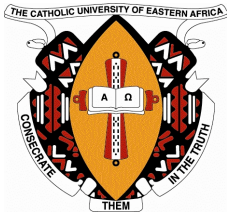


THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

A. M. E. C. E. A.



14th September, 2012

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THE CUEA LIBRARY
Office of the University Librarian

UNIVERSITY LIBRARY STRATEGIC DEVELOPMENT PLAN 2012 - 2022

BRIEF HISTORY OF THE UNIVERSITY LIBRARY

Early Beginnings

The Bishop McCauley Memorial Library traces its humble beginnings to the early planning stages of the Catholic University of Eastern Africa. Sometime back in 1961, the Catholic Bishops of the Association of Member Episcopal Conference of Eastern Africa (AMECEA) discussed the possibility of establishing a Catholic University of Eastern Africa (CUEA) which could articulate the needs of the nations within the region. In 1973, AMECEA accepted in principle Rome's recommendations to set up a college to address the needs of African students in the AMECEA region. At this point, the idea of establishing a Catholic University in the region was suspended.

As the discussions were in progress, his Eminence Angelo Cardinal Rossi sent an official letter to the planners in 1980, confirming the approval for the establishment of two Institutes namely one in West Africa and the other one in East Africa. It was at this point that the AMECEA Bishops created structures and mandated them to begin planning for the Catholic Higher Institute of Eastern Africa (CHIEA). Rev. Dr. Paul Kalanda was appointed as the first Acting Rector.

As the planning structures continued with their work, it was realized that a library would be required to support the institute in its mission of addressing the needs of the region. A library fund was, therefore, created in 1980 with Fr. Victor Coulombe (S. J.) appointed as the first librarian. It is worth noting that the library had been conceived to be a joint library serving CHIEA and St. Thomas Aquinas Seminary, Nairobi. As a joint library, was officially opened on 23rd August 1983. Due to some administrative technicalities the concept of a joint library was dropped.

Pope VI Learning Resource Centre (LRC)

The current library has been refurbished several times to accommodate the growing user population and collection of information resources. In its strategic development plan 2002-2011, the Catholic University of Eastern Africa resolved to provide physical facilities that will meet the needs of the university. In May 2008 the university started constructing an ultra Modern Learning Resource Centre. From the ground-breaking ceremony on 27th February 2008 to its commissioning on 28th June 2011, this great idea transformed into an architectural marvel that is gradually changed the skyline of the university in a unique way. By September, 2012, the project had been completed.

The library was relocated to Pope Paul Learning Resource Centre in October 2012.

The broad aim of the CUEA Learning Resource Centre is to

...to deliver high quality learning resources to support the achievement of excellence in research, learning and teaching across the university as well as support the university in its community service within the East African

region and beyond (The Catholic University of Eastern Africa, 2011).

The LRC consist of eight (8) components whose expected functions are as follows: University library, Information and Communications Technology offices (ICT), Language Laboratory/ Multimedia and Curriculum Centre, E-Publishing Centre, Cafeteria, University Bookshop, Archives, Electronic and virtual Museum, and an ultra modern Conference Facility.

The University Library Component

The establishment of the new University Library in the LRC is part of determined effort to achieve the vision of the university to be: **“To be a world class University producing transformative leaders for Church and Society”**.

The key goals of the new library are to:

1. Develop in students, skills and attitudes that are essential in the 21st knowledge economy labour market e.g.
 - Appropriate ICT skills,
 - Information literacy skills,
 - An attitude of lifelong learning.
2. Provide academic information resources to facilitate quality research, teaching and learning in all departments facilitate access to academic information materials both in print and e-formats e.g. books, journals, databases
3. Provide access to learning/ teaching packages, and statistical packages
4. Carry out income generation activities e.g. external subscriptions, research consultancy, seminars and training.

