

Massachusetts Maritime Academy Library

LONG-RANGE PLAN: 2007-2012

A. Mission Statement

The Massachusetts Maritime Academy (MMA) Library supports the mission and programs of the academy through acquisition and management of maritime and academic information resources, development of information fluency, and by providing excellent service to library users.

The MMA Library strives to be a preeminent maritime library with holdings in the areas of Emergency Management, Facilities & Environmental Engineering, International Maritime Business, Marine Engineering, Marine Safety & Environmental Protection, Marine Transportation and Facilities Management. The MMA Library supports academic research for Undergraduate and Master's level programs. We aspire to be an Information Commons and model teaching library that is central to the curriculum of the academy, providing access to well-balanced general collections. We intend to be a state-of-the-art library that leverages and applies the newest technologies and techniques in delivery, access, collection, and preservation of information services and resources.

B. Multi year goals and objectives

The goals, outlined, hereafter, comprise broad, strategic concept areas within which action must be taken in order to achieve the Library's mission. These goals provide the framework for organizing objectives and initiatives. Objectives and initiatives within one goal will be related to other goals.

The Library's Annual Report is the primary vehicle for communicating progress towards achievements in strategic goals of the long-range plan, accomplishment of objectives and reporting on activities, issues, challenges and trends.

Goal 1. Transform the library's physical space to create an inviting, effective environment for exploration and discovery, study and reflection, and the exchange of ideas.

- Objective 1.1. Provide leadership on campus in the MMA Library/Information Commons building project.
- Objective 1.2. Actively participate in and collaborate with appropriate campus partners and other stakeholders in the MMA Library/Information Commons building project.
- Objective 1.3. Make the Library a desirable, active, intellectual and cultural commons for the Academy.
- Objective 1.4. Create a more welcoming, aesthetically pleasing, comfortable, and functional environment.
- Objective 1.5. Design multi-functional spaces within the upgraded library that can easily adapt to meet changing needs of the academic community of students, faculty and staff at the Academy; the library's functional operations; and new and emerging technologies.
- Objective 1.6. Provide space for a cultural center/intellectual commons for community events, library programs such as lectures, films and student projects.
- Objective 1.7. Assess comfort, convenience, safety, and aesthetic needs of the MMA Library community; Implement modifications to address needs (e.g., soft seating, café/snack area, group and quiet study areas, etc.)

Goal 2. Provide and improve access to information resources through onsite collections, electronic resources, networks, and cooperative agreements.

- Objective 2.1. Create and constantly improve a dynamic web presence.
- Objective 2.2. Enable users to discover library and institution-related content and to obtain services across collection types regardless of access methods and location.
- Objective 2.3. Empower users (through instruction, tutorials and online guides) to discover library and institution-related content and to obtain services across collection types regardless of access methods and location.
- Objective 2.4. Provide a solution that will satisfy the end-user and at the same time, will be easy and cost-effective to implement and maintain.
- Objective 2.5. Create a superb user experience layer, decoupled from back-office functions, separating data creation and maintenance from its discovery.
- Objective 2.6. Select, organize, preserve, and provide access to collections in all formats that fully support Massachusetts Maritime Academy's teaching and research activities.
- Objective 2.7. Establish stronger and more uniform partnerships between faculty/academic departments and the Library.
- Objective 2.8. Evaluate, build, and align collections with current Academy priorities through collaboration with academic departments to provide collections and resources essential to advancing MMA teaching and research.
- Objective 2.9. Assess core collections in all MMA disciplines.
- Objective 2.10. Develop collection policy statements for all disciplines.
- Objective 2.11. Assess and build collections considering basic and research level needs.
- Objective 2.12. Obtain additional funding to acquire materials to support new programs and degrees.
- Objective 2.13. Align resources/allocations to support academic programs.
- Objective 2.14. Leverage emerging technologies that enable access to resources and empower users to fully utilize licensed resources for research, teaching and learning.

