

STRATEGY

2021

2025

KPI LIBRARY

PREFACE

Each university library is about the support of studying, teaching, and research. And that is how it was always, ever since the first universities and their libraries appeared, and that lasts nowadays. However, libraries giving such support are different. Services, proposed to students, teachers, and researchers, are also different. They depend on a few main factors. First, whether the library can define the needs of students, teachers, and researchers. Second, whether material and technical support of the library and library IT level are relevant to the dictates of the time. And third, whether librarians can meet the demand, both when readers come to the library, and remotely, which is particularly important nowadays.

We are also persuaded that the university library is not only about education and research support. It definitely has to be about harmonic development of personality, non-formal education (lifelong learning), personal growth, about birth and realization of ideas, the ability to express yourself, about communication, about creating communities, and finally about having holidays.

And that is the complex approach to KPI Library activity we have put into our Strategy for the 2021-2025 years.

This Strategy is already second for us. We developed it in uneasy pandemic and quarantine circumstances. Most of the strategic sessions were held online. That is the challenge we managed to overcome. Our first Strategy we implemented in 2017-2020. We reached most of the goals we set. However, some initiatives were fulfilled only partially or cancelled. Now we took into consideration our mistakes. We know what the KPI Library should look like in 2025, we know what we are here for, what we do, and for whom, we are sure of our goals and priorities.

We understand that the biggest challenge for us in the realization of this Strategy is uncertainty and instability, which the whole world stepped into. And it is likely for long if not forever

We do everything that depends on us so that all of you, who enter the Library or visit it virtually, would receive here what they came for so that every KPI member would be proud of his or her Library! We hope that each of you is ready to do everything that depends on you so that all KPI members would be proud of their Library!



Oksana BRUI

KPI Library Director

INTRODUCTION

H.I. Denysenko scientific and technical library (hereafter – Library) is general university structure division of the National technical university of Ukraine "Igor Sikorsky Kyiv polytechnic institute" (hereafter – University). Library Strategy was developed within the context of common Igor Sikorsky Kyiv polytechnic institute development strategy for 2020-2025 and aimed to reach the priorities set by the University and develop leadership ideas of the University.

The Strategy defines vision, mission and values, and also goals and initiatives, which are necessary to reach them, in the four main strategic directions: clients, processes, studying and development and finances. In 'strategy map' the logic of Library activities for realization of strategy and strategic idea is shown. All strategic goals of the Library directly or indirectly work to achieve the Sustainable Development Goals, and the client's strategic goals are aimed directly at the integration of Igor Sikorsky KPI in the international educational and scientific space.

Strategy is based on balanced system of indexes that is widely used all around the world both in business and non-commercial organizations, particularly in lots of foreign libraries. Reaching strategic goals will be tracked by the indexes, which are also listed in this document. Based on them, if necessary, we will correct strategic plans and take actions.

Detailed plan of actions for strategy realization is a separate document and is not a part of strategy.



CONTEXT

Internal context

For the last four years many positive changes happened in the Library: from building business processes and organization of new library structure to providing new services, improving virtual and physical spaces, developing creative environment etc.

Behind all the implemented changes stands Library team (141 employees), which gained knowledge and skills non-stop to launch new website, organize open educational events, consult researchers on different professional topics, implement projects, start own international conference on strategy development of libraries.

Is it enough to have these knowledge and skills to fulfill all the future ambitious goals? Some tasks depend on very many factors.

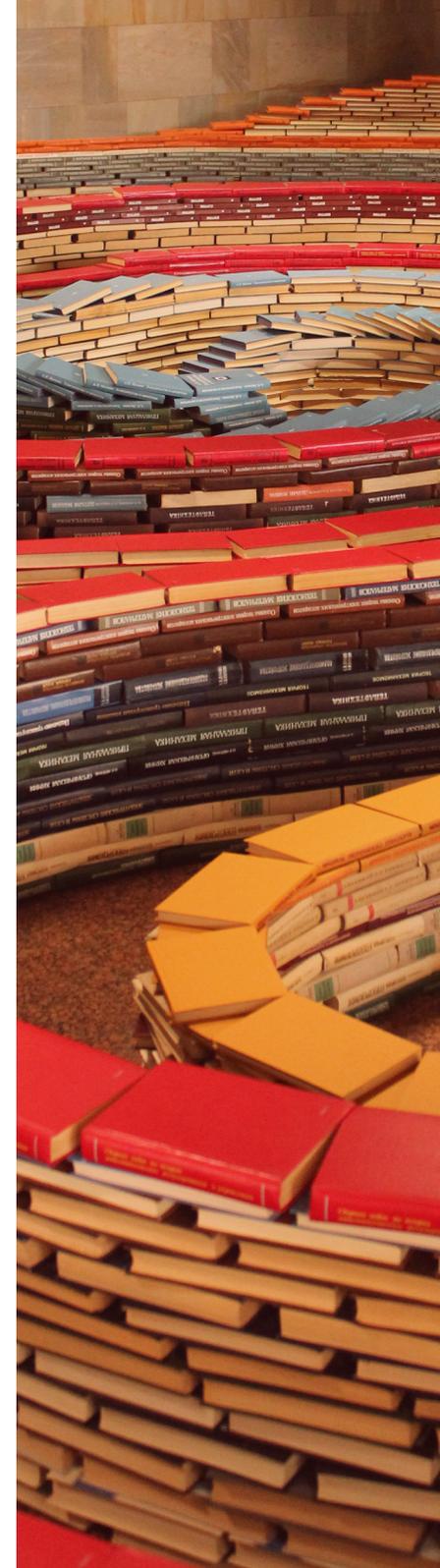
The most important is that the team has people who have vision, desire and ability to provide changes, has strong link of 'middle management' and even professional experts of national level. At the same time, we lack many competences yet, but to overcome that challenge distinct direction has been created, headed by the expert in personnel development.

