

LIBRARY REVIEW REPORT

UNIVERSITY OF JAFFNA



23rd to 25th November 2009

Review Team :

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1. EXTERNAL REVIEW PROCESS

University's accountability for quality and standards is a key factor required to promote and safeguard the public confidence in higher education in the country. As the higher education system of Sri Lanka is a public good, universities of the country must conscientiously exercise their responsibility for quality and standards of the output. The library review is one of the components of the external quality assurance programme carried out in Sri Lankan universities.

The external review process is shaped by how much can reasonably and practicably be covered in periodic external review process without imposing an additional burden on libraries which would reduce their effectiveness in providing of services. The aim is to use evidence and information generated by the library itself to appraise quality of its services. The greater the reliance of external quality assessment upon the library's own evidence of self evaluation, the greater is the prospect that standards will be safeguarded and quality will be enhanced.

Key purposes of the external review process in Sri Lankan universities are the safeguarding the quality and effectiveness of library services and facilitating continuous quality improvement in the higher education. In addition, it encourages good management of the university libraries and enhances confidence in the capacity of the libraries to safeguard the quality and effectiveness of its services, both internally and externally. It is also expected to provide systematic, clear and accessible information on the university library services as well as to provide accountability through external quality assessment and a public report. Moreover, the process promotes identifying and sharing of good practices in provision of library services. However, it is understood that the final responsibility for quality and standards remains within the institution itself, since it alone has the powers to control and to change the existing practices.

The key features of the library review process include the critical analysis of the Self Evaluation Report (SER) prepared by the library concerned, observation of library resources, observation of documents, observation of other facilities available, and gathering information on activities towards the quality assurance through discussions with as many stakeholders as possible. The external review process for university libraries identifies eight broad areas for assessment.

1. Vision, Mission and Objectives
2. Management
3. Resources
4. Services
5. Integration
6. Contribution to Academic Output
7. Networking
8. Evaluation

The review team consisting of the following members conducted the review process from November 23rd to 25th, 2009.

- Ms. T. Arulnandhy (Librarian, Eastern University of Sri Lanka)
- Mr. Ananda Karunaratne (Librarian, University of Ruhuna)
- Mr. D. Jasingha (Head, Department of Marketing Management, Sabaragamuwa University of Sri Lanka)

The team on the first day morning of the visit discussed and finalized the agenda of the three-day programme with the Librarian (see annex 1).

During the period of reviewing, the review team met the Vice Chancellor, Librarian, Members of the Library Committee, Library Staff (Academic, Para-Professional and Support Staff), Teaching Staff, Undergraduate Students and Postgraduate Students of the university.

The review team was also able to observe resources of the main library as well as the Branch Libraries. Several documents which included the management structure of the library, library policies etc. were also perused.

On the third day, the review team briefed the findings of the team to the librarian and senior staff of the library.

After the review visit, this report was prepared incorporating the findings of the review team. In the report, the strengths/good practices and the weaknesses are highlighted together with the recommendations. Each aspect has been given a judgement of good, satisfactory or unsatisfactory. The draft report will be sent to the library and the feedback will be obtained. If there is any disagreement with any judgement, it would be resolved by the QAAC through discussion. The judgement will be submitted to the Standing Committee on Quality Assurance of the UGC for approval. After its approval, the report will be published in the QAAC Website, www.qaacouncil.lk. The library should take action to improve the quality of the aspects that receive a judgement of unsatisfactory within six months of approving the judgements by the Standing Committee on Quality Assurance.

2. BACKGROUND OF THE UNIVERSITY AND THE LIBRARY

University of Jaffna was established in 1974 with two Faculties: Humanities and Science. The Faculty of Humanities and the General Office were setup at Thirunelvely and the Faculty of Science at Vaddukoddai. Now the University of Jaffna has eight faculties and seven Academic Units. The Faculty of Medicine was established in 1978, the Faculty of Agriculture in 1990, the Faculty of Management Studies & Commerce and Faculty of Graduate Studies in 1999. Vavuniya Campus was established in 1993 with two faculties as Business Studies & Applied Science. Seven Academic Units of the university are as follows: Department of Siddha Medicine, External Unit (Distance Learning Unit), Extra Mural Studies Unit, Centre for Fisheries Development, Sports Science Unit, Health Studies Unit, and Workers Education Unit (Human Recourse Advancement Unit).

