

University Libraries Annual Report 2016



Daniel Ortiz, D.A. Dean

In 2016 Healey Library had a headcount of 435,990 users in the building. The Library offered 270,680 onsite service transactions to students, faculty, staff, and visitors, including borrowing from other libraries. The Library offered 593 Library Research Instruction sessions with 9,788 students in attendance. Library holdings total 33,035,372 items; a growth of over 30M achieved in the past five years by shifting from print-only purchasing to electronic-preferred licensing mostly. Website visit exceeded 30M in 2016; and increase from 2.7M visits and uses in 2010. University Archives and Special Collections has added primary sources to its collections which are one-of-a-kind and unique. The premier collection on the history of bicycling in the United States now resides at the University of Massachusetts Boston, along with the first academic research archives on the “Movement in Support of Cuba by Members of the Cuban Diaspora” to be shared with Casa de las Americas in Havana, Cuba. Archives continued to publish new works, now harvested by Hathi Trust and DPLA. The Healey Library was proactively engaged with numerous partners in History, ITSD, MGS’ Women in Politics, the Chancellor’s Office, and its staff was involved with community and global associates.

University of Massachusetts
Boston
100 Morrissey Boulevard Boston
MA 02125-3393
617-287-5910
617-287-5950
7/20/2016

University of Massachusetts Boston University Libraries Annual Report 2016

Submitted by
Daniel Ortiz, D.A.
Dean of University Libraries

2016 was a turning point for the Library as the year to reflect on the work and achievements of the past five years under the prism of the campus' strategic plan first five-years. The 2016 report on the SP *Fulfilling the Promise: 2010-2015* issued this year was a source of inspiration to all in the Library helping us reflect on how the Library had realized its potential; and help the Library set course for the new goals that will move forward to meet the challenges of becoming a state-of-the-art library and IT services between 2015-2020 and beyond

The objectives leading the University Libraries in 2016 stemmed from the campus SP goals, in particular from Goal 3: ***Improve the learning, teaching, and working environment***, Objective 6: ***Ensure state of the art library and information technology facilities and services that support the university's teaching and research goals*** which pertain the Library directly. In addition, the following list includes goals set by the Provost regarding globalization and support of international relations with other institutions and their libraries as possible and feasible. The following goals/objectives were developed during the course of the 2016 academic year to be implemented during the academic year.

- Develop, implement, and publish the new library's policies, procedures, and workflows for making library services accessible to all patrons in need of reasonable accommodations in tandem with 21st century academic library services.
- Finalize and implement the circulation, reference, and customer service training curriculum for all public services staff and liaison librarians across the Library in support of the Common Ground service model under development.
- Implement a new gifts and donations management process and procedures that is feasible and scalable consistent with existing resources.
- Coordinate with RSDD in the cross-training of circulation staff to fill interlibrary loan borrowing functions
- Provide regular and consistent oversight of physical facilities, reporting any necessary concerns to Facilities ensuring that issues are addressed satisfactorily
- In collaboration between ROI and UASC, create a cutting edge research instruction program for the Library that effectively integrates the instruction activities of both departments.
- Identify and correct inaccuracies and inconsistencies in the Library catalog in preparation for a new library system in 2017
- Create appropriate cataloging policies that increase discoverability and accessibility of library materials in preparation for a new library system in 2017
- Serve as the main contact for the BLC EAST book storage program for New England, first in its kind in the region.
- Develop a state-of-the-art, scalable, sustainable library instruction program that can accessed at the point of need, on any device, for both undergraduate and graduate students, with a meaningful assessment plan

- Pilot at least one instructional model that is not based on a one-time one-session instruction but is, with the collaboration of faculty, fully integrated throughout the course, allowing students to practice and develop measurable skills through the semester
- Support Scholarly Communications and OER efforts on campus
- Expand library instruction assessment activities to include further disciplinary exploration as well as evaluation of library instructional pedagogical practices including participation in the ALA- and ACRL-sponsored Assessment in Action (AiA) project and learning community
- Integrate training of staff in support of the emerging customer service model known as Common Ground or the Digital Common One Stop.
- Carry out Reserves and E-reserves analysis and needs assessment.
- Develop partnership with ITSD instructional design team.
- Maintain and pursue community and global partners

Reflecting on the Libraries 2010-2015 Achievements in 2016 and the Road Ahead

2016 also marked an important change in the campus landscape with the arrival of a new Vice Provost and Chief Information Office. The VP and CIO helped enrich the conversation around the development of *State-Of-the-Art Library and IT Services (SOALITS)*, an integral objective in the campus strategic plan. With the assistance of the VPCIO and his commitment to dedicate ITSD staff to the replacement of the 18-year old library system, Healey Library acquired ALMA/PRIMO and will implement it in 2017. This will be a significant addition to the IT/Libraries portfolio to further progress of *SOALITS* this coming academic year and to solidify other steps in the development of IT and Library services at a growing research university.

