

# Strategic Plan 2019 – 2024



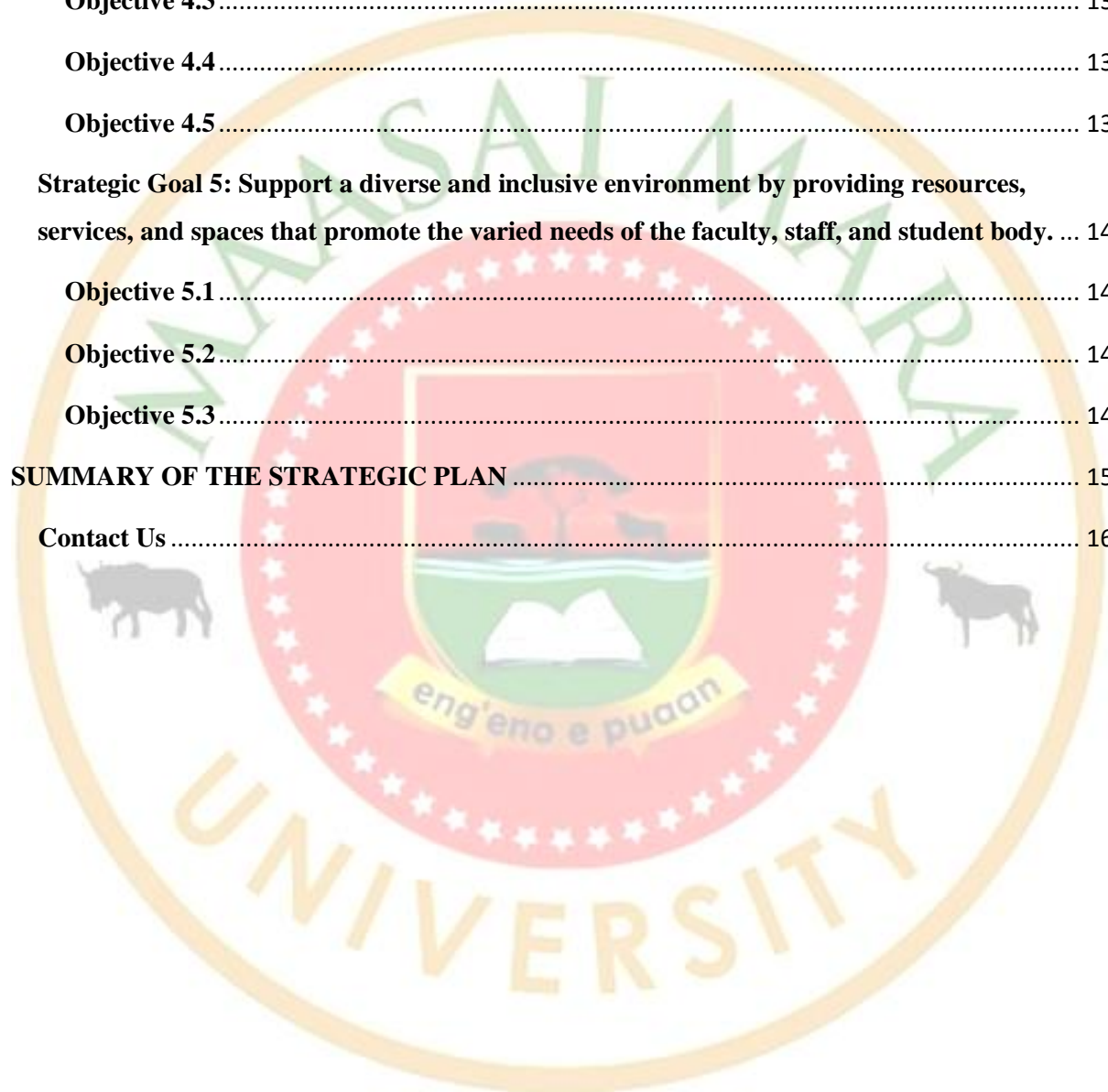
**MAASAI MARA  
UNIVERSITY  
LIBRARY**



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## FOREWORD



The library is working towards enhancing service delivery to its clients. I acknowledge the creativity and dedication of the staff of the Academic and Student Affairs and the library department who have worked together and tirelessly to deliver the following achievements:

- The development of the Learning and Research section as a hub of student innovation, collaboration and learning.
- Attracted unique and distinctive collections from generous donors.  
Opened a Special Collections Reading Room.
- Enhancing the information literacy skills of Maasai Mara University staff and students.
- Improved access to collections through a comprehensive e-resources subscription.
- The development of the institutional repository that has enhanced the visibility of the university globally.