The Library of the University of Jaffna was established in 1974 as the establishment of the university. Since the Undergraduate Department of the Jaffna College was coaching external students for the degree examinations conducted by the University of Sri Lanka and University of London it had a reasonably good library. Subsequent to the acquisition of Jaffna College Undergraduate Department, its library became the property of the University of Jaffna. There were about 28,000 Volumes in this library at the time of the acquisition. The Ramanathan Library of Parameswara College and the library of the Undergraduate section of Jaffna College formed the nucleus of this library. Collection from the Ramanathan Library consisted mainly of materials collected by Sir. P. Ramanathan during his long valid and eventful career. There were books on Law, Hindu Philosophy and Religion, English, History and Literature, Politics and Government.

At the beginning, the Main Library of the University of Jaffna was established at Thirunelvely and the Science Library at Vaddukoddai where the Science Faculty was functioning. When the Science Faculty was shifted to Thirunelvely in 1978 the library also was shifted to Thirunelvely. Later the building at Vaddukoddai was handed over to the Jaffna College management and most of the books that were taken over from Jaffna College were also returned to Jaffna College in 1980 on the instructions of the Ministry of Higher Education. Within thirty five years, the Library has built a collection of more than 148,000 Books, 200 printed international and local Periodicals, and 16 titles of News Papers. It is housed in a well planned building. The Library resources were built up gradually.

At the inception of the University of Jaffna, there were Sinhala and Tamil Medium students reading for different degree programmes. Due to the Ethnic disturbances occurred in 1978 it was forced to start a Unit of the University of Jaffna in Colombo to enable Sinhala medium students to pursue their studies and the Sinhala medium staff and the students were transferred to Colombo. As a result all Sinhala Medium books that were purchased by the University had to be sent to Colombo. Further, the books that were borrowed by the Sinhala medium staff and the students at that time could not be recovered. This made an adverse effect on the library collection.

The acute shortage of space in the library was felt in 1980/81 and the ground floor of the permanent building was completed and a permanent librarian was appointed in 1982. Donations from several professional experts enhanced the library collection and the library could offer a better service to the readers. The racial problem that propped up again in 1983 caused problems and delays in processing material for the library. The library encountered heavy loss in 1987 due to the IPKF operations. The building was damaged and many valuable materials and equipment were damaged and destroyed. As there is no one to care for the collection for nearly four months more materials were damaged due to the attack of white ants etc. and due to rain. During this period the books in the Bindery and the books in the Cataloguing Department were damaged by shelling. As the catalogue cabinet was damaged, all the cards in the cabinet were thrown out every where resulting in the loss of many cards. The damage of the library catalogue is still causing problems as it is extremely difficult to put it in correct order.

Apart from the lack of funds, loosing of qualified librarians from time to time hindered the progress of the library.

The shortage of Library Assistants and Library Attendants in the library is a big drawback in rendering a better service to the users. The library incurred the worst loss due to the exodus in 1995. Including many books and materials that were preserved in the Archives Section a very valuable collection was found missing, damaged and destroyed. The entire collection in the Archives and Government Documents Section were removed from the library without informing the university and were kept at Usan Maha Vidyalayam. These materials were taken back when the library was reopened in May 1996. During the period of displacement, almost all the books in History, Tamil Literature, Management and Fine Arts in the reference section were destroyed along with the wooden shelves by white ants.

Further non-binding of periodicals, lack of space to preserve them and the donated books and the incompleteness of the planned fourth floor, lending the second floor of the Main Library for the use of IT Unit creates additional problems in rendering better service to the readers.

However, in order to handle the services effectively, the library has established Branch Libraries at the Faculty of Medicine, the Faculty of Agriculture, the Department of Siddha Medicine and Ramanathan Academy of Fine Arts. Readers who need further information can have access to the Main Library.

Vision, Mission, Goals and Objectives of the University and the Library

The Vision of the University

The University of Jaffna functions with its vision being,

“To be the leading centre of excellence in teaching, learning, research and scholarship”

The Mission of the University

The Mission of the University of Jaffna is to be a leading centre of academic excellence in producing intellectual, professionally competent and capable graduates by providing quality teaching learning, and carrying out research to meet the emerging needs of the national and international community with special emphasis on the social economical and cultural needs of northern Sri Lanka.