Among the most important challenges is transformation of the library into comfortable educational space with modern technologies and up-to-date resources.

Library has freestanding building (13 869 m²), unique in architecture aspects, but with outdated light, engineering systems and communications, design and technical equipment.

Library has unique printed collections (more than 2 500 000 items, over 14 300 of them are rare and valuable editions), electronic resources (more than 45 000 titles), and at the same time faces obsolescence of informational resources, underfunding of acquisition.

We managed to improve some issues with help of the University, Ukrainian and international grants programs, sponsors, community of friends and partners, but further changes need big financial expenses, human resources and time, and even more support.



CONTEXT

External context

Economic and political instability of the last decades, war with Russia and inconsistency of government activity on implementation of the reforms in culture, education, and science, - these are the reality in which our Library exists, as well as all the educational and cultural organizations, as well as other Ukrainian libraries. Over the last year economic crisis in the country deepened due to the challenges of Covid 19 pandemic. There is a risk of decreasing state financing particularly the spheres of science, education and culture. However, for the last five years in Ukraine grew institutions proposing grants for cultural and educational organizations. Also there still is possibility to take part in grant projects from international and national institutions of different countries.

From the time of gaining independency for the last 30 years information and library services almost did not develop. Therefore, development and ability to move fast in reaching goals are getting slower due to the obsolete law and national field standards. In 2016 Cabinet of Ministers of Ukraine passed Strategy of library services development for the period till 2025 'Quality library changes to ensure sustainable development of Ukraine', realization of which supposes intensive development of Ukrainian information and library services due to the modern international standards. However, until now the implementation of the Strategy has not begun.

Formal library education also does not fit the modern needs and requirements to the librarians. That relates particularly to the digital

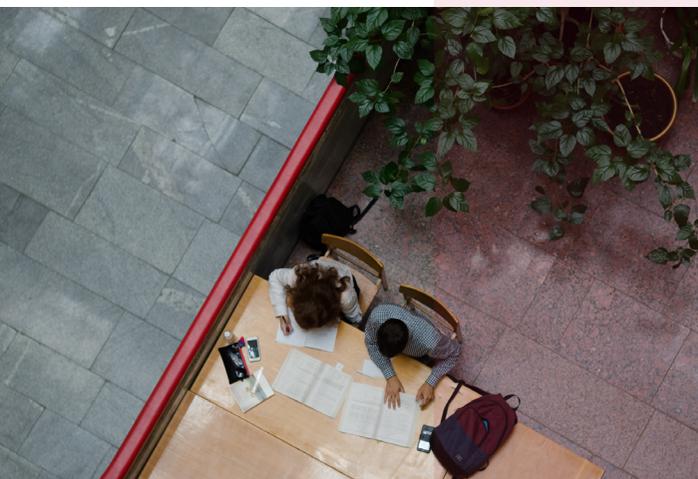
competencies which each librarian extremely needs nowadays. The situation is balanced by active development of informal education. Every time more and more commercial and free of charge study programs, online courses etc. that can bring Library employees necessary knowledge, skills and abilities. However, that is a long-time process. The market has experts with competencies the Library needs, but most of them do not have library education, which is a problem, because current specifications demand education in relevant field of knowledge and degree of master or specialist to work in the library. Although in applying informational technologies Ukrainian libraries stand far behind the needs of their users, software systems exist and are successfully used in Western libraries.

Last five years education and science have been reformed in Ukraine. Igor Sikorsky Kyiv polytechnic institute takes an active part in this process as initiator and approbator of many novelties. As well as in previous period, the main positions in that context that play role in our development as university library are: research universities; research based learning and implementation of innovative researches into business, production etc.; academic integrity as the basis of education and research processes quality.



