

LIBRARY & INFORMATION RESOURCES

Strategy Plan 2011-2016

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المكتبة ومصادر المعلومات: تحليل مواطن القوة و الضعف وبيان الفرص والتحديات

العام الجامعي 2014-2015

تخطيط التواصل الداخلي والخارجي	الانتماء للجامعة والالتزام بمعايير التعليم العالي	الجانب الفني	الجانب الإداري	
<p>- توفر وسائل الاتصال المختلفة.</p> <p>- توافر قاعدة بيانات المكتبة داخليا وعلى شبكة الإنترنت.</p> <p>- تفعيل نظام الإهداء والتبادل مع المؤسسات والجامعات المختلفة داخليا وخارجيا.</p> <p>- استقبال زوار الجامعة من المجتمع المحلي والخارجي بالتنسيق مع دائرة العلاقات العامة</p> <p>- عقد ورش تدريبية لأعضاء الهيئة التدريسية والطلبة حول استخدام قواعد البيانات المختلفة.</p> <p>- تتيح الجامعة الفرص للطلبة و أعضاء الهيئة التدريسية و المجتمع المحلي من خلال تفعيل إشراكهم في لجان المكتبة المختلفة.</p>	<p>- عدد الموظفين والمقننات ومساحة المبنى وعدد العناوين تلبية شروط الاعتماد بشكل عام.</p>	<p>- مبنى المكتبة مناسب من حيث المساحة والموقع والتأثيث والخدمات المقدمة للمستخدمين.</p> <p>- توفر عدد مناسب من الدوريات والكتب والمراجع.</p> <p>- يتوفر في المكتبة عدد مناسب من أجهزة الحاسوب يكفي لمتطلبات العمل.</p> <p>- تستخدم المكتبة نظام محوسب عالمي MINISIS (M2L) لأتمتة وظائف المكتبة.</p> <p>- إشترك المكتبة بعدد من قواعد البيانات العالمية.</p> <p>- توفر ميزانية مناسبة لشراء الكتب واشترارات الدوريات وقواعد البيانات الإلكترونية وتجهيزات المكتبة.</p> <p>- توفر خدمة الإعارة الإلكترونية وخدمة الإنترنت السلكي واللاسلكي بالإضافة الى خدمة المراجع والتوجيه والإرشاد.</p> <p>- توفر نظام أمني لحماية ممتلكات المكتبة.</p> <p>- فهرسة وتصنيف وتنظيم جميع المواد المكتبية وإتاحتها عبر الموقع الإلكتروني للمكتبة.</p>	<p>- وجود كادر يتمتع بكفاءة وخبرة ومستوى علمي مناسب.</p> <p>- تنوع التخصص الأكاديمي للعاملين.</p> <p>- الاستقلالية الإدارية للمكتبة ووجود هيكل تنظيمي يتناسب مع رسالة المكتبة وأهدافها.</p> <p>- إتاحة الفرصة للموظفين لتطوير كفاءاتهم عن طريق الاشتراك بدورات تدريبية مختلفة.</p>	<p>مواطن القوة</p>