Goal 3. Ensure proactive application of information technologies required to access and use a full range of information resources and services.

- Objective 3.1. Collaborate with IT Department to deliver appropriate and effective information technology which is critical to Library operations and the successful delivery of all library services.
- Objective 3.2. Implement a robust technological infrastructure in support of library/academic computing services that is actively supported and adequately staffed.
- Objective 3.3. Develop routine system-supplied and customized management reports and statistics.
- Objective 3.4. Bring the online catalog to full performance capacity, e.g., reporting capabilities, electronic data interchange (EDI), OPAC forms and statistics.
- Objective 3.5. Prioritize and deploy necessary information technology, based on systematic review of IT and known needs.
- Objective 3.6. Collaborate with other Academy departments and units to identify, implement and/or support campus-wide digital initiatives, e.g. Geographic Information Systems (GIS), digital dissertations, digital archiving of Academy publications.
- Objective 3.7. Choose, employ, and fully support tools and applications from current and emerging technologies that will "enable meaningful navigation through and exploitation of information resources"¹ required by users and staff.

Goal 4. Preserve maritime knowledge.

- Objective 4.1. Establish the Library as a core resource on the MMA campus for archived, organizational information, in partnership with campus stakeholders.
- Objective 4.2. Establish a document control system and retention schedules for materials deposited in the Academy Archives.
- Objective 4.3. Provide secure, environmentally controlled storage for archival materials.
- Objective 4.4. Develop and nurture collaborative partnerships that will evolve maritime institutional archives and develop digital repositories from our collective resources.
- Objective 4.5. Explore a digital archiving program for "born digital" publications generated by Massachusetts Maritime Academy, in collaboration with faculty, IT department, and other partners. Digital archiving is a logical extension of the Library's traditional role of preserving the Academy's intellectual output.
- Objective 4.6. If deemed appropriate and feasible, develop a methodology and implement a plan for digital archiving in collaboration with other campus partners.
- Objective 4.7. Staff the Library's archives and preservation program.
- Objective 4.8. Determine feasibility of conducting ongoing preservation reformatting for print, non-print, and video/sound recording materials; to provide ongoing analog and digital preservation reformatting.
- Objective 4.9. Seek grant support to provide an ongoing preservation and/or preservation reformatting capability using grant and non-grant-supported staff that will enable the Library to preserve a broader spectrum of its general and archival collections and to contribute more fully to national and other maritime library preservation efforts.
- Objective 4.10. Develop and maintain a Library Emergency Management/Disaster Recovery Plan.

¹ Greenstein, Daniel. "Creating Digital Library Services: Key Challenges," *CLIR Issues* 14 (March/April 2000).

Goal 5. Establish visible and proactive public services.

- Objective 5.1. Provide and promote expert user services that are available at the time and place of need.
- Objective 5.2. Conduct user needs assessments (affiliated and non-affiliated) and communicate findings to MMA administration to re-think and re-design all user services.
- Objective 5.3. Collaborate with other campus departments and services to coordinate relevant activities related to, for example, dorm key (OneCard/SmartCard) compatibility in the Library, use of OneCard/SmartCard account for purchases off-campus.
- Objective 5.4. Implement and improve remote access to licensed resources (proxy).
- Objective 5.5. Facilitate student/faculty/staff use and creation of digital information in collaboration with campus partners.
- Objective 5.6. Explore feasibility of establishing digital resources consultation and development centers that include:
 - an electronic text center;
 - digitization equipment and assistance, e.g., public scanning, multi-media production, large-format photocopier, color photocopier, color printer(s), wireless printer(s);
 - digital publishing equipment and assistance;
 - Geographic Information System (GIS) support and equipment.
- Objective 5.7. Collaborate with other campus departments and units to develop digital laboratories and smart classrooms in the Library.
- Objective 5.8. Deploy and support appropriate assistive technology throughout the Library.
- Objective 5.9. Ensure that the physical facilities (e.g., furniture, doorways, etc.) enable effective access to Library resources by users with disabilities.

