



*Engineering Library @ Busitema – Front View*

# LIBRARY STRATEGIC DIRECTION

**January 2021 – June 2024**

**December 2020**

## Executive Summary

The University Library has undertaken a streamlined strategic planning process in order to identify objectives and initiatives to be pursued between January 1, 2021 and December 31, 2023 as the Library is undergoing significant leadership transitions, capacity development for existing library staff, increasing collections, and recruitment of new librarians. The purpose of this Strategic Framework is to provide guidance to the decisions that Library Management must make during this period on the allocation of financial and human resources in order to ensure that these decisions are informed by a strategic view of the long-term goals of the library.

The primary strategic areas identified for pursuit by the library during the Period January 2021 – December 2022 are to:

- Strengthen the Library's e-infrastructure to support teaching, learning, innovation, and community engagement in the new normal (caused by Covid-19) – ODeL;
- Improve user access to, and discovery of, library content and collections by implementing an e-infrastructure and associated policies and procedures;
- Maximize the use and impact of library services, collections, and spaces;
- Ensure an integrated and coherent user experience of library services focused on user success in information retrieval and use;
- Complete processing of all library collections at all the 6 Campus Libraries;
- Renovate library public and staff service spaces at Nagongera and Namasagali Campuses;
- Promote individual research, group collaboration, and opportunities for Library users to consult with Library Staff;
- Support the development of a new Library Strategic Plan that reflect emerging technologies, new service models, changes in scholarly communications, user preferences, and address library infrastructure challenges;
- Promote a vibrant and dynamic library organizational culture and structure that is supportive of and benefits from diversity and inclusion;
- Enhance the research library workforce through education and training programmes.

The strategic direction of the library will be guided by the following strategic objectives and goals:

**Objective 1:** To expand the library physical and virtual infrastructure

**Goal 1:** Promote Access to, and Discovery of, Library Content and Collections

**Objective 2:** To provide innovative services and collections to support research, teaching and learning

**Goal 2:** Support Teaching and Learning Programmes

**Goal 3:** Expand Library Collections

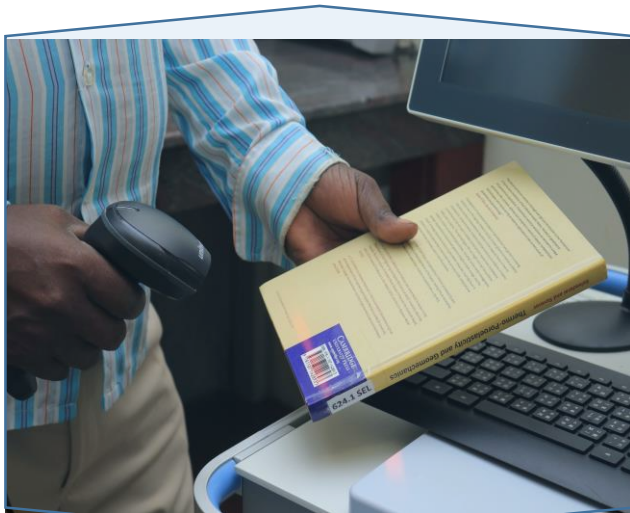
**Goal 5:** Promote Innovation

**Objective 3:** To strengthen partnerships, collaborations and resource mobilization

**Goal 4:** Sustain Partnerships and Collaborations

**Objective 4:** To strengthen governance, staffing and training

**Goal 6:** Build a Robust Assessment Programme



*Self-Checkout Service – Circulation Machine*

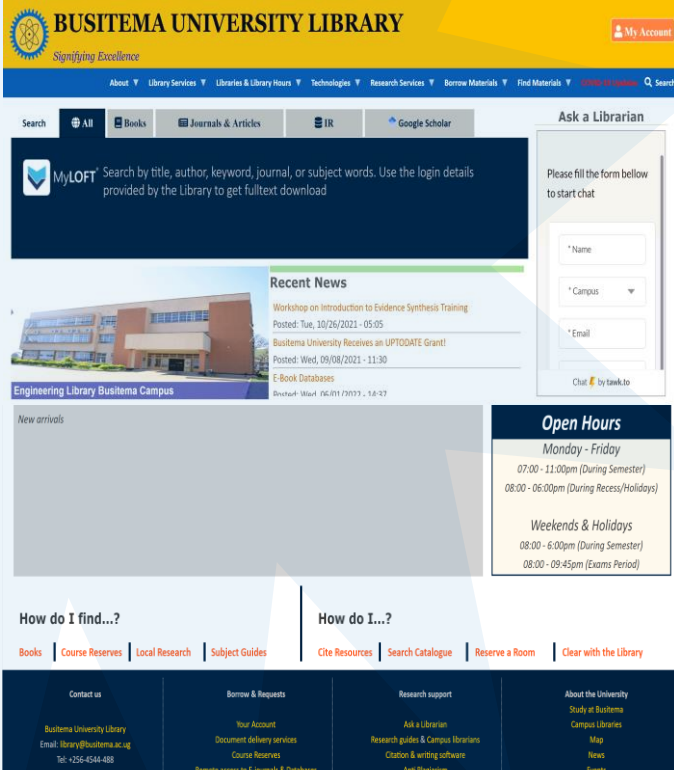
These strategic areas, as well as related goals and objectives that might be pursued during the period January 2021 – December 2023 if appropriate resources are available, are outlined in detail in the Result Chain/ Logical Framework.

## I BACKGROUND TO BUSITEMA UNIVERSITY LIBRARY

By the nature of the establishment of Busitema University, Busitema University Library (BuLib) operates a decentralized library system that comprises six (6) Campus Libraries of Busitema University located in Eastern Uganda. The Universities and Other Tertiary Institutions Act, 2006 (UOTIA Act, 2001, Rev. 2006) mandates the University Library to develop, collect, manage, disseminate, control and coordinate all library and information services of Busitema University. The library envisions itself as a Distinctive Signifier of Excellence in the provision of library and information services in Africa and will achieve this by signifying excellence in the provision of World-Class library services to support the intellectual life of the University. By demonstrating quality and value in the provision of services and programmes, Busitema University Library is confident of exceeding users' expectations and retaining user's loyalty. The University Library subscribes to the core values of Busitema University including; Respect, Professionalism, Customer First, Innovativeness, and Integrity.

The University Library is an academic unit whose overall administration is vested in the Office of the University Librarian who reports to the Vice-Chancellor. The University Librarian is a member of the Busitema University Top Management and Senate. The Library Management comprises the University Librarian, the Deputy University Librarian, and the four (4) heads of the Specialized Units (Chief Cataloguer, Systems Librarian, E-Resources and Acquisitions Librarian, & Head User Services) at the Senior Librarian rank.

The library will conduct its business through the five Library Committees with well-defined functions Library Management Committee; Finance and Facilities/ Estates Committee; Appointments and Promotions Committee; Collections, Conservation and Preservation Committee; and Library Academic and Research Board.



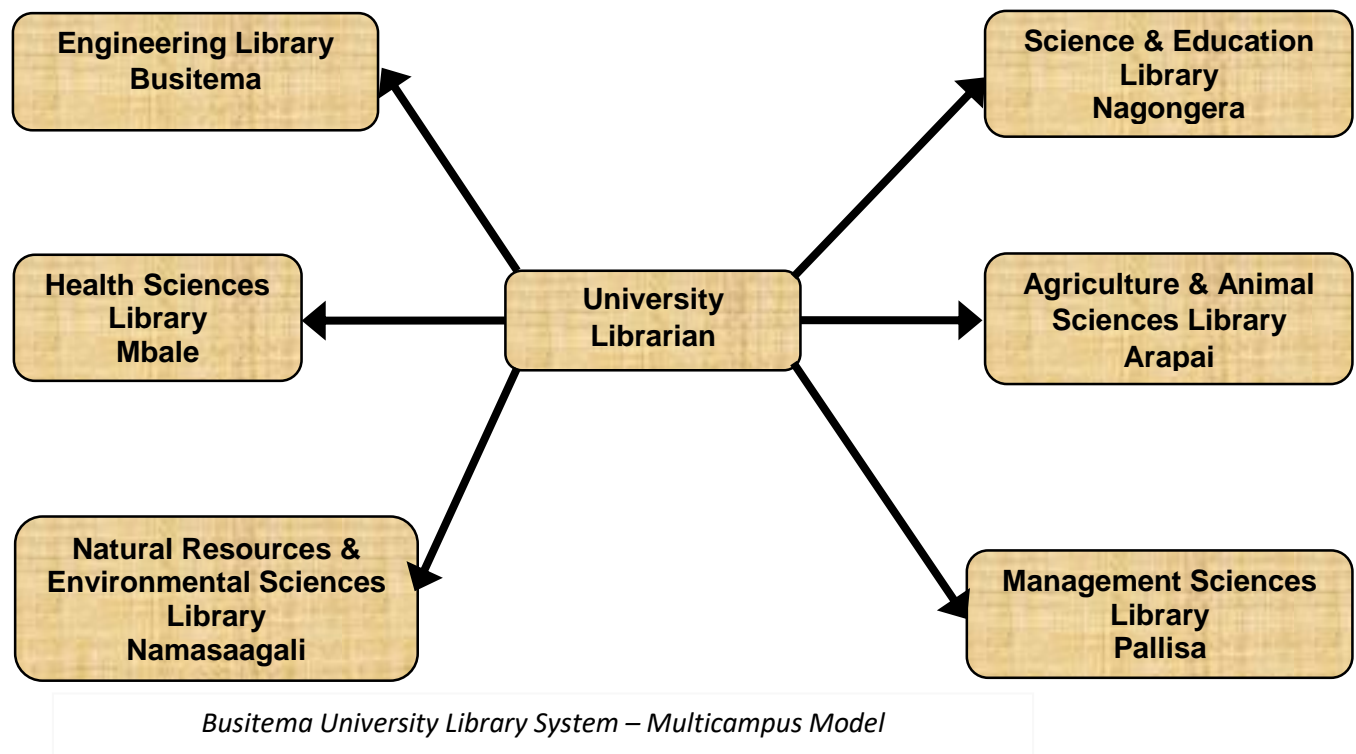
The screenshot displays the Busitema University Library website home page. The header is yellow with the library name and logo. Below the header is a navigation menu with links for 'About', 'Library Services', 'Libraries & Library Hours', 'Technologies', 'Research Services', 'Borrow Materials', 'Find Materials', and 'Library & Journals'. A search bar is located below the navigation menu. The main content area includes a 'MyLOFT' search box, a 'Recent News' section with three news items, an 'Ask a Librarian' chat form, and an 'Open Hours' section. The footer contains four columns of information: 'Contact us', 'Borrow & Requests', 'Research support', and 'About the University'.