Goals of the University

- To be a leading centre of excellence in higher studies carrying out research to broaden of knowledge frontier
- To prepare graduate to foster intellectual environment with national and international orientation
- To promote studies to meets the need of the community and the nation.

The Vision of the Library

Being the axle to achieve the University objectives; Teaching, Research and Creation of new knowledge by organizing Books, Periodicals and other Library materials in academic research and creative fields.

The Mission of the Library

- to inculcate knowledge at student level
- to assist for professional development at staff level
- to preserve the culture at society level

Objectives of the Library

1. Being the prime organ of the University of Jaffna, the library has to function as the Cultural Information Centre, collecting, preserving and lending to the readers all publications, pamphlets news paper clippings manuscripts which reflect the culture of the people in the peninsula.
2. Collecting preserving and lending to the readers all publications by native and alien writers regarding Sri Lanka and other academic and research publications while attempting to search for publications of this nature by Tamil authors.
3. The library has to function as the driving force in achieving the target of the university by making available the necessary material pertaining to teaching and research.
4. The library helps the creation of new knowledge by collecting and preserving the published and unpublished dissertations and thesis of the university community.
5. Attempting to join the information exchange programme on national and international levels.

3. FINDINGS OF THE REVIEW TEAM

3.1. Vision, Mission and Objectives

The review team observed that the vision and the mission of the University of Jaffna Library (JFNL) support and aligned to the vision and the mission of the University. However, the reviewers feel that the mission statement should also pay attention to socio-economic development of the peninsula. So, reviewers feel that the mission statement of the library should be developed paying attention to the socio-economic development of the peninsula.

The reviewers also viewed that the vision of the library should be elaborated including the phrase 'community development'. And the mission of the library could be modified including some additional information such as:

- Providing a high quality information services.
- Developing relationship with other institutions.

Goals of the library should be clearly stated. Phrases like 'to support to create an effective and efficient environment by providing high-quality, timely, reliable and precise information to the university community and the research community in Northern Region of Sri Lanka and by adapting to the new technology' might be included.

The objectives of the library are better to be SMART oriented. The objectives of the JFNL are appropriate and lead the library towards achieving its mission. Activities relating to objectives 1, 2 and 3 are on-going activities of JFNL and achievements to date are satisfactory. Although the activities related to objective 4 are progressing, reviewers felt that the progress is slow due to lack of funds. With regard to the objective 5, JFNL has not paid an adequate attention to link the information exchange programme on national and international level.

3.2 Management

The Divisions and Staff

As envisaged by the Vision and the Mission of the library, the library's function is to support the university to achieve its Vision and the Mission. The main library has 06 divisions each under a Senior Assistant Librarian (SAL) or Assistant Librarian (AL). One of the divisions namely 'A R office' is under an Assistant Registrar. Among the 07 professionals of the library, 02 professionals are on vacation leave and 01 is on study leave. The review team observed that cover up duties was not assigned in writing when a professional obtained leave for a long time.

There are 07 professionals, 26 library assistants, 01 book binder, 11 library attendants, and 11 labourers in the library carder. But they do not have proper duty lists in writing. Each person should be given a job description or a duty list.

Based on the Arrangement by area the main library has set up Faculty Libraries for the disciplines of Medicine and Agriculture and the Department Libraries for Fine Arts (RAFA), Siddha Medicine and Law of the Faculty of Arts. In the Main Library, the reader services section is again divided into Archive section, Permanent Reference Section, Periodical Section and the sections for each discipline.

The SAL who runs the library the Faculty of Medicine should be given more authority to perform ordering, acquisition, cataloguing, classification, and to maintain a separate acquisition Register under the supervision of the librarian. This may help to avoid unnecessary delays in acquisition of books and periodicals.

The RAFA library and Siddha Medicine library are handled by the Library Attendant and the Staff Assistant respectively. It is better to handle these two libraries under SAL or AL.

The filing system of the library also should be maintained in a systematic manner to collect the relevant information effectively and efficiently.

Links between the Faculty Libraries, Department Libraries and Main Library

The JFNL system consists of four libraries; the Main Library, Medical Faculty Library and two department libraries viz. RAFA and Siddha Medicine. Medical Library and Department Libraries are located a few kilometres away from the Main Library.

It is found that the Main Library maintains satisfactory links with branch libraries and other university libraries. However, reviewers feel that the Main Library co-ordinates all activities of the faculty library and department libraries rather than giving them necessary authority to handle their activities. In addition, recruitment and training of staff are done by the Main Library.

