

FREE INTERNATIONAL UNIVERSITY OF MOLDOVA

Library and Information Department



# TEMPUS – TACIS PROJECT

## “Library Training in Moldova”: activities and accomplishments

Report period:  
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## Argument

*An information institution tends to be competitive in various aspects: technological, financial, from the point of view of facilities. The best choice to achieve competitiveness is an appropriate human resources policy. The benefit will be double: the user's needs will be satisfied on a high level and the Library's image in the community will be positive.*

*Tempus (Trans European Mobility Program for University Studies) Project “Library Training in Moldova” has been an exceptional chance from this point of view for the ULIM Library and Information Department. Experiences gained during the project had a positive impact on library and information activities, as well as on the professional mentality of librarians. The team feels the urge to synthesize, reflect and promote these experiences. This is the major reason for writing the Report.*

By the report the working team is following several **objectives**:

- Reflecting the Project's impact on the activity of ULIM Library, as well as on other Libraries in Moldova;
- Promoting the changes experienced by the LID;
- Contribute towards the modernization and updating of librarians' professional knowledge and skills;
- Promote the experience of British and Swedish libraries.

The Concept of the Report consists of three major subjects:

- Library philosophy (organization, strategic and change management, organization structure; strategic planning);
- Diversification of library and information services (concept “user's library”; programs “New customers care”, “Intercultural user's education”, information culture, partnership between subject librarian and users, etc.);
- Human resources (creativity of librarians; processes teams; continuing professional development at working place; role and the place of the medium managers, etc.).

The present material is addressed to university librarians (from other libraries as well), university administration; to all those interested in optimization of library and information activities.

## General Information on the Project “Library Training in Moldova”

The International Project “Library Training in Moldova”, elaborated and approved by the European Commission for Education, unfolded during the years 2000-2001.

### Project Partners:

- *Sheffield University, Great Britain (Project coordinator **Simon Francis**);*
- *Library, and Library and Information Science School, University College in Borås, Sweden (**Eli Bytoft-Nyaas**, deputy director; **Arja Mantykangas**, teacher);*
- *Library and Information Department, ULIM (**Zinaida Sochircă**, director).*

### Project's Main Objectives:

- *Modernization of professional knowledge and skills of ULIM librarians, by involving them into various training activities (seminars, workshops, study visits to some libraries in Sweden and Great Britain, training at working place);*
- *Information resources acquisitions in LIS;*
- *Diversification of information services offered to ULIM Library customers, mainly by using new information techniques and technologies.*

## Project Stages and Activities

### Preparatory Stage

The preparatory activities started in 1998 and continued in the year 1999. The following has been done in this time: determination of strategies and aims; definition of stages; promotion of the Project towards the European Commission. This period showed the professional interest and understanding between the partners. As a result, the Project has been approved by the EC.

### The year 2000:

#### February 2000:

- Project starts; first visit of the coordinator Simon Francis (Sheffield University, England) and Project experts from Sweden, Eli Bytoft-Nyaas and Arja Mantykangas;
- Organization of first workshop “**Some New Ideas and Problems of Library Management**” with the participation of ULIM librarians and of librarians from other Moldavian libraries. The main discussed topics were: launching of the Project; strategic planning in libraries; modern library services and attitudes towards users; information services for students and teachers in Swedish libraries; management of the process of implementation and using of new technologies in the library;
- New acquisitions in LIS Library (See Appendix Nr. 1)

#### May 2000:

- Study visit of ULIM librarians to university libraries in Sweden (7-22 May 2000; 6 librarians; see the Report “**University Libraries in Sweden: Identity and changes**”. Ch., 2000, 16 p.)

#### June 2000:

- ULIM Library meeting **“Swedish University Libraries: Study Visit Impressions ”** (with the participation of ULIM librarians and managers from Moldavian important libraries). Main discussed topics:
  - ✓ *“Educational Reform in Sweden. New Educational Methods. Library and Information Implications”*;
  - ✓ *University College in Boras. Library and Information Science School*;
  - ✓ *University and Public Libraries Visited: Structure, Services, Strategies*.