Goal 6. Develop outreach and instructional programs for library users.

- Objective 6.1. Provide every MMA student with the opportunity to acquire information literacy skills. Rationale: Information literacy contributes to lifelong learning, which is increasingly necessary for success in today's world.
- Objective 6.2. Develop library staff skills to maximize their unique expertise in information access and evaluation and to improve staff ability to provide reference and basic, point-of-need instruction.
- Objective 6.3. Enhance collaborative efforts with faculty to increase in the number of course-integrated instruction sessions.
- Objective 6.4. Create tutorials and guides to subject-based resources.
- Objective 6.5. Maintain and improve outreach from the Library Director to faculty through email updates (e.g., "What's New...") and webpage(s) of new resources and services.
- Objective 6.6. Conduct one-on-one orientations for all new faculty members.
- Objective 6.7. Focus the Information Literacy Program on efforts to increase librarian/faculty member collaboration and conducting a broader range of course-integrated instruction campus-wide.
- Objective 6.8. Support collaborative initiatives to standardize core information competencies for first-year students enrolled in Massachusetts' institutions of public higher education.
- Objective 6.9. Create partnerships with appropriate campus resources, e.g., Information Technology, to develop teaching skills and resource development.

Objective 6.10. Develop an outreach program for students that includes expanding outreach services, for example, to residence halls, orientation programs, Freshman Life Skills Seminars, Honors Programs, etc.

Rationale: Link students early in their academic life with library staff who will assist and direct them in their academic research and information needs. Reinforce core information competencies throughout program of study.

Goal 7. Continually support, develop, attract and retain a highly skilled and qualified staff who are committed to transforming the library.

Objective 7.1. Build a professional-level staff appropriate in number and skill sets to ensure that current and future faculty and student needs are met.

Rationale: Sufficient numbers of staff with appropriate skills, experience, degrees/education are necessary for the Library to be effective, efficient, and proactive.

Objective 7.2. Update job descriptions and review, annually.

Objective 7.3. Implement a staff development program, encouraging growth of skills and knowledge.

Objective 7.4. Provide all MMA Library staff with necessary training and development to enable Library staff to excel in their work and to move the Library programs forward.

Objective 7.5. Establish and support an ongoing, comprehensive training and development program with particular emphasis on technology training and training in the use of library resources.

Objective 7.6. Align staffing with user needs.

Objective 7.7. Provide support for customer service training.

Objective 7.8. Identify and incorporate other resources for training, including partnering with existing MMA resources, e.g., Human Resources, IT Department, ASFCME, and external agencies (e.g., NELINET, SAILS, SEMLS, etc.).

Objective 7.9. Educate library staff to be aware of and sensitive to Americans with Disabilities Act (ADA) requirements.

Goal 8. Enthusiastically promote the Library to increase its visibility and presence on and off campus. Actively seek and secure greater financial support from a wide variety of sources both internal and external to the Academy.

Objective 8.1. Intensify communication and public relations efforts to heighten on- and off-campus awareness of the Library's activities.

Objective 8.2. Increase use of the Library by informing users of resources and services thereby maximizing the Academy's investment in the Library.

Objective 8.3. Develop a comprehensive marketing/communication plan including strategies for internal and external communication.

Objective 8.4. Establish priorities, policies and procedures for overall communication and public relations in collaboration with the Development Office and Office of Sponsored Programs.

Objective 8.5. Develop programming for a cultural center/intellectual commons for social/community events, library programs, e.g., lectures, films, seminars, student projects, etc.

Goal 9. Play an active role in Academy affairs.

