

Joseph P. Healey Library
Annual Report – AY2018-19

Submitted to the Office of the Provost
July 17, 2019

Joanne Riley, Interim Dean

Contents

REVIEWING HEALEY LIBRARY’S AY 2018-2019 GOALS.....	1
Healey Library Goal #2 (AY2018-19):	1
Healey Library Goal #3 (AY2018-19):	3
Healey Library Goal #4 (AY2018-19):	4
Healey Library Goal #5 (AY2018-19):	5
Other Major Library Achievements for AY 2018-2019	6
Healey Library’s Significant Strengths.....	8
Healey Library’s Significant Weaknesses and Challenges.....	9
HEALEY LIBRARY’S AY 2019-2020 GOALS.....	11
Aspirational Peer Comparison	14
Organizational Chart	15
Strategic Plan: Note	15

Joseph P. Healey Library Annual Report – AY2018-19

The Joseph P. Healey Library at the University of Massachusetts Boston plays a leading role in the University's dynamic culture of teaching and learning while also supporting the campus' commitment to urban and community engagement. Despite serious resource constraints in AY2018-19, the Library achieved remarkable success in achieving its strategic goals. In the course of the 2019-20 academic year, Healey Library will leverage its strengths and work to mitigate constraints in order to stabilize its resources and services, which serve as critical contributions to the academic health and success of UMass Boston.

REVIEWING HEALEY LIBRARY'S AY 2018-2019 GOALS

Healey Library Goal #1 (AY2018-19): *Advance student success and development through strong instructional programming and robust research resource delivery*

The Library's interactive and collaborative instructional programming guides students through the complex processes of research, discovery, evaluation, critical thinking and ethical use of information and is a crucial component of student retention and student success. The Library offered a total of 455 instructional sessions in FY19 which reached a total of 8,755 students (391 undergrad sessions, 40 graduate sessions), and responded to 7,873 requests for reference assistance. The Library's 478 online subject-oriented Research Guides (accessible through Blackboard) were viewed 493,273 times in the course of the AY.

The Library's unified research system, branded as "UMBrella", is heavily used across campus by students, faculty and researchers, with 34,106,916 "hits" last year on the library's wide range of electronic and web resources, and 513,903 discrete UMBrella searches, a 27% increase in searches per month over the previous year. Circulation of e-books and streaming media over 12 months totaled 106,748 (27% increase over AY17-18); e-books usage was 7,878 (13% increase over AY17-18) and e-journal usage was 838,764 (4% increase.) In AY 2018-2019, digital content in the Library's online repositories (ScholarWorks and CONTENTdm) was accessed approximately 492,066 times by researchers on campus and around the world – a 12% increase over the previous year. In AY18-19, the Library made significant progress in consolidating both patron-facing collections and back-end administrative and managerial information to streamline the process of managing our holdings and making them accessible to users. Patrons now receive timely reminders and notifications of due dates, fines and fees, have a mechanism to report bugs (176 reported and addressed), and have access to a new "Journal Finder", which allows users to access records for print and electronic journals in one place, simplifying the user search interface and resulting in \$12,000 in cost savings for EBSCO subscription fees.

Healey Library Goal #2 (AY2018-19): *Enrich and expand academic programs and research by offering research and information holdings that are responsive and relevant to the requirements of the UMass Boston community*

Healey Library provided the UMass Boston community with easy, efficient access to a wide array of peer-reviewed and high-quality primary and secondary information resources to enrich and

expand academic programs and research activities on campus. The FY19 budget for online resources (journals, databases, ebooks, streaming videos, subscriptions), which account for approximately 95% of Non-Payroll Expenses, was increased by 7% over the previous year. This increase covered unavoidable inflationary costs applied to subscriptions and allowed the Library to maintain level holdings, to arrange subscriptions for two new online resources after positive faculty trials (Visible Body and Access Medicine) and to slightly increase the budget allowance for PDA streaming videos in order to support increasing numbers of requests from faculty.

The Library continues to purchase e-books whenever possible, acquiring print materials when that is the only available format. This practice allows patrons to access books from on-campus, off-campus and from dormitories, and saves the costs of storage, book processing, and costs due to loss and late return of materials.

The Library's robust Interlibrary Loan program continued to provide research and information holdings from around the world, including local, regional, national and international borrowing networks. The Library successfully filled 91% of its ILL borrowing requests, and our borrowing fill rate went up approximately 5% with the appointment of a full-time borrowing coordinator. Our turnaround time for ILL article borrowing requests has dropped by half: from 10 days to 5, our lending turnaround time is approximately 1 day for both articles and books and our document delivery turnaround time is 1-2 days for both article and book requests.