Growth in the collections in the past five years has been significant, with the slowest growth in 2016 when only 183K in new strategic funds was made available to support 123K in new database and 60K in new journal subscriptions, mostly Sage Publishing titles. All needed to support the new campus.

The table below shows the extraordinary growth achieved by the Library using a very tailored acquisition system to support the campus growth in enrollment and as a research extensive university.

Healey Library Holdings 2010-2015 Comparison		
	<i>2010</i>	<i>2015</i>
Online Databases and Indexes	110	132
Electronic Resources	85,000	563,000
Electronic books	75,000	522,000
Print holdings	500,000	600,000
Archives Special Collections	197	310
University Archives Collections	18	50
Archival resources online	420	21,391
Library Headcount	427,577	480,866
Library Website Page Visits	1,663,675	30,847,623
Total	2,751,997	33,035,372

The growth in digital or electronic holdings has catapulted the Library’s website and authentication gateway as of the most frequently used portals on campus. The following table is a sample of the digital library use in a typical mid-semester month. The sessions account for thousands of downloads and millions of page views and uses. The campus community looks for information around the clock using the hundreds of databases, e-books, e-journals, streaming films, and other resources such as dissertations, primary materials, all readily available in electronic format fulfilling the Library’s commitment to make the vast and deep array of materials available around the clock and from anywhere on the globe. With this the Library fulfills its goal to be the **Ubiquitous Library**.

Days 10/2015	Active sessions per day
Sunday	3718
Monday	3981
Tuesday	3952
Wednesday	3625
Thursday	3954
Friday	3158
Saturday	3455

A typical month of activity in the digital library shows that the investment in digital resources including books, journals, data, streaming videos, and digital objects such as those amassed by University Archives, are not an extension of the Healey Library but a core service and functions to all. On October 2015, many library customers looked for materials in HL and Archives and used them successfully.

In fact, in October 2015 Sundays at 11:00am were the busiest time for the digital library when 1,000,175 hits were achieved. This seems to be an important message to consider in the elaboration of SOALITS as digital services as a unifying component to the work ITSD and HL do daily. It seems that the challenges and problems could be examined in unison to find 21st century solutions to the digital problems of the new information age. What these metrics mean and reflect is indeed a significant challenge that requires some additional work to project the library to remain or become competitive and up-to-date in alliance with ITSD and leadership across the campus.

<i>Library Use Metric</i>	<i>2005</i>	<i>2010</i>	<i>2015</i>
Library Headcount	145,873	427,577	480,866
Library Website Page Visits	590,925	1,663,675	30,847,623

The success of the digital library has not encroached in the use of the physical facilities of the **Healey Library building** that is celebrating its over 40 years of service as an icon, now old and in need of renovations to be a selling point to future students and faculty that are looking for newer and IT-appointed spaces with flexibility for different purposes and uses.

The Library also worked with the members of different bicycling groups to collect their papers and, develop the first largest bicycling archival collection of magnitude in the country. This collection's relevance and significance is that it provides a unique lens for anthropologists, sociologists, environmentalists, policy makers, and others with an array of historical materials that provide a kaleidoscope of information for future research in History, American Studies, Nursing and Health Sciences, to mention a few.

In 2016, **University Archives also achieved over 150,000 digital visitors with over 1M downloads** from **ScholarWorks** the institutional repository and electronic publishing platform holding dissertations, theses, and faculty works in an open and cost-free easy-to-use platform, extending the usability and visibility of the resources in the custody of UASC that are made available to the world. In addition to ScholarWorks, UASC hosts digital unpublished manuscripts, and Healey Library published works which are part of the public domain through Internet Archives, the Hathi Trust, PLoS, and DPLA.