During the meeting has been presented the report **“University Libraries in Sweden: Identity and changes”** and the video film on the visit.;

- The visit of the two Project partners: Simon Francis and Eli Bytoft-Nyaas. During the visit have been organized intern conferences: **“Strategic Planning of the Information and Library Activity ”**, **“Services offered to clients: support and creativity”**;
- New acquisitions in LIS Library (See Appendix Nr. 1)

#### August 2000:

- Elaboration of the Concept of the Strategic Plan of ULIM LID and of the method and tools for the working team (bibliography, terminology, etc.);

#### September-October 2000:

- Courses **“English for ULIM librarians”** (20 persons);

#### November 2000:

- The visit of the two Project partners: Simon Francis, Arja Mantykangas;
- Organization of the national seminar **“Organizational and Functional Changes in the Library Activity”** (with the participation of ULIM librarians and managers of main Libraries of Moldova). Main topics: Librarians’ training and professional development; Library information resources; new services for Library clients; Library’s users: possibilities and responsibilities for satisfying their needs;

#### December 2000:

- National seminar **“Bibliographic Description: Taking International Standards and Rules ”** ( 30 participants – ULIM librarians and responsible for Cataloging Departments from other libraries). ULIM Library trainers – V. Chitoroaga, L. Corghenci, V. Ghetu – presented the subjects: documents which regalement the cataloging activities in Moldavian libraries; ISBD. AACR – methodological and theoretic aspects; elements of identification for different types of documents, etc. Trainees received handouts, a compared analysis of description by using AACR2 an ISBD. After the seminar the

participants sent their proposals and suggestions to the National Librarianship Council and Technical Committee N. 1 “Librarianship. Information. Documentation”

## The year 2001

### January-February 2001:

- Elaboration by the working team of the Project of Strategic Plan “**Strategic Directions of Activity of ULIM LID. 2002-2005**”; discussions on the Project and its promotion in ULIM;
- Elaboration and promotion to the ULIM administration of a new concept of Library organization concerning Library and Information activity;

### March-April 2001:

- Partners visit (Simon Francis, Eli Bytoft-Nyaas) ULIM LID. Have been done: individual discussions with librarians; professional meetings related to establishing priorities in Library departments; new acquisitions in Management of changes, Public Relations; Quality Services, etc.
- The workshop “Change Management in the Library” (participated ULIM librarians and 20 librarians from other libraries). The topics discussed: Using Multimedia Collections; information education of users; organizational and functional changes at ULIM Library;
- Meetings with the Rector and discussing the perspectives of TEMPUS Project; technical equipment problems solving;
- Establishing the team of librarians for the study visit to London and the list of libraries to be visited;

### May 2001:

- Finalization of the project of SP following the suggestions of ULIM librarians;
- Courses „English for ULIM librarians” (two target groups: beginners and intermediate; 25 persons);
- Establishing of the Library and Information Department of ULIM as a complex library and information structure (according to the order nr.53 from 29 May 2001 signed by ULIM Rector);

### June 2001:

- Partners visit (Simon Francis, Arja Mantykangas) to ULIM LID. The workshop “**ULIM LID Strategies**” (with the participation of SP team); professional discussions with librarians; consultations and discussions on the concept of promotion materials. Have been solved several problems concerning the acquisition of the databases *EBSCO* and *Moldova Actuala*, on the equipment purchasing, etc.

- Round tables, discussions, team games, visit to Vadul lui Voda;

#### July 2001:

- Study visit to British libraries (9 persons; see the Report „Libraries in Great Britain: realities and innovation ”);
- Project management meeting (London);

#### August 2001:

- Elaboration of the Report „ ***Libraries in Great Britain: realities and innovation*** ”;
- Promotion of the visit’s results (presentations at ULIM, ABRM, etc.);

#### September 2001:

- Project monitoring by Leo Beumer and Ludmila Rădăuțanu, experts Ukraine, Belarus and Moldova. Monitoring included: discussions with Moldavian coordinator Z. Sochircă, director general of ULIM LID; discussions with working team members and participants in study visits in Sweden and England; presentation of SP „Direcțiile strategice de activitate a DIB ULIM.2002-2005”; presentation of the information system of ULIM LID;
- Starting the elaboration of promotion materials (following the experience of Oxford Brookes University Library);