The Library had set as a goal to begin to work with relevant campus bodies to incorporate a thorough survey and analysis of library materials into the approval process for proposed graduate programs, including any specialized resources required by accrediting bodies, and to design and pilot a system to routinely collect faculty feedback and recommendations for library acquisitions and subscriptions. Conducting an initial analysis on collection usage helped to inform the collection development decision and budget planning process. Working with the Provost's Office and the "Curriculog" system committee members, and providing information to the Faculty Council's Budget and Long-Range Planning Committee, Library Committee and the Graduate Studies Committee, the Library made progress in raising awareness of, and agreement to, the need to include Library review of acquisitions needs in the curriculum approval processes. Another key goal, to design and pilot a system to routinely collect faculty feedback and recommendations for library acquisitions and subscriptions was put on hold due to the uncertainty of FY20 budget allocations and the need for a full-time collection development librarian to guide the process. An unexpected development this year was the groundswell of resistance from university systems and national governments world-wide to untenable subscription negotiations with "big deal" publishers like Elsevier, Inc., the world's biggest and most influential publisher of academic research. The challenge delivered by entities like the University of California system canceling their subscription contracts, raised the possibility of other university systems revisiting unfavorable contracts with "big deal" publishers. The Library, in conjunction with the UMass system's E&E Library working group, the Boston Library Consortium and MCCLPHEI (Conference of Chief Librarians of Public Higher Education Institutions), is closely following these developments and their applicability to the five UMass

campuses. As a first step, the Library worked with campus Procurement and the E&E Library working group to issue an RFP for library subscription services that applied to all five campuses, in an effort to develop additional cooperative purchasing models beyond those the libraries already employ through consortial and other group purchasing.

The Library handled 40,097 circulation transactions in AY18-19, including 2,392 renewals. In late AY18-19, the Library set up contract cataloging to make approximately 200 books from the Library's gift book backlog "shelf-ready", an effort to add monographs to the Library's physical collections in the absence of a collection development budget allocation. Due to budget constraints, only \$20,000 could be allocated to book purchases in FY19, and that funding needed to be directed to purchasing books that faculty requested be put on course reserve for their classes. The Library has received hundreds of book donations over the past few years, some of high academic quality, but the cost of assessing and processing those is generally beyond the capacity of the budget and staffing since the Library has only one technical services librarian who does all cataloging and metadata maintenance for library holdings. Occasional contract cataloging of our extensive gift book backlog is a piece-meal attempt to fill this gap.

Healey Library Goal #3 (AY2018-19): Improve the learning, teaching, and working environment by increasing the usage of all library resources and developing adequate staffing and resource levels for the Library.

The UMass Boston community relies on the Healey Library to provide extensive support for teaching, learning and research through its collections, services, staff, resources and study spaces. A public-facing data dashboard was developed to track and communicate the impact of Healey Library's resources and services, and it shows that, overall, resources usage has increased (12% increase in Open Access Digital Collections usage, 19% increase in traffic to our instructional web resources, 27% increase in e-book and streaming media traffic, 4% increase in e-journal usage.) There were 14,616 unique users of the Library's online resources in FY19, which represents a significant proportion of the campus community, and a significant increase over FY17. The Library's increased traffic is due in large part to the enhanced discoverability and streamlined access to resources provided by the new UMBrella system.

Two Library staff committees were established in AY18-19 to address long-standing issues that have impeded this goal in the past. Reporting to the Library's Leadership Team, the Library Renovation and Beautification Committee is charged with assessing the Library as space and making recommendations that would lead to making the Healey Library a more friendly, accessible, and functioning space for students to conduct their studies; and the Library Security and Disaster Preparedness Committee is charged with recommending departmental planning templates to identify safe areas, escape routes, communication protocols and remediation needs in each Library department, recommending staff trainings and resources to increase awareness and preparedness for emergencies, and delivering a proposal of procedures to follow in a scenario where the campus is open but the library building is closed, in order to continue providing library services. The activities of these committees have boosted staff investment and

work satisfaction and have produced extremely helpful and actionable recommendations to date, and each will carry on into FY20.

The Library's contributions to the campus working, teaching and learning environment were limited by the Library's inadequate staffing levels. Every department in the Library is operating under severe staff shortages, which negatively impacts patron services, instruction, outreach, development, interlibrary loan, reference support, technical services, library systems, archival processing, and assessment goals.

