CETYS UNIVERSITY SYSTEM

LIBRARY DEVELOPMENT PLAN
2011-2020 PERIOD

Perpared by:

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Introduction

The preparation of a development plan involves the inclusion of a good amount of variables that add to the probability that what is proposed comes through. In the case of the libraries, one of these variables is the analysis of the trends in the models that establish a parameter on which to devise the strategic lines of a plan.

The revision of the existing literature and the experiences in international congresses and seminars, lead us to locate some trends that will have an impact in the planning. Below, we outline the seven trends which impact or will be impacting the libraries of the immediate future:

1. **Instruction and Informational Culture (ALFIN).** As important in the library as in the university is the new teaching paradigm focused on learning. Continuous learning that throughout life will demand important abilities, skills, and knowledge that we call ALFIN or informational culture. The development of programs for specific instruction is seen as one more task for the library. Also the self-learning online is an alternative. ALFIN is based on competencies and it fits in well with the talks at the institutional level.

2. **The Resource Center for Learning and Research (CRAI). Programs and services focused on the student/user**. What is crucial is the change of focus from teaching to learning and to have the user, the student, as the main aspect at all times. The trend in the international educational models (educational and curricular ones) gives the students the duty to devote a significant part of their time to prepare their own programs and papers; this will put the demand on them not only to make use of the collections, but to access to services and resources on the network, and to be able to distinguish between the legitimate and academic resources, and the rest. The traditional library becomes a Resource Center for Learning and Research - where the books, computers, and connections to lap tops can be found throughout the building, and spaces for teaching (ALFIN), conference rooms, and group works.

3. **Electronic Resources, mobile learning, Web 2.0.** The web trend has a myriad of branches: new collections (E-book or ways to integrate digital library), new services (on-line reference/ virtual, specialized services for specific virtual communities), studies on web 2.0 (twitter, mobile-learning), the impact it will have on the library – to adapt to these new systems (social networks)- and to obtain the maximum benefit of the technological means and the digital world. We already see that both the reference works (dictionaries, encyclopedias, and others) as the serials publications (magazines, journals, etc.) are in digital form.

Collaborations, consortiums, and regional and international institutional allies. Strategic alliances between the library and other institutional centers-learning, computer, languages, international students-, but perhaps more important is the collaboration between faculty and librarians to ensure the appropriateness and the quality of programs and services offered because along with the students they form learning communities such as support for the research activity. Only by participating actively in the national and international consortiums the resources that the academicians require could be provided.

4. **Easy, free, and open access to information, digitization.** A lot of importance is given to the trend of free access. This means that the literature is digital, online, free of charge, free from copyright, and free from other restrictions - electronic publishing of scientific journals with open access to the world. It removes the barriers of costs and also the barriers of permissions. Professionals are calling for free and open access to all the academic publications. The libraries have a strategic position because they organize and allow access to information resources, have qualified staff to guide and inform, have a long history in the use of technologies for information management, and they enjoy consolidated experience in the provision of services and in the training of users.

5. **Marketing and promotion.** Another concern is the *marketing or promotion* of the library more than anything else to spread the news in what the library is investing and to give it a brand *(branding)*, as well as the idea of selling the programs and services to users.

6. **Evaluation and assessment.** Of course everything for evaluation and measurement is taking importance in libraries as a reflection of the importance for the institution. The evaluation of services and programs serves to measure their impact, but also to make decisions based on evidence.
What is most relevant is assessment, the results of ALFIN.

Trends in the libraries become an input for designing a development plan; the same as other elements of high impact for CETYS:

- The 2020 CETYS Plan and its implications in the academic realm;
- WASC's biggest recommendations, especially the ones referring to the increase in the collections and the development of a culture of information;
- The results of the evaluation of the 2007-2010 Library Plan;
- The ideas being expressed by employees of the three libraries in the system;

- Comments and suggestions raised by the academicians within the Library Committee;
- The results of the evaluation of the *LibQual* applied during the year 2009.

All these elements were analyzed by the team of librarians and the external counselor to prepare this development plan which is put forward to the consideration of the President's Office of CETYS University.

This document integrates the most relevant results from the evaluation of the 2007 plan; then it presents the vision, mission, strategic objectives, and its components or pillars; then it details the implications (strategic actions) of the plan, the estimated investments, and it concludes with the challenges facing the plan.

As in all planning work that is done in the framework of an institution that has decades conducting education, what we should see in an effort such as this is to identify the lines of continuity that the library has as well as the lines of innovation, which seek to be in harmony with the postulates that this new administration of CETYS has done.

I. Results of the evaluation to the 2007-2010 Library Plan

This paragraph is a synthesis of the evaluation report of the 2007-2010 Library Plan, and it's intended to provide a qualitative and quantitative overview. It is presented by the CETYS University libraries system and approved by IENAC in 2008. The results provide data for the discussion and development of the 2011-2020Strategic Plan.

