

**DR. HILLA LIMANN TECHNICAL  
UNIVERSITY  
FIVE YEAR LIBRARY STRATEGIC PLAN**



**(2023-2028)**

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## **1.0 Introduction**

The academic library is a multifaceted entity encompassing various elements such as people, collections, services, physical space, and modern information and communication technologies (ICT). Its primary objective is to facilitate the conversion of information into knowledge. Through finding aids, the direct assistance of information professionals, and the instruction of bibliographic techniques or information literacy, the academic library enables intellectual access and underscores the value of scholarly processes. Additionally, academic libraries bear the responsibility of assessing and preserving significant collections.

The operational landscape of academic libraries is characterized by rapid and constant change. The educational milieu revolves around the notion of connectivity with other learning environments, participation in global discourse, and access to the world's wealth of knowledge resources. Information work has evolved to become predominantly electronic, networked, and collaborative. Resource sharing and networking have emerged as dominant principles, expanding library services beyond the confines of physical library walls.

Academic institutions acknowledge that their libraries constitute substantial information reservoirs that must be nurtured to create vibrant environments for learning, teaching, and research. The effective management of these resources has become a distinguishing factor among academic institutions worldwide. Therefore, tertiary institutions have developed clear strategies to meet the information needs of their faculty and students. This approach is essential due to the significant transformations that have taken place in the library's operational environment, scholarship, and knowledge transmission in recent decades.

Strategic planning for the library enables the harmonization of its services with those of the parent institution and the expectations of stakeholders. By engaging in strategic planning, the library can effectively showcase its contribution to the overall success of the institution.

The strategic plan serves as a roadmap for decision-making and development initiatives over the upcoming five years (2023-2028). It is aligned with the University's vision of becoming a world class center for applied science and technology and applied arts to provide career focused education for rural poverty reduction and national development. The plan aims to establish an optimal environment that empowers the university community to thrive, emphasizing research advancement, fostering collaboration, delivering exceptional client services, and addressing social, ethical, and legal considerations related to information generation, transfer, and utilization.

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

## **1.2 Objectives**

In the main, the plan seeks to:

1. **Build a comprehensive collection of resources:** The plan aims to gather a wide range of both print and electronic resources to support the teaching, learning, and research activities of the university. This includes books, journals, databases, multimedia materials, and other relevant resources.
2. **Improve availability and accessibility:** The plan seeks to enhance the availability and use of information resources by efficiently processing and organizing them. This involves tasks such as cataloguing, indexing, and creating user-friendly interfaces or systems to facilitate easy access to the resources.
3. **Ensure long-term preservation:** The plan emphasizes the importance of preserving all library resources for the future. This involves implementing strategies and technologies to protect materials from damage or deterioration and ensuring their long-term usability.
4. **Market library resources:** The plan aims to promote the information resources available in the library to the university community. This may involve advertising campaigns, outreach programs, or creating awareness about the diverse range of resources and services offered by the library.
5. **Develop information literacy skills:** The plan focuses on encouraging the development of information literacy skills among members of the university community. Information literacy refers to the ability to locate, evaluate, and effectively use information resources.

The objective is to empower individuals to become confident and proficient in utilizing library resources for their academic and research needs. **Comply with national and international legislation:** The plan emphasizes aligning the university's information processes with relevant national and international laws and regulations. This includes considerations such as copyright laws, intellectual property rights, data protection regulations, and other legal frameworks governing the use and dissemination of information.

Overall, these objectives aim to create a well-equipped library that supports the academic and research endeavors of the university, while also ensuring that the library operates within legal and ethical boundaries and promotes information literacy among its users.

## **2.0 Mission**

The mission of the Dr. Hilla Limann Technical University Library is to provide comprehensive Academic Library services that will assist in cultivating a life-long reading habit among the University community with the objective of ensuring the development of the University Student's social and intellectual capabilities and a creation of well-informed University graduates that should leave the University as job creators and not job seekers.

## **3.0 Vision**

Our vision is to have a well-established library with all the necessary library materials both in print and electronic formats so that required information and library services that will support teaching, research and learning are provided.

## **4.0 Core Values**

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

### **Access**

Faculty, students, and administrative staff should have easy, equal access to all information resources offered directly or indirectly by the library, regardless of technology, format, or means of delivery.

