Joseph P. Healey Library Annual Report AY21-22

Submitted July 29, 2022
Joanne Riley, Interim Dean of Libraries

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SECTION 1: Healey Library's Top Three Strategic Priorities for AY 2021-22

Joseph P. Healey Library made notable strides in addressing its top three strategic priorities during Academic Year 2021-22, as described below.

Priority 1 for AY21-22: An anti-racist, health-promoting organization

Healey Library is committed to advancing equity, diversity, and inclusion values and practices and to taking action and making concrete changes as we identify them in order to improve the working and studying environment. To this end, in AY21-22 the Library updated language in its documentation, improved access and accessibility through expanded collections, resources and policies, reviewed hiring, training and onboarding processes, included EDI awareness and initiatives as standing agenda items in departmental and HLLT meetings, supported the collective creation of the Healey Library Statement on Equity, Diversity and Inclusion and formed an ongoing "EDI Momentum" group to continue to advance and track the library's EDI initiatives. A sampling of departmental initiatives is below, with further detail available in each department's annual report.

The Library Systems and Discovery Services department (**LSDS**) contributed to vendor initiatives to add accessibility features, allowing users to personalize the Alma interface for accessibility. The Reference, Outreach and Instruction department (**ROI**) revised library research tools and resources for usability, increased outreach to the Undergraduate ESL Program and added titles in five new categories to the Curriculum Resource Center Awards book collections in the areas of LGBTQIA+, disability, and Latinx cultural experiences. University Archives and Special Collections (**UASC**) reviewed finding aids, digital collections, and foundational documents to identify harmful or offensive language, published the _UASC Statement on Reparative Descriptive Language_ and focused on selecting materials for instruction sessions, social media content and gallery projects that are representative of historically marginalized communities and immigrant individuals and communities. The **Business Office** pursued options for making the library spaces more accessible and supported multiple channels for patrons to voice their concerns. The **Circulation Department (CIRC)** proposed eliminating overdue fines for the main library collection, waiving pre-existing fines and amending the photo ID policy to mitigate inequitable challenges in procuring government identification, all to remedy potential access barriers. Resource Sharing and Document Delivery (**RSDD**) worked on the logistics of extending free lending to Historically Black Colleges & Universities (HBCUs) and Tribal Libraries as part of the larger initiative in the Resource Sharing profession to remove costs associated with borrowing materials for these libraries. The Reserves and Technical Services (**RTS**) department was actively involved in the BLC Continuing Resources and Metadata Management section which supports the goals of "conscientious cataloging" to remove the bias and racism in cataloging description of materials and Library of Congress subject headings. The Collection Development librarian (**COLLDEV**) worked with the Boston Library Consortium (**BLC**) on a Diversity Literary Awards Analysis project that compared the holdings of 17 BLC libraries against lists of over 20 diversity-related book awards from the past 50 years.

In terms of training, onboarding and mentoring, the Library allocated funds for EDI training and professional development including a required training for all staff from the Diversity and Resiliency Institute of El Paso. The Circulation Department participated in the Massachusetts Inclusive Concurrent Enrollment Initiative (MAICEI) in Spring 2022, mentoring a student volunteer in Reference on a weekly basis. Circulation and Archives staff participated in de-escalation training custom designed by the McCormack Conflict Resolution Graduate Program to address common challenges in public service interactions with patrons, and LinkedIn

Learning Collections were curated for different interest areas for independent professional development work, including 'Patron Service', 'Mentoring' and 'Equity, Diversity & Inclusion'. In promoting health and wellness, the Library experimented with a hybrid staffing model and worked on building mutually supportive cross-departmental collaborations and encouraging open, "courageous conversations" to develop trust and collegiality among staff.