- Objective 9.1. Support the Academy's strategic plan and NEASC accreditation initiatives.
- Objective 9.2. Strengthen the Library's fiscal position to transform the Library's physical facilities, shore up its research collections, and provide dynamic new services to students and faculty.
- Objective 9.3. Undertake development needs assessment.
- Objective 9.4. Identify potential projects for external funding support in collaboration with the Academic Dean and other appropriate staff.
- Objective 9.5. Maintain effective partnership with the Academy's offices of Development, Alumni Relations, and Sponsored Programs.
- Objective 9.6. Establish a "Friends of the Library" program.
- Objective 9.7. Oversee operational aspects of the "Friends of the Library" program.
- Objective 9.8. Fully develop action plans for this long-range plan: document timelines, stakeholders and measurement for achieving individual objectives within all goals. Update the plan, annually. Communicate progress towards achievement of goals and objectives, as deemed appropriate and in the Library's Annual Report.
- Objective 9.9. Secure funding through grants to realize targeted goals and objectives that are documented in this long-range plan.

Goal 10. Contribute to the library profession and to the advancement of knowledge.

- Objective 10.1. Increase MMA Library participation in national and international maritime library initiatives to take advantage of emerging opportunities for partnerships, to improve services to users, and to enhance the reputation of the Library on the national scene, improving our ability to recruit and retain highly qualified staff and become a desirable partner for digital and other initiatives.
- Objective 10.2. Develop and nurture collaborative partnerships.
- Objective 10.3. Determine projects to which MMA Library has already committed or should commit, e.g., through IAMSLIC, MCCLPHEI, and other Maritime Academy Libraries.
- Objective 10.4. Create and implement a methodology to select future initiatives appropriate for MMA Library.
- Objective 10.5. Initiate participation in projects that MMA Library selects, based on findings from investigation. Communicate activities to the campus community.

C. Action plan for at least the first year of the multi-year goals and objectives that includes activities, with specific timeframes and/or other means for measuring progress, for achieving objectives

While serving its mission, the MMA Library fully intends to achieve its vision within the next five years. That vision will be attained through accomplishments of goals within the strategic areas listed above.

The MMA Library has not had professional leadership in the position of Library Director for many years, so all aspects of initiating and developing programs, conducting a transformative building project and evolving resources and services, and the long-range plan are nascent. This long-range plan is designed to be the catalyst and starting point for the Academy to strategically shape its library facility, programs, resources and services. For example, Objectives in Goal 9 identify the need to fully develop a detailed action plan for this long-range plan that includes documenting timelines, identify stakeholders and measurement for achieving individual objectives within all goals and updating the plan, annually.

Hereafter are broad-based timelines and measurements for each of the (10) goals:

- Goal 1. Transform the library's physical space to create an inviting, effective environment for exploration and discovery, study and reflection, and the exchange of ideas.
Timeframe: Current FY through 2011
Measurement for achieving objectives: Construction of a new or renovated library building is completed. Increased numbers of students, faculty and staff take advantage of resources in the Library/Information Commons facility.
- Goal 2. Provide and improve access to information resources through onsite collections, electronic resources, networks, and cooperative agreements.
Timeframe: Current FY through 2012 and ongoing
Measurement for achieving objectives: 2007 LibQUAL survey will advise of deficiencies; future LibQUAL survey(s) will provide success indicators. Increased numbers of users take advantage of resources offered through the Library. Cooperative agreements facilitate access to greater numbers of online resources and onsite access to special research collections.
- Goal 3. Ensure proactive application of information technologies required to access and use a full range of information resources and services.
Timeframe: Current FY through 2012 and ongoing
Measurement for achieving objectives: Access to library information resources is facilitated by technologies. Emerging technologies are implemented in a timely and effective manner, as evidenced by increased use of resources.
- Goal 4. Preserve maritime knowledge.
Timeframe: Current FY through 2012 and ongoing
Measurement for achieving objectives: Finding aids, retention schedules for archival materials are available in print and in electronic form (a spreadsheet or searchable database). Environmental controls are adequate for archives and special collections. Adequate staffing resources or trained volunteers maintain the archival record of the Academy.
- Goal 5. Establish visible and proactive public services.
Timeframe: Current FY through 2012 and ongoing
Measurement for achieving objectives: Seamless access to online resources is available on- and off-campus. The Library's web presence is the gateway to key information resources that are licensed for teaching and learning. All print collections are easily accessible to all users.