The developed methodology was the following: the group of librarians met at various times and analyzed the objectives and actions in each of the six areas that make up the plan based on three parameters: action developed, partially developed, & not developed. The annual evaluations of the work plans offered sufficient information to make judgments. This report lists the eight items[1] and the most important actions that were planned; subsequently they were valued and an argument is offered; finally, some conclusions and recommendations are proposed.

Evaluation of the Objectives

A. COLLABORATION AND SUPPORT

1. **Carried out:** The 2008-2010 Strategic Plan was submitted, and it was approved by IENAC without any observations or comments. The inter-librarian relationships were strengthened with the signing of an agreement with COLEF valid until 2011.

2. **Carried out in part:** The support committees' proposal came through, but only the main one of the institutional nature approved by IENAC and the President's Office; instead we need to develop the proposal of the local committees by campus. It was not done for us to focus on the priorities and demands of the WASC accreditation process, and the projects from each campus for the remodeling, expansion, and upgrading of the libraries.
Under the heading of agreements, the ones with the University of San Diego (USD), the Instituto Tecnológico de Tijuana (Technological Institute of Tijuana) (ITT), and the renewal with the UABC failed to materialize. In the case of USD a situation arose considered by them not appropriate at that time due to internal administrative changes. It is worth mentioning that they do show interest, but not at this moment. An informal proposal was submitted prior to the library of ITT, and since we didn't get a reply we believe that there was no interest.

3. **Not carried out:** The collaboration and support basis with academicians were not established because they didn't hire professional staff for the position of reference librarian. The reading promotion courses for children of employees and the community in general plus the ALFIN course for feeding schools didn't take place due to lack of time from internal staff and lack of coordination with external parties.

B. COLLECTIONS AND ACCESS

1. **Carried out:** The increasing goals to the collection or the general collection of printed and electronic resources were achieved entirely. This was the only line item to obtain 100% of their targets covered in the timetable for the plan. Without a doubt the alarming observation of WASC that we would increase considerably the collection of books was the primary concern which we undertook with a sense of urgency.

2. **Carried out partially**: A specific web page was designed only for the library system by facilitating access to users for general information such as the single catalog.

3. **Not carried out:** The evaluation of the collection has not been carried out because a coordinator at a system level for technical processes has not been hired, or reference librarians for each campus.

C. INFORMATIONAL LITERACY (ALFIN)

1. **Carried out in part**: The program for implementing the DHI certificate course for faculty started at the beginning of 2008, but is behind one year because of conflicts in the schedules of faculty, instructors, and library staff. The first cohort will finish on December 2010.

2. **Not carried out:** The design of a program of ALFIN for students.

D. HUMAN RESOURCES:

1. **Carried out:** The libraries of the three campuses have advanced in the librarianship professionalization and updating. Mexicali and Ensenada ended in 2008 a certificate course and seminar respectively. Tijuana began in the summer of 2008 with the master's degree from the University of Arizona. On their side, the Ensenada personnel will start the master's degree in an online program of Tecnológico de Monterrey in the first semester of 2010.

2. **Not carried out:** Plans for the rest of the personnel: the plan for coordinators and technicians has been delayed because of the lack of time to establish a policy of procedures with their appropriate scheduling. A salary revision of the library staff has not taken place, as well as the hiring of professional staff to meet other issues which are considered more urgent because of the circumstance of the WASC accreditation.

E. PHYSICAL SPACES

1. **Carried out:** Ensenada finished and officially inaugurated its library in 2008 and 2009 respectively. In 2009, Mexicali enabled a space to establish the Resource Center for

Learning and Research (CRAI) after having carried out a review of the distribution of its spaces.

 In Tijuana, despite some delays, the remodeling project and the expansion of the planned spaces were achieved; this consisted of the equipment for six cubicles that were for public use in October 2009. In addition, there was an increase in bookshelves on the first floor, and 45 individual modules in the second floor.

2. **Carried out partly:** At the Ensenada campus there is a space destined for the CRAI, but it has not been equipped or enabled.

3. **Not carried out:** Tijuana has not enabled the space allocated for the CRAI.

It has been delayed over the three campuses the installation of security antennas because of lack of authorization for their purchase. Construction projects or extension to the Mexicali and Tijuana libraries were canceled by the President's Office.

F. TECHNOLOGY

1. **Carried out:** In 2009 we managed the centralization of the union catalog and the web page at the system level which was recommended by WASC.

CRAI Mexicali was successfully equipped in its first stage.

2. **Not carried out:** No resources have been assigned to equip any spaces of the CRAI in Ensenada and Tijuana.

