

STRATEGIC PLAN-UNIVERSITY LIBRARY (2015-2020)

UNIVERSITY OF HEALTH AND ALLIED SCIENCES LIBRARY STRATEGIC PLAN

1.0 Introduction

In response to limited resource base and a greater focus on educational outcomes, UHAS Library Strategic Plan is ambitious in scope and scale. The Main University Library is at the permanent site at Sokode Lokoe, near Ho. There are two other satellite libraries in Ho and Hohoe respectively. In addition to these, the design for the new multipurpose library building has been completed and the strategic plan is a guide to how choices will be made during the development process for the next five years (2015-2020).

The development of the Library's strategic plan and subsequent implementation is based on the University's vision as "a pre-eminent research and practically oriented health institution dedicated to community service". The main function of a University Library is to support teaching, learning and research activities. The library is the heart of the university. With its books and electronic resources, it is a living thing. The twenty-first century university library is a place where both students and staff can come in to relax, read, and get advice, access powerful devices, edit materials, print and photocopy and learn how to code among others. This learning spaces should give the university community equal chance to use these devices and access information.

The library supports the generation of new knowledge by facilitating access to global knowledge. Emphasis is therefore placed on effective dissemination of the research outputs of both faculty and students. The strategy is the development of relevant print and electronic resources, building capacity for effective use of library resources, development of a library Portal, building a digital institutional repository and the establishment of three health centres namely: Health Information, Health Learning Materials and Cochrane Collaboration for evidence-based materials and research. The plan, which is user-centred, recognises the importance of qualified, skilled and engaging staff, excellent infrastructure and processes that are flexible, responsive and technologically versatile.

All in all, the plan reveals the creation of a very conducive and enabling environment for the university community to be confident and productive, promoting research, fostering collaboration, providing top-class client services while taking cognisance of the social, ethical and legal issues surrounding the generation, transfer and use of information.

1.2 Goal

The ultimate goal of the strategic plan is to chart a course of action that will take the library from its present state to a higher height that will help achieve the corporate vision and mission of the University in the next five years.

1.3 Objectives

In the main, the plan seeks to:

- build a very comprehensive collection of both print and electronic resources to support teaching, learning and research activities,
- improve upon the availability and use of the information resources by quickly processing and making them easily accessible,
- ensure long-term preservation of all library resources,
- market the information resources of the library to the university community,
- encourage the development of information literacy skills so that members of the university community are confident and effective in the exploitation of library resources,
- ensure that the University's information processes are coterminous with both national and international legislations.

2.0 Mission

Partnering the teaching faculty to advance teaching, learning and research by building and providing global access to library and information resources and ensuring effective exploitation and use.

3.0 Vision

Providing academic leadership and support services for excellence in health sciences education and research.

4.0 Core Values

The core values stem from the library's commitment to deliver prompt information resources to support teaching, learning and research activities. This requires staff to be imbued with certain values:

- 4.1 Strategic Leadership
- 4.2 Teamwork
- 4.3 User-centredness
- 4.4 Professionalism
- 4.5 Innovativeness
- 4.6 Partnerships
- 4.7 Ethical Considerations

5.0 Environmental Scan

The global library and information industry has changed with the advent of digital technology and the consequent availability of electronic resources on the Internet. To run a modern library therefore, there is the need for a variety of human skills and high performance technological equipment. A realistic library strategic plan will therefore assess the current strengths and weaknesses, fill the gaps and anticipate future demands. This calls for an assessment of the internal environment (Strengths and Weaknesses) and the external environment (Opportunities and Threats). It is therefore imperative to undertake a SWOT analysis of the library as an

organisation in order to ascertain the strengths, weaknesses, opportunities and threats that there are to be taken advantage of, and the hidden vulnerabilities that are to be strategically addressed in order to survive.

Table 1: SWOT Analysis

Strengths	Required Strengths
Qualified and dedicated staff	Increased bandwidth and improved ICT infrastructure.
Access to Internet connectivity	Improved staff motivation
Functional Online Public Access Catalogue (OPAC).	Increased staff strength
Good training services for computer-based information services.	Expertise in the development of databases and institutional repository.
Infrastructure and equipment.	Improved and expanded training services for computer-based information services
Opportunities	Threats
Capacity building in ICT to expand service delivery	Rapidly changing technological developments in information acquisition, processing, storage and retrieval.
Building partnerships with CARLIGH members in Ghana and other institutions outside the country.	Attracting and retaining highly qualified staff.
Periodic exposure to international conferences, seminars and workshops.	Inadequate space for reading
Proliferation of social media in information service delivery.	Library collection by discipline is not good.