All these developments among many others have taken place whilst daily operations of supporting more than 10,000 library users continued. This is evidence of their dedication to success. Over the next five years we continue to build on these strengths as we focus on the future development of a leading research library as envisioned in our strategic plan. Progressively, the library will engage all library staff and partners in developing concrete action plans. Collectively, we will apply our expertise and passion to successfully deliver the library strategic plan for the benefit of Maasai Mara University and by extension contribute towards the achievement of our country's big four agenda and the attainment of sustainable development goals.

**Professor, Bulitia Godrick Mathews**

**Academic and Student Affairs**



I would like to thank all of the Maasai Mara University Library employees who contributed towards the creation of the Library's 2019 – 2024 Strategic Plan. I am grateful for their great ideas, words of encouragement and inspiration during the various stages of the strategic plan development. To our colleagues and partners within the university and beyond, thank you for being part of this productive process. The success of this strategic plan is attributed to your expertise and collective effort that will guide the library in the next five years.

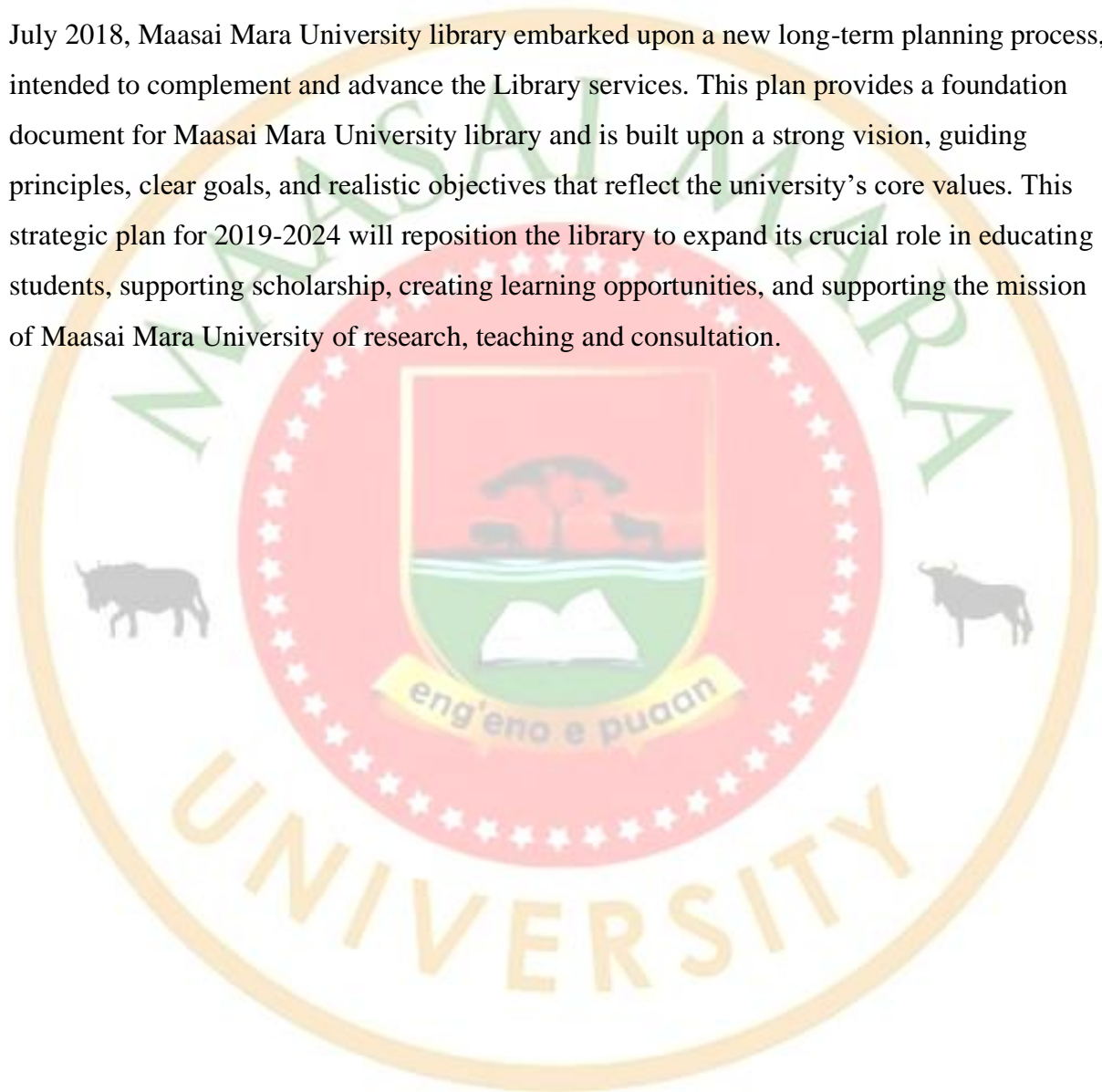
As a library, we envision a bright future for the Maasai Mara University fraternity and we believe that the library will play a vital role in the achievement this strategic plan. Through hard work and commitment we shall actualize the strategic plan and we are prepared to make the dream come true.