*Library Website Home Page*

The policy-making body of the University Library is the University's Academic Affairs and Library Committee (AA&LC), which is a Senate Committee chaired by the Deputy Vice-Chancellor in Charge of Academic Affairs and Innovation (DVC-AA&I). The AA&LC is composed of members of the Senate representing the Science, Arts and Humanities, Library, Students and other relevant stakeholders.

## 1.2 BUSITEMA UNIVERSITY LIBRARY SYSTEM

Busitema University Library System comprises of the six (6) Campus Libraries. The Engineering Library located at Busitema Campus, the Science and Education Library at Nagongera Campus, the Health Sciences Library at Mbale, the Agriculture and Animal Sciences Library at Arapai, the Management Sciences Library at Pallisa; and the Natural Resources and Environmental Sciences Library at Namasagali which also houses the Maritime collection. The Engineering Library at Busitema is also the Main Library of BuLib and therefore coordinates the core functions of the Library that include: Digitization, Collection Development and Management, Preservation and Conservation/ Bindery, Library ICTs; while the Campus Libraries coordinate all the user services that include: Reference services, Circulation, Collection Management, Information Literacy and Instruction, User Education, and Facilities Management.



## 1.3 LIBRARY ADMINISTRATIVE STRUCTURE & COMMITTEES

The administrative structure of the library includes the Library Committees and their Composition is as follows:

- a) Library Senior Management Committee – 7-member committee
  - i) University Librarian
  - ii) Deputy University Librarian – Secretary to the Committee
  - iii) Chief Cataloguer

- iv) Systems Librarian
  - v) User Services Librarian/ Head User Services
  - vi) E-Resources & Acquisitions Librarian
  - vii) One representative from the Campus Librarians elected among themselves for one-year term but not serving on any other committees
- b) Finance and Facilities Committee – 7-member committee
- i) Six (6) members of the Library Senior Management Committee - Deputy University Librarian is Secretary to the Committee
  - ii) One representative from the Campus Librarians elected among themselves for one-year term but not serving on any other committees
- Technical Representation**
- iii) Library Administrator
  - iv) Systems Administrator I
- c) Appointments and Promotions Committee – 7-member committee
- i) University Librarian
  - ii) Deputy University Librarian - Secretary to the Committee
  - iii) Chief Cataloguer
  - iv) User Services Librarian
  - v) Systems Librarian/ Digital Services Librarian
  - vi) E-Resources and Acquisitions Librarian
  - vii) One representative elected from the Campus Librarians for one-year term but not serving on any other committees
- d) Collections Committee – Chaired by the Deputy University Librarian – Secretariate is the E-Resources and Acquisitions Librarian
- i) All members of the Library Senior Management Committee minus the University Librarian - Deputy University Librarian is Secretary to the Committee
  - ii) All Campus Librarians
- e) Library Academic Board
- i) All Academic Librarians - Deputy University Librarian is Secretary to the Committee and chaired by the University Librarian

*The Library Academic Board is an equivalence of the Faculty Academic Board ~ specifically responsible for handling the academic matters of professional library staff (M7 and above) including continuous professional development, research and publications, mentorship, internship for students, and any other academic activity.*

## 1.4 LIBRARY ORGANOGRAM

*SEE APPENDIX I*

### I. CURRENT STATE OF THE LIBRARIES

#### A. Engineering Library @ Busitema Campus

The Engineering Library at Busitema Campus is a state-of-the-art building located a few meters from the Main gate. Constructed with funding from the African Development Bank, the Library is a two-storey building measuring 1,400 square meters of space with a seating capacity of 800 users. The library architecture and design symbolize a place of learning, gathering and exploring - responding to the evolving information-seeking behaviors of users in academic environments, interdisciplinary scholarly communication practices, information technology, and online pedagogy. The library is an academic



cornerstone – incorporating silent open reading spaces, individual and group study and discussion rooms, collaboration and interactive technologies, digital learning spaces, staff welfare and workrooms/ offices, inclusive places of convenience, and daylighting.

The library is open 07:00 am to 010:45 pm, Monday to Friday; and 08:00 to 06:00 pm, Saturday, Sunday & Public Holidays, with no breaks. The library has nine (9) library staff, of

*Open Reading and Browsing space - Engineering Library*

which two are professional librarians - a librarian I and a librarian II; four (4) library assistants; one (1) office assistant; and one (1) Systems librarian with 50% posting to support the development, delivery and sustainability of the library's e-infrastructure. The library has four cleaners in charge of the sanitary

services; while the Custodian scouts the building to ensure the safety of the library materials, staff and the users.

There are several public service points: The Reference and Information desk located at the entrance, and adjacent to the right is the bag collection and cloak room while on the left is entrance to the University Librarian Office, Pantry, Board Room, Deputy University Librarian/ Campus Librarian Office and the staff sanitary services. Beyond the entrance is the reading space designed with a Hallway stretching up the 2-storeyed floors – similar to the Library of Congress's Reference Section. The Reserve Textbook collection is shelved at the Circulation point with open shelves running between the reading space; and opposite is the Technical Services and the Digitization Sections.

The First Floor has open reading spaces, a closed access collection, group discussion rooms, and the Archival and Periodicals Section. The Second Floor has the Learning Center with desktop computers connected to the internet; a wall-mounted projector for presentation and conducting trainings for staff and students. The Learning Center is managed by a Library Assistant, under the supervision of the Systems Librarian. There is also collaborative group discussions rooms and a closed access collection.

Despite the excellent building and functional spaces, the Engineering library experiences multiple power and internet blackouts which greatly affected the delivery of library and information services to the users; low productivity of staff because most of the work depends on the availability of good internet connectivity and constant power supply. Further, the library is faced with a shortage of library personnel, and while they possess the necessary LIS education, they do not have the pedagogic skills and knowledge of the university curricula necessary to guide and mentor both academic staff and students or organize curriculum related activities or facilitate research.

## **B. Science and Education Library @ Nagongera Campus**

Nagongera Campus offers science and education training for undergraduate courses; and graduate programmes at a study Center in Tororo town. The Science and Education library is located on the administration block with the Dean's office – this is a strategic location for the library. The library is open 08:00 am to 10:00 pm, Monday to Friday, and 08:00 am to 06:00 pm on Saturday and Sunday with no breaks, however, the remoteness of the campus and absence of rental housing in the neighborhood constrains staff mobility. The library has five library staff of which one is a librarian I; while four (4) are library assistants.



The library is housed in a single rectangular room measuring approximately 12 meters wide by 26.5 meters long, cemented though the floor turned rough with small-sized potholes, a dilapidated ceiling peeling off with signs of a linking roof. The reading space gets exceedingly hot at sunrise and sunset, humidly stuffy most of the day, and awkwardly discomforting to the users. The walls are dirty and turned greyish - a sign of aging paint. Broken furniture is piled at the back of the room together with unused books, old newspapers mixed together with other library equipment - dusty - a sign of none-use and prolonged inactivity. The front desk – which is the library’s reference and circulation point is out of order – the space is poorly organized for a front desk of a library. The reserve collection at the back of the reference desk is prone to theft especially without the attention and safety from the library staff. The library operates a single entrance that serves as the exit. The exit door was welded to reinforce security following the theft of 21 thin client computers. The closure of the exit door could have temporarily hindered theft, but limits user mobility.



*Graduate Student Study Commons – E-Learning Center*

During day the library is well lit from nature light, but gets dark on a cloudy weather and at night due to poor lighting system. The four light bulbs present are unevenly distributed and give poor vision.

The windows are caged with two types of cage-wire to maximize security while minimizing theft of library materials. However, the poor finish on the edges of cage is a threat to users’ safety – the edges are widely open and can easily cause bodily harm.

The campus experiences regular and long power blackouts; and while there is a standby generator, its rarely fueled. There is reported slow internet connectivity, absence of power and internet outlets, and poor Wi-Fi signal.

Students and staff response to library services e.g., information literacy, library user education, freshers' orientation is very low. This is evident in the low usage statistics for print and e-resources, and library visits. Non-responsiveness is partly blamed on lack of collective responsibility between the Librarians and Academic Staff, e.g., collaborate on scheduling library trainings,

failure to incorporate literacy assignments in the curriculum, and the unpleasant reading environment. The uncoordinated change of the internet service provides leads to changes in the IPs and failure to communicate the changes to the Librarians to update the same to e-resources vendors has also greatly affected access to the digital content. And students and staff lack the requisite information searching and evaluation skills.



*Digitilisation Centre @ Engineering Library*

The library received a TEEAL Box (The Essential Electronic Agricultural Library) from Research4Life. TEEAL is an offline, full-text, searchable database of articles from research journals in agriculture and related sciences. Due to limited access to internet, the TEEAL Box would solve some of the challenges of access to fulltext journal articles, however, the TEEAL Box remains not installed and unused.

With a total of over 2,000 titles of print monographs – the collection is too old to support graduate and undergraduate teaching and research function – equally contributes to low turn up of users to the library. Undergraduate and graduate students' dissertations are kept with the departments, save for the Economics department that has moved its dissertations to the library. The dissertation collection is not documented and inaccessible to students.

The library has only two working computers - 1 for students to support searching electronic resources and was donated by Nature Uganda; and another for academic staff use.

### **C. Health Sciences Library @ Mbale Campus**

Mbale Campus is Busitema University's Faculty of Health Science. It is also known as Busitema University Medical School or the Busitema University School of Medicine. As is the case for other teaching hospitals, the faculty operates within Mbale Hospital, with some of its buildings sparsely located around the town.

The Health Sciences Library, which serves undergraduate and graduate students is located at the student's Hostel - formally a bar.

The library is open from Monday to Friday, 08:00 am to 10:00 pm; and 09:00 am to 05:00 pm on Saturday and Sunday with no breaks. Closed on all designated Public Holidays.

The Library has four staff of which one (1) is a librarian II and three (3) are library assistants.

Originally designed for and served as a bar, the current library space has many obstructive walls limiting space usability to meet the information needs of the users. The walls are designed with wide concrete visibly obstructive to the different parts of the library from the reference desk. Non conformity to library space design specifications has stretched the library to limits, for example, visual obstruction, collection management practices , and provides no room for expansion – is short on Ranganathan's five laws of Library Science.

While the library size is relatively small and therefore can allow one staff at a time to manage its user services affairs, the design of the room and the walls offer visual obstruction, increasing insecurity of the materials. High population of undergraduate and graduate students stretches the library resources to the limit. Library security is beefed up with a CCTV camera and wall fencing including the gate manned by a security personnel.



*Open Reading Space as seen from the top most floor*

While the library's print collection is over 7,000 books, the number and relevance of the book titles falls short of the health science curriculum standards. The library boasts of the 90,000 e-book collection, donated through Makerere University Albert Cook Library's Oxford, UK Ugandans. The e-books collection is archived on a local server and accessed via the LAN. The textbook print and

e-collection is boosted by subscribes to the Research4Life databases, including: HINARI, AGORA, OARE, ARDI, & GOALI. Research4Life databases gives access to millions of peer reviewed articles from thousands

of journals published by the best and prestigious journal publishers like SpringerLink, Science Direct, Tailor and Francis, Emerald, etc.