The Massachusetts Memories Road Show gained notability in 2016 as demonstrated by the NEH rollout of their Common Heritage grant based on the MMRS cutting-edge approach to public history and community archiving in Massachusetts. **MMRS and UASC staffs are working with the Common Heritage grant recipients to show them this unique model that is UMass Boston's own.**

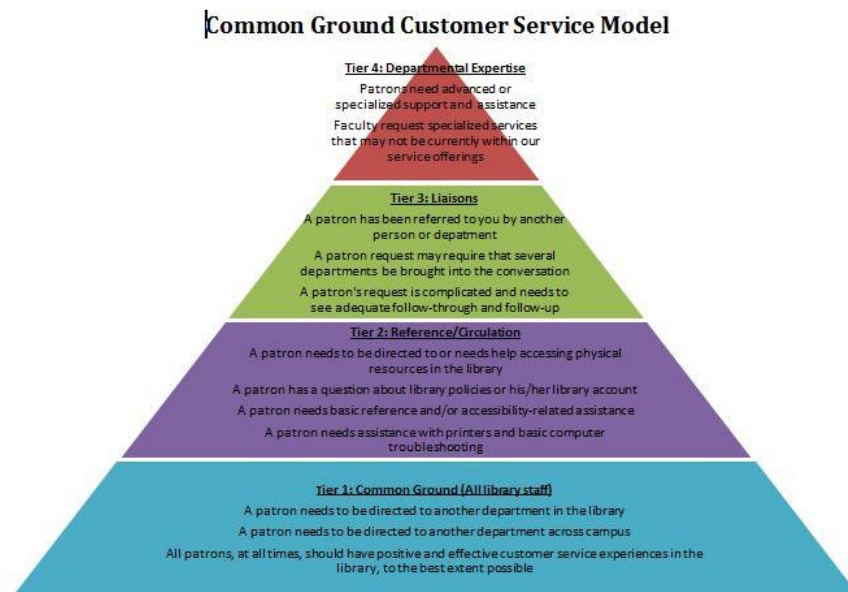
Another significant yet different achievement this year was the Chancellor's Faculty Research Celebration event dedicated to student mentoring as an important and salient ingredient to the "Teaching Soul" emblem for the campus which will move to its next phase in 2017 as a possible fundraising event to showcase the added value of a UMass Boston degree and experience.

Keeping its ears close to the NEASC accreditation beat, Healey Library's information literacy efforts concentrated in two areas in 2016. First, **the Library hosted 582 instructional sessions with 9,788 students.** However, instruction did not end there and it was available independently to others as well. For example, **Research Guides or LibGuides, published by the instructional librarians, were viewed over 30,000 in 2017.** This use speaks to the added value of a digital library that supports so many students from such different backgrounds that benefit from these customized and focused sessions and resources for undergraduate and graduate students. The second area of focus in 2016 was **learning outcome assessment in library research and information literacy.** Two librarians, Cecilia Sirigos and Iris Jahn, worked on a nationwide project, Assessment in Action, and conducted a worthwhile study to examine the value of library instruction and the learning outcomes of students who have taken these 50-minute sessions. More work is needed in this arena and of this scope and should raise the campus visibility in that arena along with another pilot project where archivists, historians, librarians, and others are working to integrate library research instruction of secondary and primary sources into a series of workshops that are hoped to become digitally available in the near future. Cecilia Sirigos collaborated with Neal Bruss on English 183G to pilot a full version of imbedded information literacy instruction in a course, fulfilling one of the goals set up for 2016. The results of her work received excellent support from Prof. Bruss and his recommendation that this model be expanded in the future.

The Libraries continue to be a beehive of Community-engaged and Global Scholarly activities in a myriad of arenas working with members of the Cuban American diaspora, collecting the papers of those involved in the first trip of uprooted Cubans back to their homeland in 1974 after the socialist and communist 1960 revolution in the country-island. This is a partnership with La Casa de Las Americas, Havana, Cuba, and members of the progressive Cuban-American diaspora in the United States and abroad.

Lastly among the Library's accomplishments is the extremely successful work with **international partners**. In 2016, Healey Library engaged as consultants in the digitization of a rare book collection in the Special Collections department of the **Casino Gaditano**, Cadiz, Spain. The international outreach to Cuba also culminated with the signing of a MOU framework for **Casa de las Americas** and UMass Boston to build a shared archive on the Cuban Diaspora in support of Cuba, 1960-1990s. Last is the work carried out with **Spanish historian, Mercedes Agullo y Cobo**, who has granted UMass Boston all the copyright of her new works published in ScholarWorks and in Internet Archives. These publications will be important materials in support of future international studies programs on campus, as they are also a Library contribution to the **Carnegie community engaged status** of the campus when research materials are made available openly and free to the community at large.