Library Policies and Procedures

The JFNL has a Collection of Management Policy (CMP) formulated in 1994. The review team revealed that the JFNL should pay more attention to develop the collection of resource on basis of requirements for teaching, learning, research and community needs. It seems that unnecessary books and periodicals have been received through donations. Therefore, filtering and evaluation of resources are required when accepting donations to the library.

The review team also found that all members of the library staff are committed to provide a good service to the user community.

The JFNL does not have ILL policy, Weeding policy, or Conservation and Preservation policy. These policies should be formulated. The library also does not maintain job descriptions for different positions.

3.3 Resources

Human Resources

Human Resource is an important component of any organization because it is the driving force of the institution. JFNL is served by 07 professionals, 01 administrative officer, 26 para professionals, and 23 supportive staff. The total number of the carder is 57.

The following are the investigations made by the team regarding the staff:

- Job descriptions or duty lists were not given to the staff in writing.
- When assigning duties to paraprofessional staff their seniority and efficiency have not been properly considered.
- Staff participation of training programmes is not sufficient.
- No. of professional staff and supportive staff is not adequate in the library and not matched with the student ratio.

- Vacant positions such as the Librarian, 02 Assistant Librarians, 01 Library Assistant, 02 Library Attendants, 02 Book Binders and 01 Labourer posts must be filled.
- New cadre positions such as System Analyst /Programmer and Technical Officer etc. are required to the library.

Reading Materials

The JFNL resource collection consists of more than 148,000 books, 200 printed international and local periodicals, and 16 titles of news papers. There is a card catalogue to search for the collection. OPAC is not available. As there is a quite number of outdated books in all libraries (Main Library, Medical Faculty Library and Department Libraries), weeding is urgently required to update the library. The review team however noted that the number of copies of some text books as well as availability of electronic resources is not sufficient. There are very important special collections at the main library and RAFA where manuscripts and ola leave resources are stored. Necessary steps should be taken to preserve them.

Infrastructure Facilities

The Main Library is occupied in a three storey building at the university premises. The Librarian's Office, Acquisition Section, Cataloguing/Automation Section, Documentation Section, Preservation Section and other service points have been housed together in the same building.

The ground floor is allocated for Social Science, Quick Reference and Periodicals collections. Auditorium of the library, and Arts and Humanities Collections are also located on the ground floor. Periodical acquisition, news paper holdings, and other storages are also occupied in the same location.

First floor of the library building (14079 SQ feet) is completely separated for the Computer Unit of the university and hence the library faces with space problems. The library will be able to rearrange in a better way if the Computer Unit is shifted to another place.

Archival section, Law section, Agriculture and Science sections are located on the top floor of the building. Yet, facilities available for users are insufficient.

IT Facilities

The library has not provided computer facilities for readers. Internet or IT facilities are not available. Non-availability of sufficient no. of computers at the Main Library as well as in Branch Libraries, lack of adequate internet facilities etc. hinders the standard of services of the library. The Computer Unit occupied in the library is not a part of the library system. Branch libraries have very poor IT facilities. The Siddha Medicine Library has only one computer and RAFA library has none. It is required to establish a proper IT programme in the library.

Funding

The annual allocation is divided among libraries with the basis of faculties and units covered. The books and periodicals vote in 2008 was Rs.18.6 million, where the allocation for periodicals was 14.25 millions and 4.35 millions for books. The annual allocation should be increased to accommodate consortia purchasing of periodicals and purchase of electronic resources for the library.

3.4 Services

The main library and branch libraries provide an array of services to the users ó the students, the academic staff, the administrative staff, the non academic staff and the community. In order to render services effectively, the JFNL has established branch libraries at the Faculty of Medicine, Faculty of Agriculture, Department of Siddha medicine and Ramanathan Academy of Fine Arts.

The following services are available for the users of the JFNL.

- OPAC (on-line Public Access Catalogue)
- Permanent Reference Service
- Borrowing, Renewing and Reservation
- User Education Service
- Document Service
- Photocopy Service
- Reference Services including Archives Unit
- Current Awareness Service

The branch libraries of the JFNL are also providing most of the above services

Reference Service

The review team noticed that except Archives and Government Documents other subject materials are kept together in the book shelves. This causes damage to the materials, waste of time and cannot find the information in an expected manner. The branch libraries like Siddha Medicine and Ramanathan Academy of Fine Arts are also to take more consideration to provide good service to the clients (e-g. Documents, Space, Human Resources, IT facilities and so on).

