UMass
Boston

A BEACON FOR TEACHING, LEARNING, AND RESEARCH EXCELLENCE

HEALEY LIBRARY STRATEGIC PLAN, 2024-2029

MISSION & VISION

As Healey Library is an integral part of the University of Massachusetts Boston, the Library Mission must align with the Mission of the University.

UMass Boston Mission

The University of Massachusetts Boston is an academic community dedicated to pursuing locally rooted and globally engaged research, teaching, and learning at the highest level of scholarly excellence. Firmly rooted in the city of Boston, we are committed to truth-seeking and service in the quest for social justice.

Our expansive scholarly and creative contributions are directed at advancing knowledge in partnership with the communities we serve, especially the historically marginalized. We honor and uplift the cultural wealth and well-being of our students, faculty, and staff to sustain a vibrant and just campus community.

Healey Library Mission

Healey Library empowers and supports teaching, learning, research, inquiry, innovation, and creativity within an anti-racist and health-promoting environment, in partnership with our local and global communities.

Healey Library Vision

Healey Library will be an inclusive academic hub, supporting the research and teaching of Boston's sole Public Research University and the well-being and academic/research success of our students, faculty, staff, and communities. Our librarians and staff will be trusted and creative leaders, experts, partners, innovators, and guides in areas of knowledge such as information discovery and management; usage of emerging and existing technologies; and the creation, assessment, and stewardship of knowledge. Healey Library's space, and the resources and services provided therein, will support the ever-evolving intellectual, scholarly, and technological needs of our students, faculty, and staff, and our communities as a whole within a dynamic, modern, and accessible environment.

Healey Library has also crafted an overall "Vision for the Future of Research Libraries" with which our own vision is deeply aligned, and which may provide readers with a larger context.

HEALEY LIBRARY'S FOUNDATIONAL VALUES

Healey Library has woven into all our plans (staffing, space, strategic) a series of foundational values that inform our work and our aspirations. These include:

- Intellectual curiosity and growth
- Creativity, innovation, flexibility, and an entrepreneurial mindset
- Respect for diversity, promotion of equity, and a deep desire for inclusion of all our communities' experiences and perspectives.
- Support for "Open" and fair access to educational experiences and resources for all, regardless of other factors
- Dedication to student, faculty, and staff experiences, and commitment to empowering these users and supporting their intellectual and educational journeys
- Embeddedness, in our local community and the global scholarly community
- Stewardship of cultural and intellectual resources of our communities

For additional documentation related to Healey Library's strategic planning process, including footnotes, space plans, and strategic staffing plans, please refer to the documents posted on our Academic Research Library Administration research guide.

Photo description: An aerial photograph of the UMass Boston campus, Savin Hill Cove, and the John F. Kennedy Presidential Library and Museum, taken around 1979
(photographer unknown)

AREAS OF EXPERTISE, STRENGTH, AND GROWTH

And their associated values & goals

Each area of expertise has associated values and goals which allow us to enact our vision in specific ways. Some values or goals appear under multiple areas; this highlights the cohesive nature of our environment, modern information management, and our overall vision. All five areas, and their associated values and goals, are upheld and guided by Healey Library's foundational values.

Teaching & Learning

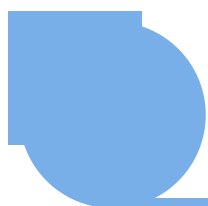## Scholarly Communications & Research

Information Management

Physical & Virtual Spaces and Associated Technologies

Community Building, Outreach, & Engagement

AREA 1
Teaching & Learning

Values

- Respect for our diverse students, faculty, and staff. Prioritization of inclusivity and accessibility.
- Support for innovative, creative, and effective teaching methods, across all modalities.
- Leadership in teaching of information literacy, research skills development, and academic integrity, and in the integration of these vital skills into all aspects of academic life.
- Leadership in the development and provision of tools, services, and infrastructure for information seeking and management.
- Advancement of knowledge and support for intellectual freedom.
- Fostering partnerships in teaching and research across the University, as well as with community partners.
- Promotion of the growth of more equitable and accessible resources, such as Open Educational Resources (OERs) and Affordable Learning.
- Expansion of professional development for our dynamic library staff.