The library has a total of 29 functional computers of which 27 are N-Computing/ thin-client computers located in the computer lab; 2 desktop computers - Dell brand; and 2 Servers. The thin-clients are independently and separately supported by a desktop computer Server – whose specifications are below the required and lacks the capability to robustly manage and coordinate the devices hence getting slow for use. It's the thin clients that support the students in accessing both electronic and other locally managed e-books collection.

The library has a stable internet connection, though there is need to improve the bandwidth to ease fulltext download of journal articles and e-books. The library's e-infrastructure is supported by a library assistant, though without formal ICT training but is good and passionate with computers.

#### **D. Agriculture and Animal Sciences Library @ Arapai Campus**

The Agriculture and Animal Sciences library occupies the lower level/ ground floor of a new building block, adjacent to the main administration block. The library space measures approximately 20 meters wide by 35 meters long. The new building offers a very conducive reading and research environment. The library floor, ceiling and the walls are in perfect shape – save for improving the appearance of the floor by painting to give the library a better look.

The Library has four staff of which one is a librarian I while the three are library assistants.

The library serves over 1,800 students at certificate, diploma and undergraduate programmes. There are currently six programmes offered – three undergraduate courses, two diploma and one certificate programme. The biggest student population pursue certificate courses.

The library is open throughout the week – Monday to Friday, 08:00 am to 10:00pm with two one-hour breaks - during lunch and evening between 6:00pm and 7:00pm. Over weekends the library is open between 09:00 am to 06:00 pm.

The library building is new, hence providing an open flexible space for configuration to a functional library. The space receives good natural light through the windows and the door, and is fitted with evenly distributed light bulbs for night vision.

The furniture is dilapidated – this is the furniture that was in the old library that was inherited from the formal college – the number of chairs and tables is limited compared to student population.

The book shelves are few in number and too short compared to the vertical space and the print collection; and the shelf partitions are too small, un-adjustable and incompatible to the size of the books hence the spacing in the shelves cannot be adjusted to accommodate the big-size of the books. The library staff reported the presence of crowing creatures especially at night.

The Faculty has a computer laboratory with eighty (80) desktop computers housed in a separate building but managed by the library staff; and twenty-seven computers housed in the library and managed by the librarians – though the library computers are yet to be installed. The Faculty generator continues to provide power during blackouts. While the campus has a robust ICT infrastructure to support the library's digital services, the usage of library services has remained exceedingly low and as evident in the usage statistics. There is reported poor reading habits among users, low statistics of library visits, poor attendance to library programmes like library orientation, user education for continuing students, and information literacy instruction; and low readability among the user community evident from the borrower records. This can be attributed to the poor teaching habits of the academic staff that doesn't allow lifelong learning, and poor reading culture of the students originating from their background. It is not clear if academic staff offer alternative and further reading assignments to students and how such is assessed and evaluated – contributing to library usage. The library received a TEEAL Box donation from Research4Life which is yet to be installed and connected to the campus's LAN to allow access to resources.

The Campus internet connection boosted by the Optical Fiber cable, though the library is not yet connected and thus lack good internet, however, plans are underway to connect the library.

The collections include old textbooks, reference materials, journals and magazine that don't conform to the current curriculum needs of the faculty's teaching, learning and research needs.

### **E. Management Sciences Library @ Pallisa Campus**

Management Sciences Library serves over 200 students at undergraduate and graduate level, and over 33 academic and administrative staff. The library has one fulltime staff, a librarian II and is assisted by a volunteer. The library is housed in a single room measuring approximately 18 by 29 meters; with well-organized furniture and setting.

The library is open Monday to Friday - from 07:00 am to 5:00 pm, and 07:00 pm to 09:00 pm in the evening; and on weekends (Saturday and Sunday) – from 08:00 am to 05:00 pm; and closed during lunch and evening breaks.

The library collection is relevantly current and is approximately 132 titles covering most subjects. The textbook collection is kept as part of the library’s reserve collection shelved at the front end of the room, adjacent to the librarian’s workstation for security purposes. However, the limited space constraints collection and space management. With funding from the faculty, the library received a facelift – the floor painted red and the window canteens replaced giving the library space an ambience look. The graduate collection is still small to cover especially the graduate study programmes.

The library has 12 new and functional desktop computers received with support from Busitema University Administration – and of the old computers, there is only one working. The campus internet connection is wired and too slow to support the delivery of the digital library services.

Pallisa campus is faced with insecurity caused by the absence of a perimeter wall to regulate entry and exit to the campus. Work at the campus is affected by regular power blackouts and while the generator is available, most times it has no fuel. The available alternative solar power system is too weak to support library and user computers.

#### **F. Natural Resources and Environmental Sciences Library @ Namasagali Campus**

Natural Resources and Environmental Sciences Library at Namasagali Campus serves over 97 students in three academic programmes at undergraduate and graduate level. The undergraduate courses are taught from the Namasagali Campus while the graduate programme is hosted at Jinja Campus. The library is open Monday to Friday from 08:00 am to 11:00 pm and 08:30 am to 6:00 pm on Saturday and Sunday, without lunch and evening breaks; and closed on all Public Holidays; and is managed by a librarian I with support from three library assistants.

Library operations are constrained by the harsh weather, late-night shifts,



*Group Discussion Rooms @ Engineering Library*

remoteness of the campus and inaccessibility to decent housing/ accommodation in the neighborhood. At Namasagali, Library sanitation is worrying due to lack of a dedicated cleaner for the library. Currently, one cleaner serves the entire campus leaving the library unattended to for several days.

The library collection is about 900 titles of print textbooks of which 319 titles are under the reserve collection. While a significant percentage of the collection is relevant, there is need to add the latest editions to match with current academic trends and conform to the NCHE standards. The bulk of the textbook collection which could support the research agenda of the faculty is inactive, stacked and stored in a container due to limited library space.

The library building is in a very bad state. Originally designed as two separate classrooms, the walls were collapsed/ destroyed to form a single room measuring 8 meters wide by 20 meters long, and the space remodeled to create a library. However, the reconfigurations left the space in a very dilapidated state, with a potholed floor eaten up by termites; cracked walls with old paint turned grey due to dirt and dust; falling ceiling stained with bats, cockroach and bird droplets/ droppings and urine on the furniture and books. The whole library environment smells nasty and is a breeding space for pests due to the fertile ground from the decaying droplets/ droppings and urine from the bats. The library furniture, that includes the shelves, tables and chairs are broken, dirty and stained – not worthy a 21<sup>st</sup> century academic library. This whole environment in the library is a catastrophe to the collections, the furniture, and the people that use this space. Signs of a linking roof are evident on the ceiling outline that that is peeling off. The roof and ceiling are a threat to the lives of the library staff and users. Library staff worry of the ceiling – it is a timebomb that needs immediate attention for repair. There is shortage of shelving space.



*Staff in the Technical Services Section*

The library has 15 functional desktop computers of which 1 is reserved for academic staff to access e-resources (especially parttime teaching staff) and 1 for library staff to perform library activities. Of the 15 computers, 6 are for the GIS Lab project. The campus has a standby generator for alternative power, especially during power blackouts, and it is always available.

Located over 24 km deep into the village from Kamuli town, the Campus's internet signal reception is too weak that it limits access to the e-resources and fulltext download – the Faculty is not yet connected to the country's Optical Fiber-Backbone.

The Campus neighborhood lacks decent houses for staff to rent. Library staff operate long hours and travel long distances back home at night. The remoteness of the campus is further complicated by the unpassable roads – especially the impassable swamp during the rainy season. The access road crosses through a swamp making access to the Campus during rainy seasons complicated. Further the road is isolated, dark and threatening at night - risky for the lives of people; the water bodies (swamp and the river) is home to reptiles that threaten the lives of staff, especially at night. The location of the Campus at the banks of River Nile creates a threat from water predators like crocodiles and snakes especially at night.

The surrounding waters (river and swamp) and the heat wave from the sun cause a humidly weather in and outside buildings whose resultant effect on ink paste and paper acidity is decay of the print material. This shortens the life cycle of the paper materials. Paper decay is evident with signs of paper turning brown; developing mold on furniture, electronic equipment and paper, and thickened, stiffened/ hardened paper. The library space is too small that when filled to capacity it gets stuffer.

## **The Mandate of the Library**

### **II Vision**

The Distinctive Signifier of Excellence in the provision of library and information services

### **III Mission**

To signify excellence by providing world – class library and information services that support the intellectual life of the University

### **VI Guiding Values – DEAR**

- Demonstrate Quality and Value which encompasses professionalism and academic independence
- Exceed User Expectations thus retain user loyalty, which encompasses Customer responsiveness
- Allegiance to Busitema University
- Readiness to learn, reflecting openness to diversity



## SWOT ANALYSIS

A SWOT analysis of Busitema University Library revealed the following strengths, weaknesses, opportunities and threats.

### a) Strengths

#### Infrastructure (Physical and Virtual)

- State of the art library building at Busitema University campus
- Unique Local databases under development (Institutional Repository, Online Library Catalogue, Library Website, Subject Guides)
- Remote Access to digital library resources (MyLOF to replace RemoteX)
- Library rules and regulations in place
- Participatory and decentralized budgeting and financial management system – University Librarian is a Programme controller

#### Library Materials and collections

- Steadily growing library collection, especially open access resources

#### Collaboration and Partnerships with key stakeholders

- Science-based university aligned with the government's NDP III
- Established public university thus guaranteed funding from government
- Steadily growing demand for library users

#### Staffing and ever-changing land scape in library operations e.g pedagogy, ...

- Innovative and assertive Library leadership
- Growing commitment and changing attitude of staff
- Good working relationship and support from university stakeholders
- Staff-peer support and information/skills sharing through regular dissemination seminars, on-job training, etc.
- Regular and institutionalized user education / information literacy programme
- Strong staff performance management systems within the library, e.g., a strategic plan, budget and work plan



### b) Weaknesses

#### Infrastructure (Physical and Virtual)

- Dilapidated library buildings and furniture in the Campus Libraries other than Busitema

- Inadequate ICT funding for the library
- Lack of insurance policy for buildings and library materials
- Slow internet connectivity
- Inadequate space in Campus Libraries
- Some campus libraries are located in hard-to-reach places



#### **Library Materials and collections**

- Inadequate financial resources e.g., Books and periodicals budget still small but steadily growing
- Lack of vigilance in following up overdue book loans
- Library policies still lacking

#### **Collaboration and Partnerships with key stakeholders**

- Bottlenecks in the procurement process
- Limited recognition and awareness of the library operations by some members of the University community
- Continued responsiveness of researchers to archive their research into the IR