Priority 2 for AY21-22: A library building that is safe, comfortable and well-provisioned

In AY21-22 the Library worked closely with campus administration to integrate the library's needs into the developing campus academic, master and capital planning processes and to address ongoing critical facilities issues. An enormous amount of staff energy went into reporting problems and attempting to mitigate facilities challenges, especially in providing adequate HVAC control for staff and student workspaces and for general and archival collections. In support of this priority, the Library Business Office implemented new workflows for reporting, tracking, and following up on Facilities requests to centralize the responsibility for follow up of the physical plant's many issues. In addition, the Library implemented an anonymous feedback form to track patron issues and requests and building issues Because climate Control in library workspaces has been variable and often inadequate for many years, the introduction of more flexible staff scheduling options in response to the pandemic was welcome as a mitigation strategy. This year with the support of the DOUL staff were allowed to go home to work remotely when climate conditions in their office were unworkable, that is, <= 64 degrees or >= 80 degrees. This approach has provided extensive and compelling documentation for the library's Business Office and the campus Facilities team attempting to address the issue.

The implementation of the library's new self-checkout machine was finalized in Fall 2021, overseen by a cross-departmental team led by LSDS. The self-checkout was welcomed by patrons given that it reduced waiting and allowed more socially-distanced checkouts for users and staff.

The Library is reinstating two staff-run committees, the Building Safety Committee and the Beautification Committee, both of which focus on making Healey Library a more welcoming, safe and comfortable place to work and study. To that end, we arranged to have panic buttons installed at all of the Library's public access points, increased the number of employees who close the library in the evenings and weekends to ensure their safety, and worked with public safety to increase patrols of the library, especially at closing time, and replaced unstable shelving in the Archives with shelving designed for archival storage cartons to create safer, more efficient storage areas and thereby increasing storage capacity from ~1,600 to ~2,320 linear feet.

Priority 3 for AY 21-22: Next-level advances in each department's services

During AY 2021-22, the library's functional areas undertook to advance their services. Each department made significant progress towards its goals, which included the following highlights, with further detail available in each department's annual report.

To reduce the gaps that had grown annually since 2016 when the library's book purchasing budget was severely curtailed and to expand the range of available resources, the **Collections Development librarian** identified and added access to over 50,000 ebooks, mostly published within the past 5 years, from publishers including Springer/Palgrave, Oxford UP, Cambridge UP, Harvard, Yale, Princeton, Columbia, University of California, Cornell, University of Hawai'i, which significantly reduced the gaps created during the recent lean years; added campus-wide

access to the daily *New York Times,* and an additional 7,000 current national and international newspapers, and more. Collections development activities also included filling in gaps in our journal holdings, as well as supporting OA initiatives that provide support for future-facing advancements in scholarly publishing. The Collections Development librarian also accepted a leadership role working with all UMass System libraries and USPT to negotiate the next system-wide agreement for the Elsevier ScienceDirect package.

After implementing a new cloud-based data collection and tracking system in January 2022 the **Circulation Department** documented 1,812 patron interaction inquiries and responses. This system will continue to be refined in order to better assess and efficiently respond to patron needs. Along with participating in multiple library-wide collaborative projects throughout the year, the department also developed a reservation system for the Curbside Delivery services that expands the range of delivery time options while minimizing staff time.

LSDS completed the first phase of a multi-year project to migrate from the library's EZproxy authentication system to OpenAthens, which provides patrons with more secure and seamless remote access to the Library's online resources. LSDS also facilitated the successful implementation and launch of both Alma Acquisitions module and Rialto (a one-stop marketplace for purchasing ebooks and media) which called for coordination across LSDS, Technical Services, Collections Development, and the Business Office. In Fall 2021, LSDS ran usability testing to gather data to improve the user experience of the library's website, and after reviewing and analyzing the survey results will finalize the navigation menu to be implemented in the staging site in Summer 2022. LSDS also worked with the campus IT to smoothly migrate the new IDCS (ID Cloud Services) platform for library applications (EZproxy, UMBrella and Alma and changed the Alma-ILLiad-Sync Application Authentication to access outlook mail from SMTP to more secure and modern authentication using OAuth2.

The ROI department made significant advances in developing and formalizing research and workshop offerings to graduate students, partnering with a graduate program director to address graduate students' specific research needs in a successful pilot project. ROI took part in the UMass Boston OER Committee and assisted with its OER Incentive Program for faculty. The department reference service provided online remote support through online forms, 24/7 chat, email, video conferencing and instant messaging. These multiple channels showed significant increases in meeting patron needs, with a 76% increase over the previous year in responding to 24/7 chats; a 25% increase in reference questions and a 96% increase in research consultations conducted by department librarians.

