MCCLPHEI, Inc.  
Massachusetts Commonwealth Consortium of Libraries in Public Higher Education Institutions  

Strategic Long-Range Plan FY 2011-2016

Mission Statement

MCCLPHEI, Inc. advances the intellectual, cultural, and educational opportunities for our students, faculty, and all other citizens of the Commonwealth and provides collective advocacy for strong fiscal resources to serve the information needs of public academic library users.

Vision

During the next five years MCCLPHEI, Inc. will be a key factor enabling our state “to produce the best-educated citizenry and workforce in the nation” (Massachusetts Department of Higher Education Vision Project).

MCCLPHEI, Inc. will build upon the successful models of its own membership’s 40 years of internal collaborations. Through renewed collaborative endeavors MCCLPHEI, Inc. will:

- Enhance the educational effectiveness of its members’ parent institutions.
- Work closely with the Massachusetts Department of Higher Education and Massachusetts Board of Library Commissioners to support those agencies’ long-term objectives.
- Inform decision making at both institutional and state-wide levels with library-science expertise—both traditional and innovative—in regard to effective research, teaching, and learning.

MCCLPHEI, Inc. will make notable contributions to higher education in Massachusetts in these areas:

- Developing the professional skills of the staffs of its member libraries.
- Effective application of emerging technologies.
- Enhancing scholarly communication, research, and scholarship itself through open access strategies and assertion of fair-use access rights as defined by copyright law and best educational practice.
- Promulgating effective strategies for teaching information literacy critical thinking, and research skills
- Sharing costs and methods of acquiring and distributing information resources, particularly in new formats, e.g., streaming video and audio.

Values
Participation in MCCLPHEI, Inc. by member libraries is guided by a set of values that emphasize the importance of publicly funded higher education as an investment in the future of the citizens of the Commonwealth. Values agreed on by the members are as follows:

- We believe libraries are essential to an educated citizenry and a democratic society.
- We believe library collections are permanent resources and provide a cultural legacy for the citizens of the Commonwealth.
- We believe access to information in a range of formats is critical to the missions of our institutions.
- We believe libraries provide information and knowledge to our constituents.
- We believe all students, faculty, and staff in Massachusetts public higher education are patrons of our collective institutions.
- We believe the users of MCCLPHEI, Inc. libraries deserve quality services and collections.
- We believe collaboration and sharing strengthen our ability to obtain and provide resources.

History

The Massachusetts Conference of Chief Librarians of Public Higher Educational Institutions originated in 1968 as an informal advisory group to the Massachusetts Board of Higher Education for the purpose of coordinating the expenditure of eleven million dollars on a six-year *Books for College Libraries* project. Since 1974, MCCLPHEI has become an advocacy group for library funding; represented the Commonwealth’s public higher educational institutions in broader cooperative efforts at the state and regional levels; promoted professional standards for academic library services, collected and distributed library data using IPEDS data definitions, and implemented resources sharing in the electronic age. In 2008, MCCLPHEI changed its name to the Massachusetts Commonwealth Consortium of Libraries in Public Higher Education Institutions to more clearly reflect its expanded purpose, and incorporated as a non-profit entity doing business as MCCLPHEI, Inc.

Description

The membership consists of twenty nine public higher education institution libraries in the state of Massachusetts. The chief librarian or appointed alternate from each of the above institutions serves as the representative to MCCLPHEI, Inc. and also has the right to vote. A minimum of three membership meetings are convened in a year, one of which is the Annual Conference. Yearly membership fees, currently $450, support the operations of the organization. Officers include President, Vice-President/President-Elect, Past President, Secretary, Treasurer and three members-at-large representing each of the segments (University of Massachusetts, State University System, and Community Colleges). These officers manage the affairs of the organization, set the legislative strategy and perform all the duties necessary to carry out the objectives of the organization. There are currently eight standing committees: Executive, Data and Assessment, Annual Conference Program, Nominating, Strategic Planning, Electronic
Resources, Staff Development and Website. Bylaws of the organization are regularly reviewed. Ad-Hoc committees are appointed as needed.

In FY 2009 the twenty nine institutions in the Massachusetts public higher education system served over 210,000 students (fall 2009 headcount). In fall 2009, the University of Massachusetts served a total of 65,923 students consisting of 50,444 undergraduate students and 15,479 graduate students. Over 80% of the students were Massachusetts residents. The State University System had an enrollment of 47,041 (fall 2009 head count) representing a 9% increase from fall 2005. At the Community Colleges, the fall 2009 enrollment headcount was 98,067 highlighting a 10% increase from fall 2004 and a 22% increase from fall 2005. In FY 2008, Massachusetts institutions conferred a total of 31,990 degrees. Of these degrees, 3,362 were from all certificate programs, 8,343 were Associate degrees, 14,769 were Bachelor’s degrees, 5,126 were Master’s degrees, and 390 were Doctoral degrees.