Lending Services

Readersø Service Section is responsible for the registration of members. Books allowed for Lending are loaned for two weeks and from reference for overnight use only. Permanent Reference, Government Documents, Periodicals, Archives books and Quick reference books may not be borrowed. Academic staff and final year undergraduate students are entitled to borrow the periodicals for overnight.

Opening Hours

The students are requesting to extend the library opening hours after 6.00 p.m and Medical Faculty till 8.00 p.m. The review team suggested that the library can be opened on Sundays too to overcome their issues. The review team also felt that more supportive staff like Library Assistants and Library Attendants is needed for the Branch Libraries.

User Education programs

The library orientation programmes are conducted at the beginning of each academic year for the new students. On their visit to the library the students are taught how to familiarize with different types of reading materials, and ways of using them and also the means of locating the document with the help of classification and cataloguing. However, the review team realized that the allocation time for orientation programmes are not enough.

OPAC Facilities

At present 40,000 records are available in LIBSYS database. Simple search and advanced search facilities are available through this and browsing facilities also available within the database. The library is managed to allocate only one terminal to provide this service. The review team noted that they need more terminals to provide this service efficiently and effectively. IT facilities should be made available at the Branch Libraries.(Siddha Medical and Ramanatha Academy) to use the OPAC facilities and for other work.

Photocopying services

The photocopy service should be activated more. The review team also found that the RAFA library doesn't have an Audio-Visual Unit and suggested to do the same for better service to the clients. The review team suggested that an availability of a suggestion box in Branch Libraries also good to get feedback from all clients.

Membership facilities for outsiders

The staff or students of other universities and any other outsiders wish to use the library, must obtain written permission from the librarian. There is a membership form and procedure for this practice.

3.5 Integration

Integration is very important to build the image of the library at the university level. The JFNL librarian is a member of the Senate which is the most important decision making body for academic matters and also a member of the following committees

- Library committee
- Finance Committee
- Purchasing committee
- Project Monitoring Committee

The librarian is one of the members of the Senate Library Sub-committee which is a sub-committee of the Senate and an Assistant Registrar is functioning as the secretary of the committee. However, the Senate Library Sub-committee is inactive and this committee would have given an opportunity to discuss matters pertaining to the library with Deans and other stakeholders and also to enhance coordination between the library and the university. The librarian or a representative of the librarian is not invited for the Faculty Boards except the Medical Faculty.

Participation in curriculum evaluation

The Senior Asst. Librarian of the Medical Faculty attends the Faculty Board and also participates in the Curriculum Evaluation Sub-committee which is a good integration.

University research publications

The necessary information to the researchers, who submit articles based on research published in the university, is provided by this library. The librarian serves in the capacity of the managing editor of "SINTHANAI" research magazine since 1983.

3.6 Contribution to Academic Output

The main library and the branch libraries of the JFNL provide information sources and resources for teaching and learning functions. Further, these libraries contribute to scholarly activities and staff development activities.

Provision of Reading Materials and Learning Resources

The library maintains a comprehensive collection of library materials to provide information services and resources for teaching, learning and research. The library updates its collection by calling for lists of reading materials from the academic staff every year. However, it was noted that the majority of staff does not respond. The text book collection and the number of copies of the text books are not adequate. Availability of electronic resources could also be considered as inadequate. This is mainly due to constraints beyond the control of the library such as lack of funding. However, the library seeks to use the latest technologies to deliver its services.

Automation of the library is a five year project started in 2007. About 40,000 cataloguing records are entered in the LIBSYS software till August 2009. While entering the bibliographic details to the computer they change the classification number based on the DDC22nd edition. The review team observed that lack of training in LIBSYS software is a major constraint in automating the library.

Information Literacy Teaching Programmes

The JFNL is willing to provide information literacy skills to both staff and students when requested. However, the library does not offer formal information literacy skills development courses. This is mainly due to faculties not initiating to incorporate such modules into their curriculum. However, the academic staff of the library is engaged in teaching activities in Diploma or Post Graduate Diploma level. All of them are appointed as visiting lecturers for the course conducted by Sri Lanka Library Association and the Faculty of Graduate Studies of the University of Jaffna. All of them are contributing to a greater extent as resource persons for any workshop or seminar held locally for Public Librarians or Teacher Librarians.