### **Confidentiality/Privacy**

Intellectual freedom and the ethics and practice of librarianship both depend on maintaining user privacy and confidentiality. The DHLTU Library is therefore committed to that.

## Diversity

We value diversity in our country and work to mirror it by providing a diverse range of resources and services to the university we serve.

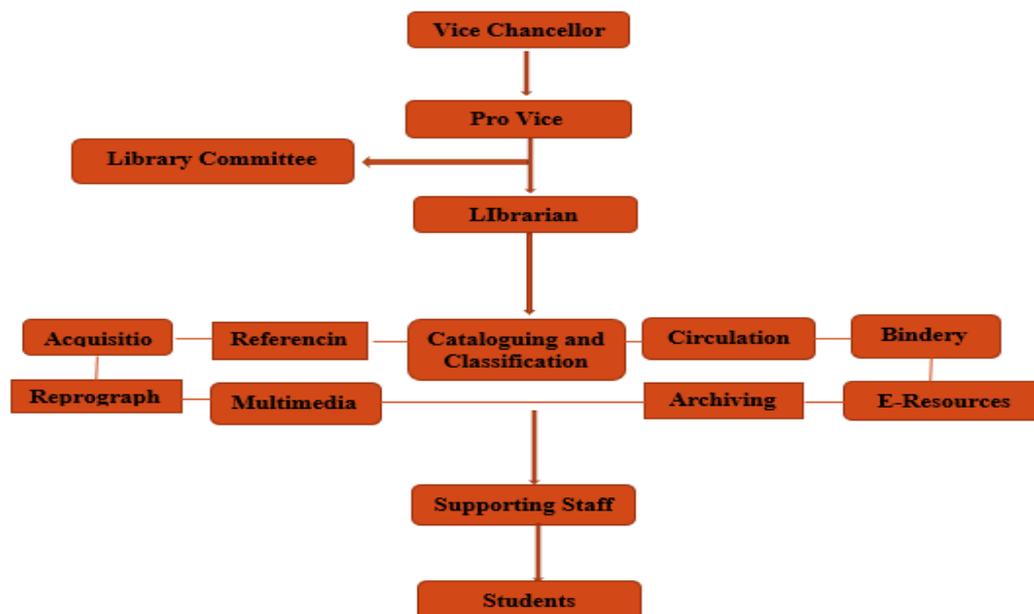
## Staff development and professional growth

We are devoted to identifying and nurturing the potential of every employee, including student employees, since we believe that every staff member has a part to play in achieving the library's purpose.

## Engaged learning.

The library is an educational partner that actively mentors and supports students as they engage in scholarly activities, improve their information literacy, sharpen their analytical skills, and achieve academic success. We involve the campus community and the larger community in a continuous learning process through creating, using, and sharing information for societal advancement.

## 5.0 Library Organogram



## 6.0 Environmental Scan

In today's digital age, the global library and information industry has undergone significant transformations due to the rise of digital technology and the subsequent availability of electronic resources on the Internet. As a result, operating a modern library now requires a diverse range of human skills and the utilization of high-performance technological equipment. In order to effectively adapt to these changes and meet future demands, it is crucial to develop a practical strategic plan for libraries.

This strategic plan should involve a comprehensive evaluation of the library's current strengths and weaknesses, bridging any existing gaps, and proactively anticipating future requirements. To accomplish this, it becomes essential to assess both the internal environment, considering strengths and weaknesses, and the external environment, including opportunities and threats. Performing a SWOT analysis for the library organization is thus imperative.

This analysis allows for a thorough examination of the library's strengths, weaknesses, opportunities, and threats. It enables identifying advantageous factors to leverage and potential vulnerabilities that require strategic attention to ensure survival and long-term success.

**Table 1: SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Dedicated staff</li> </ul>	Weak staff strength
<ul style="list-style-type: none"> <li>• Purpose-built Library complex</li> </ul>	Lack of Equipping designated spaces for E-library, Institutional Repository, Research commons.
<ul style="list-style-type: none"> <li>• State of the Art Reding Tables and Chairs</li> </ul>	Lack of state-of-the-art library facilities
<ul style="list-style-type: none"> <li>• Disability friendly environment</li> </ul>	
<ul style="list-style-type: none"> <li>• Modest infrastructure and equipment.</li> </ul>	Absence of <del>comp</del> -based information services
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Capacity building in ICT to expand service delivery</li> </ul>	Rapidly changing technological developments in information acquisition, processing, storage and retrieval.
<ul style="list-style-type: none"> <li>• Building partnerships with CARLIGH and CULD members in Ghana and other institutions outside the country.</li> </ul>	Attracting and retaining highly qualified staff.