TRENDS

Among the tendencies that will influence the development of the Library in the nearest five years we can speak of: global trends, which are technological and social drivers, trends of university education, and, consequently, new methodology of learning, and, also, trends in academic research.



Global trends that are technological drivers:

- Digitalization of life
- Artificial and environmental intelligence
- Robotics
- Internet of things
- Virtual and augmented reality
- Big data

Global trends that are social drivers:

- Active citizenship
- Economics of joint participation
- Openness
- Cultural diversity
- Inclusion
- Lifelong learning
- Emotional intelligence

Trends of university education:

- Open education
- Digitalization (media literacy and digital safety play extremely important part in the context of general digitalization)
- Personalization (individual educational trajectory)
- Gamification and alternative types of teaching

Trends of education for adults:

- Civil society – key partner in development of the adults' education system (NGOs, national and international associations)
- Studying cities (UNESCO Global)

New methodologies of learning:

- Blended learning
- Everywhere and mobile learning
- Massive open online courses
- Open educational resources
- Learning videogames
- Educational TV series (digital education program in Ukraine)

Trends in academic research:

- Open science
- Internationalization, academic cooperation
- Geographic migration and outsourcing
- Convergence
- Innovation transfer, commercialization

VISION

Whom we want to be?

KPI Library – intellectual, communicative, innovative open platform; reliable partner of university and professional community in educational and scientific environment development.

- **Intellectuality**

Library enhances birth of new knowledge and ideas; knowledge and ideas are born by the Library.

- **Communicativeness**

Library is a comfortable physical and virtual environment for users' communication; Library is situated in the center of University scientific communication.

- **Innovativeness**

librarians constantly explore, learn, acquire, implement and disseminate innovations.

- **Reliable partner**

Of the University in development of educational and scientific environment; professional community in development of information and library studies in Ukraine.

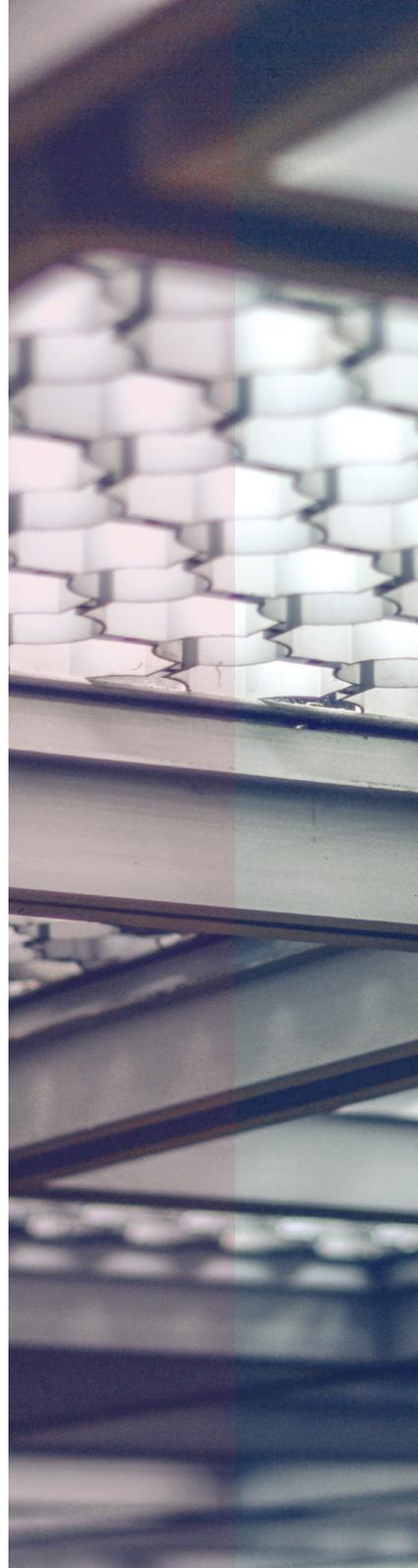
- **Open platform for community**

Open for everyone who has the same goals and value.

MISSION

Why do we exist, what we do and for whom?

Library together with KPI community and for KPI community develops creative, comfortable and safe environment that supports research, studying and teaching and self-development in order to build a research university of the world-class.