		<p>التحديث المستمر لأوعية المعلومات المختلفة.</p> <p>- جاهزية قاعة الندوات وقاعة أخرى للمؤتمرات لعمل أي نشاط.</p> <p>- ربط نظام المكتبة مع نظام براءة الذمة الإلكترونية المعتمد بالجامعة الذي يعد من الأنظمة الفعالة فيها. إضافة الى توفير خدمة استعلام المستخدمين عن سجل الإعارة الخاص بهم من خلال موقع الجامعة.</p>		
<p>مواطن الضعف</p>	<p>- عدم انسجام المسميات الوظيفية لبعض الموظفين مع طبيعة عملهم.</p>	<p>- عدم توفر تسهيلات لذوي الاحتياجات الخاصة.</p> <p>- تدفئة الطابقين الثالث والرابع غير فعالة بشكل جيد.</p> <p>- قدم أجهزة الحاسوب المتوفرة وضعف كفاءتها، وقلة عددها.</p> <p>- عدم المشاركة في معارض الكتب غير المحلية.</p> <p>- ضعف توافر الشبكة اللاسلكية في المكتبة</p>	<p>- تقدم المقترنيات وبعض التجهيزات.</p>	<p>- تقوم المكتبة بإرسال قوائم الكتب الحديثة إلى عمادات الكليات لإختيار ما يرونه مناسباً لتخصصاتهم، وأحياناً لا يتم الرد و المتابعة.</p> <p>- ضعف الخدمات الإعلامية.</p>
<p>الفرص المتاحة</p>	<p>- امكانية عمل اتفاقيات تعاون بين الجامعات الأردنية لإتاحة الفرص للموظفين للاطلاع على تجارب الجامعات الأخرى.</p> <p>- إمكانية الاستعانة بالمكتبات العلمية المتخصصة لتوفير بعض المصادر العلمية الدقيقة</p>	<p>- الاشتراك في قواعد بيانات إلكترونية (كتب ودوريات).</p> <p>- محاولة الاستفادة من دور النشر التي تعيد طباعة الكتب العلمية في الهند للحصول على أسعار معتدلة.</p> <p>- الاشتراك بعضوية (Online Computer Library Center) التي تتيح خدمات مكتبية منها الإعارة المتبادلة مع المكتبات العالمية الأخرى.</p>	<p>- استثمار ما يتوفر في الموازنة لتحديث وتطوير المقترنيات والتجهيزات.</p>	<p>- إمكانية استغلال وسائل الاتصال المتوافرة للتواصل مع المكتبات المحلية والعربية والعالمية.</p> <p>- إمكانية التواصل من خلال توفير قواعد بيانات وإتاحة الوصول إليها من داخل الحرم الجامعي وخارجه.</p> <p>- عقد دورات تأهيلية في مجال علم المكتبات والنظام الآلي للمكتبة ومنح الناجحين فيها شهادات.</p>

			جدا التي لا تتوفر في المكتبة أو قواعد البيانات الإلكترونية.	
التحديات	- عدم مواكبة التدريب للسرعة الهائلة في التطورات التكنولوجية.	- السرعة الهائلة في تطور العلوم وصعوبة القدرة على مواكبتها. - عدم مبادرة أعضاء الهيئة التدريسية في تزويد المكتبة بما ينشر حديثا ضمن تخصصاتهم. - تلبية شروط الاعتماد للتخصصات المستحدثة فيما يتعلق بالمكتبة. - تداخل التخصصات.	- الاستفادة من التقدم التكنولوجي في توفير الكتب والدوريات الإلكترونية، واعتبارها كالكتاب الورقي في أغراض الاعتماد.	- العمل على جذب المستخدمين للاستفادة من خدمات المكتبة.

Vision, Mission, Values and Objectives

1. Vision

Where the vision is one year, cultivate flowers.

Where the vision is ten years, cultivate trees.

Where the vision is eternity, cultivate people.

- Oriental Saying

The statement of vision defines what will have changed in PU's "Library and Learning Resources" within a certain number of years, as a result of successfully implementing the adopted strategic plan.

The vision at *PU's "Library and Learning Resources"* is to be one of the top academic-supporting learning-resources providers in institutions of higher education that provide high quality education in the country and the region. It aspires to be an integral part of a scholarly community that is dedicated to excellence through student-centered learning at the graduate and undergraduate levels of education and research, emphasizing cutting-edge professional practice in the fields of study offered.

2. Mission

The mission defines the main distinctive things that the Library does, and differentiates it from other libraries in HEPs. PU's library seeks to provide the learning resources required to provide the national and international community with well-trained workforce capable of contributing to the prosperity of the national community and the world at large, as well as to the development of Jordan's economy.

3. Aims

1. To provide an information infrastructure to enable *PU's* research and teaching activities to be of international class.
2. To offer a student experience which supports *PU's* national outreach.
3. To develop library and information professionals who are innovative and can offer leadership to *PU* and to the national library community.

4. Values

The mission of *PU's "Library and Learning Resources"* is based upon core beliefs and values that form the foundation on which its future growth can thrive. In other words, the professional strength of the Library is drawn from convictions and values about academic work. From an educational perspective, and as a result of a survey conducted in the form of a questionnaire, the Library has and nurtures the following values:

- excellence; - creativity; - mutual respect; - collegiality;
- honesty; - tolerance; - intellectual openness and freedom of opinion;
- receptiveness to the diversity of cultures, ideas and people;

Values define the fundamental principles and beliefs that guide the behavior of the Library as an academic-supporting department at PU. Based on these values, *PU* Library adopts the following core principles which underpin its activities:

- i. Assisting in the preparation of geared-up graduates for the national and global market. The Library shoulders the responsibility of making available all learning resources required. *PU* aims to score high in the ability of its graduates to adjust to the workplace, and quickly contribute at a high level to their professional careers. *PU* enables its students to tackle the challenges of a national, regional and global economy.
- ii. Providing a high-quality learning and research equipment conducive to an environment that is safe, supportive and healthy.
- iii. Applying collegial forms of governance which provide appropriate opportunities for all members of the library community to contribute.

