



Zimbabwe University Libraries Consortium

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STRATEGIC PLAN

2014-2018

PREAMBLE

The Zimbabwe University Libraries Consortium (ZULC) is a consortium of university libraries in Zimbabwe, formed in 2001 to enable resource sharing, cooperation and collaboration amongst its members. To date, the Consortium has fifteen institutions that have full membership and a number of colleges which have an affiliate membership.

Through digitization and the development of new tools and systems for information discovery, management and analysis, university libraries in Zimbabwe are poised to play a pivotal role in the production of knowledge as both publishers and disseminators of information. University libraries in Zimbabwe are expected to contribute towards the internationalization of education by building and integrating access to global resources.

Following the International Network for the Availability of Scientific Publications (INASP) Strategic Planning Workshop that was held on the 20th of June 2013, it was agreed that ZULC which was tasked with taking over the responsibilities of INASP, was to come up with its own 5-year Strategic Plan document.

The ZULC Strategic Plan is based on identifying internal and external trends, analysing and synthesizing what ZULC has learned from INASP in terms of e-negotiations and e-resource management to ensure self-sufficiency. The Strategic Plan recognizes the critical role played by the university libraries in Zimbabwe, the strong need for collaboration amongst the universities and the support rendered by the member institutions' Vice Chancellors.

The Strategic Plan also acknowledges the need for member institutions to have infrastructure and processes that are flexible, responsive, and technologically driven in support of human capital development as per the provisions of the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimAsset) document. The plan guides the Consortium as it makes strategic choices of the future as individuals, as librarians, as libraries and as universities. Thus, the plan creates a proactive rather than a reactive management posture that initiates and leads.

Vision

**A Leading Consortium in Empowering
Teaching, Learning and Research in Southern
Africa.**

Mission

To provide leadership in access to knowledge, information and resource sharing through collaboration, capacity building, advocacy and networking in support of national development

Values

Driven by:

- a) Commitment to work
- b) Customer Oriented
- c) Diligence
- d) Excellence
- e) Innovativeness
- f) Integrity

Strategic Key Issues

1. Governance
2. Sustainable Funding
3. Capacity Building
4. Technological Development
5. Changing User Needs
6. Collaboration and Partnership
7. Social, Economical and Political Environment

STRATEGIC PLAN 2014 - 2018

STRATEGIC ISSUE	STRATEGIC OBJECTIVE	STRATEGY	ACTIVITY
1. Governance	a) To promote good governance.	a) To strengthen the legal and administrative framework of the Consortium.	<ul style="list-style-type: none"> a) To register ZULC as a PVO by December 2014. b) To establish a permanent Secretariat. c) Review the ZULC Constitution. d) To review ZULC administrative structures. e) To ensure adherence to ZIMCHE standards. f) To reconstitute the working groups. g) To continuously monitor and evaluate performance of work groups.
		b) To review the management structure.	a) To review composition of the working groups.
		c) Enhance the visibility of the Consortium.	<ul style="list-style-type: none"> a) To develop marketing strategies for the Consortium. b) To develop advocacy plans for the Consortium. c) To set up strong communication channels for the Consortium. d) To upgrade and update the ZULC website. e) To set up a permanent Secretariat. f) To enhance the programmes and services of the Consortium.
		d) To increase membership.	<ul style="list-style-type: none"> a) To organise sensitization workshops. b) To develop and distribute promotional materials. c) To visit potential member institutions.
		e) To strengthen collaboration and partnership.	a) To establish and enhance collaboration and partnership with relevant organisations.
		f) To ensure effective communication amongst members and stakeholders.	<ul style="list-style-type: none"> a) To create a mailing list. b) To continuously update the ZULC website. c) To use video conferencing e.g. Skype.
2. Sustainable funding.	a) To institute measures for sustainable funding.	a) To fundraise for ZULC.	<ul style="list-style-type: none"> a) To organise 4 fundraising activities. b) To write proposals for funding. c) To conduct training workshops. d) To identify avenues for investment. e) To review the fee structure of the Consortium. f) To identify possible development partners, (internal and external).

<p>3. Capacity building.</p>	<p>a) To strengthen capacity building within the Consortium.</p>	<p>a) To enhance human capacity within the Consortium.</p>	<p>a) To organise skills development workshops. b) To identify conferences relevant for professional development. c) To identify quality LIS schools for members to upgrade members' qualifications. d) To identify scholarships to support members professional development. e) Peer exchange programmes. f) To conduct skills audits.</p>
		<p>b) To improve or upgrade physical facilities within member libraries.</p>	<p>a) To develop guidelines for appropriate library furniture and equipment. b) To sensitise members on standards for library furniture and equipment.</p>
<p>4. Technological Development.</p>	<p>a) To promote the use of new technological developments in information delivery.</p>	<p>a) To enhance access to electronic content.</p>	<p>a) To subscribe to additional electronic databases. b) To organise workshops on the use of e-resources. c) To establish and expand Institutional Repositories. d) To conduct ILS training. e) Identify Open Access Resources.</p>
		<p>b) To provide electronic tools to enhance access to information delivery.</p>	<p>a) To subscribe to Discovery tools. b) To pursue the site licencing initiative.</p>
		<p>c) To enhance ICT infrastructure in member libraries.</p>	<p>a) To develop guidelines for appropriate technology to support access to electronic information. b) To identify appropriate softwares for libraries c) To establish links with ZIMREN.</p>
<p>5. Changing User Needs.</p>	<p>a) To provide programmes and services that will satisfy the changing needs.</p>	<p>a) To provide services that satisfy user needs.</p>	<p>a) To develop and implement Information Literacy programmes for students. b) To provide access to resources to empower e-learning programmes. c) To sensitise teaching and research staff on enhancing their information retrieval skills. d) To conduct user surveys.</p>
<p>6. Collaboration and Partnership</p>	<p>a) To develop and sustain strategic partnerships.</p>	<p>a) Establish partnerships with local and international organisations.</p>	<p>a) To identify suitable partners. b) To participate in the activities of partners.</p>
<p>7. Social, Economical and political environment.</p>	<p>a) To realign ZULC to the prevailing social, economic and political</p>		<p>a) To review ZULC policy documents in line with changing social, economic and political environment.</p>

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