RSDD: All Interlibrary Loan activities have resumed but not fully rebounded from the pandemic, a trend experienced by libraries around the country and yet to be fully explained. Instructors may be building courses around open content or materials the library owns and we now have two full cohorts of undergrads who may have never been exposed to InterLibrary Loan, or instructed on how to use the service, given two years of remote learning due to the pandemic. This year, RSDD filled 4,198 requests from network partners and managed borrowing of 4,453 interlibrary loan requests from UMass Boston patrons, including 233 requests that required extensive searching for hard-to-locate items requiring intensive research and communication with potential lenders. Document Delivery activity previously completed by RSDD has declined significantly since the implementation of the "Healey Request Form" and online ticketing system that provides patrons with an efficient way to request materials, and delivery requests now fulfilled by Circulation staff equipped with new KIK scanning stations.

In AY21-22, **Reserves and Technical Services** staff began using the Alma Acquisitions module and the Rialto purchasing system to streamline and integrate purchasing requests. The

return to campus in Fall 2021 brought the resumption of print Reserves services and the implementation of a successful Controlled Digital Lending (CDL) pilot which provided a copyright-safe way for our patrons to borrow digital copies of print books in Healey Library's collections. The department added 2199 print books, 108 DVDs, 257,613 e-books and documents and 25,885 streaming media in reserve materials, faculty requests, donations, e-books, and streaming media titles.

In AY21-22, **Archives** staff fulfilled 103 digitization requests and digitized more than 13,000 pages of archival material and added 2,342 items to its digital collections repository, a nearly 10% increase in the number of digitized archival items available online. Throughout this process staff explored how to offer these services in a sustainable manner, using user data and observation to begin reimagining its service model and staffing structure. Also in the past year UASC launched the IMLS-funded "RoPA" project (described below) and implemented ArchivesSpace, an open-source application for managing and providing web access to archival collections that will replace several of the department's legacy platforms while improving the discoverability of our collections overall.

SECTION 2: Other Major Unit Achievements for AY 2021-22

A number of major unit achievements in AY21-22 can be directly attributed to filling staff vacancies, 5 in total with 2 new hires shortly before the start of the academic year and 3 vacancies filled during the year. For the **Business Office**, successfully and swiftly onboarding both a new Assistant Business Manager and a new Assistant Dean in AY21-22 allowed the office to immediately focus on improving personnel procedures and inventory management, provided a distinct increase in service levels and maximized leverage of the Library's 14% budget increase. For **Circulation**, filling the long-vacant Library Desks Service Manager position provided a strong base for next level service advances and led to reviewing workflows and policies to improve efficiency and communication, implementing new cloud-based data collection and tracking systems to improve Healey Library's ability to assess patron needs. After the hire of a new Lending Coordinator, **RSDD** staff were cross-trained on essential borrowing and lending tasks so that any member of the team could perform the most common tasks for the department, which strengthened the department's service provision. The **Reserves and Technical Services** department was transformed by newly assigned responsibility for course reserves, acquisitions, and access and the addition of a new staff member which allowed the department to implement the Alma Acquisitions module and the Rialto purchasing system, continue cleaning up long standing projects for both Reserves and Technical Services, and add several thousand newly purchased titles, e-resource packages items, and donated materials.

Collaborative efforts fueled other of the Library's major achievements in AY21-22. The Circulation Department and the Engagement & Advancement Librarian spearheaded a Healey Library Social Media Team that engaged virtually with the university through the year; the Circulation Department collaborated with the IT department to provide semester Chromebook loans to patrons and to coordinate intradepartmental data; the Acquisitions/Rialto project involved cross-departmental collaboration among the LSDS, RTS, Collections Development, and Business Office departments; and Collections Development, LSDS and RSDD were all involved in developing detailed plans for implementing Controlled Digital Lending (CDL) at both local and consortial levels, representing Healey Library on the BLC Technology COI and CDL Steering Committee, co-leading the Shared Repository sub-group and implementing Healey Library's successful local pilot to test CDL for course reserves use, which switched to non-pilot

mode in Spring 2022 with a total of 157 digital loans scanned from physical books in the library's collections for student use.