VALUES

People and the Team

- We respect and trust each other
- We are responsible towards each other
- We value an input of each Library employee into realization of the strategy
- We support realization of professional potential of each Library employee
- We are the team of people thinking the same way with common vision, common actions and common achievements

Community and Partnership

- We create and develop environment of trust. Respect and integrity are the basis of our success
- We unite people, support community development and enhance creating new ideas
- We extend partnership relations to reach common goals

Openness and Accessibility

- We make Library accessible and convenient for each person
- We make our resources and services maximally open
- We are open for communication with users, colleagues and partners

Clients and Service

- We consider each Library client unique and important
- We respond to clients' inquiries, needs, and expectations quickly and reasonably
- We improve our services due to the needs of our clients
- We are oriented on users and we do our best to create comfortable conditions for their studying, research and work
- We are responsible for keeping to commitment we have to our users, for the quality of our resources and services

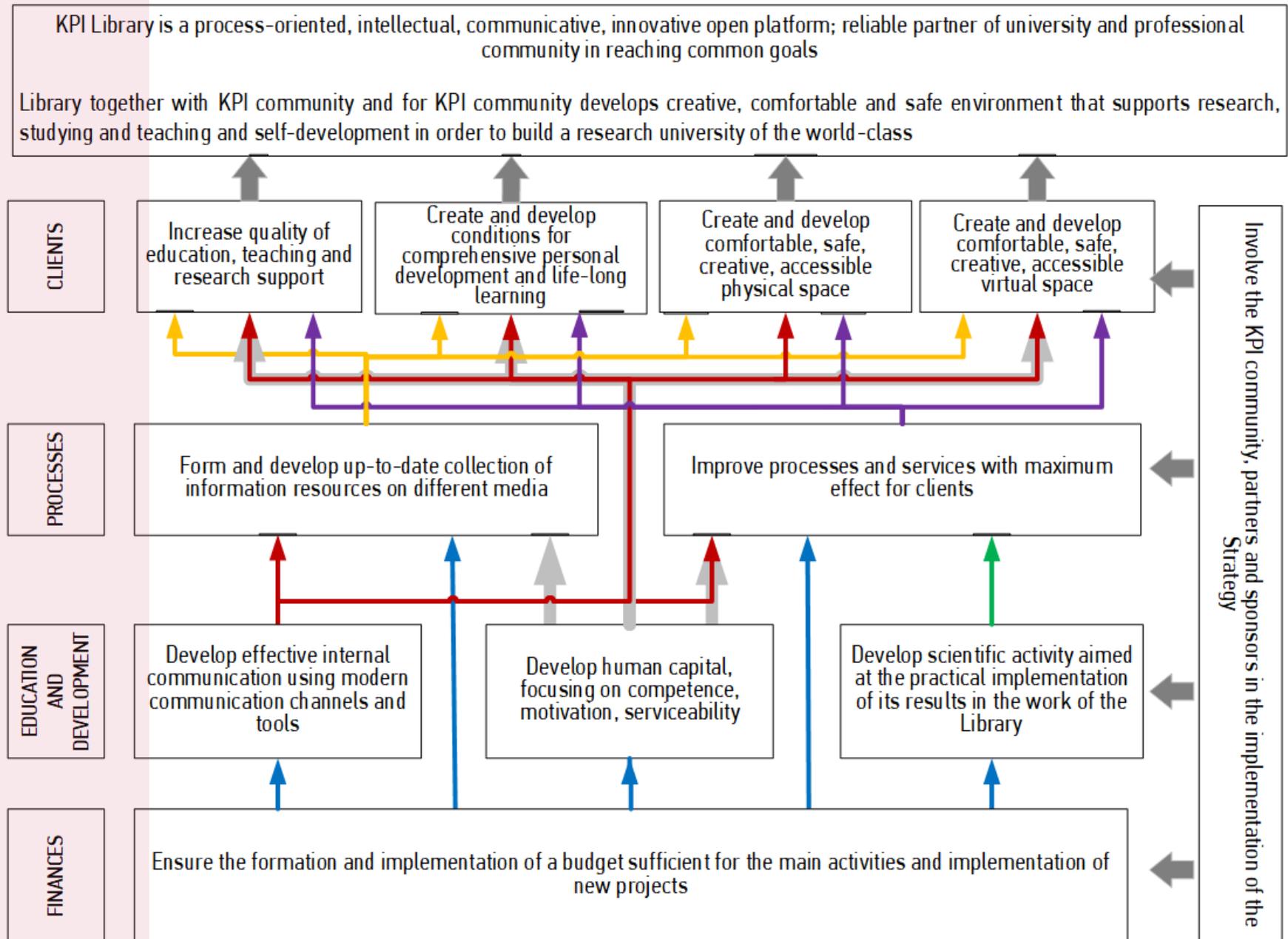
Development and Innovativeness

- We constantly learn, improve our professional level and exchange knowledge
- We conduct research and implement innovations

Ecology friendliness

- We keep up with ecological principles and promote conscious consumption
- We cooperate with KPI community and partners for realization of ecological initiatives and projects