#### **Staffing and ever-changing land scape in library operations e.g. pedagogy**

- Under staffing both at professional and support staff levels

### **(c) Opportunities**

#### **Infrastructure (Physical and Virtual)**

- ICT innovations especially open-sources software like Drupal, Koha, Dspace, Subject Plus, etc.
- Decreasing cost of some ICTs
- Global connectivity of the 3 of the campus libraries through the National Backbone infrastructure

#### **Library Materials and collections**

- Existing market for income generating activities/services

#### **Collaboration and Partnerships with key stakeholders**

- National and international collaboration, linkages and partnerships can be expanded, IFLA, ALA, CUUL, IASSIST, ULIA
- Co-operation from stakeholders and user community
- Increasing interest and funding of STEM programmes by government and international bodies
- Increased visibility of the library
- The library remains a priority in the University's plans and policies

### **Staffing and ever-changing land scape in library operations e.g pedagogy, ...**

- Increased research and change in pedagogy
- Busitema University's Science Niche
- Available local training facilities

### **d) Threats**

#### **Infrastructure (Physical and Virtual)**

- Changing ICT environment - especially with learning management systems and online instruction
- Predators like bats and small birds that spoil the library buildings

#### **Library Materials and collections**

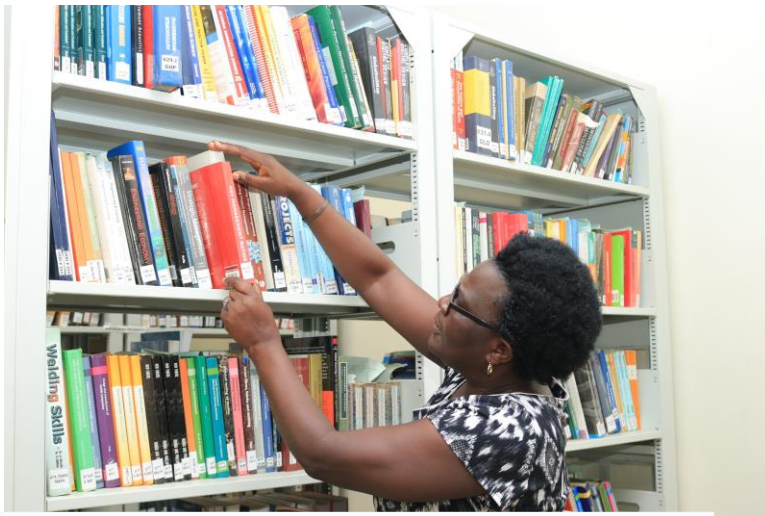
- Insecurity created by theft of library materials
- Fires and other catastrophic disasters

#### **Collaboration and Partnerships with key stakeholders**

- Decreasing Government funding for higher Education, especially research

### **Staffing and ever-changing land scape in library operations e.g pedagogy, ...**

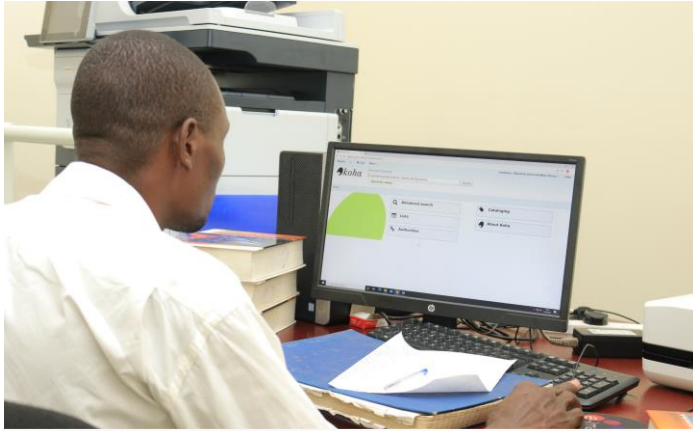
- Changing pedagogy as a result of implementing ODeL



*Multi-Disciplinary Collections – Open Access*

## A. DIRECTIONS

We recognize that we must respond to changing circumstances as well as emerging opportunities in order to carry out our Mission and advance the University. As such, the Framework for Strategic Action identifies the parameters that guide our work but leaves open possibilities for emerging opportunities and development of new activities.



*Staff updating the Library Catalogue - Koha*

### **Goal 1: Promote Access to, and Discovery of, Library Content and Collections**

In order to provide a complete and integrated resource discovery environment for our users, the library will:

1.1 Continue to develop and implement the library system that will enhance access to library content and collections, both print and digital

1.2 Invest in new library positions and technology infrastructure required to advance the library's automation and



*Multi-Disciplinary Collections –Closed Access*

digitization agenda

1.3 Develop policies and procedures to guide the implementation of library services and programmes

### **Goal 2: Support Teaching and Learning Programmes**

In order to enhance support for teaching and learning programmes at all Campus Libraries, the Library will:

2.1 Design and implement a collaboration, consultation, and instructional programme to provide instructional and scholarly support services to undergraduate and graduate students, and academic staff

**2.2** Increase integration of subject specialist librarians at all Campuses in order to promote use of information, instructional, and scholarly support services for students and academic staff.

**2.3** Develop and implement cross-functional library teams to support campus research groups, especially those that are multi- or inter-disciplinary, inter-institutional, and/or international.

### **Goal 3: Expand Library Collections**

In order to promote the library as a destination, physical and virtual, for the university scholarly community, and to support sustainable models for collection management in research universities, the library will:

**3.1** Invest additional resources in Library collections based on the faculty's areas of subject specialization

**3.2** Identify strategies for ascertaining emerging research and teaching emphases at the different campuses and use this information to establish collection development objectives

**3.3** Acquire, process, and make accessible materials scarcely-held among research libraries that align with the University research and teaching emphases and/or with the historic strengths of the core subjects at all campuses, e.g. Maritime Institute in Namasagali

**3.4** Model best practices in collection management through application of guidelines for long-term storage of print materials informed by research on preservation, conservation and restoration

### **Goal 4: Sustain Partnerships and Collaborations**

In order to enhance and improve Library services through participation in partnerships at the local, regional, national, and international levels, the Library will:

**4.1** Identify opportunities for national and international partnerships that inform long-term goals supporting national and international initiatives in the Library and at all campuses.



*Inside the E-Learning Lab – Level 3 – Engineering Library*

### **Goal 5: Promote Innovation**

In order to nourish a culture of innovation in the design and development of library services, collections, and technology, the Library will:

**5.1** Widen the financial base of the Library, e.g., grant proposal development

**5.2** Support experimentation in the application of technology to library services.

**5.3** Adopt best practices from the fields of evidence-based librarianship and user

experience in the design and development of library services.

## **Goal 6: Build a Robust Assessment Program**

In order to ensure evidence-informed decision-making across the Library, the Library will:

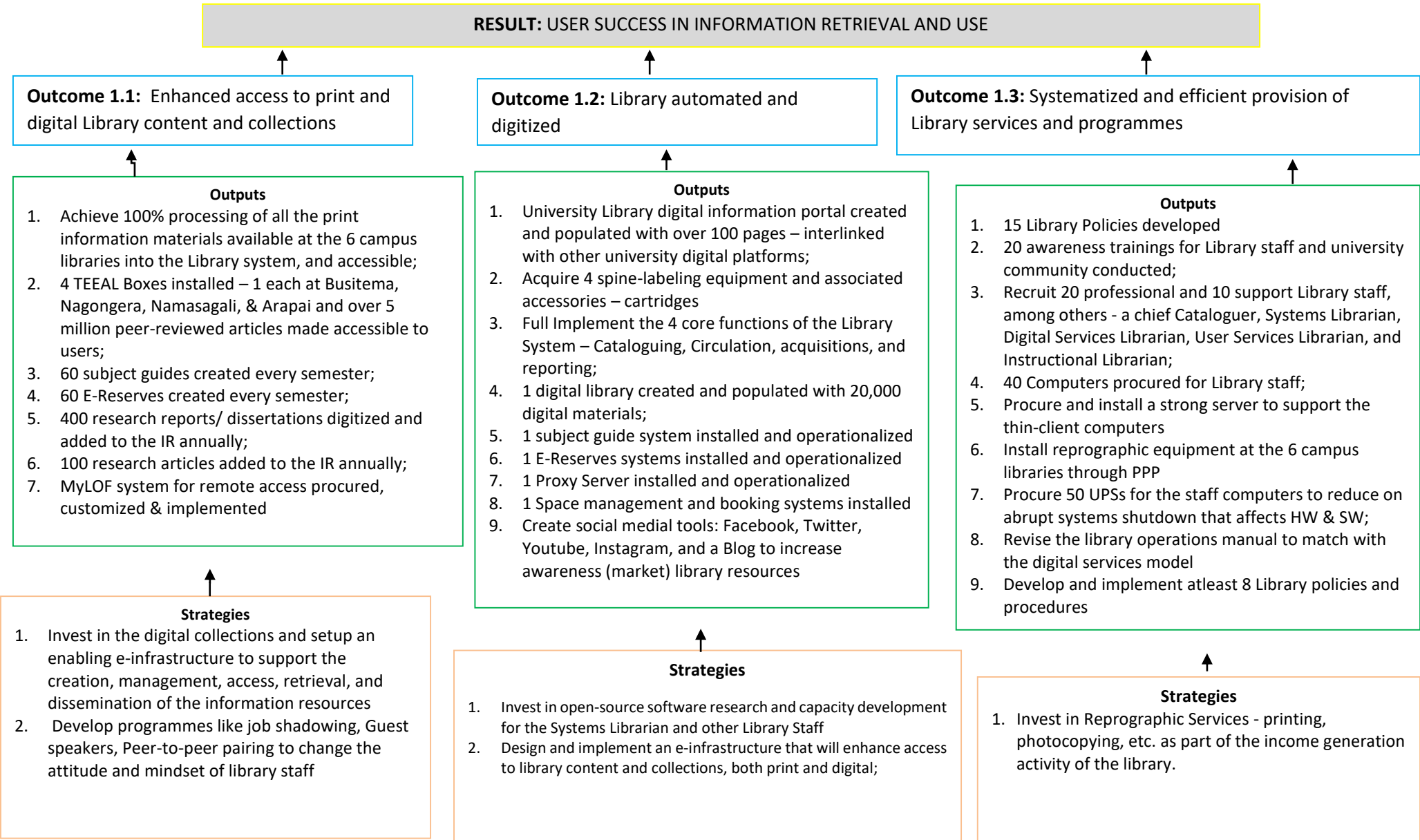
**6.1** Establish a Library-wide assessment plan aligned with strategic planning activities at the programme and campus levels.

**6.2** Identify strategic and tactical metrics for use in Library assessment activities

**6.3** Implement mechanisms for routine access and dissemination of data useful in evidence-informed decision making at every level of Library operation.