The Reference Outreach and Instruction Department's Services and Instruction Program grew in scale and reach, incorporating the lessons learned during remote modality including building flexibility and integrating UDL principles in all the department's service points. During the year the instruction sessions increased by 14% and Credo Information Literacy modules usage data and engagement levels have continued to steadily grow, with eight Credo Information Literacy modules viewed 11,878 times by individual users in AY21-22.

A nationally influential collaborative project for the Archives Department in AY21-22 was the launch in January 2022 of "RoPA", the "Roadmap for Participatory Archiving", funded by a National Leadership grant from the Institute for Museum and Library Services. The development of RoPA was informed by a variety of assessments and nationwide collaborations that led to the launch of a series of in-depth modules for libraries and cultural organizations of all kinds. These modules cover the important aspects of planning a participatory archiving event, including community partnerships and outreach, event logistics, metadata and archival description, and the preservation of digital materials.

SECTION 3: Significant strengths and challenges of the unit

Significant Strengths

Healey Library's core strength is its highly capable, creative, resourceful, and collegial staff, who continued in AY21-22 to offer exceptional patron support and services despite long-standing challenges including the long tail of the global pandemic. As noted above, many library initiatives require cross-departmental and external collaborations, both of which are notable strengths of Healey Library staff. Many library staff participated in external collaborations throughout the year, especially in committees, working groups, professional development and networking through our consortial partnerships with the Boston Library Consortium, MCCLPHEI and Fenway Libraries Online. 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.

Significant Challenges and Mitigations

In AY21-22 the biggest library-wide challenges were facilities issues, staffing issues, and the administrative roadblocks posed by some campus support services.

Facilities challenges: Climate control in the building continues to be inadequate, mitigated only by the year-long hybrid staffing option that allowed staff to work remotely when workplace conditions become too uncomfortable or risky. There are a number of other workspace issues that need attention, including the scarcity of office space for a growing staff and the fact that LSDS and ROI staff cubicles are in a high traffic area with noise levels that impede work efficiency and collaborative activities. The Library continues to document facilities and building climate issues and have received assurances that mitigations are upcoming or underway, such as the installation of new air handlers for the building and a project to address the insufficiency of the climate control in the Archives storage areas for fragile and irreplaceable materials.

Staffing challenges**:** In AY21-22 insufficient staffing posed challenges for multiple departments in the Library. Temporary student and 03 staff had to be hired in the Circulation Department to mitigate desk coverage issues and to keep the Healey Library building safely open during scheduled evening and weekend hours. Having only one librarian handling collection development activities made outreach to faculty and departments and covering a wide range of

subjects and disciplines difficult, mitigated only by relying on connections established by other library departments and staff. For LSDS it was a challenge to balance implementing new initiatives and innovative projects while keeping up with the ongoing systems maintenance, a situation which will be mitigated by restarting the search for a new Systems and Applications Development Librarian in AY22-23. ROI staff are working to capacity and will not be able to expand the department's instruction program and reference service points and outreach efforts until another reference and instruction librarian can be hired. The RTS department was unable to address several long-delayed projects due to the fact that the new Acquisitions & Access coordinator was being onboarded and trained and due to the queue that had backed up in the 3.5 years that the position was vacant. After years of understaffing UASC has come to realize that relying heavily on student staff is not a sustainable staffing model. Difficulties hiring student employees in the spring and some unexpected full-time staff absences led to the open hours of the Archives Research Room needing to be curtailed and other work paused. Increasing staffing levels to support UASC's core activities will mitigate these issues.

Administrative challenges: The Library's Business Office's and Collections Development Librarian are consistently challenged by the taxing process of getting orders and licenses processed through UPST in a timely manner, a process that is "time-consuming, inconsistent, and almost completely opaque." Having a knowledgeable UPST staff member who understands library acquisitions assigned to field our licenses and orders would be transformative. LSDS began the work with Human Resources and the BeaconCard Office to load employee barcodes to PeopleSoft to automate the barcode activation process, but staff turnover in both offices halted progress, requiring library staff to manually activate barcode which causes delay and frustration for patrons. For RSDD a similar issue is the need to apply ILLiad single sign-on to Interlibrary Loan accounts to replace the existing barcode authentication, much desired by patrons but impeded by uncertainties around product viability due to vendor decisions. This will be assessed and addressed in the coming year by RSDD in conjunction with LSDS.
Healey Library's development program faces challenges in identifying potential donors and cultivating relationships and coordinating major gift solicitation, and would benefit tremendously from infrastructure support from University Advancement in the logistics of outreach to and communication with potential and current Library donors. This would include strategic guidance, access to physical and electronic mailing lists of alumni and donors and assistance with audience segmentation for our messaging.