STRATEGY MAP



CLIENTS

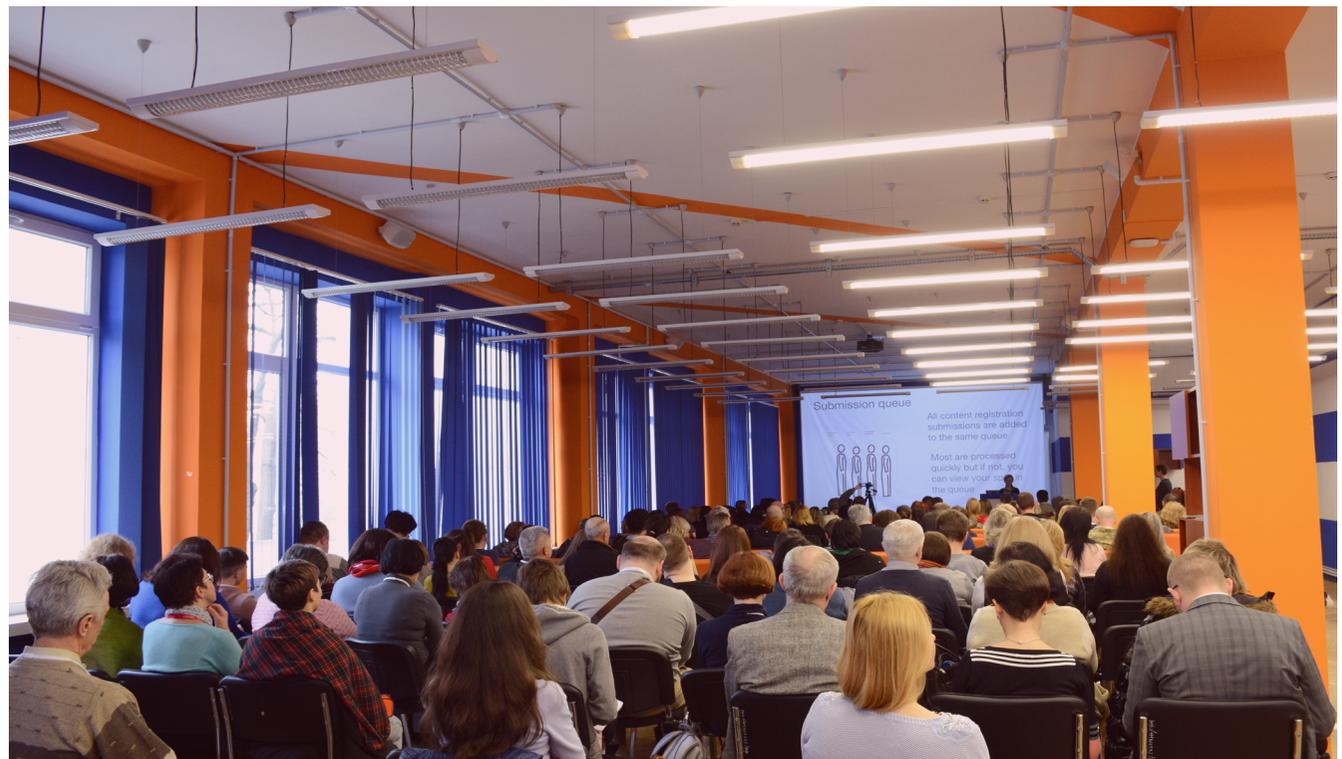
• 1

INCREASE QUALITY OF EDUCATION, TEACHING AND RESEARCH SUPPORT

Main task of the modern university library is information support of university education and research processes. Library proposes to the professors, students and scientists resources and instruments; holds educational events, workshops and individual consultations for effective organization of studying, teaching and research. Taking into consideration trends in education, and challenges which grew in the situation of pandemic, special attention is paid to the informational and media literacy, development of open science, integration of the university into the international educational and scientific environment.

INITIATIVES

- Improve services of subject librarians to guarantee informational support in all educational and scientific directions of the University
- Develop "Course reserve" service for quick and convenient access for students to all recommended sources for learning particular courses
- Develop the direction of informational and media literacy in education and research support
- Develop services aimed to enhance publication activity and upgrading reputation of individual researchers as well as of the whole University
- Activate work in the direction of forming and developing culture of academic integrity and plagiarism prevention
- Develop system of open access to the most required part of printed Library collection (through rewriting collections to UDC and implementation of RFID system)
- Provide access to educational and academic resources for disabled people



- Continue development of Electronic catalogue due to the international standards and integrate it to the world electronic catalogue World Cat (also in Goal 4)
- Develop the Electronic library based on the digitization of the most valuable part of the printed collection and integrate it into the international project Europeana (also in Goal 4 and 5)
- Continue development of ELAKPI – open electronic archive of scientific and educational materials of Igor Sikorsky Kyiv Polytechnic Institute as a tool of open science and education (also in Goal 4)
- Implement a search system in all resources of the Library on the principle of "single search window" (also in Goal 4)
- Continue the intensive development of publishing projects of scientific periodicals and scientific conferences of the University in accordance with international standards and to promote their visibility in the world scientific community, including through support for inclusion in international databases (also in Goal 4)
- Integrate Library databases and systems (ILS ALEPH 500 and institutional repository ELAKPI) with the systems of educational process support (also in Goal 4)