G. SERVICES

1. **Carried out partially:** There has been progress standardizing the definition, gathering, and application of statistics, but there are some aspects to be covered due to certain services and resources that are unique or particular to each campus. The complete homogenization is not the goal, but rather to standardize those basic services and resources that are related.

H. EVALUATION

Carried out: The evaluating instrument called LibQUAL was applied in 2009-2, and the results in due time and manner were presented in 2010-1 according to the policies of the scholarship which was granted at the end of 2008.

QUANTITATIVE SUMMARY OF THE PLAN
(2007-2009 Data)

	COMPARATIVE CHART BY SYSTEM				
	NUMBERS			PERCENTAGE	
	2007	2009		2007	2009
INFORMATION RESOURCES				%	%
COLLECTION	65,857	70,611			7%
ELECTRONIC BOOKS	-	65,000			100%
TOTAL	**65,857**	**135,611**			
DATA BASES	7	11			57%
SUBSCRIPTIONS	169	261			54%
HUMAN RESOURCE					
PERSONNEL	20	21			5%
INFRASTRUCTURE					
M2	2,884	3,893			35%
CHAIRS	429	493			15%
INDIVIDUAL CUBICLES	49	71			45%
GROUP CUBICLES	16	24			50%
TECHNOLOGY					
COMPUTERS	44	33			-25%

Conclusions:

- It is important to note that the plan was devised by those responsible ones for the libraries before beginning the process of accreditation and subsequent recommendations of WASC. The achievements of the plan show the work, effort, and commitment of the staff and of IENAC to transform the library in a professionalized compound; those actions that were not totally or partially carried out clearly show a challenge for all to improve the processes and policies.

- Following this evaluation, this document should be considered as a starting point for the preparation of the 2011-2020 Plan. It is necessary to reevaluate the role or operational role of the library as a critical and essential element in the academic and cultural life of the institution.

- A concern and recommendation of WASC is the promotion of research activity that tends to erect a permanent culture or an inquisitive and effective *modus vivendi* information in its search, discernment, and application. This work should be pursued through various mechanisms, one of them is the ALFIN certificate course which is about to have its first faculty cohort.

- It's imperative to seek solutions, such as to allow greater independence to libraries in operational decision-making, to help mitigate and/or eliminate frequent obstacles in the fulfillment of the objectives.

- We need to increase the flow of paperwork or processes with the administration for obtaining already approved funds. Possibly the independence referred to above will allow this operational procedure fluidness.

- Obtain salary leveling that reflects our role and commitment as an academic partner.

2020 Library Vision

In 2020, the library of CETYS will be:

A space for the promotion of culture of the information and research that operates with the highest quality by strengthening the learning community of CETYS, and by interacting actively at the international level through strategic alliances.
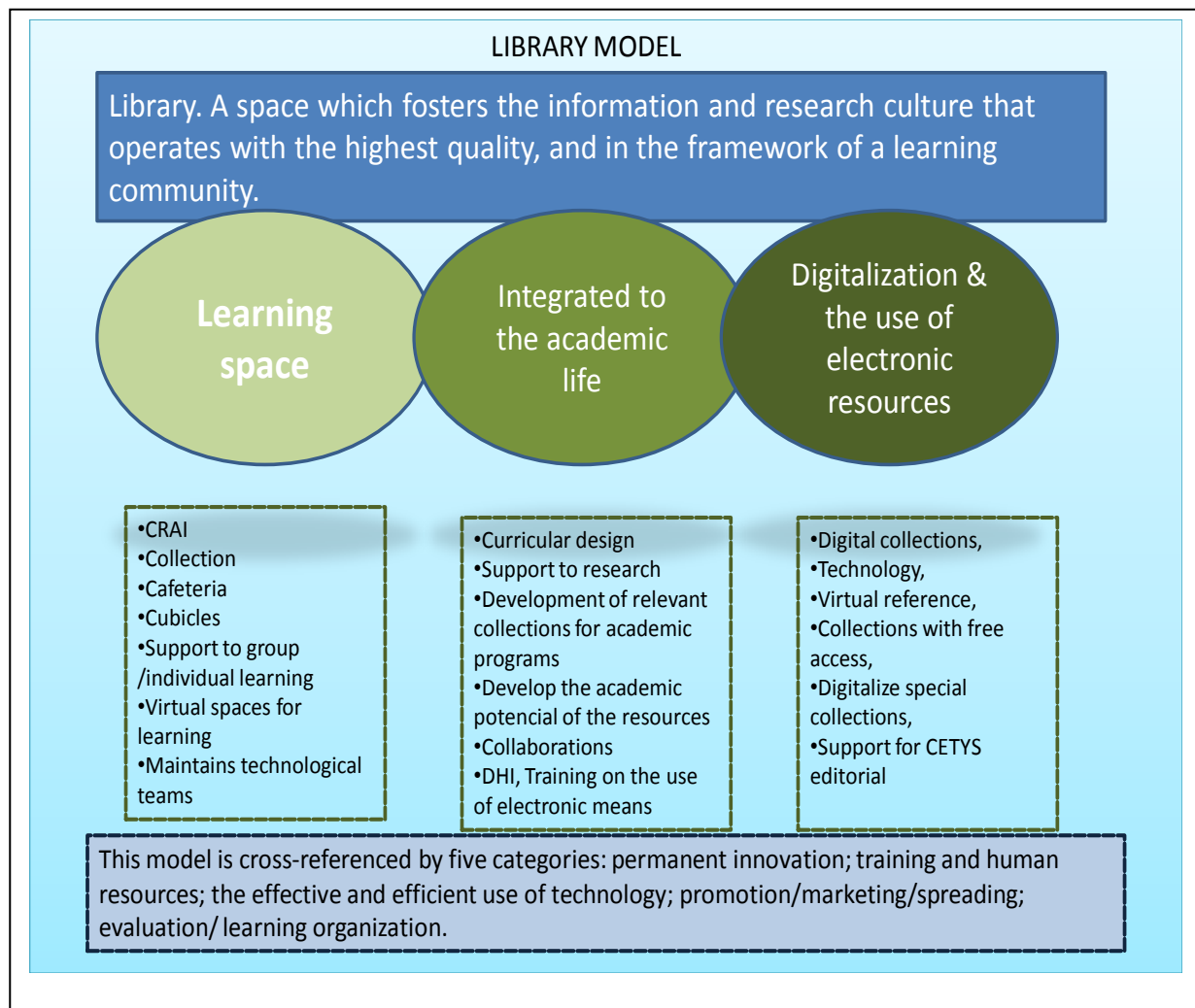
The components of the vision are:

- Promotion to the culture of information and research.
- High quality (permanent innovation, staff development, assessment).
- Learning Community (triangle: librarian student-faculty).
- Strategic Alliances in the digital world.

II.   2020 Model library. Postulates and strategic objectives

Based on the vision of the library, a model that is based on three pillars is structured: space for learning, integration into the academic life, and digitalization and the use of electronic resources.

Each one of these pillars contains a series of elements of which are drawn from the implications and actions to be developed. This section presents the model and explains each component.

LIBRARY MODEL

Library. A space which fosters the information and research culture that operates with the highest quality, and in the framework of a learning community.

Learning space

Integrated to the academic life

Digitalization & the use of electronic resources

- CRAI
- Collection
- Cafeteria
- Cubicles
- Support to group /individual learning
- Virtual spaces for learning
- Maintains technological teams

- Curricular design
- Support to research
- Development of relevant collections for academic programs
- Develop the academic potencial of the resources
- Collaborations
- DHI, Training on the use of electronic means

- Digital collections,
- Technology,
- Virtual reference,
- Collections with free access,
- Digitalize special collections,
- Support for CETYS editorial

This model is cross-referenced by five categories: permanent innovation; training and human resources; the effective and efficient use of technology; promotion/marketing/spreading; evaluation/ learning organization.

1. The library is a space for learning. Both the physical spaces such as the virtual ones must support the mission of the institution and be focused on the student or user. This implies creating a comfortable, pleasant, and open climate that will lead to learning. All space must be designed with user perspective and their learning. The components of this pillar and its strategic objectives are:

- CRAI
- Collection
- Cafeteria
- Cubicles
- Support for the group/individual learning
- Virtual spaces for learning (tutorials, web sites, Blackboard)
- Equipment and technological resources

Strategic Objectives:

a) Evaluate the use of the physical and virtual spaces and existing technologies to implement changes and improvements in accordance with the needs of the user.
b) Create virtual spaces to organize and provide access to collections of quality in different formats according to the needs of the various academic programs.
c) Develop and implement an education, training, updating, and recognition program for all librarian staff with an emphasis on the teaching role of the library.

2. ***The library integrated to academic life.*** It is a support for the design and operation of the curriculum. It produces strategic alliances between library and faculty to ensure the appropriateness and quality of programs and services offered. Together students, librarians, and faculty form learning communities. Continuous learning that throughout life demands important abilities, skills, and expertise to promote a culture of information. The participation of libraries in cross-cutting projects will be essential. In addition, the librarian consortiums are the only possibility to provide the services that are required for the research community.

The components of this pillar and its strategic objectives are:

- Curricular Design: syllabi
- Support for Research: the professional librarian and his work with the academy to support research and provide free and open access to publications of other institutions such as the ones from CETYS. It also includes some elements of ALFIN in regard to the importance of the skills for research.
- Development of collections relevant to academic programs
- Develop the academic potential of resources
- Collaborations

- ALFIN, Training in the use of electronic media.