SECTION 4: Top Three Strategic Priorities for AY22-23

Priority 1 for AY22-23: An anti-racist, health-promoting organization

In AY22-23 Healey Library will continue to demonstrate its commitment to the principles of EDI through concrete actions, which will include hiring practices and programs to attract strongly diverse candidate pools for staff and student vacancies, supporting individual and group professional development opportunities, identifying EDI expectations in job descriptions, facilitating on-campus community partnerships and encouraging open, "courageous conversations" throughout the library.
To promote a healthy and sustaining work environment, the Library proposes to continue to take advantage of hybrid staffing options, which accommodate staff needs and preferences while simultaneously enhancing existing services. 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 AY22-23 the Library will devote resources to support professional development activities for all staff and will set up mentoring and buddying systems for new staff and student workers. Going forward, we will pay particular attention to team building and connecting with each other as we

collectively restore equanimity and energy after another year of intense, and in many cases depleting, challenges.

Each department's individual annual report expands on the application of the Library's EDI goals as they apply to the work of that department. A sampling of departmental initiatives follows. The **Business Office** will ensure that resources are available to staff to help them navigate challenges, will continue assessing library space to provide the most welcoming and inclusive environment possible for staff and patrons and will ensure resources are available to staff to help them navigate challenging situations as they arise. The **Circulation Department** will continue to develop and expand departmental training with a focus on equitable service delivery and accessibility and will clarify reporting guidelines for any incidents, including and especially potential Title IX violations. The **Collections Development Librarian** will continue to solicit feedback from relevant student organizations, faculty and departments related to how the library collections could be enhanced from their perspectives, to understand how the library can better support them as teachers, learners and scholars. **LSDS** will support systems integrations that foster collaborative learning and community-based participatory engagement to ensure equitable access to library resources and services for diverse library users. **ROI** will expand ESL/ELL Outreach to increase student knowledge of basic library information and updated usability of library research tools and resources and will create an EDI glossary to include in research guides as well as a chart of EDI terms to provide guidelines when conducting library instruction sessions, answering reference questions, and conducting reference consultations. **RSDD** proposes to extend free lending to Historically Black Colleges & Universities (HBCUs) and Tribal Libraries to remove costs associated with borrowing materials for these libraries, and to extend an EDI consideration to Healey Library's Purchase on Demand program for ILL borrowing requests. **RTS** staff will continue the practice of "conscious cataloging" to mitigate subject bias in cataloging and will continue to evaluate and correct problematic Library of Congress subject headings and lobby the Library of Congress for their replacement, and will continue professional development in this important area. **UASC** plans to develop a research guide about archival research and Indigenous history and another about archival research and Black history in Boston, and expects to process the papers of Mel King, a prominent activist and politician from Boston's Black community who donated his papers to UMass Boston in 2020 and 2021. The **Engagement and Advancement** librarian will ensure that Healey Library messaging across all public-facing channels is inclusive, accessible, welcoming, and reflects both the diversity of UMass Boston's constituent groups as well as the University's goal of becoming an anti-racist, health-promoting institution.

Priority 2 for AY22-23: A library building that is safe, comfortable and well-provisioned

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. Identified as a "heritage building" with extensive challenges by campus planning consultants, the entire Healey building requires extensive targeted investment to become an adequate 21st century academic library space. In AY22-23 the Library will work closely with campus administration to integrate the library's needs into the

developing campus academic, master and capital planning processes and to participate in donor outreach and capital fundraising initiatives as necessary to support necessary upgrades to the physical plant.