INDICATORS

- Annual increase of number of service users in the direction of information education and research support
- Annual increase of the satisfaction level from quality service at the Library in the direction of education, teaching and research support
- Annual increase of "academic managers" satisfaction level from quality Library service in the direction of research support



- Annual increase of users satisfaction level from the up-to-date informational resources of the Library
- Annual increase of downloads number of full-text documents from academic and educational electronic resources
- Annual increase of collections circulation (books borrowed/number of books in collections)

CLIENTS

• 2

CREATE AND DEVELOP CONDITIONS FOR COMPREHENSIVE PERSONAL DEVELOPMENT AND LIFE-LONG LEARNING

A cultural and educated person who consciously deepens his or her knowledge and develops in various ways is a current and progressive trend of the modern world. Therefore, the defining direction of the Library is the organization of open creative space (physical and online) for inventive, scientific, popular science and cultural and educational activities.

The activities held in the Library should contribute to: the formation and satisfaction of cognitive needs, cultural and creative needs of clients; development of their abilities; obtaining new knowledge; to help adapt to the changes in the professional and social spheres; perform the function of socialization.

An important feature of lifelong learning is orientation on future. Therefore, organizing and attending events in the Library is an opportunity to find like-minded people and colleagues to jointly create new startups, projects, further professional implementation.

INITIATIVES

- Develop a system of educational activities aimed at comprehensive personal development (online and offline)
- To develop excursion and exhibition activity of the Library (online and offline)
- Create online intellectual and cognitive products



INDICATORS

- Annual increase in the number of visitors to excursions, exhibitions, popular science, cultural, educational and other events for the comprehensive development of personality
- Annual increase in the number of users of online intellectual and cognitive products



CLIENTS

• 3

CREATE AND DEVELOP COMFORTABLE, SAFE, CREATIVE, ACCESSIBLE PHYSICAL SPACE

In the Library, everyone will find a convenient place to spend their time meaningfully: to study, prepare for classes, work on a project, essay, term paper or thesis, prepare an article for a scientific journal or conference, meet with a teacher or supervisor, ward student or graduate student, chat with friends and relax. The unique architectural composition and art objects of the Library inspire the creation of new ideas. We work to ensure that the Library is inclusive and in line with the principles of universal design. When you are in the Library, you are safe.

INITIATIVES

- Upgrade the ventilation system to create comfortable conditions in the Library
- Update the design and renovate the Library premises, taking into account modern trends, principles of universal design and the needs of users and employees
- Ensure safe conditions for people in the Library (compliance with fire and sanitary norms, norms of civil protection and labor protection)
- Implement a clear and user-friendly information and navigation system in the Library



INDICATORS

- Increasing the level of physical comfort of users in the Library
- Annual increase in the number of visits to the Library (physical presence)
- Annual increase of comfort zones for users with renewed design and equipment



CLIENTS

4

CREATE AND DEVELOP COMFORTABLE, SAFE, CREATIVE, ACCESSIBLE VIRTUAL SPACE

We use information technology to support successful learning, teaching and research. We make our resources and services accessible and easy to use. Particular attention will be paid to establishing and ensuring effective interaction and integration with the University's information systems.

INITIATIVES

- To continue the development of the Electronic Catalog in accordance with international standards and to integrate it into the world electronic catalogue World Cat (also in Goal [1](#))
- Implement a search system in all resources of the Library on the principle of "single search window" (also in Goal [1](#))
- Develop the Electronic Library based on the digitization of the most valuable part of the printed collection and integrate it into the international project Europeana (also in Goal [1](#) and [5](#))
- Continue development of ELAKPI – Igor Sikorsky Kyiv polytechnic institute open electronic archive of scientific and educational materials as instrument of open science and education (also in Goal [1](#))
- Integrate databases and Library systems (ILS ALEPH 500 and institutional repository ELAKPI) with systems of education process support (also in Goal [1](#))
- Continue the intensive development of publishing projects of scientific periodicals and scientific conferences of the University in accordance with international standards and to promote their visibility in the world scientific community, including through support for inclusion in international databases (also in Goal [1](#))



- Use only licensed and/or free software of both for server and workstations in the Library
- Develop the Internet representation of the Library taking into consideration innovative trends (also in Goal [11](#))

INDICATORS

- Annual increase in the level of satisfaction with the virtual space of the Library (website, ELAKPI, electronic catalogue, electronic library, social networks, WiFi, book a location/excursion/study, online help, electronic delivery of documents, etc.)
- Annual increase in the number of visits to the Library's web resources (website, ELAKPI, electronic catalogue, electronic library)
- Annual increase in the number of users of scientific electronic resources of remote access (subscribed and open access)

PROCESSES

•5

FORM AND DEVELOP UP-TO-DATE COLLECTION OF INFORMATION RESOURCES ON DIFFERENT MEDIA

The information resources of the Library should meet the needs of the educational and scientific processes of the University as much as possible. That is why the Library will develop an up-to-date collection of information resources, including popular, new materials on various media (paper and electronic), and based on the requests of the university community.