## RESULT CHAIN FOR LIBRARY STRATEGIC FRAMEWORK

**GOAL 1:** Promote Access to, and Discovery of, Library Content and Collections



## GOAL 1: Promote Access to, and Discovery of, Library Content and Collections

Strategies continue ...

### Outcome 1.1 – Strategies

4. Reward and recognize academic staff and students that actively engage in library activities, e.g., academic staff who add the highest number of articles in the institutional repository
5. Recover all over due books from staff and students
6. Hire, train and retain dedicated ICT staff to support the Library's digital infrastructure, e.g. Library system, Website/ portal, subject guides, E-Reserves, etc.
7. Improve overall security of library materials
8. Create awareness among library staff and users on the security of library materials and develop risk control measures especially to curb the loss of library materials
9. Implement E-Reserves and the library's digitization agenda to increase access to the print collections while reducing physical wearing out of highly on demand but fewer copies of books

### Outcome 1.2 – Strategies

3. Continue to invest in research and development for the library systems like the institutional repository, Integrated Library Management System, Library subject guide, E-Reserves, etc.
4. Employ social media tools to increase awareness and access to digital content;
5. Exhibit Library collections as a way of marketing and creating awareness of library collections
6. Identify human and financial resources to support fully automation of the library

### Outcome 1.3 – Strategies

2. Targeted budgeting to support acquisition of the hardware to support the Library's automation and digitization agenda
3. Create and implement Library Committees to support implementation of the Library programmes and services – and in developing library policies
4. Lobby for a faster, stable and reliable internet connection especially for all the other Campus Libraries other than Engineering Library at Busitema Campus;
5. Identify funds to install the Library Generator as a back up to power supply
6. Continue to lobby for connectivity to the National Backbone infrastructure for Nagongera, Namasagali, & Pallisa Campuses
7. Revise and implement library policies, especially the Library Operations Manual to ensure efficient provision of library services
8. Foster capacity building for library staff and users through continuous tailor-made trainings



**GOAL 2: Support Teaching and Learning Programmes**

**RESULT: IMPROVED AND ENHANCED COLLABORATION BETWEEN LECTURERS AND LIBRARIANS IN TEACHING AND LEARNING**

**Outcome 2.1:** Students & staff info searching & use skills improved - skills for lifelong learning

**Outcome 2.2:** Students & Staff show proficiency in using disciplinary & subject digital information

**Outcome 2.3:** Students' learning enhanced and their research capabilities improved

- Outputs**
- 1,500 academic staff, continuing graduate and undergraduate students trained in information literacy;
  - 800 1<sup>st</sup> year students oriented in library services and programmes every semester;
  - 20 interactive user manuals designed and made accessible on the Library Portal;
  - Develop and approve a course on Information Competence and Management as a required course for both undergraduate and graduate students.
  - Usage of e-resources increased by 100,000 fulltext download
  - Number of library users physically coming to the library increases by 500 students per month
  - Create a space where people with disabilities can access and use library resources - install all necessary hardware and software to support pwd's learning and access to learning materials
  - Train 1 Library Staff to support students with disabilities

- Outputs**
- Recruit and train 6 subject specialist librarians – 1 subject specialist librarian per Campus Library to conduct specialized individual and group reference (online and face-to-face), instruction and scholarly support to academic staff, and graduate and undergraduate students;
  - Train 6 Campus Librarians in Chat & face-to-face reference services, and information literacy instruction;
  - Install and implement online chat reference service (IM Collaborate) at all the 6 campus libraries and made accessible on the front end of the library portal;
  - 1,500 library users trained in critically evaluating information resources
  - 500 library users trained in using digital scholarly applications like Google Drive, Adobe Acrobat, Google Docs, etc

- Outputs**
- Create Individual and group collaborative spaces in all the 6 campus libraries by reconfiguring the reading spaces
  - Install 50 power outlets, 10 WiFi terminals and 50 wired inlets in the individual and group study spaces
  - Design and implement a collaborative reference desk at all the 6 campus libraries
  - 1,500 library users' laptops (academic staff, graduate and undergraduate students) installed with reference management software – Zotero or Mendeley;
  - 1,500 library users trained in citation and using reference management software
  - The quality of students' research reports is improved – referencing and citation, and formatting
  - Create an online calendar and continuously updated with all library activities, including the regular timetable for all the 6 campus libraries

- Strategies**
- Increase integration of subject specialist librarians into the faculties and academic departments and programmes across the campuses in order to promote use of information, instructional and scholarly support services by graduate and undergraduate students, and academic staff
  - Design and implement E-Learning spaces in the library as a campus-wide resource for literacy education, P.T.O



### Strategies

4. Design and implement programmes and services that bring together academic staff and librarians in the course-integrated content creation and evaluation, and curation of all student research reports into the institutional repository
5. Design and implement a collaboration, consultation, and instructional spaces that builds on the foundation provided by the existing E-Learning service programme to provide instructional and scholarly support services to academic staff, graduate and undergraduate students.
6. Provide facilities that are gender sensitive
7. Provide appropriate facilities for users with special needs
8. Identify external funders and create partnerships to support the development of the library's physical infrastructure, especially at Nagongera and Namasagali
9. Continue to lobby for government funding for constructing new library buildings at Namasagali and Pallisa Libraries
10. Continue to pursue funding from the Faculty Deans for the refurbishment of the existing library infrastructure spaces at Nagongera, Namasagali, and Pallisa Libraries
11. Lobby Faculty Deans and Heads of Departments to include Library instruction on the teaching timetable
12. Align library services with academic programme development - especially procurement of teaching and learning materials e.g. books
13. Develop and implement library advocacy and marketing strategy at all campus libraries
14. Invest in technology and human resources to expand online library services like virtual reference services in order to support ODeL;
15. Review and align the University Library operating hours to match with the needs of ODeL

**GOAL 3: Expand Library Collections**

**RESULT: EXPANDED ACCESS TO UNIQUE COLLECTIONS AND RESOURCES**

**Outcome 3.1:** Increase in disciplinary/ subject specific collections/ resources

- Outputs**
1. 2 user studies conducted to identify Library Collections serving areas of identified subjects/ discipline and Library strategic interest;
  2. Select, collect, catalogue, and provide access points to 20,000 open access digital collections as a low-cost intervention to collections challenges –operationalized in the Digital Library;
  3. Library book budget increased by 30% every FY until a target of 10% of the University’s overall budget is achieved - as recommended by NCHE and the McGregor report;
  4. Procure 20 subject specific encyclopedias & 15 subject Dictionaries for each department;
  5. Subscribe to Libhub and provide access to subject specific journal databases;

**Outcome 3.2:** Diverse collections that meet curriculum needs of the Campuses

- Outputs**
1. Develop a Collection Development Policy (CDP) to guide the selection, acquisition, collection management, and weeding of all library collections;
  2. Develop Open Access and Institutional Repository policy to manage the university’s open access materials in the BIR, and digital library;
  3. Annually train 2 academic staff per department in each campus to select information materials as part of their mandate in the procurement of books – using Koha;
  4. Create online access to 90,000 e-books at FHS Library, Mbale;
  5. Create a digital library organised by subject categories

**Outcome 3.3:** Print collections adequately preserved for longtime storage

- Outputs**
1. Create Mass-Storage Facility called Bookstacks and implement Request-Delivery Model at all campus Libraries other than Busitema Campus Library to address shortage of shelving space;
  2. Create a Preservation, Conservation and Restoration/ binding unit at Busitema Campus for all book repairs, newspapers binding – through a collaboration with FoE;
  3. Establish a University Archives

- Strategies**
1. Continue to lobby for investing additional resources in library collections serving areas identified in the user studies and of Library strategic interest;
  2. Identify strategies for ascertaining emerging research and teaching emphases at each of the 6 campuses and use this information to establish collection development objectives;
  3. Acquire, process and make accessible materials scarcely-held among libraries in Uganda but align with the University’s research and teaching agenda;
  4. Model best practices in collection management through application of guidelines for long-term storage of print materials.
  5. Develop a digital library to support the organization of the digital content into subjects for enhanced access to a universe of digital collections

## GOAL 4: Sustain Partnerships and Collaborations

### RESULT: GLOBAL CONNECTIVITY

**Outcome 4.1:** National and international collaborations, linkages and partnerships created, expanded & sustained

**Outcome 4.2:** Increased visibility of the Library

**Outcome 4.3:** Co-operation from stakeholders and user community

#### Outputs

1. Continue to pay for membership and subscription fees to CUUL, IFLA, IASSIST-Africa Chapter, ULIA, UG-AHIRA, ALA, & ACRL
2. 6 Campus Librarians each attend 1 conference prepared by any of the member institutions every year;
3. Collaborations with at least 5 local and 2 international universities to support the document delivery services (DDS) programme created;

#### Outputs

1. Initiate 3 collaborations and partnerships with the local institutions by giving them access to library
2. Through Partnership with the Local Government, 2 community outreach training conducted annually for local government employees on usage of open access resources
3. 1 outreach is conducted at a selected secondary school within the Campus communities to organize their library
4. Participate in the Vice Chancellor's annual outreach interactions programme – make a presentation as part of the Library's awareness campaign

#### Outputs

1. 1 User survey/ User study conducted to ascertain the needs of the different library stakeholders
2. Annual usage statistics collected for e-resources usages, physical visits to the libraries, usage of print materials/ circulation statistics, number of books bought, number of participants in library trainings [sign of responsiveness]

#### Strategies

1. Identify opportunities for local, national and international partnerships that inform long-term and short-term goals supporting initiatives in the Library
2. Expand the reach and audience to local and international partners, especially those that contribute towards the provision of library and information services
3. Establish contact with local government and the administration of schools around the campuses
4. Expand the Library's outreach programme based on the Faculty of Health Sciences' COBERS and Faculty of Science and Education Teaching Practice programme
5. Strengthen existing partnerships with university units, local government, national and international collaborators
6. Identify and create new partnerships
7. Identify, design and implement community engagement services and programmes
8. Establish inter-library resource sharing initiatives with other libraries locally and international
9. Establish linkages with public libraries in Uganda

**GOAL 5: Promote Innovation**

**RESULT: A CULTURE OF INNOVATION IN THE DESIGN AND DEVELOPMENT OF LIBRARY SERVICES IS NOURISHED**

**Outcome 5.1:** The financial resource base of the Library is widened through grants, etc.

**Outcome 5.2:** New Library technologies experimented and implemented

**Outcome 5.3:** Best practices adopted in the design and development of library services

- Outputs**
1. 2 grant funding proposals secured
  2. 1 "Innovations Fund" established to support library pilot projects
  3. Implement payment of fines for overdue books as a way to increase the income of the library by 5%
  4. 2 Consultancy proposals won to increase the Library's financial base
  5. A binding unit created to generate 20% revenue towards the Library budget