**Nancy Kimile**

**Ag. University Librarian**

## INTRODUCTION

Maasai Mara University library plays a central role in supporting the University by providing resources, services, and information literacy instruction to ensure student success. The library has significant strengths in its staff, facilities, and services. We continue to investigate ways to preserve and enhance these strengths while also preparing to meet future challenges. In July 2018, Maasai Mara University library embarked upon a new long-term planning process, intended to complement and advance the Library services. This plan provides a foundation document for Maasai Mara University library and is built upon a strong vision, guiding principles, clear goals, and realistic objectives that reflect the university's core values. This strategic plan for 2019-2024 will reposition the library to expand its crucial role in educating students, supporting scholarship, creating learning opportunities, and supporting the mission of Maasai Mara University of research, teaching and consultation.



### **Vision**

To be the leading library providing a world class information service.

### **Mission**

To provide an efficient and effective customer driven library service in support of teaching, research, consultancy and extension.

### **Values**

Teamwork

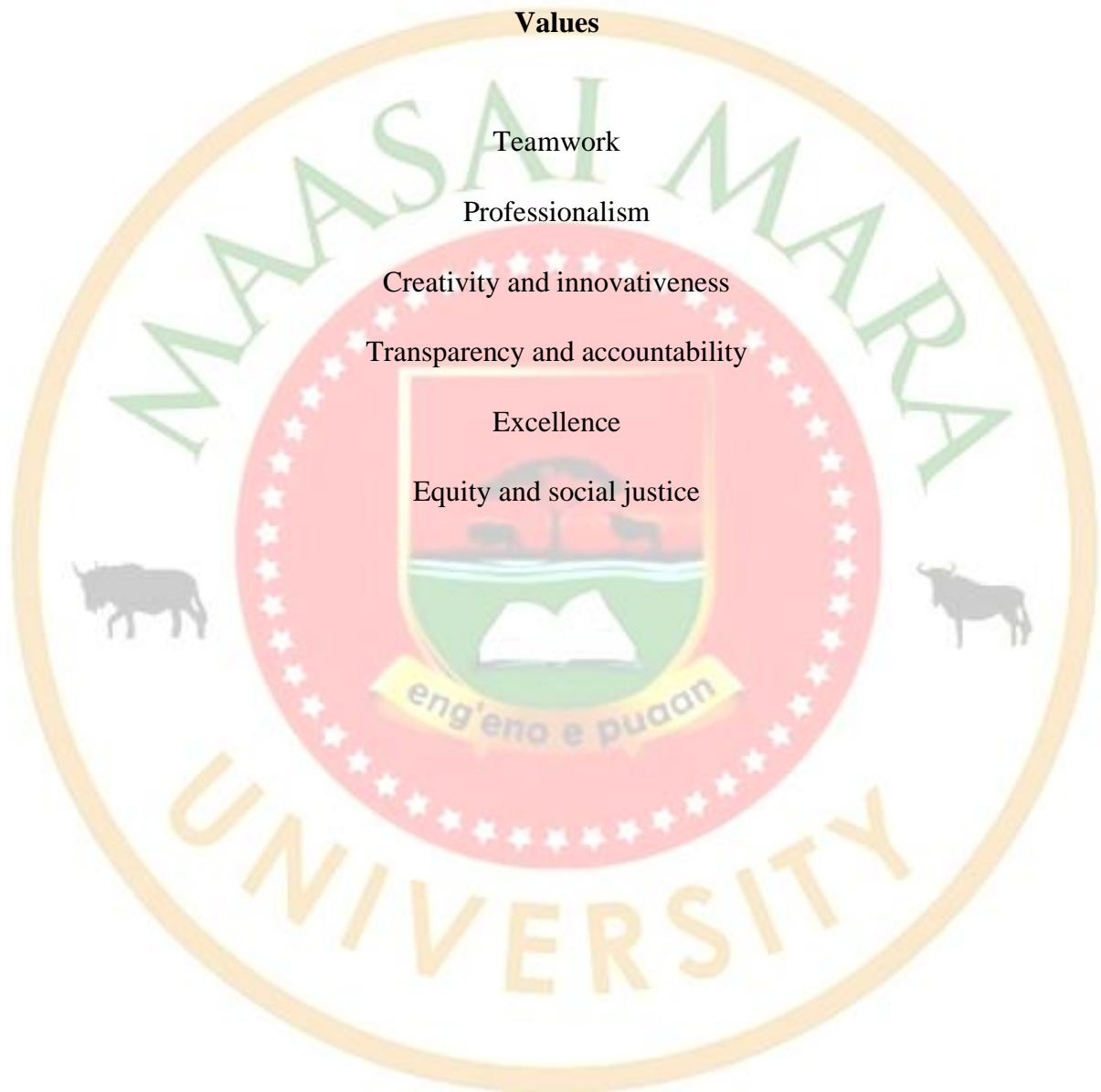
Professionalism

Creativity and innovativeness

Transparency and accountability

Excellence

Equity and social justice





## SWOT Analysis for Maasai Mara University Library Strategic Plan for 2019-2024

Based on the survey issued on April 2019, Maasai Mara University library issued a survey of a sample of 400 students aimed at eliciting feedback on the strengths, weaknesses, opportunities, and threats of the Library services including information literacy. The strengths, weaknesses, opportunities, and threats identified in the survey are as follows;

### Strengths

- Helpful and knowledgeable staff, technology offerings, and research and instructional services.
- Perception that University Libraries are interested in, and generally doing a good job of, meeting user needs.
- Availability of digital libraries which assist its users get access to electronic resources in the digital age.
- The library has subscribed to electronic journals which is monumental to providing knowledge to its users.

### Weaknesses

- Lack of a purpose built library.
- Misperceptions about collections and services that result from a lack of marketing, communication, and education.
- Desire for more computers, improved bandwidth and a dedicated website.
- Inadequate qualified staff.

### Opportunities

- The proposed new library will enhance user-library experience.
- Populate Intuition Repository and equip users with skills to access research materials.
- Continued efforts to improve website search, discovery, and usability.
- Support diversity and inclusion through library collections, spaces, and services.

### Threats

- Perception that the University Libraries organizational structure and culture limit its ability to meet rapidly changing user needs.
- Significant lack of spaces in comparison to the increased enrollment of the student body.
- The poor physical conditions of our buildings and the need to improve accessibility and life safety issues.
- Space for additional computers, technology zones, and collaborative student areas.
- Competition from other information providers.