Healey Library Goal #4 (AY2018-19): *Establish a financial resources model consistent with the university's vision statement.*

Healey Library has consistently proven itself to be an exceptional steward of its financial resources. To support the university's goals of establishing a responsible and aspirational financial resources model, the Library actively participated in the "Effectiveness and Efficiencies (E&E)" Library working group, which was newly formed in 2018. Its key achievement to date was negotiating a five-year contract with Elsevier, Inc. for a five-campus subscription to ScienceDirect, which eliminated \$1M in duplicate journals purchased across the UMass system, allowing those funds to be reinvested in other journals. The goals of the Library E&E Working Group are to identify long-term and sustainable opportunities to be more efficient and effective in library operations; continue and expand cross-campus collaboration when such efforts positively affect E&E; develop strategies to leverage the University's resources including opportunities to seek grant funding; evaluate and propose opportunities where new and/or additional University funding for libraries can be leveraged to improve services and resources, making recruitment, retention, and affordability improvements; and identify opportunities to support the University's strategic priorities, especially in areas that have identified needs. Targeted projects for FY20 include exploring the possibility of intercampus subscription privileges based on 'relevant FTE' rather than total campus FTE; achieving savings around Content Optimization Analyses, i.e. consolidating subject-area subscriptions from two vendors to one, resulting in more content at lower cost; completing the bid process for subscription services currently offered by EBSCO; and developing comprehensive e-book programs for student use targeting specific classes and faculty with offers to develop affordable textbook options for students.

As part of the Library's intensive patron data cleanup process and the re-establishment of Alma patron notices, it became possible to reactivate the \$63,000+ account receivables, which includes \$8,000+ in collected fines/fees.

In AY18-19, Healey Library increased its external funding by 400%, from \$48,816 in FY18 to \$248,516 in FY19, but was unable to seek additional funding due to staffing shortages throughout the Library that would not allow for the necessary project planning and proposal development.

Healey Library Goal #5 (AY2018-19): Develop an infrastructure supportive of the preceding goals by bolstering Library Systems and Discovery Services and strengthening intra- and inter-library collaborations.

Healey Library's resources, services and staff serve as a critical academic and scholarly infrastructure for the entire campus community. In AY2019-20, Healey Library worked to strengthen Library Systems and Discovery Services through judicious resource management and strategic planning. This included hiring and training an Electronic Resources Librarian and launching a search for a Library Systems and Applications Developer, which was unsuccessful but has been re-launched as an FSU librarian line. Healey Library staff continue to build their competency with the complex and powerful combination of Alma (library data back end) and Primo (patrons' discovery interface), which has a strong positive impact on student success. Library staff made enormous progress in cleaning up the legacy data in Alma/Primo, with 110,000+ outdated patron records purged, 10,000+ old patron fines/fees and loans cleared and 22,498 item records updated. Clean-up on the system has continued to improve patron service and the access, discoverability, integrity, and quality of all physical and electronic resource records.

In AY18-19, the Library managed the migration of the popular "Books 24x7" e-books platform to the new Skillsoft portal, which involved removing more than 80,000 titles (e-books, audiobooks, and videos) from the catalog and then re-adding approximately 28,000 e-books and audiobooks. The Library made progress in expanding and deepening campus and university partnerships and collaborations, which makes for a stronger infrastructure. The Library worked closely with campus Information Technology Services (ITS) to develop a shared administration model for the EZProxy authentication service that manages 32 million patron hits on electronic resources every year, and collaborated on ensuring a smooth transition to the new Virtual Private Network (VPN) and on enhancing the Single Sign-on authentication for UMBrella, Alma and EZproxy. The Library also continued to collaborate with the Registrar's office and HR Information Systems to keep patron records up-to-date, collaborated with campus ITS to implement the laptop loan program for the new residence halls, and voiced the Library's concerns related to the implication of library resources and services about the new Shorelight program through the Faculty Council's Academic Technology Committee. Several important tasks in this area were not accomplished in AY18-19 due to staff shortages, including developing a work plan and timeline for integrating Healey Library's interlibrary loan system with Single-Sign On (SSO), implementing Alma Acquisitions functions, and integrating the financial data into Alma to allow for more comprehensive cost and usage analysis of library collections and resources and to support decision-making related to subscriptions and renewals. These initiatives will be undertaken in AY19-20 as staffing levels permit.