In 2016 the Common Ground staff training phase one was completed and staff is trained to provide seamless interlibrary loan service shared by two departments. The next step is to pursue additional training to provide staff support between two departments to maintain RESERVE services to faculty while the electronic reserves platform is abandoned and replaced with BlackBoard. This is a joint collaborative effort between the Library and the Instructional Support team of ITSD.



The next steps for the Common Ground also involve retraining all library staff member in anticipation of the implementation of the new discovery and integrated library system, ALMA-PRIMO. This state-of-the-art system differs drastically from all the library systems that Healey Library staff members know and that are available nowadays. ALMA-PRIMO will also be a challenge for ITSD staff as it is a true cloud system that is web-based and does not depend on client-server technology to run and maintain operations. The cost of ALMA-PRIMO is higher but savings will be effected by eliminating costs in servers, upgrades, staff time, etc. and other overhead costs associated with running a typical client-server hosted ILS.

LEVEL	CORE COMPETENCIES
Tier 1	<ul style="list-style-type: none"> Directing patrons effectively to other library departments Directing patrons effectively to other campus departments using MAP-Works directional brochure Providing positive and effective customer service at all times, both internally and externally Defusing and de-escalating tense situations Using active listening and strong communication skills both internally and externally
Tier 2	<ul style="list-style-type: none"> <i>Tier 1 competencies</i> Locating and accessing physical resources in the library (library books, videos, and reserve items; technology; departments and assistance, etc.) Providing basic reference assistance (library catalog, Research Guides, interlibrary loan) Complying with ADA and accessibility guidelines, policies, and established workflows Answering questions accurately about library policies, patron accounts, and library procedures Assisting patrons with printing and photocopying, and directing patrons to IT support when necessary
Tier 3	<ul style="list-style-type: none"> <i>Tier 1 and Tier 2 competencies</i> Receiving patron referrals from within the library and from other departments across campus Using best judgment to bring all necessary perspectives or departments into the conversation Following up and closing the loop on complicated requests to make sure no patron is left hanging and to make sure a question is being addressed, even if by someone else Consulting with consortium libraries or other external constituencies
Tier 4	<ul style="list-style-type: none"> <i>Tier 1, Tier 2, and Tier 3 competencies</i> Providing specialized assistance that is only housed within a particular department Participating in the development of new services, programs, or policies based on patron requests

The preceding examples of the activities and roles carried out by the Healey Library demonstrate the enormous added value that the library services bring to the campus in the research and in the marketing arena in visible and tacit ways.

Challenges in 2017 and Beyond

Communication and Marketing: Improving Outreach and Customer Satisfaction

The MISO survey conducted in partnership with ITSD revealed how **library staff ranked in \ customer service**, generally earning kudos from students and faculty alike. There were comments and pockets of information pointing to a few areas that require attention. Library administration is working to address those areas that needed improvement. The Common Ground model under development is being developed to address previous request for customer service improvement, in the staff training area in particular.

The MISO survey also points out to numerous problems with the library building which encompass a wide range of issues such as HVAC, IT, computer availability, seating availability, group study spaces and facilities, quiet study spaces, support, hours, etc. The findings are consistent in the five year span of the MISO survey, and in the 13 years of biennial LibQual surveys. Progress made in the past are not fully addressing the growing needs of the new faculty and student body.

Healey Building 1975-2016: rehab needs

In 2016 the major spatial challenge was both internal and external. Students and faculty continue to visit the Library via its main doors and through the Library website. The hourly library headcount showed a decline in visit in 2016, while electronic visits and downloads continue to grow exponentially making authentication, cybersecurity, and IP networking demands ever more palpable and pressing by the minute.

LIBRARY	FY12	FY13	FY14	FY15	FY16
Headcount	450,385	437,866	498,708	480,215	435,990

MISO and LibQual surveys continue to show request for more and **longer library hours**, although the onsite metrics do not support that which is a conundrum that requires attention. Requests for **quiet study** space, including small sound proof rooms, with technology, are present in these surveys since 2003 and remain as a major concern and challenge in a building that is over 40 years old and that has not seen a major library services renovation in decades. In juxtaposition to the claims for quiet space, are the requests for more group study **spaces, rooms, work areas, and for space where students can work with their peers on reports, projects, and other activities that go beyond the traditional sense of libraries** and incorporate the desire for what is generally known as “**makerspaces**”. The DuBois Library at the University of Massachusetts Amherst has again lead the pack by installing in its Learning Commons of Chronicle of Higher Education notability, over 50 3-D printers making itself the largest makerspace library in the country. This a model that Healey Library and the campus must consider seriously as engineering, science, art, and many disciplines are moving into collaborative spaces to make the teaching and research more engaging by incorporating hands-on learning experience in and outside the classroom. Thus, one of the major challenges for the library is space redeployment and utilization.