- Goal 6. Develop outreach and instructional programs for library users.
Timeframe: Current FY through 2012 and ongoing
Measurement for achieving objectives: Subject guides are available for all departments and major programs at MMA. Online tutorials are available for specified departments, courses and/programs. Core competencies of first-year students are developed with partners in MA institutions of public higher education; students are assessed in advance of orientation, instruction is provided and post-test assessments are conducted to ensure students have mastered key information literacy skills before passing into their second year at the Academy. Library instruction is integrated into first-year English courses. All academic departments integrate library instruction in courses with a research assignment. At least once per year, the Library Director or designee meets with all academic departments. Faculty increase use of library resources for their own research and in support of their students' coursework (e.g., print and online reserves, Blackboard, active in collection development/management, etc.)
- Goal 7. Continually support, develop, attract, and retain a highly skilled and qualified staff who are committed to transforming the library.
Timeframe: Current FY through 2012 and ongoing
Measurement for achieving objectives: Staff are promoted to the appropriate level of classification. Professional staffing is secured to meet the needs of the user community. Staff attend professional development programs and fully utilize training to improve service to users.
- Goal 8. Enthusiastically promote the Library to increase its visibility and presence on and off campus. Actively seek and secure greater financial support from a wide variety of sources both internal and external to the Academy.
Timeframe: Current FY through 2012 and ongoing
Measurement for achieving objectives: The Library's annual budget increases from the base of \$150,000 (operations) and additional staffing is supported to bring professional librarians onboard in the areas of electronic resource management and technical services, library instruction and research services, and archives. External, donor funding is secured, for example, to support the building project, library programs, build an endowment, etc.
- Goal 9. Play an active role in Academy affairs.
Timeframe: Current FY through 2012 and ongoing
Measurement for achieving objectives: The library is no longer identified by NEASC as an "area of concern", i.e., in the 2010 accreditation. Increased participation by library staff in academy activities is documented in the annual report. Detailed action plan is documented for this long-range plan including timelines and measurement for achieving individual objectives within all goals. The long-range plan is updated and on file with MBLS, annually. Funding is secured through grants that help the Academy Library realize goals and objectives documented in the long-range plan.
- Goal 10. Contribute to the library profession and to the advancement of knowledge.
Timeframe: Current FY through 2012 and ongoing
Measurement for achieving objectives: Attend professional meetings. Document partnerships that develop through professional associations and meetings; leverage partnerships to evolve programs and services. Secure funding for projects initiated through collaborations.

D. Background of MMA Library ¹ and assessment of user needs

In 2001, NEASC identified the MMA Library as an area of concern. The library was constructed in between 1970 and 1972 and has had few upgrades or betterments to the physical structure. The library is an active learning space that houses the Writing Resource Center, Learning Resource Center, Affirmative Action Office, an Honors Room, and facilitates three computer labs which required modifications to the original library. Since the 2001 NEASC visit, MMA has taken many proactive steps to ensure the library will better suited to meets the challenging demands of the 21st century with regards to information systems, collections, resources and services.

The Administration has committed to increasing financial support for the Library collection of books, journals and databases. A job task analysis currently underway will indicate areas in which staffing resources must be deployed and/or if staffing resources must be augmented. Web-based presentation of resources and services is one of the first improvements the new Library Director implemented. The instruction and outreach plan currently under development will improve and support the academic connection with the library. The expected outcome of these efforts is a measurable increase in use of the Library facility, resources and services by the community of faculty, staff and students. FY 2006-07 is the baseline year for data gathering; whenever possible, electronic statistics will be gathered to assess increase in use of library resources.