Students studying in Healey Library sometime in the 1970s or 1980s
(photographer unknown)

AREA 1
Teaching & Learning

Goals

- Lead development and expansion of modules on information literacy, critical thinking, and research skills development. Seek integration of these vital skills into all aspects of academic life. Regularly assess the success of such programs.
- Collaboratively develop and promote culturally aware Academic Integrity modules, and other resources to support these modules, for students at all levels.
- Seek opportunities to support the adoption, adaptation, and creation of OERs and Affordable Learning initiatives across local, state, regional, and national groups. Promote related educational opportunities and seek recognition for the work involved in developing these resources and integrating them into teaching and research.
- Strengthen mentoring and professional development for Healey Library staff, internally or via library consortia or other partners. Encourage open, transparent communication at all levels. These are all vital to the engagement, retention, and career paths of all staff. Ensure student staff are included in professional development and mentoring opportunities, wherever feasible. Develop internships and other opportunities to engage students in library and information work and broaden their understanding of the field.
- Embody and advocate for the values of intellectual freedom, privacy, ethical information and data management, anti-censorship, and open and fair access to information.
- Provide aid and encouragement to our students and faculty in community partnership programs.
- Ensure tools, services, and infrastructure for teaching and research provide optimum support for users' needs.

AREA 2
Scholarly Communications & Research

Values

- Promotion of intellectual freedom and anti-censorship.
- Support for more equitable, accessible modes of scholarship, publishing, and information dissemination, such as Open Access (OA), Transformative Licensing/Publishing Agreements, Institutional & Disciplinary Repositories, Open Educational Resources (OERs), etc.
- Support for integrated models of academic teaching and research support. Research should be easy to access and incorporate into teaching, and vice versa.
- Seamless support for the research life cycle encompassing research, data management, publishing, and preservation.
- Advocacy for and inclusion of diverse perspectives, knowledge systems, and information modalities.

Goals

- Expand the scope for our Institutional Repository (IR), ScholarWorks. IRs can be adapted to house art collection inventories, provide platforms for Digital Humanities, OA, OERs, and more.
- Increase the marketing of Healey Library's support for OA, OERs, Research Data Management, and other innovations.
- Increase communications related to services and supports Healey Library can offer related to grants, such as metadata advising, assistance with researcher identifiers, hosting of research pre-prints and datasets, etc.
- Demonstrate concrete efforts to expand and highlight diverse publications and research and make them accessible to all.

AREA 3
Information Management

Values

- Provision of seamless access to information and collections in all formats and across all modalities.
- Inclusion and promotion of diverse perspectives and experiences.
- Prioritization of information accessibility.
- Commitment to curation, preservation, and promotion of the cultural wealth of Boston and its surrounding environs, and to stewardship of the peoples' history of the region.
- Long-term preservation of information and ongoing conversion and adaptation of formats to ensure stability.
- Promotion of partnerships across the university and with external constituents and communities.

Goals

- Optimize access to information and to collections in all forms. Promote and expand use of appropriate metadata, controlled vocabularies, tagging, and other tools to enhance discoverability and accessibility across platforms, databases, and resources.
- Ensure permanent access and preservation of library-curated materials, including materials in ScholarWorks and archival materials.
- Seek materials from all communities, and ensure our collections reflect the diversity of those communities.
- Where possible and appropriate, link to other information sources, collections, or groups that enhance our collections or provide more complete information to our communities.

AREA 4
Physical & Virtual Spaces and Associated Technologies

Healey Library's unconventional second floor staircase, representative of the original building's Brutalist architectural style
([photograph by Hedrich Blessing](), ~1979)

Values

- Creation of dynamic, flexible, user-centered spaces to support a vast array of needs, from social study space to deep engagement with resources to meeting spaces to exhibits and more.
- Seamless integration of current/emerging technologies in these spaces. Support for ongoing development and expansion of these technologies and related services to enhance users' experiences.
- Prioritization of accessible, safe, welcoming physical and virtual environments where resources and services are easily available.
- Promotion of Library as Place/Library Sites as Virtual Places & Spaces.
- Provision of spaces for engagement between the community and Healey Library.