The opening of the residential hall in 2018 will pose demands for more Library hours, including 24/7 secure access to the building. This will require creative thinking and strategizing to meet this change with limited funds and few new staff lines.

Master Planning and Healey Library

The space needs pointed out by students and faculty are compounded by the notable and successful growth in UASC collections requiring additional research/storage combined space to fit the growing collections that will further UMass Boston’s significant research presence. As UASC continues to expand, more space will be needed in the building. This should not go unnoticed by **the Master Planning and Campus Planning Office, who with the Provost could align efforts to move this matter into the next campus 5-year space development plan**. Another forthcoming challenge that will require planning and attention is the opening of the 1,000 residential halls that will require the library building to become a 24/7/365 facility to meet the demand. The above will become even more exciting by the approval and advent of the Information Studies and Library Leadership program to be hosted in the library building.

Funding and the Campus Vision & Growth

Funding remains a challenge as the Healey Library continues to rank among the lowest among its peers in expenditure per capita and by other financial or budget benchmarks. Students and faculty continue to look for more resources and their research is global in perspective, many times multilingual, and in areas that the University Library has not collected before. Additional funds are needed for books, journals, films, databases, and to meet the demands for print materials that are because of limited fund the Library do not duplicate when available electronically.

Healey Library does not run as most typical academic research libraries of its size. Its budget and staffing levels are the lowest or the second lowest among its BOT designated peers and the library-selected aspirational peers: UIC, George Mason, and Temple. Thus funding nuances have deeper implications in the structure of IP procurement and services at Healey Library. Healey has embarked in aggressively to achieve what is has accomplished successfully, while at the same time it has included in its portfolio the internationalization of the campus via a number of modes and models that are state-of-the-art on a shoestring budget.

Healey Library has used the Provost's priority of the internationalization of the campus as a launching pad to support three important Academic Affairs endeavors. First, it took its work in Spain as an opportunity to *acquire unique research collections* that it could not purchase as these were out of print or rare. Acquisition funds were designated to digitize collection important to the work of faculty and their students. The *digitized materials are international in scope* and involving transatlantic matters or of transatlantic implications in a number of disciplines on campus and as such international in scope and repercussion. And lastly, all materials *digitized and added to Healey Library were also made available to other research libraries and researchers, free of cost, as part of the campus community engaged status* fulfillment and commitments. This is a successful model that is providing the campus with new resources in many languages that were virtually impossible to acquire before without a significant investment of funds. The digitization of these manuscripts and one-on-a-kind collections are extremely cost-effective.

Due to these different challenges, the Library has made strides to augment access to needed IP by approaching IP demand with different models that were somewhat unorthodox in the early part of this millennium. Library expenditures were honed and investments were made in electronic resources almost exclusively which increased dramatically what the campus community has at their disposal and benefit, available around the clock and year-round. Second, Healey Library moved away from fund allocations by department, college, and bibliographer to a general fund to meet demands for books, films, datasets, and any other one-time expenditure. Thus, Healey Library IP procurement has moved from what some call the old just-in-case model to the more cost effective on-demand model, as demonstrated by the success of the Ebrary Demand Driving Acquisition (DDA) program and other Library efforts to meet the needs of students and faculty on campus.

Similarly, journals subscriptions were procured via large sets of electronic databases with larger numbers of journal titles but with some restrictions in access to the most recent issues. Full and up-to-date- print and electronic journals subscriptions were kept to minimum and only those that demonstrated a demand for the latest and most up-to-date issues were acquired reducing cost. For example, in 2003 1.8M dollars provided 3,000 active journals subscriptions, while today 2.5M provide over 563,000 electronic journal subscriptions. This is a significant changes that has not only allowed for 24/7 library services, but has also resulted in singular savings in storage or library-footprint allowing to invest those funds from library floors and shelving to other areas on campus.

Funds used last year were an investment to address significant challenges in the physical plant and distribution of collections in the building, "making room" creatively within a finite footprint and, more importantly, to address the 10-fold growth in archival and primary resources in University Archives and Special Collections.