5. Objectives:

Objectives refer to where the Library would like to be after 3-5 years. Objectives are (macro) results and are related to the university as a whole, while goals are (micro) results and are related to the diverse divisions at the library. Objectives and goals must be precise, i.e., vivid, understandable and measurable.

The objectives of *PU* can be outlined succinctly as to assist in the fulfillment of the PU's objectives, that is generating graduates characterized by the following:

- i. Breadth and depth in various disciplines they study, and sufficient for intellectual growth.
- ii. Knowledge and skills sufficient to be employable and successful in a variety of professions.
- iii. Ability to work collaboratively and in team environments.
- iv. An awareness and understanding of social and ethical issues related to the fields of their study.
- v. Competency in oral and written communication skills.
- vi. Obtaining backgrounds in the sciences they studied that qualify them for entry into a variety of graduate programs.

Objectives of the Library Strategy can be outlined as follows:

Objective 1: Learning and Teaching Support

Library Services: This is the main source of information provision for students at *PU* on courses. As such, *PU* must strive to be (as far as possible) self-sufficient in terms of providing for the needs of all course students.

Collection Management: The development of a revised Collection Management policy enables the Library to identify current needs from colleagues in academic Departments in terms of course provision. This policy will be kept under continuous review to reflect the changing emphases of *PU's* academic provision and recruitment of students. The paper-based collections in Library services are one of the assets of *PU*. Library services will continue to develop these collections to support academic Departments in delivering the curriculum to students.

E-Learning: A major development within *PU* has been the rollout of a campus-wide Virtual Learning Environment. Library services will continue to develop its partnership with academic departments to utilize this technology to support their delivery of the curriculum. The Library will further develop the Teaching and Learning Support Section within Library Services with new staff and services to support *PU's* emerging e-Learning strategies.

The Self-Service Library: Library Services will continue to expand the concept of the 'Self-Service' Library within *PU* to allow users the greatest flexibility in the way they interact with information resources and library professionals.

Conservation: Conservation of paper materials is fundamental to the ability of the Library to deliver taught course support to students. In this context, Library Services will review its expenditure on this budget head and draw up an explicit Conservation Strategy for paper materials, to guide its spending and priorities.

Objective 2: Research Support

Library Services is committed to supporting *PU's* research activities.

Collection Management: Library Services will continue to develop agreements with libraries which hold cognate collections in identified subject areas.

Archiving responsibilities: The problem of lack of storage space is a burden to *PU*. As an urgent priority, the library service and the computer centre are working together to identify future responsibilities for archiving electronic and paper products.

Digitization: Library Services will digitize collections of its materials to support research and will bid to funding to achieve this end.

Objective 3: Supporting the Student Experience

Increased emphasis on the quality of the student experience is important as it is a major driver in students developing a lifelong relationship with *PU*. Library Services must seek to enhance and add value to such an experience. Library Services will identify service standards for all its core services to users and measure its performance against these targets. Library Services will work with academic departments to ensure that library estate is developed with the needs of the curriculum in mind, e.g. whether to provide group study spaces, the introduction of increased connectivity to individual work spaces in Library Services, and the provision of quiet study space for users.

Opening Hours

To enhance the student experience, Library Services will work with the Students Association to understand the needs of all students for extended opening hours. It is usually open from 8.00 a.m. – 4.00 p.m.

Objective 4: E-Strategy

Library Services has one of the best-developed electronic libraries in Jordan. It has access to several data-bases. Given the nature of *PU's* academic provision, e-delivery to the desktop is often the best way to support learning, teaching and research.

Objective 5: Widening Participation

Library Services has an important role to play in supporting *PU's* Strategy for widening participation. Reader Services will also continue to develop outreach activity to visitors to *PU's* Library.