<ul style="list-style-type: none"> <li>• Periodic exposure to international conferences, seminars and workshops.</li> </ul>	Inadequate computers and accessories
<ul style="list-style-type: none"> <li>• Proliferation of social media in information service delivery.</li> </ul>	Library collection by discipline is not good.

## 7.0 The Library's Strategic Thrust

The library's operations are guided by the University's mission: "To become a leader in providing courses using competency-based learning, especially in the engineering, applied science and technology and management to meet the needs of business, industry, the service sector and society at large The library's operations are also guided by one of the aims of the university notably, "provide opportunities for life-long learning based on industry and community demands."

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

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

**Key Thrust 1:** Create the organization and integrate human effort into activities to achieve the goals of the library.

No.	Key Action	Primary Responsibility	Secondary Responsibility	Indicators	Time- frame
1.	Recruit, develop and retain high caliber staff	University Management	Library Committee Librarian	All Departments, per the library' organogram will be established	2024-2026
2.	Upgrade existing staff	University Librarian	University Management	Recruited existing staff encouraged to pursue higher degrees	To run throughout the period
3	Organisation of in-service training programmes for library staff	University Librarian	Library Committee	Organise in-service training at the end of every academic year	To run throughout the period
4.	Stimulate and monitor high performance from staff	University Librarian	Library Committee	Departmental Heads present quarterly reports	To run throughout the period
5.	Create the processes, procedures and structure on which the library will operate	University Librarian	Library Management	Organisational chart and reporting lines clearly defined	2023
6.	Establish staff incentive packages	University Librarian	Departmental Heads	Institute criteria for selection (Certificates, Citations of Honour)	Every semester

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

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

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

No.	Key Action	Primary Responsibility	Secondary Responsibility	Indicators	Time- frame
1.	Collect, manage and preserve new digital assets (wikis, blogs, Data sets)	University Librarian	Systems Librarian E-Librarian	Users are able to discover, access, share and use the resources they need across the global network	2026
2.	Exploit technology for research and for creating new forms of scholarship, instructional modes and content (eg. Video conferring, webinars)	University Librarian	Systems Librarian	Content creators among faculty/staff have navigable processes to produce, use, and share as well as preserve materials.	2027

**Key Thrust 4:** Build a sustainable digital infrastructure needed to support library operations.

No.	Key Thrust	Primary Responsibility	Secondary Responsibility	Indicators	Target/ Time-frame
1.	Create a networked environment that supports the increasingly digital nature of scholarship and teaching	University Librarian	Library Committee	Digital infrastructure that supports the life cycle of digital content including collection, storage, management, access, sharing and long term preservation.	2025
2.	Create infrastructure that is scalable, extensible, sustainable, enabling and supportive	University Librarian	Library Committee	Infrastructure development is prioritized according to user needs and based on best practices	Throughout the period

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

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

**Key Thrust 6:** Establish a library website and an institutional repository

No.	Key Thrust	Primary Responsibility	Secondary Responsibility	Indicators	Target/ Time- frame
1.	Establish DHLTU library website	University Librarian	Library Committee IT Staff	Display all Library services on the website	2023
2.	Establish an Institutional Repository to be known as DHLTU SPACE	University Librarian	Library Committee IT Staff	Capture the University's intellectual assets for increased visibility and global access	2024

**Key Thrust 7:** Embark upon raising resources to support the library

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

**Key Thrust 8:** Draw a marketing and communication plan

<b>No.</b>	<b>Key Thrust</b>	<b>Primary Responsibility</b>	<b>Secondary Responsibility</b>	<b>Indicators</b>	<b>Time- frame</b>
1.	Increase awareness of library resources and services among faculty and students	University Librarian	Library Management	Library services promoted through website advertisements, printed materials and electronic displays	2023-2027
2.	Increase faculty and staff's knowledge and awareness of users' information needs and work practices in order to refine promotional messages and design new services	University Librarian	Library Management	Use focus groups and needs /Perceptions survey on regular cycle for all user groups	2023-2027