## **MAASAI MARA UNIVERSITY LIBRARY STRATEGIC GOALS, OBJECTIVES, AND ACTION ITEMS**

**Strategic Goal 1: Develop and maintain dynamic and flexible physical and virtual spaces that meet the needs of our University, informed by trends in higher education and technological advances.**

**Objective 1.0:** *Evaluate existing physical and virtual spaces to align services, collections, and changes in resources and technology with evolving needs of users.*

*Action 1.0.1:* Work closely with the development department to see into it that the new proposed library is completed in time and adhere to the drawing plans.

*Action 1.0.2:* Improve infrastructure for technology, spaces appropriate office spaces for faculty and staff, innovation spaces, and spaces designated for use by graduate students.

*Action 1.0.3:* Add group study rooms for discussions.

**Objective 1.1:** *Implement new assessment measures, using qualitative and quantitative data, to assess and improve University Library services*

*Action 1.1.1:* Having a quarterly survey on the quality of information literacy offered to the students to improve information sharing experience.

*Action 1.1.2:* Participate in the forums organized by Kenya Library and Information Service Consortium (KLISC) to explore alternative ways to measure success and progress.

**Objective 1.2:** *Create innovative research spaces and services to accommodate new technology and to meet the needs of faculty and students*

*Action 1.2.1:* Expand the size and reach of the digital libraries to have the capacity to accommodate over 100 users simultaneously.

*Action 1.2.2:* Engage the marketing department and the department of media film and communication to assist in video production projects for marketing the University Library.

*Action 1.2.3:* Ensure that the University Library subscribed to an off-campus access of the E-resources.

**Strategic Goal 2: Partner across the disciplines to deliver innovative learning that empowers students to engage with, integrate, create, and transform knowledge through the use of library resources and collections.**

**Objective 2.1:** *Determine and implement optimal and sustainable methods to support research and other informational needs.*

*Action 2.1.1:* Assess current library services and explore new potential service areas.

*Action 2.1.2:* Assess strategies between the relationship of library services and student success.

*Action 2.1.3:* Consolidate social media in order to effectively communicate the library message and goals across the University constituency, as well as for external audiences.

**Objective 2.2:** *Develop learning objects, and resources that are easy to discover and incorporate into the learning management system and other delivery systems for teaching and learning.*

*Action 2.2.1:* Create and avail learning tutorials that are pertinent for self-instruction and can be embedded in the Institutional Repository and other online systems.

*Action 2.2.2:* Host and market a Maasai Mara University journal that attracts researchers around the world.

*Action 2.2.3:* Enhance the discoverability of resources and services that support learning and research.

**Objective 2.3:** *Develop innovative library learning and services for diverse users, delivered through multiple channels.*

*Action 2.3.1:* Develop ‘ask a librarian’ feature that can assist library users have a seamless library services timely response to queries both within and outside the University.

*Action 2.3.2:* Enhance access to E-library services such as self-checkout.

*Action 2.3.3:* Market learning tutorials throughout the University using various media.

**Strategic Goal 3: Develop, enhance, and sustain a skilled and engaged workforce that can succeed in a changing environment while providing excellent experiences for library users.**

**Objective 3.1:** *Assess the organizational structure and implement changes that address staffing, skills, and emerging needs to promote a successful learning and research environment.*

*Action 3.1.1:* Continuously assess vacant positions based on current and future needs of the library.

*Action 3.1.2:* Develop a robust orientation for new students and staff and faculty to integrate them into the library system and services.

*Action 3.1.3:* Provide professional development and training opportunities to improve skill sets of library employees.

**Objective 3.2:** *Promote better communication across the University Library via formal and informal communication channels.*

*Action 3.2.1:* The University Librarian will regularly hold meetings with library users to assess and determine their changing needs.

*Action 3.2.2:* Timely reporting on the library's progress to Deputy Vice chancellor, Academic and Student Affairs.

**Objective 3.3:** *Encourage participation in welfare and work-life balance initiatives.*

*Action 3.3.1:* Support social functions and team building activities among library staff.

*Action 3.3.2:* Support welfare for library staff.

*Action 3.3.3:* Support participation of seminars of library staff on changing services and technology.