Communication and Collaboration

The staffs of the JFNL are working collaboratively and cooperatively with the library users and other departments of the university. However, the review team observed that the library staff and information technology staff do not maintain a close relationship in providing their duties.

Research Consultation

Research Consultation is another sphere by which the library contributes to the academic output.

The necessary information to the researchers, who submit articles based on research published in the university, is provided by this library. The librarian serves in the capacity of the managing editor of *õSINTHANAIö* research magazine since 1983. The review team feels that the library is innovative, proactive and forward looking entity which adds value to the University of Jaffna.

3.7 Networking

The aim of the library networking is to improve the access and exchange of information available in different libraries and explore various options for application of information technology in networking of libraries. There are many national and international networks among libraries to share their resources.

The JFNL is a member of the Agricultural Information Network (AGRINET), Health Literature Library and Information Services (HELLIS) and, Sri Lanka Scientific and Technical Information Network (SLISTINET). The review team observed that though University of Jaffna library is a member of these national networks, they are unable to fully share the resources and services provided by these networks due to the transport difficulties to attend the regular meetings and communication delays.

At present there is no network connection between the main library and the branch libraries. Due to this, branch libraries are unable to access the computerization software available at the main library. However there is a local area network in the main library with a server and 11 terminals are with LIBSYS software connection. The library does not provide internet access facilities to users. Only two terminals are with internet connection provided by the university computer unit for the library. These terminals are used for the official usage of library activities such as accessing new publisher catalogues, communicating e-mail correspondences etc. The branch library of the medical library also has only one terminal with the internet connection provided by the Medical Faculty for the official usage of the library.

The JFNL has not yet been involved in any consortia agreements to access e journals due to financial constraints and also the unreliable infrastructure facilities to access the e-resources. The library has a website. ([www.jfn.ac.lk/university of jaffna library.html](http://www.jfn.ac.lk/university%20of%20jaffna%20library.html)) It provides the link to some free journals such as CABI's global health online database, Blackwell's synergy and World Bank online resources etc.

Automation of Library Activities

Automation of the JFNL is a five years project started in 2007. About 40,000 cataloguing records are entered in the LIBSYS software till August 2009. They enter the bibliographic details getting directly from each book in the library because the available manual catalogue does not properly represent the library collection due to many losses during the displacement periods. While entering the bibliographic details to the computer they change the classification number based on the DDC22nd edition. Lack of training in LIBSYS software is a major constraint in automating the library. However they are planning to include the library catalogue in the library web page after entering quite enough data in order to make remote access by the users.

3.8 Evaluation

Library Performance indicators

In order to improve performance of the library services, it is vital to evaluate performance regularly against professional standards and indicators. The main library, faculty library and department libraries of the JFNL evaluate their performance using statistics such as the number of registered users, the number of enquiries made by users, the number of items in the collection, the number of items acquired, the number of items issued etc.

Statistics

Statistics play a major role in the evaluation process of the library services. For this purpose the JFNL uses a number of newly registered users, books issued, books and periodicals acquired and books catalogued as performance indicators to measure its service provided to the university. Information obtained through these performance indicators is included in the annual report of the library. However, accurate information is not available on important measures such as processing time of new acquisitions, resource utilizations and use of reading areas etc.

Library User Surveys

A suggestion box is available for the users to provide their feedback. This box is checked by the library staff. However, the JFNL does not conduct regular formal and comprehensive user surveys. As different user segments require and expect different services at different levels, it is very important to obtain user expectations and feedback on actual service levels provided by the library.

There is a record book maintained at the entrance to record the visit of the readers. This encourages the management to make right decisions in space and furniture allocation to maintain the reading environment in the library.

Human resources

Efficient man power is an essential for any library to provide an effective service for its readers. Therefore this library has a practice of self evaluation sheet for the evaluation of each category of staff. According to the Self Evaluation Report, Evaluation of the performance of Academic staff members are carried out by their research (Ongoing Research, Papers presented at Seminar, Workshops etc.), Publications (Refer Journals, Popular Articles), Social Welfare and other academic activities. However they do not have proper performance evaluation system to evaluate their library staff.