- Outputs**
1. Experiment Drupal CMS for the design and construction of the Library Website
  2. Experiment Subject Plus CMS for the design and construction of the Subject Guides
  3. Experiment IM Collaborate and Google Chat for the design and implementation of the chat reference
  4. Experiment and implement MyLOF for remote access to e-resources, federated searching, and discovery of resources
  5. Experiment Libhub for remote access through MyLOF implementation
  6. Experiment and implement Proxy login access using the university's e-mail platform
  7. Experiment and implement the E-Reserves Koha module
  8. Fully implement the institutional repository - all functionalities operationalized

- Outputs**
1. Refurbish and create individual and collaborative spaces in the 5 campus libraries minus Busitema
  2. Implement chat reference in all the 6 campus libraries
  3. Introduce timesheets as an administrative tool to monitor staff output for all categories of staff in the 6 campus libraries
  4. Implement RENU's BigBlueButton (BBB) for delivery of Library instruction classes

- Strategies**
1. Support the Library ICT unit to experiment the application of technology to Library services
  2. Request support from the Grants Management Officer for support in grant proposal development
  3. Identify and respond to call for grant applications at local and national level
  4. Establish revenue generation activities to establish an "Innovations fund" to support library pilot projects and other initiatives that explore new ways to improve library services and collections
  5. Adopt best practices from the fields of evidence-based librarianship and user experience in the design and development of library services.
  6. Conduct a user study to evaluate, assess, and document the research needs of the academic staff
  7. Develop and implement Library and Information Science programme at bachelors level

**GOAL 6: Build a Robust Assessment Programme**

**RESULT: EVIDENCE-BASED INNOVATIONS, DECISION MAKING, AND EVALUATING SUCCESS**

**Outcome 6.1:** Assessment tools established and implemented by programme and Campus

**Outcome 6.2:** Evidence-based staff evaluations

**Outcome 6.3:** Evidence-based decision making and evaluating success

- Outputs**
1. Establish and implement output-based performance and measurement for all library staff – timesheets
  2. Recruit Library Administrator to support the Library’ assessment programme
  3. Gather usage statistics for all library programmes and services
  4. Google analytics Code incorporated into the Library OPAC, BUIR, and Subject guides to track access and actual usage of library resources

- Outputs**
1. 2 appraisals performed by all Library Staff – appraisals done on a biannually basis
  2. Library Staff each develops a Performance Agreement as a basis for biannual appraisals
  3. 2 Quarterly reports produced per campus library based on assessment tools – specifically staff performance;

- Outputs**
1. Circulation Policy developed and implemented
  2. Collection Management procedures developed
  3. Staff job descriptions revised and updated

- Strategies**
1. Establish a Library wide assessment plan aligned with strategic planning activities at the programme, Faculty, and University levels
  2. Identify strategic and tactical metrics for use in Library assessment activities
  3. Implement mechanisms for routine access and dissemination of data useful in evidence-informed decision making at every level of Library operation
  4. Augment library staff development to meet the requirements of dynamic library programmes and services in an academic environment
  5. Increase collaboration with university administrative units like Quality Assurance, Directorate of Research, Graduate Training, and Innovations
  6. Conduct studies to understand, identify, and document and information needs of library users

## STRATEGIC PLAN FINANCING STRATEGY

Table 1.0: Summary Budget for the Library Strategic Plan Implementation FY 2021/22-2023/24 (UGX. Millions)

Strategic Goal	Financial Years (Millions)			
	2021/2022	2022/2023	2023/2024	Total
<b>Goal 1:</b> Promote Access to, and Discovery of, Library Content and Collections	1,713.92	889.92	692.16	3,296
<b>Goal 2:</b> Support Teaching and Learning Programmes	1,176.76	611.01	475.23	2,263
<b>Goal 3:</b> Expand Library Collections	1,512.16	785.16	610.68	2,908
<b>Goal 4:</b> Sustain Partnerships and Collaborations	185.12	96.12	74.76	356
<b>Goal 5:</b> Promote Innovation	140.92	73.17	56.91	271
<b>Goal 6:</b> Build a Robust Assessment Programme	66.352	34.452	26.796	127.6
<b>Infrastructure Development</b>	13,000	6,750	5,250	25,000

## STRATEGIC PLAN RESULTS FRAMEWORK FOR OUTPUT LEVEL INDICATORS

Table 2.0: Strategic Plan Results Framework for Output Level Indicators

Interventions	Outputs Indicators	Output	%ge Target – FY			Budget (Millions)	Responsible Officer
			21/22	22/23	23/24		
<b>Objective 1:</b> To expand the library's physical and virtual infrastructure							
<b>Goal 1:</b> Promote Access to, and Discovery of, Library Content and Collections							
<b>RESULT: USER SUCCESS IN INFORMATION RETRIEVAL AND USE</b>							
<b>Outcome 1.1:</b> Enhanced access to print and digital library content and collections							
Process all print and electronic information materials and eliminate all access barriers – both physical and electronic	Number of print and electronic information materials processed	100% print and electronic information materials entered into the library catalogue	40%	30%	30%	146	UL/ CL
	Number of TEEAL Boxes installed and accessible on the LAN	4 TEEAL boxes installed	60%	20%	20%	09	UL/ CL
Hire, train and retain dedicated ICT staff to support the library's digital infrastructure, e.g. Library system, Website/ portal, subject guides, E-Reserves, etc.	Number of ICT staff hired, trained and retained	3 staff hired – Systems Librarian, Systems Administrators, & ICT Technician	64%	32%	4%	560	UL/ CL

Interventions	Outputs Indicators	Output	%ge Target – FY			Budget (Millions)	Responsible Officer
			21/22	22/23	23/24		
Develop programmes like job shadowing, Guest speakers, Peer-to-peer pairing to change the attitude and mindset of library staff	Number of CPDs developed and organized	10 CPDs developed	33.3%	33.3%	33.3%	96	UL/ CL
Reward and recognize academic and library staff, and students that actively engage in library activities, e.g., academic staff who add the highest number of articles in the institutional repository	Number of research articles and dissertations entered into the IR	400 research reports/ dissertations 100 research articles	33.3%	33.3%	33.3%	80	UL/ CL
	Number of staff and students rewarded	6 academic staff rewarded; 1 librarian; and 6 students – 1 per campus library	33.3%	33.3%	33.3%	10	UL/ CL
Recover all over due books from staff and students	Number of overdue books recovered	100% recovery and zero accuracy of overdue	60%	20%	20%	10	UL/ CL
Improve overall security of library materials	Number of security interventions implemented	RFID technology implemented at the 5 campus libraries  100% physical books Tattoo-taped, stamped, entered into the accession register, and classified	00	80%	20%	180	UL/ CL
Create awareness among library staff and users on the security of library materials and develop risk control measures especially to curb the loss of library materials	Number of user education sessions/ trainings conducted on the security of library materials	1 user education sessions on security of library materials conducted per campus annually	33.3%	33.3%	33.3%	75	UL/ CL
Implement E-Reserves through the library's digitization agenda to increase access to the print collections while reducing physical wearing out of highly on demand but fewer copies of books	Number of subjects guides created	60 subject guides	33.3%	33.3%	33.3%	30	UL/ CL
	Number of E-Reserves created	60 e-reserves	33.3%	33.3%	33.3%	30	UL/ CL
	Remote access systems implemented – Proxy Server	MyLOFT system implemented	33.3%	33.3%	33.3%	50	
<b>Outcome 1.2: Library automated and digitized</b>							
Invest in open-source software research and capacity development for the Systems Librarian and other Library Staff	Number of open source applications implemented	90% open source implemented in the library	33.3%	33.3%	33.3%	28	UL/ CL



Interventions	Outputs Indicators	Output	%ge Target – FY			Budget (Millions)	Responsible Officer
			21/22	22/23	23/24		
Design and implement an e-infrastructure that will enhance access to library content and collections, both print and digital	Number of updates to the University Library digital information portal	Continuously updated and revised content – minimum of 100 pages	33.3%	33.3%	33.3%	26	UL/ CL
	Acquire 4 spine-labeling equipment and associated accessories – cartridges	4 machines acquired	60%	20%	20%	48	UL/ CL
	Fully Implement the 4 core functions of the Library System – Cataloguing, Circulation, acquisitions, and reporting.	4 core modules implemented	50%	25%	25%	188	UL/ CL
	Digital library implemented	1 digital library created and populated with 20,000 digital materials	20%	15%	10%	45	UL/ CL
	Subject guide systems implemented	1 subject guide system installed and operationalized	20%	15%	10%	48	UL/ CL
	E-Reserve systems implemented	1 E-Reserves systems installed and operationalized	20%	15%	10%	56	UL/ CL
	Proxy server implemented	1 Proxy Server installed and operationalized	33.3%	33.3%	33.3%	30	UL/ CL
	Space management systems implemented	1 Space management and booking systems installed	40%	30%	30%	16	UL/ CL
Employ social media tools to increase awareness and access to digital content	Number of social media platforms created & continuously updated	Social medial tools created: Facebook, Twitter, Youtube, Instagram, and a Blog to increase awareness (market) library resources	40%	30%	30%	08	UL/ CL
Continue to invest in research and development for the library systems like the institutional repository, Integrated Library Management System, Library subject guide, E-Reserves, etc.	Number of IR redesign – interface and functionality Number of publications	20 interface and 15 functionality redesign to IR 3 publications produced	40%	40%	20%	20	UL/ CL
Exhibit Library collections as a way of marketing and creating awareness of library collections	Number of exhibits done	3 exhibits done	50%	25%	25%	05	UL/ CL

Interventions	Outputs Indicators	Output	%ge Target – FY			Budget (Millions)	Responsible Officer
			21/22	22/23	23/24		
<b>Outcome 1.3: Systematized and efficient provision of Library services and programmes</b>							
Invest in Reprographic Services - printing, photocopying, etc. as part of the income generation activity of the library.	Establish a reprographic services at Busitema Campus	Reprographic services established at Busitema Campus	80%	10%	10%	68	UL/ CL
Targeted budgeting to support acquisition of the hardware to support the library's automation and digitization agenda	Number of computers procured	40 staff computers procured	50%	25%	25%	140	UL/ CL
	Number of computers servers procured	6 Computers servers procured connected on the LAN – support storage of e-documents/ records	60%	20%	20%	235	UL/ CL
	Number of UPS/ APCs procured	50 Ups procured	60%	40%	40%	156	UL/ CL
Create and implement Library Committees to support implementation of the library programmes and services – and in developing library policies	Policy on academic status of the library passed and approved by Senate and Council	1 Policy on academic status of the library approved by Senate and Council	80%	10%	10%	15	UL/ CL
Lobby for a faster, stable and reliable internet connection especially for all the other Campus Libraries other than Engineering Library at Busitema Campus;	Number of mbps/sec – internet connection for the library through Eduroam	200 mbps/ sec. internet speed procure	33.3%	33.3%	33.3%	210	UL/ CL
Identify funds to install the Library Generator as a back up to power supply	Library generator installed	1 Library generator installed and functional	90%	0	10%	15	UL/ CL
Revise and implement library policies, especially the Library Operations Manual to ensure efficient provision of library services	Number of library policies approved by Council	15 library policies approved by Council	40%	40%	20%	2	UL/ CL
Foster capacity building for library staff and users through continuous tailor-made trainings	Number of capacity building trainings conducted	3 trainings per campus per semester conducted (1 for library staff, 1 for academic staff and 1 for students)	33.3%	33.3%	33.3%	122	UL/ CL
Recruit professional and support Library staff, among others - a chief Cataloguer, Systems Librarian, Digital Services Librarian, User Services Librarian, and Instructional Librarian;	Number of staff recruited	20 professional and 10 support library staff recruited	33.3%	33.3%	33.3%	539	UL/ CL