Strategic Objectives:

(a) Design and operate development collection policy that affects the basic collection in support to all academic programs to increase collection both printed and virtual;
(b) To form work teams between academicians and librarians to design and deliver various actions for ALFIN, especially those that would be within the syllabi.
(c) Implement marketing spreading program to the entire CETYS community of the different programs, services, and resources of the library specifically the electronic resources or the ones of recent acquisition, and measure their use.

3. ***Digitization and use of electronic resources.*** While it is very important to stress the existence and permanence of the traditional library based on printed resources, the modern library is supported by the digital resources not only by the demand of users but also by the great amount of academic resources found by electronic means. The library must use digital tools and existing technological resources to meet the demand of our users for the programs and services that we offer - reference, instruction-. In addition, this implies a commitment that each academic institution supports the creation of knowledge and its dissemination with free and open access for the use of the international academic community. This trend of free access along with the trend of electronic collections means that the role of the library changes from a buyer to a custodian of materials by organizing and providing its efficient access.

The components of this pillar and its strategic objectives are:

- Digital collections,

- Technology,

- Virtual reference,

- Collections with free access,

- Digitalize special collections,

- Support for CETYS editorial

Strategic objectives:

(a) Evaluate through usage studies and reorganize the main web library page to make changes supported by the results for ensuring easy and agile access and increase the use of all library resources.

(b) Centralize all of the technical operations: acquisitions, cataloguing and classification, entries and processes of the online catalog, preparation of materials for collection, etc.

(c) To investigate technological systems such as virtual reference, YouTube for teaching purposes, etc. To provide services and programs supported by the latest technology, and to improve them by focusing on the needs of the users.

IV Actions

V investments

Projections on Growth and Financial Implications

In the same manner as was done in the preparation of the 2007-2010 Plan, the growth projections for the 2011-2020 library system in its multiple items are:

- Collection (information resources, paper, and digital or electronic)
- Infrastructure (Technology and furniture)
- Physical spaces (remodeling, expansion, and construction)
- Human resource

They are based on information generated by the 2020 CETYS Plan. Standards, parameters, and norms are applied to these projections which come from:

- ALA-ACRL *(American Library Association - Association of Colleges and Research Libraries)*
- 2004-2006 COMPAB-IES *(National Council for the Affairs of Libraries of Institutions of Higher Education, Non-profit Organization).*
- Recommendations, with intentions? From José Mariano Orozco Tenorio, a professor at UNAM, specialist in the design of furniture for libraries.

The rules and parameters of the ALA-ACRL are adjusted or adapted for an institution with student population of 10,000 . WASC revised the 2007-2010 Plan and the approving one in form and content, and did not make comments of any kind on extrapolation and adaptation of rules. In addition we proceeded with such adaptation by indications of Dr. Susan E. Parker, an official librarian at UCLA, recommended by WASC to advise the library in its accreditation process. In its report for CETYS, Dr. Parker did not make any comments questioning the results of the adjustment or adaptation.

<u>Collection</u>

With the student and faculty data of 2009, the library must add 121,645 volumes; there are currently 135,611 copies in the three libraries, for 2020 the projection of books is 205,600.