In FY 2008 staffing at MCCLPHEI, Inc. member libraries was approximately 688 FTE staff and salaries totaled approximately $27.6 million. Expenditures for books was $2.9 million, serials $13.9 million, and the total expenditure for resources and maintenance was approximately $52 million. The combined book collection totaled more than 7.1 million volumes and approximately 62,000 volumes were added in FY 2008. General circulation was over 661,000 transactions and libraries offered over 5600 information literacy sessions.

**Needs Assessment Process**

In March 2010 the members unanimously agreed to evaluate current organizational goals and shape a direction for MCCLPHEI for the next three to five years, and to designate a portion of the annual summer conference as an official planning retreat.

The planning retreat was held at the Hawthorne Hotel in Salem Mass on June 17, 2010. The morning keynote address was presented by Commissioner of Higher Education, Richard Freeland, who spoke about the Commonwealth’s Vision Project and its goals to improve higher education and make it more accessible. The afternoon Strategic Planning session began with a review of a history of MCCLPHEI, Inc. and where we are today with a review of the current year’s action plan presented by Robert Foley (Director- Fitchburg State University) and Mike Somers (Director- Bridgewater State University). The formal planning session was facilitated by Linda Braun, the consulting coordinator for Librarians and Educators Online. Linda has provided project management and consulting services to libraries throughout the United States and is well known for her leadership in strategic planning. She currently teaches in the Graduate School of Library and Information Science at Simmons College.

Through a series of structured activities, participants identified and prioritized recommendations for MCCLPHEI Inc.’s future. Some of the major areas for focus were identified as follows:

**Collaboration and Advocacy**
Members place a high value on collaborative collection development and the selection and group purchasing that the organization engages in on an annual basis. The open forum provided by MCCLPHEI, Inc. encourages the sharing of ideas and best practices. The group is currently working with Lyrasis to develop dashboards to standardize data and definitions for local and national statistics. Directors have played a key role in the development of Copyright and Intellectual Property policies in the public colleges and universities and should continue to do so. Formalizing MCCLPHEI Inc.’s role in the Commonwealth’s Vision Project is a key to the future development of the organization as is continued close collaboration with MBLC and MLS.

**Professional Development**
Continued support for library staff professional development was seen as a key function of the organization. Peer mentoring programs for librarians and directors are particularly important in the changing technological environment and there should be a greater focus on formalizing and structuring mentoring programs. Reaching out to patrons via social networking and mobile technologies is also a priority for development. Libraries should continue to collaborate and share resources for distance learning.

**Research and Scholarly Communication**
MCCLPHEI Inc. supports sustainable, client-focused and innovative libraries, situated equally in the physical and digital environment. Members place a high priority on continued collaboration for development of standards for Information Literacy. The standards should also include a range of outcomes for assessing student progress toward information literacy. These outcomes will eventually serve as guidelines for faculty, librarians, and others in developing local methods for measuring student learning. MCCLPHEI Inc. member librarians should also work together to develop assessment instruments and strategies in the context of particular disciplines as information literacy manifests itself in the specific understanding of the knowledge creation, scholarly activity, and publication processes found in those disciplines. Development of shared digital content with open access for all students and faculty should be investigated as well as exploring models for preserving new publications in wholly digital formats.

**Peer Support and Networking**
The peer support that member libraries provide to one another is invaluable. Sharing “latest developments” at each meeting and how we can improve on local practices has benefited all members. Site visits as a means of sharing information and expertise is a model that the organization would like to expand upon. Mentoring programs for library directors and library staff should be expanded as we “grow” library staff at all levels. Formation of a task force to explore job descriptions/specification common to all of the colleges and updating these job descriptions to reflect reality should be a focus for the future. The organization should also identify potential funding sources and explore grant opportunities via local and national foundations and governmental programs.