4. CONCLUSIONS

The good practices/ strengths and the weaknesses of each of the eight aspects considered in the library review process are summarized as follows.

1. Mission and Goals of the Library

Good Practices/Strengths:

- Vision and Mission of the library are in line with the Vision and Mission of the university.
- The library objectives are appropriate.
- Objectives lead the library towards achieving its mission.
- Library has achieved objectives despite the political instability of the country.

Weaknesses:

- Adequate attention has not been paid on preservation and conservation activities especially branch libraries (objectives 1 and 2)
- Infrastructure facilities should be fulfilled as urgent requirements of branch libraries (objective 1)

- Slow progress of the objective 5 (library has no exchange programmes implement national and international)

2. Management

Good Practices/Strengths

- Librarian's control is satisfied
- Appointment of Assistant Librarian (For office administration)
- Adequate human resources (good cadre position)
- Good and long term of working experience of the library
- Effective management structure

Weaknesses:

- SAL /Medicine is not a member of the library committee
- Library committee meeting are not held regularly
- Meeting of the library staff are (both professional and Para professional) not held regularly
- Little communication with academic staff
- De-selection policy is not consistently followed
- Training facilities for the junior staff are not sufficient
- Improper arrangement of resources (Books)
- Link between branch libraries and main library is not sufficient
- Duties and responsibilities are not de-centralized
- Lack of human network

3. Resources

Good Practices / Strengths

- One hundred seating capacity for reference area
- Drinking water facilities for readers at the counter
- Cloak room facilities
- A satisfactory collection consisting of books, periodicals and Archival materials

Weaknesses:

- Non-availability of adequate number of up to date text books. (Specially for branch libraries)
- Less number of copies of the text books
- Lack of space and shortage of essential furniture in the library
- Non-availability of IT facilities
- Availability of E-resources is unsatisfactory
- Unsatisfactory human resources for branch libraries
- There is no mechanism for the conservation and preservation of old materials
- No IT resources for branch libraries
- No electronic security system
- Lack of cadre positions for System Analyst, Programmer and Technical Officer in order to manage computing facilities
- Outdated equipment to perform service

- Lack of IT skills among staff
- No weeding policy

4. Services

Good Practices / Strengths

- Library staffs are doing a good service and clients are satisfied.
- Different colour tickets are issued for the improvement of language proficiency
- User Education programmes are conducted for new students
- Display of new arrivals is good

Weaknesses

- Information via subjects is scattered. Documents should be rearranged.
- No Audio-visual unit at Branch Libraries
- Inadequate cadre position for the Binding Section
- Orientation programme time is not enough
- Standard conservation and presentation is needed
- Inter Library Loan(ILL) facilities is not adequate
- Weeding of documents are not done regularly

5. Integration

Good Practices / Strengths

- Use to get recommended book lists from the Academic staff
- Senior Asst. Librarian/Medical Faculty attends the faculty Boards meetings
- Librarian is a member of the Senate and other committees
- Librarian is the managing editor of ðSINTHANIö(research magazine)

Weaknesses

- Librarian or the representative of the librarian is not attending the Faculty Board meetings except the Medical Faculty
- The professional staff at the library is not adequately utilized
- Documents are not organized systematically in order to act integration

6. Contribution to Academic Output

Good Practices/Strengths:

- The librarian serves in the capacity of the managing editor of ðSINTHANIö research magazine
- The academic staff of the library is engaged in teaching activities in Diploma or Post Graduate Diploma level
- Maintaining collections of learning resources and other information sources

Weaknesses:

- Inadequate text book collection and the number of copies of the text books
- Unavailability of electronic resources
- Hard access to the Catalogues in manual and electronic formats
- Hardly use of modern technology to deliver services to the university community

7. Networking

Good Practices/Strengths:

- Use of LIBSYS software for library automation
- Connected to a number of local and international information networks
- Sharing resources between the main library, faculty library and department libraries

Weaknesses:

- Unavailability of network connection between the main library and the branch libraries
- The scarcity of electronic sources and equipments
- Lack of awareness among user community regarding services provided by the library
- Unavailability of internet access facilities for users.