Other Major Library Achievements for AY 2018-2019

- **Interlibrary Loan (ILL)** is a critical function of an academic research library, allowing students and faculty to be connected to a global network of information resources. In AY18-19, the Library borrowed, on behalf of its patrons, 9,200 resources from 821 libraries in 49 states, plus the District of Columbia and Puerto Rico, and with 20 countries on 5 continents, with a 91% fill rate for ILL borrowing requests. In AY18-19, all Interlibrary Loan functions were consolidated on the 4th floor of Healey Library to streamline processing and create better quality control in ILL transactions. The head of RSDD resigned early in AY18-19, but Resource Sharing and Document Delivery services continued without interruption, even though lacking that full-time line, when the Instructional Services Librarian stepped in as Interim Department Head. It will be important in AY19-20 to permanently fill the Department Head line and re-fill the currently vacant line to support Reserves and acquisitions functions.
- **Increased research resources:** The Library added 51,398 new catalog records and updated 22,498 additional catalog records over the course of AY18-19, including print reserve materials, faculty requests, faculty publications, e-books, and streaming media titles, thus significantly adding to the electronic and print resources available to the campus. In addition, the Library added 2,464 primary source digital assets to our online repositories, processed 492 linear feet (record cartons) of unique archival materials (a 93% increase in processing over the previous year's processing due to a new, "extreme processing" strategy inaugurated in the Archives) and produced online finding aids for 54 archival collections. All of these additions, combined with the ongoing cleanup and improvements to catalog data records, support discoverability and access throughout the UMBrella research system, which in turn positively impacts the work of students, faculty and researchers.
- **Campus-wide events:** The Library coordinated multiple campus-wide events in collaboration with the Events office, the Office for Faculty Development, and ITS, including the annual Distinguished Faculty Celebration, two Faculty Research Celebrations, the Provost's Book and Major Composition Party, and Open Education Week events.
- **Fundraising:** The Library received \$14,503 in donations from 51 donors, of which 40 were single-gift donors and 11 were payroll or endowment contributions. These funds were raised largely without outreach or donor cultivation, due to staffing shortages in the Library and the lack of a gifts officer in University Advancement dedicated to Library fundraising.
- **Assessment:** The library, in an effort to strategically expand its assessment activities in AY18-19, analyzed institutional repository usage to inform UMB's open access policy review; established a library data dashboard online to capture annual statistics to assist

with program and collections assessments; helped lead the launch of an initiative for BLC libraries to conduct in-depth and systematic reviews and investigation of OCLC/WorldCat products and services interdependencies; analyzed electronic resources costs and usages to help inform library-wide decision making for collection development and budget proposal preparation; and conducted an assessment pilot of the Library's new Center for Active Learning and Library Instruction (CALLI) to gauge the impact of integrating low-technology in active learning pedagogies on student learning and engagement.

- **OER:** Library staff collaborated with ITS throughout AY18-19 on efforts to expand Open Education Resources (OER) opportunities on campus, including helping develop and deliver an OER Faculty Survey, presenting "Using OER to Promote the Scholarship of Teaching and Learning" at the 2019 University Conference on Teaching, Learning & Technology and responding to faculty requests for recommendations for open source textbook substitutes. Due to staffing shortages, the responsibility for the promotion of OER has been handed off more than once, making continuity difficult.
- **Participatory Archiving:** The library's participatory archiving programming organized community collecting events in AY2018-2019 that engaged more than 400 individuals from Brockton, Winchester, the Boston Teachers Union and Boston Children's Hospital in four different events, and resulted in the collection of more than 1,000 photographs and stories to be available to students, researchers and the general public. The Library's 1919 Boston Police Strike Project gained momentum and press and involved more than 30 student and volunteer researchers who are completing biographical research on the 1,140 men who participated in the historically important 1919 Boston Police Strike; the interim dean was awarded the 2019 Bay State Legacy Award for "an individual who has made an outstanding contribution to the interpretation and presentation of Massachusetts history", largely due to the Library's efforts in these areas.
- **Professional Development and Engagement:** Library staff demonstrated their commitment to the Library profession and their own development through participation in local and regional consortia and contributing to professional networks and initiatives. In AY18-19 this dedication included leadership roles in the Boston Library Consortium, the New England Archivists, the Library Leadership and Management Association (LLAMA), New England Chapter of the Association for Information Science & Technology (NEASIST), Northeast Regional Computing Program (NERCOMP), the MIT Museum and serving on the boards of the State Historical Records Advisory Board and the Massachusetts History Alliance. Library staff served on a number of campus-wide committees, including the Graduate Studies Committee (ex officio), the Budget and Long-Range Planning Committee (ex officio), the University Conference on Teaching, Learning & Technology Planning Committee, and the Faculty Council's Library Committee (ex officio) and the Academic Technology Committee (ex officio). Healey Library staff presented or co-presented in many venues on and off campus and published in the peer-reviewed "Journal of Library Metadata", "Technical Services Quarterly", the "Online Audiovisual

Catalogers (OLAC)" newsletter and the print anthology Genealogy and the Librarian: Perspectives on Research, Instruction, Outreach. Library staff presented on their respective departments' wide-ranging and impressive work at 12 conferences and professional association meetings in AY2018-2019.

Healey Library's Significant Strengths

- **Strength: Healey Library's highly skilled, dedicated, resourceful and agile staff** successfully delivered foundational and transformative resources and services to the campus community throughout AY18-19 in support of campus goals #1, #2 and #3. Healey Library's staff meets deadlines, works collaboratively across functional units, and leverages its exceptional technical expertise in library systems, electronic resource management, academic reference and instruction best practices, metadata management, archival best practices and cross-functional and cross-departmental system-level integrated knowledge and expertise for library operational processes and workflows. The staff works hard to make best use of platforms and tools to streamline workflows and to increase staff productivity, always in service of fulfilling patrons' needs. The staff has collectively worked to create strong processes and continues to strive to make those processes even stronger in order to support informed decision-making about collections, services, and technical strategies and goals.