**Strategic Goal 4: Support and engage in the research lifecycle across the university through the development of relevant resources and services.**

**Objective 4.1:** *Collect, preserve, and promote Maasai Mara University scholarship by capturing scholarly output in an Institutional Repository.*

*Action 4.1.1:* Train librarians on promotion of the Institutional Repository while marketing its benefits across the University.

*Action 4.1.2:* Liaise with deans of schools and head of department to furnish with their research to update in the Institutional Repository to promote research output and increase visibility of the university.

*Action 4.1.3:* Create a position for an Institutional Repository Librarian who will be selected and recruited on a competitive basis.

**Objective 4.2:** *Provides users with information literacy programmes and training.*

*Action 4.2.1:* Library orientation programmes for new students and staff are scheduled at the beginning of an academic year.

*Action 4.2.2:* Regular training workshops on utilization of Electronic resources on different subject areas and disciplines.

*Action 4.2.3:* Library will also coordinate with Schools to customize information literacy programmes related to their various disciplines.

**Objective 4.3:** *Facilitate discovery of and reduce challenges of access and use of information resources.*

*Action 4.3.1:* Support and promote the use of open access of educational resources to users and by providing access to references materials.

*Action 4.3.2:* Collaborate with other libraries, consortia, and electronic archiving services to extend access and share collection development costs.

*Action 4.3.3:* Facilitate information access through ethically bound services of photocopying and printing.

*Action 4.3.4:* Explore sensitive and adaptive technology for people with special needs.

**Objective 4.4:** *To build capacity for the library to support research initiatives*

*Action 4.4.1:* Increased funding for the library to support research materials.

*Action 4.4.2:* Increase library reference materials.

*Action 4.4.3:* Upgrade and update anti plagiarism software.

**Objective 4.5:** Develop a learning and research center for collaborative learning

*Action 4.5.1:* Guiding on referencing and citation.

*Action 4.5.2: Teach on writing a fundable research proposal.*

*Action 4.5.3: Guide on writing skills.*

*Action 4.5.4: Train on curriculum vitae writing.*

*Action 4.5.4: Records management training.*

**Strategic Goal 5: Support a diverse and inclusive environment by providing resources, services, and spaces that promote the varied needs of the faculty, staff, and student body.**

**Objective 5.1:** *Grow a dedicated library community of both actual and potential users through marketing and outreach.*

*Action 5.1.1: Participate in Inclusive University events and meetings.*

*Action 5.1.2: Engage in University wide diversity initiatives.*

*Action 5.1.3: Host professional development workshops for library users.*

**Objective 5.2:** *Assess existing diversity related initiatives on the University and identify partnership opportunities for the University Library's support.*

*Action 5.2.1: Increase access to and promote diverse resources in the Special Collections.*

*Action 5.2.2: Preserve exhibits and explore opportunities for public program and events that are of interest to a broader community.*

*Action 5.2.3: Hold consultative meetings for the various stakeholders who exhibit Special Collections materials.*

**Objective 5.3:** *Interact with students as immediate users to enhance library experience*

*Action 5.3.1: Explore options to develop an internship program in conjunction with the Maasai Mara University Students' Association.*

*Action 5.3.3: Participate in cultural events organized by the student body.*

## SUMMARY OF THE STRATEGIC PLAN

GOAL	OBJECTIVES		MEASURES
<b>Improve the library experience</b>	Objective	Evaluate existing physical and virtual spaces	<ul style="list-style-type: none"> <li>• Follow up and participate in completion of new proposed library.</li> <li>• Come up with appropriate and innovative spaces designed for graduate students.</li> <li>• Create interactive study rooms for learning.</li> </ul>
	Objective	Implement new assessment measures	<ul style="list-style-type: none"> <li>• Having a quarterly survey on the quality of information literacy.</li> <li>• Participate various forums organized by Kenya Library and Information Service Consortium (KLISC).</li> </ul>
	Objective	Create innovative research spaces and services to accommodate new technology	<ul style="list-style-type: none"> <li>• Expand digital libraries.</li> <li>• Develop a library documentary to market library systems and services.</li> <li>• Subscribe to an off-campus access of the E-resources.</li> </ul>
<b>Support innovative learning</b>	Objective	Determine and implement optimal and sustainable methods to support research and other informational needs.	<ul style="list-style-type: none"> <li>• Assess current library services and explore new potential service areas</li> <li>• Assess strategies between the relationship of library services and student success.</li> <li>• Communicate library message through online platforms.</li> </ul>

