The Library anticipates pursuing more transformative agreements with publishers—something that benefits the University and its faculty by promoting open publication of our research output, while saving the system thousands of dollars by offsetting publication charges currently being paid. We can only do this if UPST's licensing process is clear and efficient. Additionally, a dedicated liaison in University Advancement would be transformative for Engagement & Advancement work. We need someone in UA who understands the ways in which Healey Library is striving to grow, is excited to grow with us, and is committed to telling our story. It is not efficient to have to tell our story repeatedly each time we meet with a new representative from UA. We realize all Deans have requested this, and that Vice Chancellor Wise, by his own report, would dearly love to do this as well and hopes to do so as the department grows. We are simply adding our voice to the chorus of those who support growing this vital unit, and indicating our support for granting more resources, when feasible, to Advancement. It benefits us all. Dedicated support from ORSP would also be greatly beneficial, as the Library plans to pursue more grant opportunities in the future.

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 to find areas for student engagement (Graduate Assistantships, internships, work study, etc.). We will increase marketing and outreach efforts to promote the Inter-Library Loan Service, particularly to undergrad students. Departments will continue supporting EDI work, professional development, and IEI participation for department staff. Our ROI department will expand campus outreach through the newly launched Liaison Librarian program. ROI will also develop and implement academic integrity programs targeting undergraduate and graduate students to increase student competencies on plagiarism and ethical research behaviors. 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.

CAMPUS GOAL 2: Enrich and expand academic programs and research

Healey Library is continuing to work on developing effective mechanisms for faculty outreach and communication. This past year, we launched *Healey Headlines*, and we've worked to make it an effective and welcome outreach tool; we have received many positive reactions. The Library will continue these efforts in the coming year. The Dean of University Libraries continues to be involved in several committees and working groups across campus and the library communities beyond, such as the University Assisted Community Schools Program, the state OER working group, and the Inclusive Access Pilot program, as well as multiple state, regional, and national consortia. This work ensures Healey Library is working in sync with groups across the university and beyond who are dedicated to enriching and expanding academic programs and research. Over the next year, the Archives will formally roll out and begin to implement their new strategic plan related to their participatory archiving work, as evidenced by the Mass. Memories Road Show and the Roadmap for Participatory Archiving (or RoPA). The Archives will also focus much of their attention over the next year on exploring discoverability writ large and determining whether CONTENTdm continues to be the right digital collections platform for our needs. They will also develop plans for how to better engage members of the university community and the public with our collections through more targeted outreach, social media, and their blog. Collections & Scholarly Communications will develop a strategy to sustainably extend our Read & Publish agreements, and ROI will establish and maintain

effective communication channels between liaison librarians and their assigned academic departments to enhance collaboration and support.

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

Healey Library's administration will continue to work closely with Facilities to try to make the Library building a comfortable, accessible, and inviting space for students to study, research, and meet. The Dean and Assistant Dean have met regularly with the architectural firm to provide feedback and direction regarding the plans for a library building renovation. They have worked to include partners from across campus and the community. They will continue to work closely with the team to see this project to completion. Meanwhile, smaller renovations such as new furniture in a small lounge area on the second floor (completed), a One Button Studio (ordered), and 2 Beacon Booths (tech-enhanced group study rooms, also ordered) are small improvements that will help current users, while providing some ideas for prospective donors as to what a more future-focused, supportive Library could include. Several other deans and faculty have expressed eagerness to see the One Button Studio and Beacon Booths in action.

The LSDS department will implement user-centered enhancements and expand system integrations through partnerships with various stakeholders to improve user experience and enhance discoverability of and access to library resources and services. Our Circulation department will maintain staffing and workflow documentation to continue to effectively meet patron needs, and will enhance training and mentoring opportunities for its staff.

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

The Assistant Dean and the Head of Collections & Scholarly Communications will continue to develop a sustainable collections budget process that establishes an optimal balance of expenditure between ongoing/subscription resources and one-time purchases. We will also continue to prioritize professional development opportunities which allow our staff to expand their skills and knowledge base. Our goal is to encourage staff to pursue these opportunities because as their skillsets grow, so does our ability to offer patron services. Our UASC department has received three grants for the upcoming year, which will enable them to continue to provide programming to our campus community and partners in a way that is sustainable.

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

As each department begins the work of implementing the Library's Strategic Plan, UASC will fully implement a new restructuring plan, which reimagines the staffing, reporting, and working models of the department. This will include formally changing the organizational chart for the department, developing job descriptions for student employees and student supervisors that better align with newly articulated responsibilities, and exploring and documenting how the presence of the new Research Services Coordinator changes existing workflows and service processes. This will also precipitate their developing a strategic plan for the Archives that aligns with the new Healey Library strategic plan and that articulates how our new structure can make

room for new opportunities, such as a formal archival internship program. The Technical Services department will continue to enhance the discovery of resources by purchasing, cataloging, and placing on Reserves titles that faculty and students need, cleaning-up our library catalog so that resources are easier to locate, and ensuring less bias in our catalog. They will also analyze the workload in the department and push for corresponding new hire(s). They will also assess the work required to conduct a large-scale weeding project, examine what remains to be corrected from the flawed 2005 inventory, and evaluate what needs to be done in the department to prepare for a building renovation. Under the guidance of the new Library Strategic Plan, each Library department will continue to explore ways to maximize departmental services in order to provide sustainable support for faculty and students.