A brief listing of initiatives which have already been implemented includes:

1. A team of library consultants analyzed MMA needs for improvements and compliance with NEASC standards in 2004.
2. Established the MMA Library Advisory Council in 2005.
3. Hired a new Director for the Library, effective 2 October 2005. The newly hired Library Director, Susan S. Berteaux, is actively pursuing many of the points addressed in the NU Consultant's report.
4. Writing a Mission and Vision Statement for the library, and a long range plan (herein).
5. Updating and improving the Library Web Page. Improved presentation of Library Resources and Services is available at: <http://library.maritime.edu>. Content is under rapid development with input from cadets, faculty and staff.
6. Initiated a Library building project to transform the Library into a state-of-the-art Information Commons. Expected costs estimated at \$12,000,000. Feasibility study begins early 2007-June 2007; construction is expected to be completed by the end of 2011.
7. Designating space and utilizing the library as an Academic Resource Center where students can seek advice and assistance with general education subjects through the Writing Resource Center which addresses writing across the curriculum and Learning Resource Center which address math and sciences.
8. Preparation of a long-range plan, herein, to evolve a programmatic approach to improving library resources and services.

Although the Massachusetts Maritime Academy is one of the nine public four-year colleges constituting the public college system in the Commonwealth of Massachusetts, most of whom have a basic liberal arts orientation, the mission and educational goal of the Academy is different. Its mission is to "graduate educated men and women to serve the maritime industry as licensed officers or to serve the transportation, engineering, environmental, and industrial interests of the Commonwealth and the Nation". Thus the academic goals and objectives require a professional/technical education for its majors and graduates, and this in turn requires library collections and informational services specific to its mission and curriculum, along with those of a standard academic library. Massachusetts Maritime Academy offers five majors in its BS degree and licensing programs; Marine Transportation, Marine Engineering, Facilities and Environmental Engineering, Marine Safety and Environmental Protection and International Maritime Business. The Library also serves the research and informational needs of the students in the Master of Science in Facilities Management program.

¹ *NEASC 5th Year Interim Report*. MMA, 2006. This section is comprised of Library-related passages from the NEASC report.

COLLECTIONS

To meet the students' information and academic research needs, the library collection includes over 52,000 print volumes. Specialized marine informational resources are acquired, maintained and updated, such as *American Practical Navigator*, *ARPA Manuals*, *Chemical Data Guides*, set of *Coast Pilot*, *Deck Officers Study Guide*, *Emergency Response Guide*, *Hazardous Material Regulation Handbook*, *Light List*, *Manuals for Safe-Handling of Flammable Liquids*, *IALA Marine Buoyage Systems*, *Marine Fire-Fighting*, *Morse Code Machines* (flashing light kits), *The Nautical Almanac*, *Radio Navigational Aids*, *Reprints of the Tide table /Tidal Current Charts*, Reprints from the *Light List/Coast Pilot*, *Rode Star-Finders*, *Sight Reduction Manuals for Air Navigation*, *Sight Reduction Manuals for Marine Engineering*, and more.

The library subscribes to over 100 current issues of professional and technical journals and periodicals in print and online (electronic journals). The Library provides online access to thousands of full-text journals, newspapers and reports through databases, such as *Expanded Academic*, *Business & Company Resource Center*, *Lexis-Nexis*, *Health & Wellness Resource Center*, *Proquest*, *Newsbank*, *Xrefer Plus*, *Oxford Reference Online*, *Issues and Controversies in American History*, etc. Reference and college-level electronic and audio books are also available through *General Reference Center*, *NetLibrary* and *SAILS' Overdrive*. The goal of providing current journals and online resources is to encourage students to read and keep abreast of innovations and new ideas in their major disciplines. The collection is developed in consultation with faculty. Each year the library sends a request to each Department Chairman asking for their recommendation of new books, journals and databases that the library should add to its collection necessary for specific courses. Existing journals and database subscriptions are reviewed each year by all Departments for continuation. This allows the library to update and keep current in subject material and resources in each of the five majors.