Priority 3 for AY22-23: Achieving next-level advances in the library's resources and services

A transformative advance for Healey Library was the appointment late in the AY21-22 of a permanent Dean of Libraries after 5 years of interim leadership. In AY22-23, under the direction of the new Dean, Healey Library will review existing departmental staffing structures, policies, services and resources. Each will be examined in light of the comprehensive planning process that is underway on campus and that includes University Strategic Planning along with the extensive Campus Master Planning that addresses all physical space including the Healey Library building. Below are some next-level advances that the Library's departments propose to achieve in the next academic year organized according to the current campus goals, with further expansion on these goals available in the departments' individual annual reports.

Campus Goal #1: "Advance student success and development"

In order to advance student success and development, Healey Library will expand campus outreach to undergraduate and graduate students by forging partnerships with programs and initiatives aimed at promoting academic excellence. To this end, Healey Library's ROI department is working to create reusable learning objects for the Instruction Program that integrates Universal Design for Learning principles and educational learning technologies in order to increase student access. Additionally, ROI will develop and promote academic integrity workshops to increase student competencies on plagiarism and ethical research behaviors. ROI will create and launch academic integrity asynchronous, online, and face-to-face workshops with an assessment component in order to support students' academic goals and research practices. Further, the Library plans to implement controlled digital lending (CDL) as part of the Boston Library Consortium's initiative to expand digital borrowing for patrons, thereby dramatically increasing access to library resources for both remote and in-person students.

Campus Goal 2: "Enrich and expand academic programs and research"

By implementing Purchase on Demand lending and Controlled Digital Lending while at the same time completing the Alma Acquisitions, Rialto, Lean Library and OpenAthens implementations, the Library will significantly increase access to library materials for students, faculty, and staff. At the same time, the Library continues to negotiate with our consortial partners and the UMass system in order to expand our available resources through shared licensing initiatives and other cost-saving measures. The Healey Library's University Archives and Special Collections department will continue working with student organizations and campus unions to strengthen documentation of the history of the University, will build collections related to UMass Boston campus departments, groups, and student organizations, and will continue to strengthen its archival instruction program. This last includes following through on a joint project with ROI, faculty and the General Education program to strengthen First Year Seminar students' research skills. The Reference and Instruction Department will continue to enrich and expand academic programs and research as described above, through its multi-modal instructional and reference programming, outreach to ESL/ELL students and faculty and to graduate students across disciplines.

Campus Goal 3: "Improve the learning, teaching, and working environment"

Through its instruction and reference services, its lending and borrowing functions including interlibrary loan and its collections and archival research resources – all both in-person and remote - Healey Library endeavors to provide the highest quality learning, teaching, and working

environment for the campus community. The Library Systems and Discovery Services provides strong support for these activities in its maintenance and enhancements of the complex systems and platforms underpinning the library's services, and in AY22-23 will likely add implementation of Leganto, a focused library website usability project aligned with the campus website redesign project timeline and the second phase of OpenAthens authentication implementation and single sign-on integration with ILLiad. The Circulation Department continues to update and improve all of its processes, staff training, documentation, onboarding and staff support materials in order to provide efficient and effective service to the library's patrons.

Under the guidance of the Dean of Libraries, Healey Library will work to effectively disburse the professional development funds which were restored in the FY23 budget allocation, understanding that identifying and making professional development opportunities accessible for all library staff will enable us to further develop the Library staffs' robust expertise, thus allowing Healey Library to expand access to resources and research. Each department is exploring the most rewarding and applicable professional development opportunities for library staff in order to increase the staff knowledge base to better serve students and improve the learning, teaching, and working environment.

Campus Goal 4: "Establish a financial resources model consistent with the university's vision statement"
UMass Boston's share of the multi-million 2022 Elsevier contract negotiated for all five UMass campuses constitutes the library's single largest collections expenditure. The Collections Development Librarian will continue to take a lead role in ongoing negotiations, which are expected to result in an agreement that reflects the values and priorities of the libraries within the UMass System before the current contract expires at the end December 2022.
Healey Library will continue to judiciously manage its +10% GOF budget allocation by developing a sustainable collections budget that establishes an optimal balance between ongoing, subscription resources and one-time purchases.
The E&A librarian will work closely with the Dean of Libraries, ORSP and University Advancement to identify projects for external funding programs, to review best practices in the field related to academic "Friends of the Library" programs, and to develop 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.