6.0 The Library's Strategic Thrusts

The Library's operations are guided by the University's mission: "To provide quality educational opportunities to students and healthcare professionals, advance knowledge through scholarship and research and provide patient care and services that improve health and quality of life". The library's operations are also guided by one of the aims of the university notably, "To disseminate knowledge and the results of research".

Arising out of the University's vision, mission and aims, the library's strategic agenda will be defined by the following key thrusts:

1. Create the organisation and integrate human effort into activities to achieve the goals of the library,
2. Establish processes and support structures that ensure selection, acquisition and preservation of resources,
3. Improve access to content in formats best suited for users regardless of their location,
4. Build a sustainable digital infrastructure needed to support library operations,
5. Promote research appreciation and evidence-based practice through integration of information literacy into curricular,
6. Establish a library portal and an institutional repository,
7. Embark upon fundraising activities to support the library,

8. Invest in physical and virtual spaces,
9. Draw a marketing and communication plan.

Table 2: Key Thrust 1 – Create the organisation and integrate human effort into activities to achieve the goals of the library.

No.	Key Action	Primary Responsibility	Secondary Responsibility	Indicators	Target/Time-frame
1.	Recruit, develop and retain high calibre staff	University Librarian	Library Board/ Library Management	All departments eg, Acquisitions, Cataloguing and Centres eg. Cochrane Collaboration will be established	2016
2.	Upgrade existing staff	University Librarian	Library Management	Recruited existing staff encouraged to pursue higher degrees	To run throughout the period
3	Organisation of in-service training programmes for library staff	University Librarian	Departmental Heads	Organise in-service training at the end of every semester	To run throughout the period
4.	Stimulate and monitor high performance from staff	University Librarian	Departmental Heads	Automation priorities will be determined by a well- planned process. Departmental Heads present quarterly reports	To run throughout the period
5.	Create the processes, procedures and structure on which the library will operate	University Librarian	Library Management	Organisational chart and reporting lines clearly defined	2016
6.	Establish staff incentive packages	University Librarian	Departmental Heads	Institute criteria for selection (Certificates, Citations of Honour)	Every semester

Table 3: Key Thrust 2 – Establish processes and support structures that ensure selection, acquisition and preservation of resources.

No.	Key Action	Primary Responsibility	Secondary Responsibility	Indicators	Target/Time-frame
1.	Acquire library and information resources to satisfy the needs of students, faculty and other stakeholders.	University Librarian	Library Board, Faculty Members & Subject Librarians	Subject/School librarians and special collections staff are well supported to select and acquire routinely all library resources	Throughout the period
2.	Build partnerships to ensure broadest access to research materials worldwide	University Librarian	Departmental Heads	Availability of selection, processing and access models to exploit the collaborative environment made possible by associations as well as academic and research libraries	Throughout the period
3.	All acquisitions housed, preserved and users to have intellectual access to the library's holdings.	University Librarian	Departmental Heads	Provide onsite storage capacities for special collections	Throughout the period

Table 4: Key Thrust 3: Improve access to resources best suited for users regardless of their location.

No.	Key Action	Primary Responsibility	Secondary Responsibility	Indicators	Target/ Time-frame
1.	Collect, manage and preserve new digital assets (wikis, blogs, Data sets)	University Librarian	CITO/Systems Librarian	Users are able to discover, access, share and use the resources they need across the global network	2017
2.	Exploit technology for research and for creating new forms of scholarship, instructional modes and content (eg. Video conferencing, webinars)	University Librarian	CITO/Systems Librarian	Content creators among faculty/staff have navigable processes to produce, use, and share as well as preserve materials.	2016

Table 5: Key Thrust 4 – Build a sustainable digital infrastructure needed to support library operations.