The Academy also maintains a 600 square foot library on the 550-foot training ship "Enterprise". The Ship Library provides the necessary texts, dictionaries, encyclopedias, manuals, and other specialized materials required to support classes taught during the six-week sea term cruise. It is staffed by an on-board designated "librarian" who assists cadets, faculty and staff with the use of the on board collection. The Ship Library also provides a large collection of paperbacks for leisure reading as well as video tapes and DVDs for students, staff, and crew.

The Library of the Massachusetts Maritime Academy subscribes to the *SAILS* online automated lending library network, a consortium of 72 area libraries. This network provides access to online resources, print collections and services the library and the consortium have to offer. In addition to providing students, faculty, and administrators a 24hr/7day access to the library resources from the dorm room, classroom, office, and home, it is set up to link students to items on reserve for classes, on-line databases, the statewide *Virtual Catalog*, *NetLibrary* (e-books), *OverDrive* (e-books and audio books) and other cataloged websites. Through the *SAILS* network, the Massachusetts Maritime student has access to 3.2 million items in the online catalog.

All students are required to have personal computers. This allows each student direct access from classrooms, the Library and their rooms on a 24-hour bases. The Library subscribes to the *Virtual Catalog* which provides access to the following collections: Metro Boston Library Network (MBLN), North Boston Library Exchange (NOBLE), Old Colony Library Network (OCLN), Boston University, Northeastern University, University of Massachusetts at Amherst, Boston, Dartmouth, and Lowell, Marine Biological Laboratory Library, Woods Hole Oceanographic Institution Library, Wellesley College, Williams College, Brown University and a number of other academic libraries. Thus, online service at the Massachusetts Maritime Academy provides its student access to collections at more than 50,000 libraries across the nation. Items provided through these networked, on-line services are delivered to the MMA library at no cost to the library or student. Students have direct access from their rooms to all on-line library services; off-campus access to licensed resources has been implemented through Ezproxy. Students are provided with training by the library staff as to how to access and use the online system during freshmen orientation and "on-demand", at the point of need, when an individual student requests help in the library. The *SAILS* Networking System also provides the Massachusetts Maritime Academy Library with cataloging services which include updating and maintaining its OCLC symbol monthly as required by state regulation, update additions and deletion from its collections, and maintains a subscription to a service that verifies the *SAILS* authority file (author/subject) to ensure consistent access to its collections.

The Library, centrally located in the heart of the campus, is a multipurpose facility providing 10,600 square feet of book shelving, classrooms, computer laboratories, a CAD computer engineering laboratory, office space, a Maritime Business center/conference room and more than 4500 square feet for student study equipped with study tables and chairs, study stations, and comfortable chairs for leisurely reading and study. The library has more than 250 seats. The library is open a minimum of 70 hours a week and is staffed with 3.0 FTE qualified library assistants and 1.0 Library Director with a professional degree (M.L.S./M.Sc. in Library Science).

ASSESSMENT

In answering the question for the New England Association of Schools and Colleges, Inc. as to “ensuring the adequacy of library collections and information to support the Academy’s programs and assessing the appropriate use of said collection and services in coursework” one must look at the success and demand for the Massachusetts Maritime graduate. Throughout every level of the Academy, there is consensus that the Library collections and services are a necessary and integral support system to each student’s academic major and his or her ability to achieve graduation. If one looks at the accomplishments of its student graduates as a product of its academic objectives and mission, the Massachusetts Maritime Academy has some impressive results. There is a more than 90 percent placement of all graduates within six weeks of graduation in lucrative employment in their field of study. In many instances there is a demand for the Mass. Maritime graduate because of his/her professional technical training experience and work ethic. Thus our graduates go back into the workforce, earn salaries, and pay taxes.