INITIATIVES

- Increase the electronic collection of the Library using external e-resources and e-resources of own generation
- To form an up-to-date printed collection by adding demanded literature and literature of the last 5 years of publication
- Develop and implement a Program to encourage presenting literature to the Library
- Develop special collections of the Library, in particular in digital form
- Develop an electronic library based on digitization of the most valuable part of the printed collection and integrate it into the international project Europeana (also in Goal [1](#) and [4](#))
- Continue development of ELAKPI – open electronic archive of scientific and educational materials of Igor Sikorsky Kyiv Polytechnic Institute as an instrument of open science and education (also in Goal [1](#) and [4](#))



INDICATORS

- Annual decrease of % of information resources not ordered by the users
- Annual increase of % of resources added to the collection of the Library (published in the last five years)
- Annual increase of paper collections circulation (publisher/number of items in the collection)
- Annual increase in the number of downloaded/viewed full-text documents



PROCESSES

• 6

IMPROVE PROCESSES AND SERVICES WITH MAXIMUM EFFECT FOR CLIENTS

For the successful functioning of the Library in all areas, cost optimization, quality and efficiency of services and services, it is necessary to fundamentally rethink and redesign all business processes of the Library. It is through services that the Library offers its clients the values that meet their needs. Therefore, updating existing and introducing new services with the possibility of obtaining them in a convenient way for the client is important for the Library to be demanded.

INITIATIVES

- Achieve operational excellence in process execution and service delivery
- Improve the services of the Library taking into account the needs of customers, focusing on remote forms



INDICATORS

- Increase of % of improved processes, with the products of which customers are satisfied
- Annual increase in the number of fulfilled user requests
- Annual increase of % of successful initiatives/projects considering implementation of new services
- Annual increase of the users of remote services
- Annual increase of the number of users of all services



EDUCATION AND ORGANIZATION DEVELOPMENT

•7

DEVELOP EFFECTIVE INTERNAL COMMUNICATION USING MODERN COMMUNICATION CHANNELS AND TOOLS

Establishing effective internal communication is an important element of strengthening the capacity of the organization. Properly structured internal communication allows you to synchronize employees and create a team that works on a common mission while maintaining a balance between day-to-day issues and long-term goals. Operative information and effective feedback improve the internal climate, contribute to the formation of a community of like-minded people and achieve the goal you set.

INITIATIVES

- Improve and develop inner communication system of the Library
- Improve and develop a system of storage and access to internal information for Library employees

INDICATORS

- Quarterly decrease in the number of tasks not completed on time
- Quarterly decrease of not given feedback on taking the task into work
- Annual increase of the level of Library staff awareness about the Library work



EDUCATION AND ORGANIZATION DEVELOPMENT

8

DEVELOP HUMAN CAPITAL, FOCUSING ON COMPETENCE, MOTIVATION, SERVICEABILITY

The overall success and performance of the Library depends on each of its employees. In the process of development of the Library as a modern client-oriented organization, which is constantly learning, it is important to create conditions for professional and personal development of employees, support and encourage the desire to increase competence and understanding the role of each in achieving the goals of the organization.

INITIATIVES

- Develop and implement complex program of personnel development based on the world tendencies in talent management
- Form and develop Library organizational culture with the informal communication and special events
- Involve qualified experts to the Library team

INDICATORS

- Annual decrease of the number of Library processes not 'taken' by qualified employees
- Annual increase of satisfaction level with serviceability of the Library
- Annual increase of the level of involvement and motivation of employees in the activities of the Library
- Annual increase of % of employees who took part in various training and self-development activities



EDUCATION AND ORGANIZATION DEVELOPMENT

9

DEVELOP SCIENTIFIC ACTIVITY AIMED AT THE PRACTICAL IMPLEMENTATION OF ITS RESULTS IN THE WORK OF THE LIBRARY

Conducting research with the simultaneous application of their results in practice will allow the Library to be a truly innovative organization that develops for the benefit of its clients. All own intellectual achievements are planned to be shared with partner libraries for the development of the library sphere in general. Main areas of research: strategic library management, bibliographic and abstract databases, authoritative control, international standards for electronic catalogues, rare and valuable documents of the Library, history of science and technology and information culture of the student-researcher.