8. Evaluation

Good Practices/Strengths:

- Use of accepted indicators to evaluate performance of the library services
- Inclusion of information on performance indicators in annual report of the library
- Availability of a suggestion box
- Availability of a record book for readers' visit

Weaknesses:

- Not focusing on performance measures such as processing time of new acquisitions, information on resource utilization etc
- Not conducting comprehensive user surveys
- Not using proper performance evaluation system to evaluate library staff

Based on the observations made during the visit by the review team, the eight aspects were judged as follows:

Aspect Reviewed	Judgement
1. Vision, Mission and Objectives	GOOD
2. Management	SATISFACTORY
3. Resources	SATISFACTORY
4. Services	SATISFACTORY
5. Integration	GOOD
6. Contribution to Academic Output	SATISFACTORY
7. Networking	SATISFACTORY
8. Evaluation	SATISFACTORY

5. RECOMMENDATIONS

- Preservation and conservation of the library resources, especially for old collection
- Reactivating the Senate Library Sub-Committee and major decisions regarding the library to be taken by this committee
- Representing the library in faculty boards, sub-committees such as curriculum development and revision, research, information technology etc.
- SAL / Medicine should be a member of the Library Committee
- Provisioning of a separate reading rooms for the main library and branch libraries
- Provision of more infrastructure facilities and essential furniture for the main library and faculty libraries
- Removal of outdated and unusable books from shelves
- Updating and increasing the number of copies of text books
- Holding staff meetings regularly
- Extending the service hours of the library
- Completion of cataloguing and circulation services
- More electronic resources to be acquired
- Installation of security system for the library
- Increasing the awareness about the library among the university community, especially the staff
- Consideration of performance measures such as processing time of new acquisitions, resource utilization etc., in addition to standard performance measures
- Filling up of existing cadre provisions
- Provision of new cadre positions such as systems analysts, programmer etc.
- Conducting comprehensive user surveys
- Increasing computing facilities at the main and branch libraries
- Benchmarking performance of the library
- Increase usage of services provided by the library
- Providing more training facilities for the junior staff
- Encourage senior library staff to serve as subject specialists and help the students in their library- based assignments
- Provisioning of photocopying services for libraries
- Provisioning of adequate technical support to manage computing facilities
- Increasing the bandwidth for Internet access of libraries
- Provisioning of fire extinguishers and first aid boxes
- Centralization of OPAC among the main library and branch libraries
- Including the Librarian as a member of Editorial Committees
- Appointing library professional staff to posts such as Student Counsellors and Sub Wardens
- Construction of a separate building for IT Centre and release the 2nd floor of the library building for the use of the library services
- Inclusion of course modules in degree programmes in order to develop skills in information literacy

6. ANNEXES

Annex 1. AGENDA FOR THE LIBRARY REVIEW VISIT

1st Day 23.11.2009

08.30 a.m. to 09.30 a.m.	Private meeting of review panel with QAA Council Representatives
09.30 a.m. to 11.30 a.m.	Library Presentation on the Self Evaluation Report and Discussion
11.30 a.m. to 01.00 p.m.	Observing Documents
01.00 p.m. to 02.00 p.m.	Lunch
02.00 p.m. to 03.00 p.m.	Meeting with the Para-professionals of the Library
03.00 p.m. to 05.30 p.m.	Observing Facilities of the Main Library
05.30 p.m. to 06.00 p.m.	Brief Meeting of Reviewers

2nd Day 24.11.2009

08.30 a.m. to 09.00 a.m.	Meeting with the Vice Chancellor,
09.00 a.m. to 09.30 am	Members of the Library Committee
09.30 a.m. to 3.00 p.m.	Observing Facilities of the Branch Libraries (if any) & Other Facilities and lunch
03.00 p.m. to 03.30 p.m.	Meeting with SALs/ALs
03.30p.m. to 4.00p.m.	Meeting with Undergraduate Students
4.00 p.m. to 04.30 p.m.	Meeting with Library Support Staff
04.30 p.m. to 05.00 p.m.	Meeting with Post graduate Students
05.00 p.m. to 06.00 p.m.	Brief Meeting of Reviewers

3rd Day 25.11.2009

08.00 a.m. to 8.30 a.m.	Observing Documents (Contd.)
08.30 a.m. to 09.00 a.m.	Reviewers Private Discussion
09.00 a.m. to 10.00 p.m.	Meeting with Head & Staff for Reporting
10.00 a.m. to 01.00 p.m.	Report Writing
01.00 p.m. to 02.00 p.m.	Lunch
02.00 a.m. to 05.00 p.m.	Report Writing (cont)