The new library is ICT driven. The technologies to be installed in the New Library include:

1. High speed internet connectivity (optic fibre and wireless technologies. This facilitates setting up of 2500 Internet-ready table places, for use with Personal Laptops, 120 Private Reading Carrels with plug and play internet capability, and 500 PCs with internet connection for library customer use. Therefore the total sitting capacity will be 3000 work places
2. Library web portal to facilitate access to e-databases, e-books, E-journal subscriptions & local e-repository of internally generated local content including conference proceedings, published articles, theses and dissertations
3. Multimedia section for use of Multimedia devices such as CDs, DVDs, TVs, VHS videos, & Microfilm
4. Online payment system to facilitate self- operated printing, subscription to library services, photocopying, etc. This will later be used for payment of other services in the university such as the university bookshop, infirmary and cafeteria

5. Academic support application softwares e.g. E-Z Proxy, Word processing, software modeling & statistical packages)
6. A web-based Integrated Library System (ILS) with which students, & lecturers, and external subscribers can interact with over the internet to search library online catalogue for books and journals, reserve them and renew book loans
7. RFID technology to facilitate innovative services such as self-borrowing and self-return of library materials, printing and photocopying, security, and inventory of library materials

LIBRARY VISION, MISSION STATEMENTS, GOALS AND OBJECTIVES

The Rationale of establishing a New Library

The establishment of the new library is part of a strategic plan to achieve the vision of the university to be *“To be a world class University producing transformative leaders for Church and Society”*. It will contribute in achieving the mission of the university which is:

“To promote excellence in research, teaching and community service by preparing morally upright leaders based on the intellectual tradition of the Catholic Church”

Our Vision

To be a world class resource centre in the acquisition, organization, preservation, dissemination and application of knowledge.

Our Mission

To facilitate, maintain and enhance quality research, teaching and community service by developing knowledge collections that reflect the mission of the university, providing expertise, appropriate ICTs, outstanding services and by collaborating with institutions within and outside East African to facilitate knowledge resource sharing.

Our Goal

To support university in achieving its research, teaching, and community service objectives.

Our Objectives

1. To identify, select and acquire quality information resources in all formats to support research, teaching goals of all the departments.
2. To provide an efficient and effective library and information services that meet the information needs of the clients.
3. To develop and implement innovative information systems that will enhance the provision of academic information services.

4. Develop in students and staff skills and attitudes in line with the needs of in the 21st knowledge economy e.g. information literacy skills, and an attitude of lifelong learning.
5. To promote the welfare of the Kenyan people and beyond community by engaging in community service activities
6. To provide appropriate library facilities for efficient research, learning and studying.
7. To recruit, develop and grow a highly motivated staff in provision of library and information services.

Philosophy/core values

The library endeavors to put in place library information services that can help the university in such of the whole truth about humanity and God

In this endeavors the library is guided by the following core values:

- Witness of life
- Honesty
- Integrity
- Impartiality
- Commitment to service

I. Acquisitions Department

Goal

To acquire reading materials through purchasing, subscriptions, donations/or gifts and exchange programs in collaboration with the teaching staff and students

Objectives

1. To ensure efficient budgeting for all resources books and monographs for all teaching departments
2. To coordinate the identification, selection and acquisition of the required information resources
3. To ensure that the stakeholders have the tools to guide or facilitate identification and selection of the required information resources
4. To ensure security of the acquired information materials through laid down procedures
5. Rationalize subscription of e-journals vis-à-vis printed journals

II. Cataloguing Department

Goal

The cataloguing Department processes and organizes monograph collections according to the library of congress classification system (LC).

Objectives

1. To ensure standardized cataloguing/classification process in all campus libraries
2. To ensure update/accurate database of library and information resources in all campuses.
3. Ensure proper processing materials and organization of library information resources
4. Maintain library collection and records that provide access to the library's collection. If the patrons are to have maximum use of the library and locate items easily, a well maintained catalogue is essential.

III. Circulation Department

Goal

To provide efficient book borrowing services to library patrons

Objectives

- Ensure maximum security of library users and information resources
- To provide circulation of information resources,
- Registration of patrons and maintenance of patron records and the provision of basic directional information to library patrons
- Ensure proper maintenance of library stacks maintenance,
- To maintain a course reserve service which efficiently allows a maximum number of students to access a limited amount of material
- To maintain accurate statistics of library use
- To register and maintain patrons' profile

VI. Library Systems Department

Goal

To provide develop, maintain and promote the library as an information and communication portal using the state-of-the-art of technological innovations, in order to enable the library realizes its objectives

Objectives

- To facilitate the acquisition and establishment of modern information systems that assist the library achieve its purpose/aim, goals and objectives.
- To ensure that the library ICT infrastructure is functioning optimally.
- In collaboration with the other sections of the library develop and maintain the library web portal
- To equip library staff with modern relevant ICT skills
- To enable the provision of multimedia, internet and intranet services.