	Objective	Develop learning objects, and resources that are easy to discover and incorporate into the learning management system and other delivery systems for teaching and learning.	<ul style="list-style-type: none"> <li>• Create and avail learning tutorials that are pertinent for self-instruction</li> <li>• Host and market a Maasai Mara University journal</li> <li>• Enhance the discoverability of resources.</li> </ul>
	Objective	Develop innovative library learning and services for diverse users, delivered through multiple channels.	<ul style="list-style-type: none"> <li>• Develop ‘ask a librarian’ feature.</li> <li>• Enhance access to E-library services such as self-checkout.</li> <li>• Market learning tutorials throughout the University using various media.</li> </ul>
<b>Engage library staff</b>	Objective	Develop, enhance, and sustain a skilled and engaged workforce that can succeed in a changing environment while providing excellent experiences for library users.	<ul style="list-style-type: none"> <li>• Assess vacant positions based on current and future needs.</li> <li>• Develop a robust orientation for new students and staff.</li> <li>• Support professional development through training and workshops.</li> </ul>
	Objective	Promote better communication across the	<ul style="list-style-type: none"> <li>• The University Librarian will hold regular meetings with library</li> </ul>



		University Library via formal and informal communication channels.	<p>users to assess and determine their changing needs.</p> <ul style="list-style-type: none"> <li>• Timely reporting on library departmental activities to Deputy Vice chancellor, Academic and Student Affairs.</li> </ul>
	Objective	Encourage participation in library staff welfare and work-life balance initiatives.	<ul style="list-style-type: none"> <li>• Support social functions and team building activities.</li> <li>• Support welfare for library staff.</li> <li>• Support participation of seminars of library staff on changing services and technology.</li> </ul>
<b>Enhance research</b>	Objective	Populate the Institutional Repository	<ul style="list-style-type: none"> <li>• Train librarians on promotion of the Institutional Repository.</li> <li>• Liaise with schools and academic departments for provision of necessary information materials.</li> <li>• Create a position for an Institutional Repository Librarian</li> </ul>
	Objective	Provides users with information literacy programmes and training	<ul style="list-style-type: none"> <li>• Library orientation programmes for new students and staff.</li> <li>• Regular training workshops on using E-resources.</li> <li>• Customize training programmes with needs of various academic disciplines.</li> </ul>
	Objective	Facilitate discovery of and reduce challenges of access and use of information resources.	<ul style="list-style-type: none"> <li>• Support and promote the use of open access of educational resources</li> <li>• Collaborate with other libraries for information sharing programmes.</li> </ul>

			<ul style="list-style-type: none"> <li>• Facilitate information access through ethically bound services of photocopying and printing.</li> </ul>
	Objective	To build capacity for the library to support research initiatives	<ul style="list-style-type: none"> <li>• Increased funding for the library to support research materials.</li> <li>• Increase library reference materials.</li> <li>• Upgrade and update anti plagiarism software.</li> </ul>
<b>Support a diverse and inclusive environment</b>	Objective	Grow a dedicated library community of both actual and potential users through marketing and outreach	<ul style="list-style-type: none"> <li>• Participate in Inclusive University events and meetings.</li> <li>• Engage in University wide diversity initiatives.</li> <li>• Host professional development workshops for faculty and staff.</li> </ul>
	Objective	Assess existing diversity related initiatives on the University and identify partnership opportunities for the University Library's support.	<ul style="list-style-type: none"> <li>• Increase access to and promote diverse resources in Special Collections.</li> <li>• Preserve exhibits and explore opportunities for public program and events that are of interest to a broader community.</li> <li>• Hold consultative meetings for the various stakeholders who exhibit Special Collections materials.</li> </ul>
	Objective	Interact with students	<ul style="list-style-type: none"> <li>• Explore options to develop an internship program.</li> <li>• Participate in cultural events organized by the student body.</li> </ul>



# Contact Us

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