Interventions	Outputs Indicators	Output	%ge Target – FY			Budget (Millions)	Responsible Officer
			21/22	22/23	23/24		
<b>Objective 2: To provide innovative services and collections to support research, teaching and learning</b>							
<b>Goal 2: Support Teaching and Learning Programmes</b>							
<b>RESULT: IMPROVED AND ENHANCED COLLABORATION BETWEEN LECTURERS AND LIBRARIANS IN TEACHING AND LEARNING</b>							
<b>Outcome 2.1: Students &amp; staff information searching &amp; use skills improved - skills for lifelong learning</b>							
Increase integration of subject specialist librarians into the faculties and academic departments and programmes across the campuses in order to promote use of information, instructional and scholarly support services by graduate and undergraduate students, and academic staff	Number of academic staff trained in information literacy	1,500 staff trained	33.3%	33.3%	33.3%	96	UL/ CL
	Number of graduate and undergraduate students trained in discipline-based information literacy	800 students trained per semester	33.3%	33.3%	33.3%	81	UL/ CL
	1 <sup>st</sup> year students oriented in library services and programmes every semester;	Number of 1 <sup>st</sup> year students oriented – attend user education	600 1 <sup>st</sup> students trained per semester	33.3%	33.3%	33.3%	36
Design and implement E-Learning spaces in the library as a campus-wide resource for literacy education	Number of interactive user manuals designed	20 interactive user manuals designed	33.3%	33.3%	33.3%	5	UL/ CL
Design and implement a collaboration, consultation, and instructional spaces that builds on the foundation provided by the existing E-Learning service programme to provide instructional and scholarly support services to academic staff, graduate and undergraduate students.	Information competence course developed	1 Information competence course developed and implemented	0%	100%	0%	5	UL/ CL
	Number of graduate students that attend this course	60 graduate students attend this course	33.3%	33.3%	33.3%	192	UL/ CL
	E-resources usage statistics increased	Over 250,000 downloads registered annually	33.3%	33.3%	33.3%	05	UL/ CL
Provide facilities that are gender sensitive	Number of female library users increased	Over 50% of users that come to the library are female	33.3%	33.3%	33.3%	05	UL/ CL
Provide appropriate facilities for users with special needs	A computer lab for pwd established	1 computer lab established for pwds	40%	30%	30%	289	UL/ CL

Interventions	Outputs Indicators	Output	%ge Target – FY			Budget (Millions)	Responsible Officer
			21/22	22/23	23/24		
	Number of assistive devices and applications made available for pwds	Assistive technologies made available, e.g. books in Braille, visual-aids for visual impairment, e.g. magnifying glasses, optoelectronic reading systems, video magnifier,	40%	30%	30%	176	UL/ CL
	Digital platform redesigned to cater for pwds	Assistive technologies embedded into the library portal and all online applications	33.3%	33.3%	33.3%	36	UL/ CL
Identify external funders and create partnerships to support the development of the library's physical infrastructure, especially at Nagongera and Namasagali	Number of grants and total funding received for infrastructure development and refurbishment	USD 200,000 received/ secured in grant funding	33.3%	33.3%	33.3%	20	UL/ CL
Lobby Faculty Deans and Heads of Departments to include Library instruction on the teaching timetable	Number of library users trained in evaluating information resources	1,500 library users trained in critically evaluating information resources	33.3%	33.3%	33.3%	29	UL/ CL
	Number of library users trained in using digital scholarly applications	500 library users trained in using digital scholarly applications like Google Drive, Adobe Acrobat, Google Docs, etc	33.3%	33.3%	33.3%	26	UL/ CL
Align library services with academic programme development - especially procurement of teaching and learning materials e.g. books	Number of sensitization sessions held	1 session held per semester	33.3%	33.3%	33.3%	36	UL/ CL
Develop and implement library advocacy and marketing strategy at all campus libraries	Number of marketing tools developed	30,000 fliers printed and distributed to users	33.3%	33.3%	33.3%	30	UL/ CL
Invest in technology and human resources to expand online library services like virtual reference services in order to support ODeL	Number of librarians trained in chat reference	6 librarians trained in Chat reference	33.3%	33.3%	33.3%	15	UL/ CL

Interventions	Outputs Indicators	Output	%ge Target – FY			Budget (Millions)	Responsible Officer
			21/22	22/23	23/24		
	Install and implement online chat reference service (IM Collaborate)	Install and implement online chat reference service (IM Collaborate)	100	0	0	02	UL/ CL
Review and align the University Library operating hours to match with the needs of ODeL	Number of library opening hours increased	Library opening hours increased to 20 hours during the semester and 14 hours during recess term	33.3%	33.3%	33.3%	176	UL/ CL
<b>Outcome 2.2: Students &amp; Staff show proficiency in using disciplinary &amp; subject digital information</b>							
Recruit and train subject/ specialist librarians	Number of subject/ specialist librarians recruited	6 librarians recruited	33.3%	33.3%	33.3%	427	UL/ CL
Conduct instruction and scholarly support to academic staff	Number of courses integrated with information literacy	All programmes and courses infused with an information literacy curriculum	33.3%	33.3%	33.3%	36	UL/ CL
<b>Outcome 2.3: Students' learning enhanced and their research capabilities improved</b>							
Reconfigure reading spaces to create individual and group collaborative spaces	Number of individual and group study spaces created	All the 6 campus libraries reconfigured	33.3%	33.3%	33.3%	276	UL/ CL
Install power outlets, WiFi and wired inlets	Number of power outlets, WiFi and inlets installed	50 power outlets, 10 WiFi terminals and 50 wired inlets installed in the individual and group study spaces	33.3%	33.3%	33.3%	176	UL/ CL
Design and implement a collaborative reference desk	Number of collaborative reference desks established and staffed	1 collaborative reference desk established at each campus	33.3%	33.3%	33.3%	72	UL/ CL
Reference management software – Zotero or Mendeley installed on staff and student laptops – as well trained	Number of user's laptops installed with reference management software	4,000 user's laptops installed and trained	33.3%	33.3%	33.3%	16	UL/ CL
Continue to lobby for government funding for constructing new library buildings at the 5 campus Libraries – Nagongera, Pallisa, Namasagali & Mbale	Libraries constructed at the campus libraries	5 libraries – 1 on each campus	33.3%	33.3%	33.3%	25,000	UL/ CL

Interventions	Outputs Indicators	Output	%ge Target – FY			Budget (Millions)	Responsible Officer
			21/22	22/23	23/24		
<b>Goal 3: Expand Library Collections</b>							
<b>RESULT: EXPANDED ACCESS TO UNIQUE COLLECTIONS AND RESOURCES</b>							
<b>Outcome 3.1: Increase in disciplinary/ subject specific collections/ resources</b>							
Invest in the digital collections and setup an enabling e-infrastructure to support the creation, management, access, retrieval, and dissemination of the information resources	Number of online databases and matching digital infrastructure to enable access and usage	20% increase in the number of online databases and enabling e-infrastructure implemented	33.3%	33.3%	33.3%	560	
Conduct user studies to identify Library Collections serving areas of identified subjects/ discipline and Library strategic interest	Number of user studies conducted	2 user studies conducted	33.3%	33.3%	33.3%	18	UL/ CL
Select, collect, catalogue, and provide access points to open access digital collections as a low-cost intervention to collections challenges –operationalized in the Digital Library;	Number of open access digital collections processed	20,000 open access resources/ journal titles processed	33.3%	33.3%	33.3%	236	UL/ CL
Library book budget increased by 130% every FY until a target of 10% of the University’s overall budget is achieved - as recommended by NCHE and the McGregor report;	Percentage increase in the library book budget	120% increase per FY – 40% target achieved overall	33.3%	33.3%	33.3%	800	UL/ CL
Procure 200 subject specific encyclopedias & 180 subject Dictionaries for each department;	Number of subject-specific encyclopedias & Dictionaries procured per department	200 titles procured for each of the encyclopedias and 180 subject dictionaries per subject category/ department	33.3%	33.3%	33.3%	576	UL/ CL
Subscribe to Libhub and provide access to subject specific journal databases;	Libhub and subject-specific databases subscribed to	Libhub and 3 subject databases per subject subscribed too	33.3%	33.3%	33.3%	47	UL/ CL
<b>Outcome 3.2: Diverse collections that meet curriculum needs of the Campuses</b>							
Develop a Collection Development Policy (CDP) to guide the selection, acquisition, collection management, and weeding of all library collections;	Collection development policy developed and approved	Collection development policy developed and approved	33.3%	33.3%	33.3%	15	UL/ CL

Interventions	Outputs Indicators	Output	%ge Target – FY			Budget (Millions)	Responsible Officer
			21/22	22/23	23/24		
Develop Open Access and Institutional Repository policy to manage the university's open access materials in the BIR, and digital library;	Open Access and Institutional Repository policy developed and approved	Open Access and Institutional Repository policy implemented	33.3%	33.3%	33.3%	15	UL/ CL
Annually train 2 academic staff per department in each campus to select information materials as part of their mandate in the procurement of books – using Koha;	Number of academic staff trained in using Koha to select information materials	10 academic staff trained per semester	33.3%	33.3%	33.3%	25	UL/ CL
Create online access to 90,000 e-books at FHS Library, Mbale;	Database created to provide access to the 90,000 e-books	90,000 e-books accessible via an online systems	60%	20%	20%	15	UL/ CL
Create a digital library organised by subject categories	Digital library created	1 digital library created	60%	20%	20%	36	UL/ CL
<b>Outcome 3.3: Print collections adequately preserved for longtime storage</b>							
Create a Mass-Storage Facility called Book stacks and implement a Request-Delivery Model at all campus Libraries other than Busitema Campus Library to address the shortage of shelving space;	Books stacks created at each campus	6 books stacks created – 1 at each campus	33.3%	33.3%	33.3%	276	UL/ CL
Create a Preservation, Conservation and Restoration/ binding unit at Busitema Campus for all book repairs, newspapers binding – through a collaboration with FoE;	Number of equipment procured	All equipment procured	40%	30%	30%	289	UL/ CL

