ACADEMIC AND RESEACH COLLABORATIVE

STRATEGIC PLAN
2014-2018

Academic and Research Collaborative (ARC)

Strategic Plan 2014-18

History and Description

The Academic and Research Collaborative (ARC) is a consortium of 19 academic, research and public libraries in Worcester County. It began as the Worcester Area Cooperating Libraries in 1967. In 2003 the name was changed to ARC and it became a member of the Central Massachusetts Regional Library System (CMRLS). The System provided a number of services including acting as the fiscal agent, sponsoring workshops, hosting the ARC web site and listservs, etc. With the reorganization of the Massachusetts library systems in 2010 all local regional systems were disbanded and the Massachusetts Library System (MLS) was established. With the desire to continue as an organization, ARC investigated a number of options. These included affiliating with The Colleges of Worcester Consortium (COWC), affiliating with LYRASIS, incorporation, and becoming an association.

In 2011 it was decided to affiliate with LYRASIS and have it become ARC's fiscal agent and this action would allow the ARC directors time to devise a permanent solution. This arrangement lasted for one year. College of the Holy Cross agreed to provide a website and listservs. In September 2011 Judy Montgomery was hired as consultant to facilitate the work of developing a permanent organizational structure, a new mission statement, a revised vision and values statement, and set the ground work for a five year strategic plan. Ms. Montgomery is currently Acting Librarian at Bowdoin College. She consults on library and consortia organization and strategic planning and has published and presented at national and regional conferences on such topics as Library/IT collaboration, the CBB (Colby, Bates and Bowdoin Libraries) consortia and its accomplishments, organizational change and project management.

An advisory sub-committee was established to meet on a regular basis with the consultant and the consultant met with the ARC membership in November and December of 2011 and March and May of 2012. In May 2012, ARC accepted a set of governance guidelines, the Mission/Vision/Values Statements, a committee structure, and established roles and responsibilities for members.

The Strategic Plan was prepared by a sub-committee and the goals and objectives were developed from the reorganization work and suggestions from the ARC Director's meetings and

from the results of the library staff survey. The sub-committee met in August, developed a draft, distributed it to the sub-committee and sent the final draft to the ARC directors on September 6, 2012. The Plan was accepted at the September 21st meeting.

Needs Assessment Process

A sub-committee of ARC prepared and conducted a survey of ARC library staff during the fall of 2011. It was an online survey and it was to determine the staff's interest in future directions. Survey questions included ranking the importance of ARC activities; ranking the organizational sources of professional development; ranking the areas of interest for professional development; and determining the best methods to communicate the news of ARC and its activities. There were 100 responses to the survey and 55 of them added their thoughts in the Comments section.

Highlights from the survey included: 48% indicated cross borrowing is of the most value and 35% indicated sharing ideas and information with colleges was of most value. The three organizations most used for professional development were: the Massachusetts Library System (42%), LYRASIS, (39%) and OCLC (35%). The areas of high interest in professional development were emerging technologies (48%), information literacy (29%), and assessment for libraries (27%). Other area included instruction/teaching skills; teacher/library collaboration; cataloging including RDA and serials management; the use of library standards; developing mentor relationships; and how libraries can support emerging institutional trends.

The emphasis of the 2014-18 Plan is to put ARC on firm ground, expand the opportunities for staff development and reach out to other like-minded institutions in the Worcester area to increase the membership and enhance participation.

The following goals, objectives respond to these findings.

Mission

The Academic and Research Collaborative (ARC) is a coalition of academic, public and special libraries in central Massachusetts, sharing research collections and services to increase access to knowledge for the benefit of their communities.

Vision

ARC collaboration enhances services and expands user access in all member libraries to their aggregate collections, leveraging the strengths inherent in a diverse, yet complementary consortium. Through support for professional growth and consortial cooperation, ARC encourages staff innovation in and commitment to the delivery of quality library services for users.

Values

The following values support The Academic & Research Collaborative's mission, vision and actions.

Quality

❖ Users of ARC libraries deserve high quality services and collections

❖ Staff development and interaction enhance the quality of service each library provides and inspires innovation.

Value

❖ ARC membership increases the value of each library to its own users.

Collaboration

❖ Collaboration among ARC libraries is essential to ensure that each library can successfully deliver and maximize utilization of information resources.

❖ ARC membership increases the value of each library to its own users.

❖ Each library is an equal member of the collaborative, regardless of the resources they are able to contribute.

❖ Each member library is responsible for maintaining a collection that supports education, scholarly research and self-development for its primary users.

Diversity

❖ The diversity of member libraries is complementary and central to the organization's strength.

GOALS and OBJECTIVES

GOAL 1 Confirm and refine new ARC organizational structure

Objective A. Improve communication among directors and all staff of member institutions

Objective B. Promote and support activity committees

GOAL 2 Demonstrate ARC's impact on member libraries and their users

Objective A. Develop quantitative and qualitative analyses demonstrating the user and financial benefits of cross-borrowing, collaborative licensing such as WorldCat, and shared training.

Objective B. Improve outreach to faculty and students at each institution on the value of ARC, current services and the benefits these provide.

Objective C. Develop outreach program for potential member institutions

GOAL 3 Increase staff participation in ARC

Objective A. Develop informal sharing opportunities and shared professional development and learning activities

GOAL 4 Explore potential for ARC collaboration with other local, state and regional efforts

Objective A. Explore new initiatives for collaborative services and collections with the Massachusetts Library System and the Massachusetts Board of Library Commissioners

Prepared by:
Garrett Eastman, Becker College
Robert Foley, Fitchburg State University
Heidi McCann, Mt. Wachusett Community College
Doris Ann Sweet, Assumption College (Chairman of ARC)

The draft plan was circulated and reviewed by ARC members in September and approved on September 21, 2012

Approved by the Directors:

_____
Doris Ann Sweet, Chair

Member Institutions
Anna Maria College
Assumption College
Becker College
Clark University
College of the Holy Cross
Fitchburg State University
Massachusetts College of Pharmacy and Health Sciences
Mt. Wachusett Community College
Nichols College
Quinsigamond Community College
Salter College
Tufts University, Cummings School of Veterinary Medicine
University of Massachusetts-Worcester
Worcester Art Museum
Worcester County Horticultural Society, Tower Hill Botanic Garden Library
Worcester Law Library
Worcester Polytechnic Institute
Worcester Public Library
Worcester State University