SWOT ANALYSIS

The need to chart out the future for the Library requires a critical evaluation of key issues that will impact the department's performance. This has been achieved through the process of strategic analysis, which identifies departmental strengths, internal challenges, opportunity and external threats.

Strengths

- Highly trained and experienced professional staff
- Highly specialized and unique collection which includes, e-resources, Africana Theses and Dissertation e-resources
- Well-established Gifts and Exchange Programme
- Relatively adequate physical facilities
- Adequate opening hours
- Subscription to several multidisciplinary of print journals
- Well established budgetary policies

Weaknesses

- Low level of ICT skills among library staff
- Internet connectivity is very poor
- Inadequate security measures
- Inadequate scheme of service for library staff
- Inadequate staff morale
- Inadequate staff motivation
- Adherence to traditional manual library practices
- Inadequate communication
- Increase workload with inadequate staffing
- Lack of scholarships for further training
- Low marketing of library services
- Inadequate ICT infrastructure
- Low level for continued professional training the staff

Opportunities

- Strategic position of the University within the capital city
- Acknowledgement and support from the University Management
- Being a library in a dynamic university

- Well-established organizational structure for the library
- ICT developments and initiatives
- Increased demand for professional training programmes
- Increased demand for distance learning programmes We have more campuses library - Kisumu and Gaba they need to be stocked with more reading materials
- Enlightened and sophisticated clientele
- A Ultra Modern Library facility under construction
- Further education initiatives among the library staff

Threats

- Increasing cost of library resources
- Lack of appreciation of the academic role of library staff among some of the teaching staff
- Lack of local bindery Services
- Diminishing budget allocation for library information resources
- Excess bureaucracy in university procurement procedures
- Low information literacy skills among our patrons
- Academic Status of senior library staff not acknowledged

II. STRATEGIC ISSUES

Within these broad areas of concern, key issues have been identified that the library will focus on in the planned period:

1. Improved collection development in all formats
2. Improved access and retrieval of scholarly resources
3. Funding for library and information services
4. Collaborations and partnerships
5. Preservation and conservation of information sources
6. Integration of appropriate ICTs to library and information services
7. Information literacy
8. Security for information resources and its patrons
9. Staff development and capacity building
10. Strengthening the impact of library services on scholarly and community service activities
11. Implementation of library and information science-related programmes
12. Community services
13. Improved scholarly and research output by library academic staff

STRATEGIC OBJECTIVES

1. To enhance collection development in all formats to support research, teaching and community service goals of the university.
2. To improve access and retrieval of scholarly resources by students, lecturers and researchers

3. To promote adequate and sustainable funding for library and information services
4. To enhance national, regional and international collaboration for information sharing and professional development
5. To ensure long term preservation and conservation of selected valuable information sources
6. To promote the integration of appropriate ICTs to improve the management and provision of library and information services
7. To enhance information literacy for students, lecturers and researchers
8. To enhance security for information resources and its patrons
9. To develop library staff to enhance their competences to provide outstanding library and information services and resources
10. To strengthen the impact of library services on scholarly and community service activities of lecturers, students and researchers
11. To develop and implement other library and information science-related programmes
12. To promote the welfare of the Kenyan community by engaging in community service activities
13. To promote the scholarly and research output the library academic staff

STRATEGIES

1. To enhance collection development in all formats to support research, teaching and community service goals of the university.
 - a. To increase the electronic resources databases by one each year (e-books, e-journals, e-databases) for each course on offer: **Ongoing**
 - b. To identify and annually acquire resources in response to the information needs of each course on offer in the university through the established acquisition procedures: **Ongoing**
 - c. To develop arrangements with at least three libraries and other institutions around the globe to gain access to special research information resources by CUEA community on effective and friendly license terms: **Ongoing**
2. To improve access and retrieval of scholarly resources by students, lecturers and researchers.