Infrastructure

With the student, faculty, and collection data of 2009, the library must have 8,307 m2 of space for its users; currently the three libraries total 3,400 m2, for 2020 the projection of space required will be of 12,204 m2.
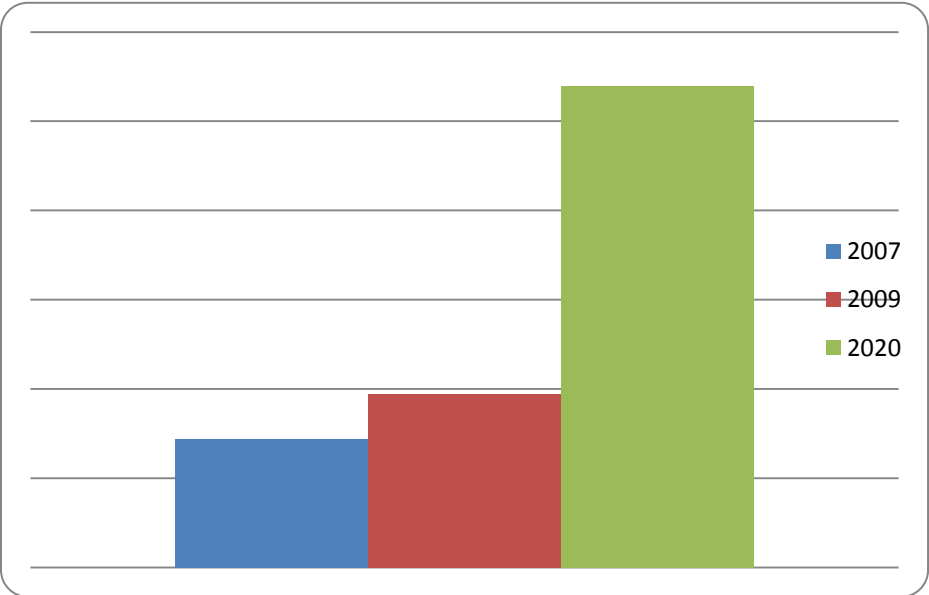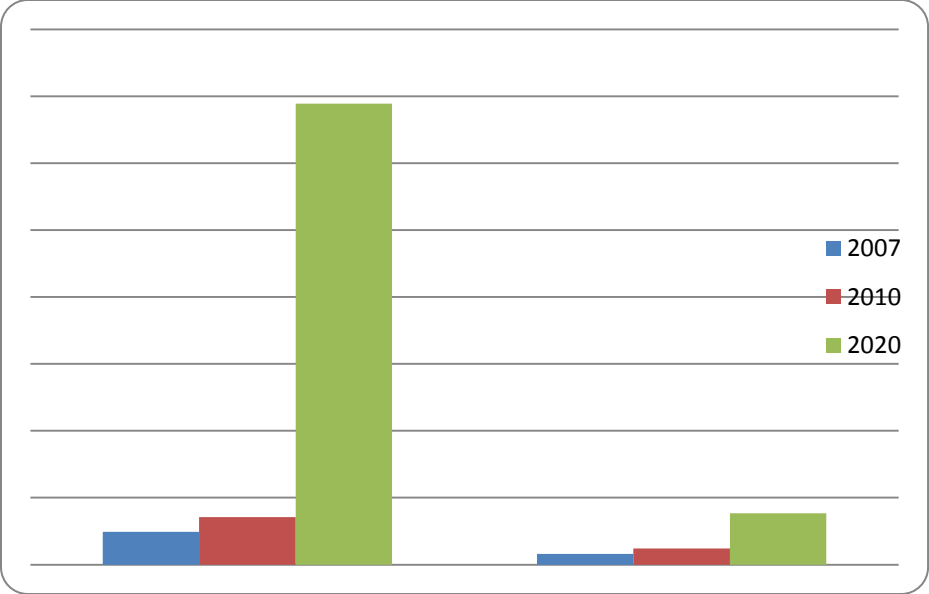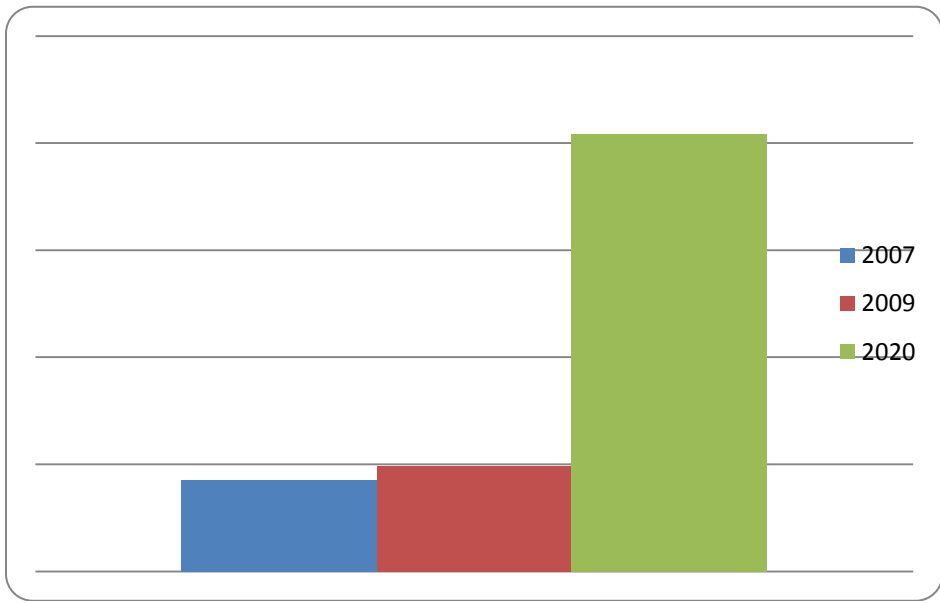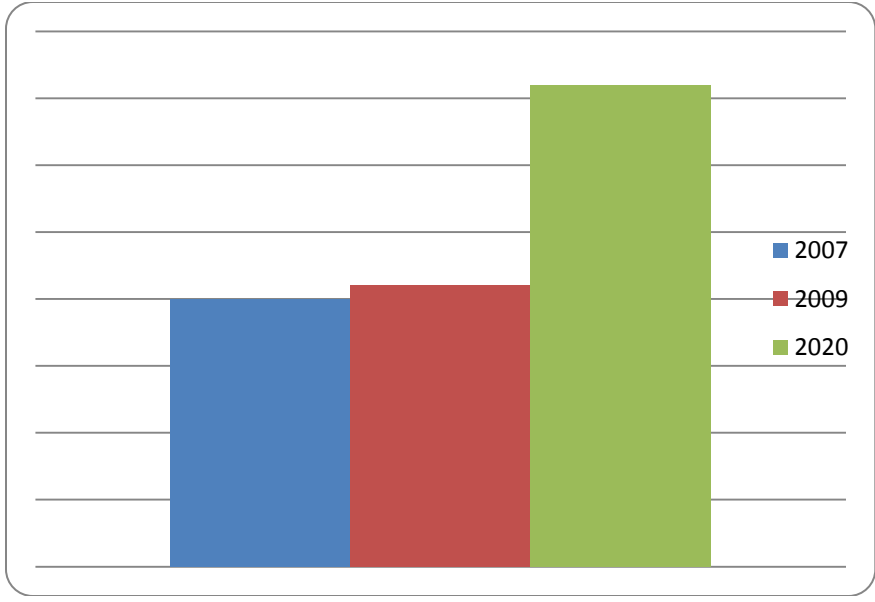
Human Resources