These approaches and accomplishments are evidence of exceptional dedication, given the fact that the Library is operating at a staffing level 25% lower than the average number of staff, controlled for student FTE, in the University of Massachusetts system, the Massachusetts state universities and our aspirational peer the University of Maryland Baltimore County (see Challenges below for development of this observation). This over-achievement, while impressive, is not sustainable, and is addressed further under Weaknesses/Challenges below.

- **Strength: Healey Library actively participates in a number of academic networks** which connect the Library to benefits such as cross-institutional working groups addressing unified goals for academic library resources and services, free or low-cost professional development opportunities, access to external funding opportunities, and cost-saving resource sharing and collective purchasing agreements. Healey Library routinely obtains materials not owned by our library for our patrons through local, national and international resource sharing networks. Healey Library's consortial memberships include the Boston Library Consortium (BLC); Massachusetts Commonwealth Consortium of Libraries in Public Higher Education Institutions (MCCLPHEI); Fenway Library Organization (FLO); UMass system "Efficiency and Effectiveness Committee" convened by the President's Office for the five system libraries to identify opportunities for financial efficiencies; Westchester Academic Library Directors Organization (WALDO); LYRASIS; and NorthEast Regional Libraries consortium (NERL).

Healey Library's Significant Weaknesses and Challenges

The Healey Library's most significant weakness is its critically low staffing level. Multiple data sources demonstrate that Healey Library is severely understaffed compared to peer institutions, even after controlling for student enrollment differences. Although Healey Library is serving more students (13% more) and faculty (40% more) than the University of Maryland Baltimore County (its aspirational peer), it does so with a much smaller library staff (47% fewer), according to 2018 IPEDS data (the most recent available data).

To assess whether the discrepancy in staffing between UMB and UMBC holds in comparison with other academic libraries in Massachusetts, the staffing levels for nine universities were averaged as a way to calculate reasonable staffing levels for Healey Library. The eight libraries in addition to UMBC were UMass Lowell, UMass Amherst and UMass Dartmouth plus the five largest state universities in the Massachusetts higher education system: Fitchburg, Bridgewater, Framingham, Salem and Worcester. The FTE for these nine universities averages 10,812, and the average number of staff across all nine libraries, controlled for FTE, is 36.2. Using these metrics, Healey Library should have 44.2 library staff but in fact has only 27 staff, which the data comparison above shows is inadequate to serve 13,219 students (FTE) plus 1,163 faculty members (headcount). Consequently, at UMass Boston the student/ staff ratio is an untenable 490 students per library staff member, well above the average of those nine comparison libraries, where the averaged ratio is a more manageable 299 students per staff member.

In the past several years of budget shortfalls, Healey Library has focused its efforts on striving to maintain above all the critical research and instructional resources (subscriptions, databases) required for students, faculty and researchers to do their work. This effort is reflected in the fact that in FY19, provision of campus research resources accounted for 92% of the Library's total general operating funds. While these efforts support the Library's deep commitment to providing the resources necessary for an academic research university, they have been carried out by an overworked, under-resourced staff. This severe staff shortage leaves Library staff in every department covering for missing positions, splitting time between different roles and departments, at risk of burnout and further attrition. Equally discouraging for the staff, personnel shortages limit the Library's impact, projects and outreach initiatives and leaves the Library unable to address some campus needs or perform some functions that are important for an academic research library. These gaps include exercising leadership in the areas of scholarly communications and open education resources, expanding instruction programs, further optimizing library access and discovery systems (UMBrella), deploying campus-wide academic integrity training, undertaking evidence-based collections development that includes organized faculty feedback, and providing extended library services for a 24/7 student population on campus and in residence halls.

Given these realities, the accomplishments of the Library staff have been, and continue to be, absolutely remarkable, and a testament to the staff's professionalism and utter dedication. Against all odds, the core functions of an academic library are being executed well and in a timely fashion, and advances have been made in every department of the library. However, it is very important to note that the current staffing situation is not sustainable. Short-term mitigation in AY19-20 includes scaling back library initiatives as necessary and focusing on filling the approved personnel lines for FY20 for full-time Collections Development librarian and Acquisitions Coordinator in addition to the current open lines being searched. The Library's budget proposal for FY21 will necessarily include additional staffing requests to remediate the critical staffing shortage.