**Resource Sharing and Delivery**
MCCLPHEI Inc. supports sustainable, client-focused and innovative libraries, situated equally in the physical and digital environments. Continuation and expansion of shared and “strategic” collection development is a major focus and should continue to be. Developing a protocol for database purchasing that expands upon current efforts is a priority. Members should collaborate to seek out mutually beneficial opportunities to provide services cost-effectively, including outsourcing opportunities and group purchases. Academic, commercial and locally developed multi-media (i.e. streaming video and image databases) should be a future focus for resource sharing. The New Jersey model for state wide streaming video is one that should be investigated.

Goals and Objectives

1. Support the ongoing professional and staff development of member libraries

   - Identify professional development needs on an annual basis.
   - Coordinate programs, web conferences, and other professional development opportunities for member libraries’ staff, with particular emphasis on mobile technologies.
   - Support interest group meetings for library staff members in reference, circulation, technical services, and other areas of interest.
   - Share information on professional development opportunities offered by individual member libraries.
   - Develop and disseminate a shared set of staff competencies and best practices among member libraries.
   - Designate a portion of each meeting to open forum/active sharing
   - Formalize peer mentoring programs for librarian and directors.
   - Identify and support among member institutions best practices regarding emerging information technologies appropriate for students, faculty and institutions.

2. Promote resource sharing and delivery among member libraries

   - Explore grant opportunities and potential funding sources via local and national foundations and governmental programs.
   - Explore shared strategic collection development among members.
   - Implement new technologies for information delivery. Investigate a state-wide streaming video initiative. Identify model form member libraries to share digital content.
   - Develop an online repository to house and share instructional tools and best practices.
   - Investigate the possibility of a shared catalog and digital library for member libraries.
   - Continue to promote WILL (walk-in inter library loan program)

3. Gather, select, and share comparative data for assessment and accreditation

   - Collaborate in the collection of important data, such as IPED results.
   - Help members understand, interpret, and report data to the membership for effective analysis and use among MCCLPHEI, Inc. segments.
 Collaborate in identifying trends and developments in public higher education assessment applicable to libraries and information literacy in particular.
 Analyze national data and trends to assist in the development and implementation of activities in assessment for libraries, including the development and maintenance of a data dashboard to assist members in collecting and reporting data on “as needed basis”.
 Streamline data collection efforts by member libraries.

4. Support research, information literacy, and scholarly communication within Massachusetts Public Higher Education

 Identify and support among member institutions best practices regarding teaching information literacy and research skills
 Comply with Higher Education Opportunity Act (HEOA) requirements to post information about copyright law in a way that balances the needs of scholarly access with property rights.
 Engage Department of Higher Education attorneys in discussion and seek from them opinions that support asserting academic fair-use rights of faculty and students.
 Host a presentation by the Scholarly Publishing and Academic Resources Coalition (SPARC) on options, benefits, and strategies for developing open-access policies for Massachusetts public higher education.
 Ensure that promotion and tenure processes value publication in open-access venues
 Host forums in several member institutions to enable faculty and academic administrators to learn about strategies to open up content that will result in a more open system of scholarship.
 Achieve system-wide consensus for the open-access policy.

5. Identify and advocate for issues relating to libraries in public higher education

 Inform decision making at both institutional and state-wide levels with library-science expertise—both traditional and innovative—in regard to effective research, teaching, and learning.
 Work with the Department of Higher Education to clarify and strengthen the role of the state academic libraries in support of DHE’s vision project.

 Influence and develop appropriate copyright guidelines aligned with the trends in open access provided by the National Humanities Institute (NHI), the National Science Foundation (NSF), and other leaders in the field.

 Work with the New England Association of Schools and Colleges (NEASC) and other leaders in the field of assessment to develop appropriate and sustainable library assessment models to be reflected in Standard 7, and in other areas as needed.
Prepared by MCCLPHEI, Inc. Planning Committee

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The Planning Committee thanks individual library directors and library staff who contributed to the plan.

MCCLPHEI, Inc. Member Institutions

Berkshire Community College
Bridgewater State University
Bristol Community College
Bunker Hill Community College
Cape Cod Community College
Fitchburg State University
Framingham State University
Greenfield Community College
Holyoke Community College
Massachusetts Bay Community College
Massachusetts College of Art
Massachusetts Maritime Academy
Massasoit Community College
Middlesex Community College
Mount Wachusett Community College
Massachusetts College of Art
North Shore Community College
Northern Essex Community College
Quinsigamond Community College
Roxbury Community College
Salem State University
Springfield Technical Community College
University of Massachusetts/Amherst
University of Massachusetts/Boston
University of Massachusetts/Dartmouth
University of Massachusetts/Lowell
University of Massachusetts/Worcester
Westfield State College
Worcester State University