- a. To hold at least two exhibitions per year within CUEA to market and promote the use of print and electronic information collections among students and staff: **Ongoing**
 - b. Promote international standards in the organization and bibliographic description of information resources: **Ongoing**
 - c. To carry out one evaluation/assessment of resources per year on print and digital resources to ensure that collections meet needs of the patrons: **Ongoing**
 - d. To conduct at least three information literacy training session for each faculty per semester: **Ongoing**
 - e. To provide personalized reference and research services to library patrons: **Ongoing**
 - f. To establish a graduate library at the Langata campus by 2013/2015
3. To promote adequate and sustainable funding for library and information services
- i. To introduce sustainable printing and photocopying services in the library in the 2012/2013
 - i. To introduce competitive library fees for various categories of external subscribers by 2012/2013
 - ii. To create mutually beneficial partnerships with 2 banks or other financial services institutions using RFID technology by the 2012/2013
 - iii. To raise external funding for the library information services to the tune of Kshs. 1,000,000/= per year by 2016/2017 academic year
 - iv. Seek increased annual internal budget allocation for academic information resources and services to Ksh.50,000,000 by 2013/2014
 - v. To establish bindery services by 2014/2015
 - vi. To develop and implement five library and information science-academic programmes by 2018/2019
4. To enhance national, regional and international collaboration for information sharing and professional development
- a. To establish three linkages per year with other institutions and professional bodies to exchange information starting from 2012/2013
 - b. To give leadership in national and regional consortia development and professional bodies in the region through membership to boards, committees, projects: **ongoing**
5. To ensure long term preservation and conservation of selected information sources
- a. To digitize 3 past Kenyan newspapers for perpetual access by 2016/2017
 - b. To implement an institutional knowledge repository for theses and other locally-generated scholarly content by 2013/2014

- c. To hold a training sessions on the latest digitization technologies among library staff by 2012/2013
 - d. To establish effective bindery services by 2014/2015
6. To promote the integration of appropriate ICTs to improve the management and provision of library and information services
- a. To develop a library web portal by 2012/2013
 - b. To implement an institutional knowledge repository 2012/2013
 - c. To implement an e-payment system in Langata campus library by 2012/2013
 - d. To implement V-smart integrated library system in all campuses for efficient information services by 2014/2015
 - e. To implement RFID technology in the Langata campus by 2012/2013
 - f. To ensure that all library staff have basic ICT skills and competences by holding one ICT training workshop per year
 - g. Implement E-Z proxy technology to support remote access to digital library services by 2013/2014
7. To enhance information literacy for students, lecturers and researchers
- a. To design and implement a formal information literacy curriculum for students at all levels of study by 2013/2014
 - b. To a formal collaboration with 25% of Heads of teaching departments and Deans to integrate the teaching of information literacy skills in all academic courses by 2012/2013
 - c. To plan conduct and coordinate targeted information literacy training sessions: **ongoing**
8. To enhance security for information resources and its patrons
- a. To implement RFID technology in Langata Campus by 2012/2013
 - b. To review and implement policies and procedures to ensure effective circulation inventory control services in all campuses by 2013/2014
 - c. Implement CCTV technology in the Langata campus Library by 2012/2013
 - d. To train all library staff in security technologies installed in the LRC by 2012/2013
 - e. To implement barcode technology in Kisumu and Gaba campus libraries
9. To develop library staff to enhance their capacity to provide outstanding library and information services and resources
- a. To restructure the library organizational /governance structure for effective service delivery by 2015/2016
 - b. Recruit, retain, and reward staff with robust and diverse skills required in providing outstanding library and information services: **Ongoing**
 - c. Conduct and co-ordinate training of staff development opportunities for library staff to assure essential competences for library staff in the various areas of operation: **Ongoing**