No.	Key Thrust	Primary Responsibility	Secondary Responsibility	Indicators	Target/ Time-frame
1.	Create a networked environment that supports the increasingly digital nature of scholarship and teaching	University Librarian	Library Board/CITO	Digital infrastructure that supports the life cycle of digital content including collection, storage, management, access, sharing and long term preservation.	2016
2.	Create infrastructure that is scalable, extensible, sustainable, enabling and supportive	University Librarian	Library Board	Infrastructure development is prioritised according to user needs and based on best practices	Throughout the period

Table 6: Key Thrust 5 – Promote research appreciation and evidence-based practice through integration of information literacy into curricular

No.	Key Thrust	Primary Responsibility	Secondary Responsibility	Indicators	Target/ Time-frame
1.	Integrate Information Literacy into curricular	University Librarian	Faculty/Departmental Heads	Library staff are provided with professional development programme in information literacy instruction	Throughout the period
2.	Build resources, create processes and develop services to support the one semester credit course on Information Literacy	University Librarian	Departmental Heads	Information literacy is integrated into the curricular and taught by library staff	Throughout the period
3.	Present the programme as a process of continuing education for students, lecturers and researchers	University Librarian	Academic Board	Information literacy is aligned with teaching and learning outcomes	Throughout the period
4.	Establish Health Information, Health Learning Materials and Cochrane Collaboration Centres	University Librarian	Academic Board	Centre provides evidence-based information to clinicians and healthcare practitioners	2016

Table 7: Key Thrust 6 – Establish a library website and an institutional repository

No.	Key Thrust	Primary Responsibility	Secondary Responsibility	Indicators	Target/ Time-frame
1.	Establish UHAS library website	University Librarian	Library Board Library Management	Display all Library services on the website	2016
2.	Establish an Institutional Repository to be known as UHASSpace	University Librarian	Library Board Library Management	Capture the University's intellectual assets for increased visibility and global access	2016

Table 8: Key Thrust 7 – Embark upon raising resources to support the library

No.	Key Thrust	Primary Responsibility	Secondary Responsibility	Indicators	Target/ Time-frame
1.	Need for library advocacy due to inadequate budgetary allocations	University Librarian	University Council, University Management, Library Board and Departmental Heads	University Librarian to lead drive to raise funds for the Library Organise events on continuous basis to attract donors and philanthropists	Throughout the period

Table 9: Key Thrust 8 – Invest in physical and virtual spaces

No.	Key Thrust	Primary Responsibility	Secondary Responsibility	Indicators	Target/ Time-frame
1.	Build a main library that is technology driven with attractive learning environment conducive for study, collaboration and cross-disciplinary interaction	University Librarian	University Council University Management Library Board	Radio Frequency Identification Systems (RFID) at the main entrance and entrances of special collections. Comfortable reading spaces, seminar rooms, and postgraduate cubicles well furnished. Staff offices and a sophisticated Circulation Desk in operation. Emerging technologies are implemented in library spaces to meet user demands	2020
2.	Establish satellite libraries for schools including the Hohoe campus	University Librarian	Library Board	Keep core collections of schools Manned by professional librarians	2017-2020

Table 10: Key Thrust 9 – Draw a marketing and communication plan

No.	Key Thrust	Primary Responsibility	Secondary Responsibility	Indicators	Target/ Time-frame
1.	Increase awareness of library resources and services among faculty and students	University Librarian	Library Management	Library services promoted through website advertisements, printed materials and electronic displays	2016
2.	Increase faculty and staff's knowledge and awareness of users' information needs and work practices in order to refine promotional messages and design new services	University Librarian	Library Management	Use focus groups and needs /perceptions survey on regular cycle for all user groups	2017

7.0 Resource Implications

The resources required to prosecute the Library's Strategic Plan will come from the Library User Fees and the Academic Facility User Fees (AFUF) which should be transferred annually into the Library's account. The Librarian and his staff will also embark upon proposal writing to source for funds and equipment from the corporate world to support some of its activities. The building of the Library for the University and satellite ones for schools require very huge capital outlay and these should be funded by the government of Ghana.

Progress towards the realisation of the Corporate Vision will be assessed on quarterly basis by the Library's Management team with support from the Directorate of Academic Planning and Quality Assurance Unit which is soon to be established. The outcomes of

these reviews will be used to modify, improve and enhance the effectiveness of efforts required to realise the targets set within the specified time-frames.