Staffing Levels and Expertise Development Needed

Staffing of the Library is another funding concern. The expansion of enrollment and the outstanding growth in programs have not met an increase in library staff. Furthermore, the complexity of the campus research profile, degrees, and the degree of sophistication required in the delivery of library services require experienced and well versed librarians in addition to the excellent team of librarians already at Healey Library. **The ratio of classified staff to professional librarians is another fact that is directly correlated to professional librarian productivity. One example that points to the adequate ratio is the University of Massachusetts Amherst Libraries with over 45 professional librarians and 65 paraprofessionals, which is a strong ratio supporting the engagement of professional librarians at that campus in support of research on campus and with their own librarian research portfolios.** Research-engaged librarians can better understand the need of the researcher, and a number of other

services requests from faculty, undergraduate and graduate students, doctoral students, and post-doctoral appointees.

Mobile Access

One of the common challenges and needs for ITSD and Libraries is the implementation and/or development of mobile interfaces for the large majority of services provided by both units, and in Healey's case is **mobile access** to IP that integrated effectively and easily. Coupled with the need for mobile apps and skins for SOALITS is building a single sign-on robust and secure authentication management for Library IP that is in consonance with the ITSD policies. The current Library authentication software is not strong or sufficiently secure to manage the constant attacks to which it is submitted. **Cybersecurity** is a critical component of SOALITS that needs to be addressed immediately. Vendors are shutting down databases, etc. which will be a growing problem if we cannot have a superior authentication system other than EZ-Proxy, the Library authentication/sign-on system.

New Enrollment Increases, New Generations, New Expectations

The growth noted on the table on page 2 would have been impossible within existing library facilities. To accommodate an additional 522,000 e-books, and an additional 563,000 e-journal volumes, the library would have had to quadruple its current main stacks linear feet storage capacity. Currently 600,000 volumes occupy four floors, thus, converting 522K and 563K e-books and e-journals to print collections would have required the University to make large investments in capital to house books and journals in the form of additions to the Healey Building, remote storage construction, or working on a new larger building to house this tremendous growth. In short, to store all the new resources in electronic format and meet the demand for use, the Healey Library would need to be three times the size it is currently. The decision to license or purchase digital books, etc. has led to deferred attention to library facilities, which was a concern expressed by the NEASC visiting team yet it did not make the impact that the accreditation team expected.

The growth in library use as noted under "Headcounts" indicates that the Library is a very popular place on campus that serves many functions and uses. The current seating capacity does not meet the desired and expected "spaces and services" students are looking for which include: quiet individual spaces, group study rooms, meeting rooms, IT-enabled rooms, consultation services, makerspaces, community and/or cohort spaces, and graduate student and faculty research carrels. The decision to procure electronic format over print library materials stemmed from a number of considerations such as limited library storage space, limited existing library hours, online instruction growth, data from the campus NSE, and other important variables such as the planned growth of the research portfolio of the campus.

The Research Library and Archives

UASC is the one unit in the library with increasing physical storage needs, which mirror traditional library storage spaces with a few important additional requirements of access, temperature, and humidity controls. Archives has expanded its collections greatly to fulfill its responsibilities as the repository for the areas outlined by its collection policy, and has enriched its holdings to the point that it has become one of the major research resources on campus with an array of primary sources, special collections and university archival materials in physical and in digital forms.

After 42 years of intense service, the Healey Library building is not fit to safely house primary sources, or to provide the spaces needed by students and faculty in a 21st century institution. It is time to include the Library and IT as two major players in the development of the campus in this new phase of the campus strategic plan, within the Master and Academic Plans.

To be or not to be

One of the major challenges that the Library faces is the invisibility it has as a first-rate commodity. Many times this invisibility translates into perceptions or questions of the value the Library in the Internet Age. This perception and action problem takes shape in deferred maintenance, exclusion from planning process that recognize that the Library supports learning and research feasible by providing free of charge with extremely costly information resources or intellectual property. From a procurement standpoint, the conversation, the metrics, the narrative about the Library and what it does on behalf of the campus needs to be completely repositioned. This is necessary task that will be extremely time-consuming and will require reviews of webpages, policies, fundraising strategizing, etc.

Goals for 2017

The implementation of the ALMA-PRIMO will be a library-wide effort involving ITSD staff and it will be a challenge for all as this is a completely different system that will require “thinking out of the box” in ways that will be hard. The repercussion of this change and many other changes in technology and best library service practices will be difficult but hopefully not insurmountable. 2017 brings three major goals:

1. Successfully migrate, implement, and rollout ALMA-PRIMO.
2. Successfully develop, implement, and rollout a new library staff training and library service training model supporting improved customer service.
3. Successfully complete and roll out partnerships with international partners, CAPS, GSISLL, and UA in support of the above goals.