ІНІЦІАТИВИ

- Develop research in the latest areas of information and library industry based on the analysis of research issues in Ukraine and the world
- Support the system of coverage of scientific researches and practical experience of the Library in professional periodicals and on network resources
- Support publishing (electronic, on paper) system of own scientific products
- Improve and develop the organizational and qualitative components of the International Scientific and Practical Conference "Development Strategies for Libraries: from idea to implementation"

INDICATORS

- Annual number of successful results of own researches, scientific and practical implementations in processes of the Library
- Annual number of scientific publications of the Library employees in professional periodicals and on network resources, speeches at scientific and practical events in all areas of research
- Annual increase of the number of Library employees citations



FINANCES

• 10

ENSURE THE FORMATION AND IMPLEMENTATION OF A BUDGET SUFFICIENT FOR THE MAIN ACTIVITIES AND IMPLEMENTATION OF NEW PROJECTS

Finance is one of the key resources for implementing the strategy. In order for the Library to respond flexibly to rapid changes in environment and take appropriate action to meet the needs of its customers, sufficient funds are needed to meet mandatory standards of premises functioning, to support existing services on high level and to implement new projects. Therefore, it is important to maximize the financial support of the University and diversify the sources of the Library's budget, finding additional funds in paid library services, as well as grant, sponsorship and charitable resources.

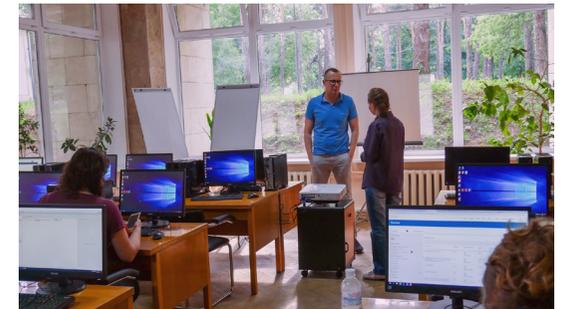
INITIATIVES

- Increase the University's support in funding and finding additional resources for the Library
- Raise additional funds through the paid services of the Library
- Involve external resources in the activities of the Library for priority projects



INDICATORS

- Annual decrease of % unexecuted budget



CROSS-CUTTING GOAL TO ALL DIRECTIONS

• 11

INVOLVE THE KPI COMMUNITY, PARTNERS AND SPONSORS IN THE IMPLEMENTATION OF THE STRATEGY

Implementing a project, achieving a goal, building an image, attracting new customers, etc. – in all endeavors and not only the support of people who participate in the life of the Library, share our ideas or walk towards a common goal is very important. And here you can not do without effective communication, which will convey to the target audience the most important messages, our values and goals, achievements and challenges that require joint action.

INITIATIVES

- Advocate the Library to the University Administration
- Develop a constant effective relationship with research, administrative departments and student initiatives of the University
- Establish and develop steady relationships with the partners and sponsors from outside the University
- Develop the Internet representation of the Library taking into consideration innovative trends (also in Goal 4)

INDICATORS

- Annual % of the Library projects and initiatives supported by the Administration of the University
- Annual % of initiatives in realization of which KPI community is involved (research, administrative divisions, professors, students)
- Annual % of initiatives in realization of which partners and sponsors from outside the University are involved



GENERAL INFORMATION ABOUT THE LIBRARY

Premises area – 13 869 m², of them:

- 6 320 m² – for providing services to users
- 4 400 m² – for keeping collections

General collection of the Library – more than 2 500 000 items, of them:

- rare and valuable documents – over 14 300 items
- paper books – more than 1 700 000 items
- paper periodicals – almost 600 000 items
- electronic resources in subscribed academic databases – over 12 000 titles
- electronic resources of own generation – more than 33 600 titles

Number of users – almost 31 000 people, of them:

- approximately 20 000 – students

Visits for the year – 4 280 574 (on average for the last 5 years), of them:

- physical – about 295 000
- virtual – more than 3 985 900

Number of computers – 138, of them:

- servers – 4
- for employees – 105
- for users – 29

Total number of Library employees (persons) – 141, of them:

- technical employees – 29
- library employees – 112
- administration – 4

Relative indexes of Library activity:

- circulation (average number of check-outs per one item of the collection) – 5,6
- book supply (average number of books per one registered reader) – 80
- readability (average number of books, borrowed to one reader for a year) – 0,7
- visitors (average number of visits per one library user for a year) – 3,3

Electronic resources of the Library:

[Website](#)

[Electronic catalogue](#)

[ELAKPI – open electronic archive of scientific and education materials of Igor Sikorsky Kyiv Polytechnic Institute](#)

Join the KPI Library community: [Facebook](#), [Telegram](#), [Instagram](#), [YouTube](#).

Find out about Library events on our event channels: [Facebook](#) та [Telegram](#).

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