Campus Goal 5: "Develop an infrastructure supportive of the preceding goals"
The arrival of the newly-appointed Dean of University Libraries will enable Healey Library to develop the staffing and infrastructure shifts to support our shared vision of becoming a world class research library for the 21st century. Some specific infrastructure goals from the library's functional units follow, with additional detail available in each department's annual report.
To maintain a robust state-of-the-art library systems infrastructure, **LSDS** will strive to ensure operational efficiency of the core systems and applications, with success measured by the extent to which each functional area of the system runs smoothly with uninterrupted access by users and staff, user issues addressed in a timely manner, and maximum uptime. **Reserves & Technical Services** will review departmental workflows and documentation for Acquisitions/Rialto and the newly implemented OpenAthens, and will revise and create new documentation and workflows as needed, and will prepare to implement Leganto into Alma to assist faculty and staff with course Reserves. The **Engagement & Advancement** department will work with the Dean and HLLT to develop an outreach program to engage with students, faculty and with financial and archival donors and community partners in a way that

sustains meaningful two-way dialog between Healey Library and the populations with whom we engage. **University Archives and Special Collections** staff will focus on integrating its multiple platforms, which serve different departmental needs and on making ArchivesSpace the primary online user front-end for researchers doing research with our collections.

It is important to continue building staffing levels to adequately support a campus of 15,637 students and to steadily lower the current librarian/student ratio of 939 students per librarian, where the national average for research high institutions is 574 FTE students per FTE librarian. The Library is in the process of hiring a Systems and Applications Development Librarian but other gaps in staffing include the need for a Scholarly Communications Librarian, a Circulation desk staff member to ameliorate chronic desk coverage issues, an additional reference and instruction librarian to expand ROI's service offerings, an additional archivist to support core activities and support UASC's impactful (but understaffed) instruction program and an executive assistant for the Office of the Dean of Libraries.

Continuing the hybrid/flexible scheduling model in AY22-23 is highly desirable for all departments in the Library given that it can support our enhanced instruction and consultation options for patrons while enhancing quality of life for staff, temporarily remediating unhealthy working conditions and improving the Library's ability to retain current staff and to successfully recruit new staff.

These goals for AY22-23, which will be refined over the course of the year under the leadership of the new Dean of Libraries, reflect Joseph P. Healey Library's current status and commitment to developing into a stellar academic library fully aligned with the campus strategic planning process. The coming year promises to be transformative for Healey Library and for the remarkable urban public research university it serves.

Healey Library Organizational Chart
As of Spring 2022

Dean of University Libraries
Joanne Riley, Interim

Administration & Finance
- Assistant Dean for A&F (Samantha Regan)
- Assistant Business Mgr (Heidi Moesinger)

Collection Development
- Collection Dev Librarian (Steve Smith)

Engagement & Advancement
- Engagement and Advancement Librarian (Mary Moser)

Circulation
- Library Desks Services Manager (Ann Marie Shafer)
- Library Coordinator (Marilyn Day)
- Library Coordinator (Roxann Harvey)
- Library Coordinator (James Lucas)
- Library Coordinator (Rowan Qudah)
- Library Coordinator (Amy Spence)
- Student Employees (6)

Library Systems and Discovery Services
- Head, LSDS (Yueqing Chen)
- Electronic Resources Librarian (Louisa Choy)
- Discovery & Systems Development Librarian (Eunkyung Lee)
- Systems and App Development Librarian (vacant)
- Student Employee (2)

Reference Outreach and Instruction
- Head, ROI (Teresa Maceira)
- Ref & Instruction Librarian (Christine Elliott)
- Ref & Instruction Librarian (Lucas Hall)
- Ref & Instruction Librarian (Lauren Movlai)

Resource Sharing and Document Delivery
- Head, RSDD (Jenny Moyryla)
- Library Coordinator (Simone Lopes)
- Library Coordinator (Brody Torres)
- Student Employees (2)

Technical Services
- Head, Tech Services (Lisa Romano)
- Acq and Access Coord (Francis Alix)

University Archives and Special Collections
- Head, UASC (Andrew Elder)
- Processing Archivist (Meghan Bailey)
- Archival Collections Project Manager (Patty Bruttomesso)
- Public History and Community Archives Prg Mgr (Carolyn Goldstein)
- Reference Archivist (Jessica Holden)
- Student Employees (3)