- Weakness/Challenge: UMass Boston lags significantly behind its peers in acquiring print books, media and serials for its collections,** largely due to budget constraints, with no allocation for single purchases of books and thus no patron-driven acquisitions (PDA) program. The Library's book acquisitions budget was reduced by 65% between FY16 and FY17 (from \$437,861 to \$151,519) and again by 87% from FY17 to FY18 (\$151,519 to \$20,000), remaining at \$20,000 for FY19. The Library has not recovered from these cuts, as shown by the fact that UMass Boston's aspirational peer, UMBC, holds almost twice the number of physical items as UMass Boston (757,903 as compared to UMB's 410,366.) Thus, the Library does not have in place any approval plans with book distributors which would annually add recently published scholarship in print in the research and pedagogy areas of importance to the University. The Library's Interlibrary Loan data demonstrates a continuation of the trend where UMass Boston is a "net borrower" within its lending networks, meaning that the campus borrows far more than we lend. In AY18-19, UMass Boston borrowed two times as many items as it loaned (9,200 items borrowed, 4,518 loaned). These numbers are warning indicators that UMass Boston's existing collections and subscriptions do not meet the borrowing needs of the campus community. Because its acquisitions budget is so limited and in the absence of a full-time Collections Development Librarian, the Library cannot reasonably apply a strategic collection development plan at this time. As the Library's acquisitions budget is restored, we will provide mechanisms for soliciting, understanding and anticipating faculty research and teaching needs, directly engaging faculty in the process of shaping and expanding the Library's print and media collections.

The 21st century information marketplace is complex and undergoing a sea change as academic libraries begin to push back against predatory publishing conventions. Annual inflation requires academic libraries to budget a 6-9% increase every year simply to maintain access to the campus' current research resource holdings. Additional market monopolization and vendor tactics for maintaining profit margins including disadvantageous journal bundling present budgetary challenges that are unique to academic libraries and which require sustained attention to mitigate, preferably within a consortial context. UMass Boston is addressing this through participation in the Library E&E working committee and through filling the approved full-time collection

development librarian line, the job description of which includes tracking and strategizing around these issues for the campus. Mitigation efforts include maximizing our efforts to provide electronic resources for the campus community at a level that meet peer benchmarks and applying any available funds to augmenting the Library's print collections.

- **Weakness/Challenge: Deficiencies in the physical plant:** The Healey Library building has facilities issues that negatively impact students, staff and collections. These include electrical and cleanliness issues and aging furniture and equipment. Mitigation of these problems is currently being handled with Facilities on a case-by-case basis, overseen by the newly established Library Renovation and Beautification Committee.
- **Weakness/Challenge: Acquisitions Processing Delays:** Given that 92% of the Library's non-payroll budget is spent on journal subscriptions, books and other research resources, most of which need to be renewed annually, it is critically important that the Library's business office and the campus procurement office interoperate efficiently and effectively. A range of issues in the campus procurement process in AY18-19 resulted in delays that caused several temporarily suspended subscriptions and late payments to vendors providing key research resources. The Library worked closely with colleagues in Procurement in an attempt to improve timely approval and processing of license agreements and the corresponding purchase orders for library resources. These efforts were partially successful and will hopefully be mitigated by the Shared Services procurement system to be initiated in 2020, and which will, we hope, assure one set of licensing procedures and ideally one office of licensing for library materials so that purchases and renewals are processed in a timely fashion.

HEALEY LIBRARY'S AY 2019-2020 GOALS

Library as Place: in AY19-20, the Healey Library staff has committed to making the library an "oasis" for students/staff/faculty to the extent possible, focusing on service, convenience, signage, comfort, safety and cleanliness. The Library Facilities and Beautification Committee will assess and make recommendations that will make the Library building as comfortable and welcoming as possible to members of the UMass Boston community. The Healey Library Leadership Team and staff will coordinate with the Library Security and Disaster Planning Committee and the Library Facilities and Beautification Committee to create a work environment that is supportive of staff needs, and is welcoming, safe, and adaptive. The Library will explore the potential and on-campus processes necessary to convert the UASC Research Room into a smart instruction room to serve the 200-300 students, faculty, and researchers each year to actively work with archival collections, an activity that cannot be accommodated in the archival research room but that will increase in AY19-20 due to the Library's curricular support of the course offerings in the Mellon Foundation-funded "High Impact Humanities: Connecting

Curriculum, Community, and Careers for Student Success” project and the NEH-funded “Living with the Urban Ocean” initiative.

Library Systems and Technical Services: The Library will continue to develop Systems and Discovery Services through strategic planning, judicious hiring, and resource management so that it can effectively manage key initiatives facing the campus, including library patron data privacy, technical adherence to vendor usage requirements, Research Resource Access for the 21st Century (RA 21) initiative, Single Sign-On for ILLiad to create continuity across platforms and to allow for more granular authorization for specific user groups, harvesting digital collections and institutional repositories to make them discoverable in UMBrella, and joining with other BLC Alma libraries in the expanded Alma Fulfillment Network to allow patrons the convenience of walk-in borrowing from the libraries within the regional BLC network. In addition, Library staff will work collaboratively to develop a plan for adding the Library’s extensive archival collections into Alma/Primo, thus making them readily discoverable along with the other millions of resources available through UMBrella. Technical Services staff will also evaluate OCLC Record Manager for possible use by non-cataloguer staff and, if feasible based on the outcome of the evaluation, train them to perform simple cataloging to mitigate the issues of having only one cataloguer at the Library. Many of these are contingent upon the successful completion of the search for a Discovery and Systems Development Librarian and an RSSD department head.