AREA 4
Physical & Virtual Spaces and Associated Technologies

Goals

- Advocate for the re-opening of Healey Café. This is essential to the social study space and communal space strongly desired by all community members across campus (as noted in the Campus Master Plan), and to building community. See "Vision for Healey Library Building Space" and its Executive Summary for details.

- Design a modern, renovated facility that enhances and supports teaching, learning, and research, in a welcoming, comfortable environment that incorporates flexibility as a key component for future adaptations. Ensure that the Library is a space where users want to stay, work, collaborate, or socialize for extended periods of time, and not merely pop in or out for quick transactions.

- Implement spaces and services such as family-friendly spaces, supportive sensory spaces/services, technology & innovation spaces, a One Button Studio, Beacon Booths (tech-enhanced group study spaces), and more, to support our communities.

- Ensure physical and virtual accessibility and safety of our spaces.

- Regularly assess/update our physical and virtual environments to ensure long term sustainability, efficiency, and functionality. Libraries and librarians are change leaders; our physical and virtual environments must reflect this.

- Provide formal and informal mechanisms to gather input and feedback from users and to respond to their inquiries and comments in a timely manner.

AREA 5
Community Building, Outreach, & Engagement

Values

- Open, transparent, respectful communication and civic engagement among all constituencies across the work environment, our local communities, and the global scholarly community.
- Respect for diversity and inclusion of wide-ranging perspectives and experiences.
- Promotion of knowledge-enhancing partnerships – locally, regionally, nationally, and globally.
- Expansion of access to knowledge and information.
- Promotion of a supportive work environment with strong mentoring and professional development.

Attendees at an architectural open house in May 2024 provide feedback that will inform renovation plans for the Healey Library building.

AREA 5
Community Building, Outreach, & Engagement

Goals

- Nurture a supportive, engaged, fair, transparent organizational culture.
- Provide professional development in formal and informal settings related to diversity, equity, inclusion, accessibility, and engagement with all our communities.
- Provide mentoring and support programs for staff.
- Support staff engagement in community building and outreach.
- Explore and strengthen partnerships across campus and beyond, into our communities, such as Early College, University-Assisted Schools, partnerships via consortia which facilitate engagement with other organizations, partnerships with community organizations, and more.
- Encourage direct community outreach, such as the Mass. Memories Road Show and other archival partnerships, and other community-related efforts.
- Support partnerships with other higher education and research institutions, such as the NAS HELIOS Open project; Open Educational Resource projects involving public higher education institutions and the Massachusetts Department of Education; and more.

CONCLUSION

Stephanie R. Walker,
Dean of University Libraries

This is a five-year strategic plan, but it will be reviewed annually to monitor progress toward our goals. The plan will be refreshed as needed, to ensure it keeps pace with the rapidly evolving world around us and the changing information environment. We recognize that achieving all goals in this document will require an intentional commitment of time, energy, and resources, as delineated in Healey Library's strategic staffing and space plans. We will continue to advocate for the resources needed to elevate Healey Library to the level of a stellar research library, to support UMass Boston's upcoming Carnegie R1 status, and to meet the complex needs of our diverse communities.

To accomplish our goals, Healey Library also needs to continue our organizational effectiveness efforts, which include: building a culture of transparency and community among staff; providing staff with appropriate and safe spaces to do their jobs effectively and efficiently; empowering all our staff to be leaders wherever they are in the organizational structure; creating opportunities and pathways for people to challenge and improve existing policies and structures; and continuing to invest in staff professional development and mentorship, including for our student employees. We believe the Healey Library staff, with the support of the UMass Boston administration, are well positioned and perfectly timed to help bring Healey Library into a new chapter of excellence and innovation, and we look forward to using this strategic plan as a blueprint to guide our path forward.

Joseph P. Healey Library

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