- d. Develop and implement a forward-looking academic promotion criteria for senior library staff by 2012/2013
10. To strengthen the impact of library services on scholarly and community service activities of lecturers, students and researchers
 - a. To offer consultancy services to departments and researchers to fulfill information requirements of publications, curriculum development and implementation, research projects, and grant proposals: **Ongoing**
 - b. To hold at least one workshop each year to train lecturers, students on intellectual property and copyright issues, anti-plagiarism, referencing systems and promotion of open access to research: **Ongoing**
 - c. To revise and enforce library policies and procedures in line with university Quality Management System (QMS) every 2 years: **Ongoing**
 - d. To appoint liaison persons to the students' body, all departments and faculties to promote relationships and dialogue with teaching staff and students on improving library and information services by 2016/2015
 - e. To work with lecturers, departmental heads and deans to introduce new opportunities for integrating information literacy instruction in classes, programmes and academic programmes by 2014/2015
 - f. To develop and implement a formal library marketing strategy by 2013/2014
 - g. To develop publish targeted library guides on how to use various information resources and systems in the library by 2016/2017
 - h. To develop appropriate and implement appropriate tools for evaluating the role of library in learning and instruction by 2016/2017
 - i. Develop, implement and regularly review library policies and procedures every 2 years to address the changing needs of library and information services: **Ongoing**
11. Develop and implement other library and information science-related programmes
 - a. To develop and implement a BSc Library and Information and information Science course by 2012/2013
 - b. To develop and implement a diploma in Library and Information Sciences by 2012/2013
 - c. To develop and implement Masters degrees in library and information science by 2015/2016
 - d. To develop and implement a PhD course in library and information science by 2016/2017
 - e. Provide an annual training for library academic staff in curriculum development, and implementation skills and use of latest technologies in teaching: **Ongoing**
12. To promote the welfare of the Kenyan community by engaging in community service activities
 - a. To implement children's and young people's library services at Langata campus by 2012/2013

- b. To carry out at least 2 community service activities per year
13. To promote the scholarly and research output the library academic staff

- a. To organize at least one interdisciplinary workshop per year
- b. To launch a journal on library and information science by 2014/2015
- c. Starting 2014 each academic staff to publish one article annually in referred journals in the area of library and information science or related area
- d. To facilitate library staff to participate in local and international professional activities: **ongoing**

APPENDIX I. HUMAN RESOURCE POPULATION AND PROJECTION 2011 TO 2021

Positions	2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021
University Librarian	1	1	1	1	1	1	1	1	1	1
Deputy University Librarian	1	1	1	1	1	1	1	1	1	1
Heads of Department		6	6	6	6	6	6	6	6	6
Professors	-	1	1	1	1	2	3	3	3	3
Associate Professor	1	1	1	1	1	2	3	4	4	4
Librarians	1	1	1	1		0				
Senior Assistant Librarian	2	2	3	4	5	2	1	1	1	1
Assistant Librarian	0	1	1	1	1	2	1	1	1	1
Library Assistant I - III	7	7	7	8	8	8	8	8	8	8
Library Assistants IV -VI	15	15	15	16	16	16	16	16	16	16
Secretary	2	2	2	2	2	2	2	2	2	2
General work	2	2	2	2	2	0	2	2	2	2
Total	33	40	41	44	44	42	44	45	45	45

APPENDIX II. LIBRARY STAFF DEVELOPMENT PLAN (2012-2021)

Course	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021
PhD (LIS)		3	3	2	1	1	1	0	0
MSc (LIS/IS)	1	1	2	2	2	0	0	0	0
BSc (LIS)	3	3	1	2	2	3			
Diploma (LIS)		2	2	2	2				

APPENDIX III. NEW ACADEMIC PROGRAMS

Table 3.1 Proposed New Academic Programs

THE PROPOSED PROGRAMS	Year of Commencement	Duration of Program	Number of students per program	From Year - To Year	Projected number of Students x No. of Sem. X Years
DIPLOMA (LIS)	2012/2013	2	20	2012-	20 x 2x 6=240
BSc (LIS)	2012/2013	4	40	2012	40 x 4x8 =1280
MSc (LIS)	2015/2016	2	20	2015	20 x 2x6 =240
PhD (LIS)	2016/2017	3	20	2016	20 x 3x9 =450

LIBRARY STRATEGIC PLANNING COMMITTEE

1. Fr. Maurice Kisenyi- University Librarian Kisenyi@cuea.edu
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