Library Instruction: In AY19-20 the Library will launch a transformational instruction program that can be utilized by faculty as a standalone resource, incorporated with the Blackboard platform or delivered within the Library’s face-to-face instruction session. As part of the revised program, librarians will integrate preparatory exercises and assessments into the hundreds of class sessions led by librarians each year, in order to more effectively expand students’ information literacy skills. By the conclusion of AY2019-2020, the instructional librarians will have revised 75% of the Library’s existing lesson plans to capitalize on the pedagogical opportunities afforded by the Library’s new active learning and teaching center, the interactive “Credo Instruct” modules and this new instruction model. If departmental staffing allows, the Library will develop and launch a reference outreach program to encourage undergraduate and graduate students to take advantage of in person, online and asynchronous reference support. By the conclusion of AY2019-2020, the reference department will increase online research consultations by 25%, launch a pilot reference outreach program to the residence halls, translate ROI materials into Mandarin and Spanish as a first stage of ESL/ELL support and conduct a series of workshops focused on plagiarism and academic integrity behaviors and appropriate resources. In AY19-20, the Library will develop and promote its academic integrity education program to expand student competencies in academic integrity, by creating graded quizzes for the plagiarism and academic integrity research guides and conducting plagiarism workshops open to the entire campus for Fall and Spring semesters.

Collection Development: In AY19-20, the Library will continue to maximize online and physical resource offerings while meeting financial targets, and while gathering data and strategies to

significantly increase the library's acquisitions budget in FY21, to more closely approximate the acquisitions levels of peer institutions. Much will depend on the success of the upcoming search for an experienced Collection Development Librarian to oversee the complex process of collection development and the administrative processes for acquiring them, along with undertaking significant faculty outreach. The incumbent will work with Library leadership and the Provost's Office and the Deans and the Curriculog team to establish a communication mechanism for soliciting collection development guidance from faculty and will work closely with the Electronic Resources Librarian to evaluate the Library's collections to identify significant overlap and duplications in aggregated databases (e.g. ProQuest vs. EBSCO; Nexis Uni vs Factiva.) The incumbent will also assess external trends related to library collections: e.g. Big Deals, open access, etc., and will guide the campus response to changes in academic publishing, including managing campus perceptions and feedback. To extend the library's print collection in a cost-effective manner, the Library will undertake a pilot project using OCLC's contract cataloguing program to make relevant gift books "shelf-ready" and available to patrons.

Primary Source Collections: In AY19-20, University Archives and UASC will finalize digital preservation workflows and implement digital accessioning workflows and process for born-digital accessions. UASC will continue efficient processing efforts through the "Finding Aids For All Project" (FAFAP), producing finding aids for an additional 50-75 unprocessed collections and beginning to formally document the FAFAP process and policies, in an effort to more effectively make our work processes and successes available to those outside our institution. UASC will continue to systematically review paperwork for collections (including all legacy collections) going back to the early 1980s, with a goal to decrease the number of collections for which there is insufficient paperwork from 129 to 100.

Administrative Processes: In AY19-20, the Library will continue to develop its Data Collection Plan, which aims to have library data readily available to analyze and predict service and resource trends to inform decision-making. The Library's newly-created "Data Dashboards" for FY17, FY18 and FY19 have captured annual statistics to share with the community and to inform program and collections assessments, and will be maintained online on the Healey Library News site. In addition, multiple departments within the library will implement the assessments available through "Project Outcome" from ACRL (<https://acrl.projectoutcome.org>) for standardized academic library surveys in Library Technology, Instruction, Research, Space, Digital and Special Collections and Events/Programs and Teaching Support, that can be benchmarked against national peers. Taking part in Project Outcome will help the Library to document and share the impact of its services and programs and to measure and analyze outcomes. In AY19-20, the Library will undertake usage analysis to inform decision making for budget planning, electronic resources subscriptions and collection development, supported by preparatory steps that include integrating Alma Electronic Data Interchange (EDI) integration with third-party vendors to enable a comprehensive usage analysis, and implementing Alma SUSHI harvesting for usage data. In AY19-20, the Library will review and revise its reporting and reconciliation processes and review Circulation processes and financial reporting in order to further streamline and coordinate processes and procedures. Library staff in all departments will review workflows

and processes and determine next steps for revising, implementing and/or migrating towards efficient, effective, streamlined, integrated systems.