Interventions	Outputs Indicators	Output	%ge Target – FY			Budget (Millions)	Responsible Officer
			21/22	22/23	23/24		
<b>Goal 5: Promote Innovation</b>							
<b>RESULT: A CULTURE OF INNOVATION IN THE DESIGN AND DEVELOPMENT OF LIBRARY SERVICES IS NOURISHED</b>							
<b>Outcome 5.1: The financial resource base of the Library is widened through grants, etc.</b>							
Grant funding secured	Number of successful grants	2 grants secured	33.3%	33.3%	33.3%	05	
Establish revenue generation activities to establish an “Innovations fund” to support library pilot projects and other initiatives that explore new ways to improve library services and collections	Number of Innovation funds	1 Innovation Fund	33.3%	33.3%	33.3%	10	UL/ CL
Implement payment of fine for overdue books	%ge of income generated	15% increase in internally generated funds	33.3%	33.3%	33.3%	05	UL/ CL
Consultancy proposals won annually internally and externally	Number of proposals successful	4 consultancies won annually	33.3%	33.3%	33.3%	05	UL/ CL
Library and information science course developed and implemented	LIS programme developed and implemented	LIS programmed developed and implemented	33.3%	33.3%	33.3%	21	UL/ CL
<b>Outcome 5.2: New Library technologies experimented and implemented</b>							
Support the Library ICT unit to experiment the application of technology to Library services	Number of technologies experimented	Drupal, Subject Plus, CMS, Chat reference, Google chat, MyLOFT, Libhub, Proxy login using e-mail platform, E-Reserves, IR, etc	33.3%	33.3%	33.3%	36	UL/ CL
<b>Outcome 5.3: Best practices adopted in the design and development of library services</b>							
Refurbish and create individual and collaborative spaces in the 5 campus libraries minus Busitema	Number of collaborative spaces created at each campus	Group discussions, individual & Computing spaces created	33.3%	33.3%	33.3%	168	UL/ CL
Implement chat reference in all the 6 campus libraries	Number of Campuses implementing chat reference	6 campuses implement chat reference	33.3%	33.3%	33.3%	09	UL/ CL
Introduce timesheets as an administrative tool to monitor staff output for all categories of staff in the 6 campus libraries	Number of staff using timesheets	All Library staff use timesheets	33.3%	33.3%	33.3%	02	UL/ CL
Implement RENU’s BigBlueButton (BBB) to deliver Library instruction classes – zero rated	BBB implemented	BBB implemented	33.3%	33.3%	33.3%	10	UL/ CL



Interventions	Outputs Indicators	Output	%ge Target – FY			Budget (Millions)	Responsible Officer
			21/22	22/23	23/24		
<b>Objective 3: To strengthen partnerships, collaborations and resource mobilization</b>							
<b>Goal 4: Sustain Partnerships and Collaborations</b>							
<b>RESULT: GLOBAL CONNECTIVITY</b>							
<b>Outcome 4.1: National and international collaborations, linkages and partnerships created, expanded &amp; sustained</b>							
Continue to pay for membership and subscription fees to CUUL, IFLA, IASSIST-Africa Chapter, ULIA, UG-AHIRA, ALA, & ACRL	Number of professional organizations subscribed to	Annual membership fees paid and increased by 100%	33.3%	33.3%	33.3%	45	UL/ CL
Professional Librarians each attend a conference prepared by any of the member institutions every year;	Number of librarians who attend conferences	All professional librarians attend at least 1 international conference	33.3%	33.3%	33.3%	139	UL/ CL
Collaborations to support the document delivery services (DDS) programme created;	Number of institutions in collaboration	At least 5 local and 2 international universities	33.3%	33.3%	33.3%	76	UL/ CL
<b>Outcome 4.2: Increased visibility of the Library</b>							
Initiate collaborations and partnerships with the local institutions by giving them access to library	Number of collaborations with local communities at each campus	At least 3 collaborations or partnerships were initiated and implemented	33.3%	33.3%	33.3%	12	UL/ CL
Through Partnership with the Local Government, community outreach training conducted annually for local government employees on usage of open access resources	Number of partnerships and community outreach training conducted at each campus	2 partnerships created at each campus – local government, 2 secondary schools and 2 primary schools	33.3%	33.3%	33.3%	16	UL/ CL
<b>Outcome 4.3: Co-operation from stakeholders and user community</b>							
User survey/ User study conducted to ascertain the needs of the different library stakeholders	Number of surveys conducted annually	1 user survey conducted annually	33.3%	33.3%	33.3%	26	UL/ CL
Annual usage statistics collected for e-resources usage, physical visits to the libraries, usage of print materials/ circulation statistics, number of books bought, number of participants in library training	Statistical datasets and reports	Number of statistical datasets created and reports generated	33.3%	33.3%	33.3%	42	UL/ CL

Interventions	Outputs Indicators	Output	%ge Target – FY			Budget (Millions)	Responsible Officer
			21/22	22/23	23/24		
<b>Objective 4: To strengthen governance, staffing and training</b>							
<b>Goal 6: Build a Robust Assessment Programme</b>							
<b>RESULT: EVIDENCE-BASED INNOVATIONS, DECISION MAKING, AND EVALUATING SUCCESS</b>							
<b>Outcome 6.1: Assessment tools established and implemented by programme and Campus</b>							
Develop a 10 years library strategic plan	Library strategic plan 2024/25 – 2034/35	Library strategic plan developed	20%	30%	40%	59	UL/ CL
Establish and implement output-based performance and measurement for all library staff – timesheets	Number of performance measurement tools implemented	Performance agreements, Workplans, appraisals, timetables, and timesheets implemented for each library staff	33.3%	33.3%	33.3%	08	UL/ CL
Recruit Library Administrator to support the Library' assessment programme	Library administrator recruited	Library administrator recruited	33.3%	33.3%	33.3%	18.6	UL/ CL
Google analytics Code incorporated into the Library OPAC, BUIR, and Subject guides to track access and actual usage of library resources	Number of statistical datasets and reports	Quarterly and annual statistical datasets and reports produced	33.3%	33.3%	33.3%	12	UL/ CL
<b>Outcome 6.2: Evidence-based staff evaluations</b>							
Appraisals performed by all Library Staff – appraisals done on a biannually basis	Number of appraisals performed	2 appraisals	33.3%	33.3%	33.3%	05	UL/ CL
Library Staff each develops a Performance Agreement as a basis for biannual appraisals	Performance agreement developed	All staff develop performance agreement	33.3%	33.3%	33.3%	05	UL/ CL
Quarterly reports produced per campus library based on assessment tools – specifically staff performance	Number of reports	4 reports produced by each campus librarian	33.3%	33.3%	33.3%	05	UL/ CL
<b>Outcome 6.3: Evidence-based decision making and evaluating success</b>							
Circulation Policy and procedures developed and implemented	Circulation policy produced	Circulation policy implemented	60%	20%	20%	05	UL/ CL
Collection Management procedures developed	Collection management procedures produced	Collection management procedures implemented	60%	20%	20%	05	UL/ CL
Staff job descriptions revised and updated	Library staff job descriptions revised	Library staff job descriptions updated	60%	20%	20%	05	UL/ CL

## The planning approach taken to develop the Library's Strategic Framework

The need to develop a University Library Strategic Framework originated from the report on the orientation of the University Librarian; and following the expiry of the library's 2016/17 - 2019/20 Strategic Plan. Thus, there was need to provide guidance to the decisions that Library Management must make during this period on the allocation of financial and human resources in order to ensure that these decisions are informed by a strategic view of the long-term goals of the University and the Library. In developing the current strategic framework, the University Librarian envisions that *'signifying excellence'* will be the new battleground for Busitema University Library in the never-ending push to distinguish Busitema University Library from other libraries in Uganda and beyond. The process to develop the Library's Strategic Framework started with reviewing the existing documentation - Busitema University Strategic Plan 2020/21 - 2024/25, the handover report of the outgoing University Librarian, the 2016/17 - 2019/20 Library Strategic Plan, and the report on the orientation of the new University Librarian. In order to improve the scope and depth of the analysis, special attention was paid to the unique nature of the multicampus model of Busitema University, which guides the University Library system and service model. The review of the documents identified ten (10) primary strategic areas that the library might pursue during the period January 2021 to December 2023 when a new Library Strategic Plan will be developed. The review of the available documents and literature gave birth to the ten (10) strategic areas which formed a basis for developing the six strategic goals; and the analysis of the SWOT led to the development of the four (4) strategic themes and objectives which formed the basis for categorizing the goals and the SWOT.

Drawing on the discussions facilitated by the University Librarian during the Library Management meetings conducted between February and April 2021, and through a review of the UNESCO's agenda on libraries, IFLA's Academic Committee publications, ALA's ACRL publications on academic Libraries, Library Management articulated the following principles<sup>1</sup> for planning that informed its evaluation of the proposed strategic areas to be pursued between January 2021 to December 2023.

- **Mission-focused** – The Mission of the University Library and the Mission of the University shall provide a roadmap and serve as the broad parameters for action as we deeply engage the teaching, learning, research, engagement, and economic development purposes of the University.
- **Action Oriented** - Busitema University Library shall be a proactive unit that will carefully create a future path that builds on past success while encouraging experimentation and innovation.
- **User-Focused** - Busitema University Library will be guided by user needs in developing services, collections, and spaces, including current and emerging practices in teaching, learning, and scholarship, through our collaborative relationship with our user communities.
- **Evidence-based** - The University Library will use assessment, input from our communities, research and development, best practices from the profession, peer review, and benchmarking in making decisions and evaluating our success.

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<sup>1</sup> The seven principles are adopted from the University of Illinois at Urbana-Champaign Library, Framework for Strategic Action 2015-2018.

- **Inclusive** - Busitema University Library will act intentionally to include all members of its community in pursuing its Mission, recognizing the strengthening effects of diversity, dialogue, and difference and of engaging inclusive processes.
- **Empowering** - Busitema University Library chooses strategies and approaches that empower library employees and users to carry out their work independently while also recognizing our collective responsibility.
- **Leading** - Busitema University Library will strive to be a leader on campus, locally and regionally in research, development, and building partnerships to work collectively and collaboratively to address challenges and increase impact.

The University Librarian prepared the first draft of the strategic initiatives document in February 2021 and gathered feedback from Campus Librarians through Library Management meetings. The initial draft was further reviewed to develop a strategic Framework documents that will be submitted for review and approval from the different University Organs.

Submitted April 28<sup>th</sup> 2021 to The Academic Affairs and Library Committee of Senate, Busitema University by the Library Management.

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