With the student and faculty data of 2009, the library must have 29 librarians; it currently has 20 employees (professionals, technicians, and assistants) in its three libraries. For the 2020 the projection of librarians is 36.
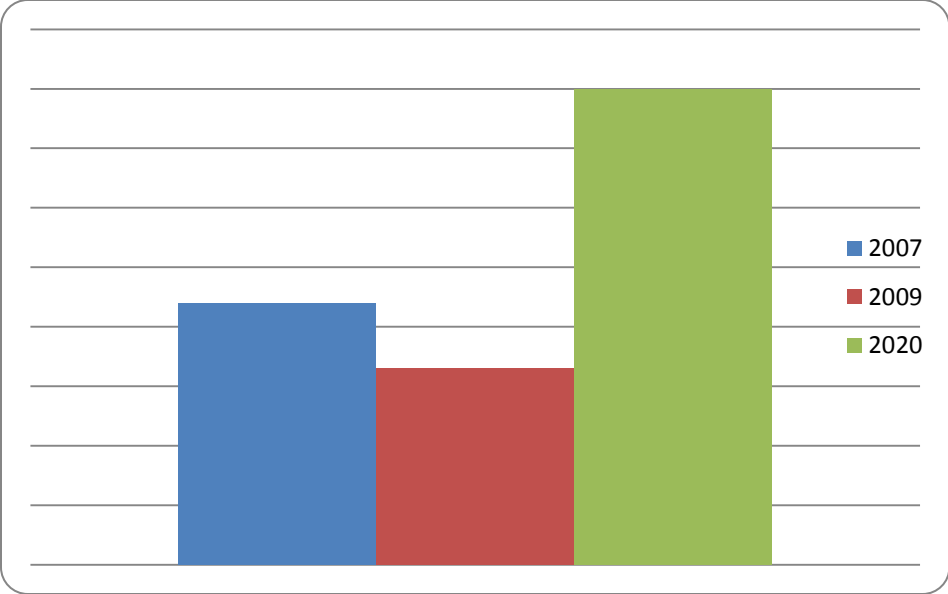
Growth Charts:
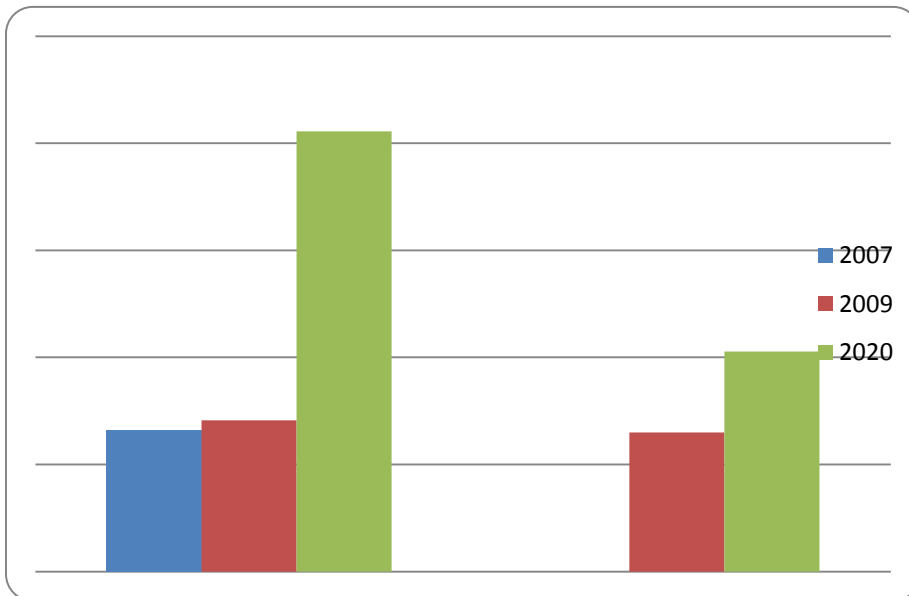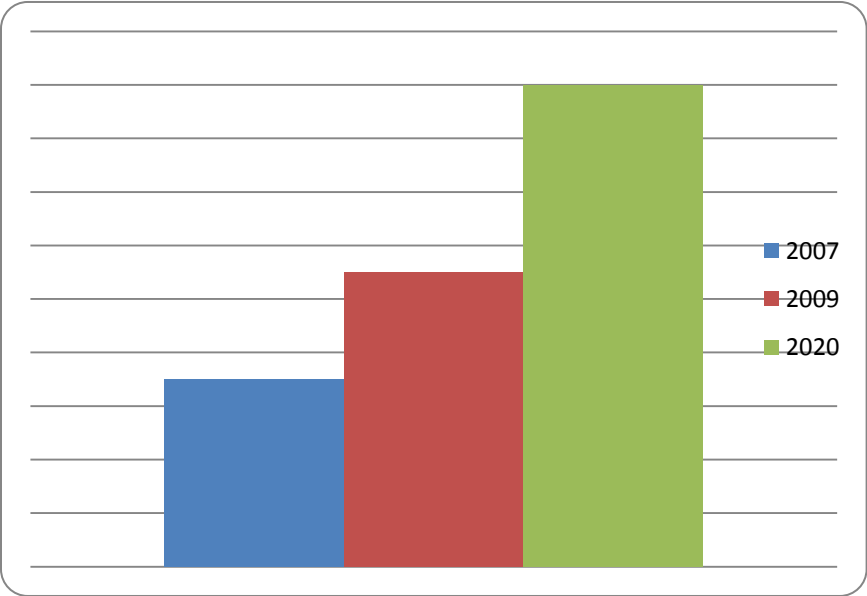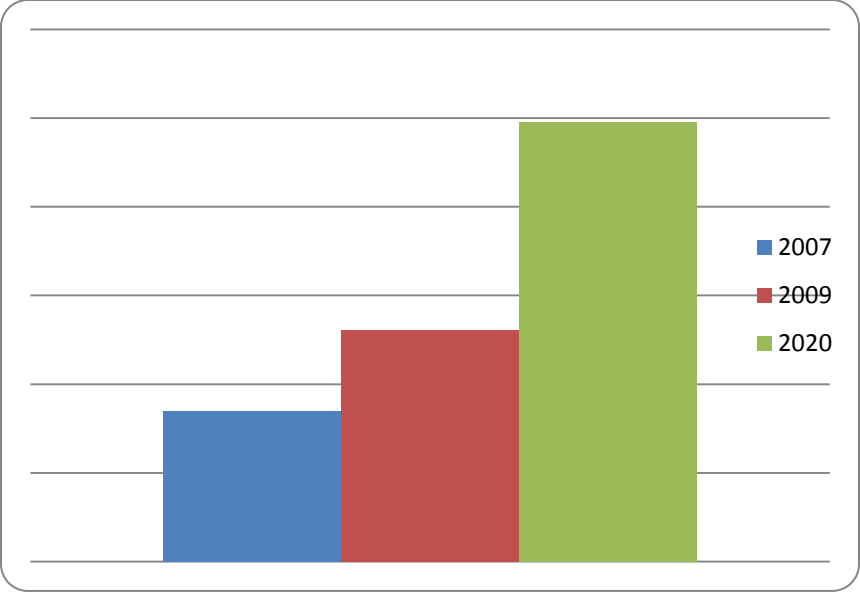
VI challenges

1. Continue and improve the achievement of targets of the 2007-2010 Plan.

2. Comply with the goals not achieved and partially achieved on the previous plan by making the necessary adjustments of time and form in the present 2011-2020 Library Plan and according to the institutional one.

3. Positioning librarians as interactive partners in academic affairs between faculty and administrative personnel. This allows us to instill greater effectiveness and efficiency:

- o That will permeate the culture of information.
- o That promotes the attitude and capacity toward research.
- o That contributes to establish in CETYS a high educational quality, globally competitive, and a rich learning community.

4. Position the library as cross-border area, digitized and traditional, capable of serving and supporting with its resources the services and personnel to users on both sides of the line international border, and those virtual ones that are accessing the web page.

5. Channeling the library to establish links and partnerships for sustainable development linked to different areas of the local, regional, and global community levels.