Objective 6: Partnerships

A key factor in the Library being able to deliver its Library Strategy and Operational Plan will be its ability to develop partnerships with libraries and library organizations around the world. The Library's key external partnerships are identified through the participation with some universal data-bases, like (EBSCO).

Objective 7: Continuing Professional Development

The staff in Library Services are considered a great asset. Their dedication and loyalty to the service go without questioning. Library Services considers itself to be a training-led organization by virtue of the emphasis it places on Continuing Professional Development (CPD). In the electronic environment, *PU* Library Services must continue to skill and re-skill its staff to enable library colleagues to act with confidence in the new digital world.

Objective 8: Planning, Resourcing and Communication

The Library looks forward to have presence on every *PU* site where there is academic activity. There will be three distinct, but interlinked, levels of strategy and planning:

- the Library Strategy, which will be reviewed every five years
- the Library's Operational Plan, which will develop annually to deliver the objectives of the Library Strategy

- Library Group Work Plans, which will develop annually to deliver the Library's annual Operational Plan

It is important that all library staff and faculty library committees have an opportunity to have input into this tripartite strategic and planning process. Henceforth, all faculties need to be costed and resources assessed before change can be implemented.

6. Contexts

1. The Library Strategy is developed in the context of the requirements of international quality management standards.
2. The Library Strategy should, as a matter of fact, be aligned with all existing and future *PU's* strategies and policies.
3. The nature and expectations of the student body are changing as the real costs of their education become more expensive, and as they bear an increasing proportion of these costs themselves.
4. Rapid developments in information technology, e-Learning and the offerings of global information providers provide a dynamic context with which the whole of *PU* must engage vigorously to enhance its role.

Success Criteria

Success criterion	Critical success factor	How measured?
Library Services represents Value for Money for PU	% of library budget spent on materials and staff monitored each year	Benchmark Library's budget
Robustness of services	Users are happy with services provided	User attitudes assessed each year in web-based Library survey
Quality of service	Standards of service continue to rise	Outputs/outcomes measured against Service Standards agreed by Library Services
Library estate enlarged to meet expressed needs	Amount of open access shelving has increased	Monitor amount of open access shelving
Library estate refurbished to a high standard	Accommodation which meets the needs of researchers, taught-course students provided	Compare library accommodation with other universities of similar standing to PU.
Innovative nature of e-	e-Strategy developed in line with	Benchmark PU's e-provision with

services	developments in PU	national and international universities
Ever more highly skilled staff employed	All staff are skilled to perform their roles with confidence	Annual appraisal identifies opportunities for development

Risk Analysis

Risk	Probability (1-5)	Severity (1-5)	Score (P x S)	Action to prevent/manage Risk
Lack of leadership in Library Services	2	5	10	Key members have a designated back-up
Lack of finance to support developments	4	5	20	PU eliminates budget deficits
PU technical infrastructure inadequate to support new developments	3	5	15	PU must invest in technical infrastructure as a priority
Library estate cannot be enlarged / refurbished	5	5	25	PU must give highest priority to library developments
External suppliers cease to trade	3	5	15	Monitor scholarly communications developments to predict outcomes
Library fails to recruit or retain skilled staff	3	5	15	Library restructures posts to create opportunities

1 = Low 5 = High

Impact Analysis

Area of Impact	Nature of Impact	Resource Implications
Vice President for Academic Affairs, Vice President for Administrative Affairs, Library Committees, and General Director of Library & Learning Resources	Assess need for single-site Library	Time, space, money
General Director of Library & Learning Resources	Monitor implementation of Library Strategy and annual Operational Plan	Time
Library's Management Team	Oversee writing of new Policies and Strategies; and success of annual	Time

	Operational Plan	
Library's Team	Implement annual Operational Plan	Time, space, money
Vice President for Academic Affairs, Vice President for Administrative Affairs	Oversee and advise on Library Services' delivery	Time
Director of Services	Work as a partner with Library Services on estate developments	Time, space, money
Dean of Students Affairs	Advise Library Services in his areas of responsibility and expertise	Time
Registrar	Advise Library Services in his area of expertise	Time
Heads of Academic Department	Consultation with academic units will be constant over strategic issues	Time
Members of academic staff	Continuing advice over development of PU's curriculum and research outputs	Time
Finance Department	Increased workload in response to Library's emphasis	Time, money
PU Students Union	Consultation over library developments	Time