In *Connection –The Journal of the New England Board of Higher Education (Spring 2003)*, it is stated that Massachusetts Maritime Academy had the highest graduation rate at 70% of all the New England Public Institutions. They also have the highest freshman retention rate in the state and one of the lowest freshman drop out rate of 14% as compared with a 24% rate for the nation. Massachusetts Maritime Academy also consistently leads the nation (which includes the other five state supported maritime schools and the federal academy) with the highest pass rate (99%) and the highest average (86%) on the cap-stone Merchant Marine License Exam administered annually by the federal government. The Federal Maritime Administration also cites the Massachusetts Maritime Academy as the most efficient of the nation’s six maritime academies.

The Academy is committed to enhance and expand the library facilities, resources and services. The recently hired Library Director is working with the Library Advisory Committee to codify this shared vision, and develop a long-range, strategic plan for the Library that will encompass collections, resources, services and implement process improvements as deemed appropriate to the Library’s mission.

The intellectual and practical skills listed in the 2005 AACU report ¹, identify information literacy as one of the key outcomes that all students, regardless of major or academic background, should achieve during undergraduate study. To meet these criteria, the Library’s Instructional Plan will advance information literacy skills among the undergraduates and improve outreach to faculty, students and staff, thereby empowering them to better utilize library and information resources and become life-long learners. Assessment of the instruction program and student success indicators relative to core information competencies will be conducted utilizing industry best practices, specifically as outlined by the Association of College and Research Libraries of the American Library Association (www.ala.org/ala/acrl/acrlstandards/guidelinesinstruction.htm).

¹ Association of American Colleges and Universities. (2005). *Liberal Education Outcomes: A Preliminary Report on Student Achievement in College*. Washington, DC ; AACU, 20 p. Retrieved on 1 November 2005 from www.aacu.org/advocacy/pdfs/LEAP_Report_FINAL.pdf

An in-house survey of cadets was conducted in Spring 2006 to assess the students' perception of the adequacy of the library facility and resources and to advise all stakeholders of the type of resources and facilities that students feel are most conducive to study, research and learning. The results of that survey identify some areas of strength and some key deficiencies in the library facility from the perspective of students at the Academy. Many of the goals, identified in Section B address these deficiencies.

The MMA Library is registered to participate in the 2007 LibQUAL survey and will be seeking grant support for this effort. The LibQUAL survey will include faculty, students and staff; this survey will help us assess existing library resources, facilities and services and inform us about areas of strength and weakness that must be addressed in future iterations of our long-range plan.

E. Planning methodology

A prescriptive process/methodology was not used to develop the long-range plan, herein. The Library Director's gap analysis informed the process of developing the long-range plan by highlighting core areas in need of attention. The MMA Library's long-range plan was developed between October 1, 2005 and September 30, 2006.

The plan, itself, was developed primarily by the Library Director, in consultation with the MMA Library Advisory Committee, the Academic Dean and Library staff with the purpose of mapping out strategic initiatives that would accomplish the following:

- Meet or exceed NEASC standards for libraries by 2010 when the next accreditation site visit will occur
- Identify priorities, strengths and weaknesses.
- Document key goals and prioritize achievable objectives to be met within a 5-year period.
- Develop an action plan to meet immediate, short-term and long-term action items identified in the 2004 NU Consultant's report
- Explain the library program to stakeholders and others
- Provide a blueprint for future development, fundraising, grant initiatives and staffing needs
- Create a clear sense of purpose and provide an anchor for the development of a budget
- Articulate connections and collaborations with the larger organization and external partners
- Provide the basis for ongoing evaluation

F. Approval of the governing board

The Massachusetts Maritime Academy Library's Long-Range Plan is approved by

Bradley K. Lima, Dean & VP for Academic Affairs

Date

Submitted to the Massachusetts Board of Library Commissioners
30 September, 2006

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