The Library's outreach, advancement and fundraising efforts will focus on establishing an active Friends of the Library group, developing routine donor acknowledgement and cultivation and identifying and proposing one additional grant-funded activity. In terms of campus outreach, the library will focus on educating administrators, faculty and students to understand the general factors that drive library acquisitions, the range of seemingly "free" content that derives from library subscriptions funded by the campus, the sometimes exorbitant actual costs of essential content to minimize the "moral hazard" effect on acquisitions decision-making, and the fact that the costs of most of the Library's aggregate research databases are FTE-based, so that the more the campus grows, the more expensive these resources become. As part of this campaign, the Library will develop a faculty feedback mechanism that can be factored in to decisions, whether at the campus or system level, which would affect UMass Boston's journal and database subscriptions for research and teaching.

Aspirational Peer Comparison

The University of Maryland Baltimore County (UMBC) was selected as Healey Library's overall aspirational peer based on its similar student body size, range of services and proximity to an urban center. The following observations are drawn from two sources: the Statistical Portraits produced by UMass Boston's Office of Institutional Research, Assessment, and Planning (OIRAP), and the most recent available data (FY17) from the Integrated Postsecondary Education Data System (IPEDS) data collected by the U.S. Department of Education. These data document the following key points, with mitigations offered in the previous sections of this annual report. Healey Library is serving more students (13% more) and faculty (40% more) with a much smaller library staff (47% less).

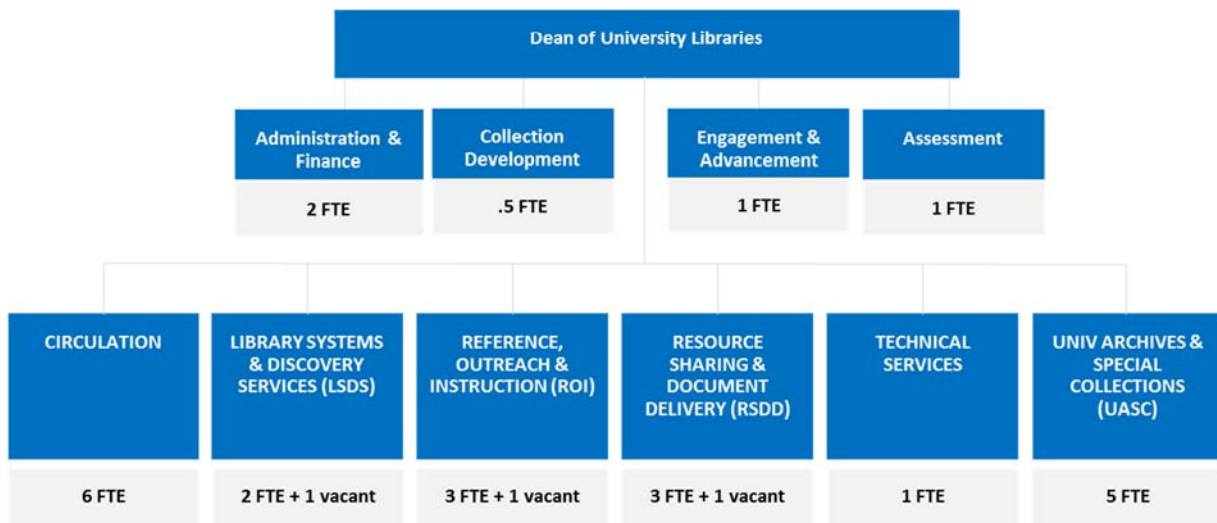
- Healey has a much higher rate of digital circulations (32950% more), indicating the effectiveness and efficiency of Healey's digital library collections and strategies.
- While Healey Library has built a larger digital library collection (274% more, includes e-books), the total number of digital/electronic databases at Healey is much lower (71% less), which has a significant impact on the Library's ability to support learning, teaching and research at UMB.
- The numbers of interlibrary loans received by Healey Library (67% more) and provided to other libraries (54% less) indicate that Healey relies on other libraries to support our users. Healey needs to build up its library collections to support the documented needs (via ILL requests) of UMB students and faculty.
- The gaps in library budgets between UMB and UMBC (currently 66% less for one-time purchases and 46% less for continuing subscriptions) document Healey Library's need for additional support to build its holdings to levels that can adequately support the research, teaching and learning activities of UMass Boston's faculty and students.

The data table showing the source data for all of these observations may be found at:

<https://docs.google.com/document/d/1PtJwoFyVdlgVDbx3xZsLOxSSRhO9echgAp1sxuuqtmg/edit?usp=sharing>

Organizational Chart

HEALEY LIBRARY, UMASS BOSTON ORGANIZATIONAL CHART FY19



Strategic Plan: Note

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