#### October 2001:

- Preparations for the Final Conference (concept, program, presentations, promotion materials, etc.);

#### November 2001:

- Partners visit (Simon Francis, Arja Mantykangas, Eli Bytoft-Nyaas);
- Final Conference „Tempus-Tacis Project: Reflections and Summary” (with the participation of representatives from the Ministry of Education, Ministry of Culture, main libraries of Moldova; November 22-23 2001) (see the chapter in this Report);
- Determining the strategies and techniques of dissemination of the Project;

#### December 2001:

- Analysis and synthesis of the Final Conference (discussions with ULIM librarians, discussions among Project partners, and with the ULIM Administration);
- Elaboration of the concept of the final Report on the Tempus-Tacis Project;



## The year 2002

### January-February 2002:

- Performing and promotion of the final Report on Tempus-Tacis Project „Library Training in Moldova”;
- Elaboration of the Program of dissemination Conferences at Public County Library „A. Donici”, Orhei, and University Library „A. Russo”, Bălți);

### March-April 2002:

- Organization of dissemination Conferences at Conferences at Public County Library „A. Donici”, Orhei, and University Library „A..Russo”, Bălți.

## Project Monitoring within the Monitoring Program in CIS countries and Mongolia. Moldova Office

**Note:** *this chapter includes extracts from the „Monitoring Report nr.1 . Tempus Program”, ref. Code XTM9978/ M1 from October 3-rd 2001. Date of the monitoring visit – 19.09.2001 . Monitors: Leo Beumer, Ludmila Radaușan, experts for Ukraine, Belarus and Moldova.*

### **Achievement of planned outputs to date:**

#### **a) Trained personnel of the Library :**

*„The output is realized to a very large extent. The ULIM Library staff has been trained as planned and received valuable theoretical and practical experience and advice. They completely changed their mentality, vision and attitude, in particular with respect to the client, the user of the library, who is now the priority number one for the ULIM Library. As a follow-up of the Project, its staff plans to have internal on-the-job training periodically and to participate in other training courses for universities’ librarians.” (p. 5) ;*

*„ As a result of the English-languages courses at both the beginner and advanced level, the ULIM Library staff is much more confident and forthcoming in individual discussions with Western partners. This additional output is the more relevant for gaining an optimal knowledge of that part of the collected modern library science books written in English. It also opened possibilities for communication with the many foreign students of ULIM.” (p. 5);*

#### **b) Library science literature collection available:**

*„ This output is completely realized. Instead of the planned 100 books, more than 250 books and articles on library science are added to the ULIM Library collection, of which about 20 percent are in English. Any other Library in Moldova possesses none of the items selected. Some handbooks of modern international cataloguing practice are crucial if ULIM and other libraries in Moldova are to follow international rules and standards.” ( p. 5);*

*„ All books supplied by the project are not only available to ULIM librarians, but also to teachers, researchers and students of ULIM as well as to librarians from other libraries. Special attention is paid to promotion of these publications among librarians who want to be kept informed and up-to-date. Dissemination of information takes place through the Library’s web page, articles in magazines and books exhibitions and presentations in professional meetings.”(p. 6);*

**c) New equipment installed:**

- *„ This output is completely realized. In addition to the existing (old) equipment the ULIM Library is equipped with two digital copiers, one laser and one ordinary printer, one laser fax, one server, four ordinary PC workstations, two PC workstations with CD-ROM and two with DVD, one scanner, one bar-code scanner and some auxiliary equipment. The software for electronic cataloguing, which was already available (and financed by ULIM), has been installed. The two digital copiers, also to be used by the students of ULIM (against a reasonable price per copy), are awaiting the password cards, to be delivered soon.” ( p. 6);*

*„ Based on her experience gained during the study tour in Sweden, the Director of the ULIM Library designed and purchased two specific desks for three user working stations each (financed by ULIM). At these working stations the OPAC Self Service Program for users has been installed.”(p. 6);*

**d) Study visits to Western Europe:**

- *„This output is completely realised. In total 13 people of ULIM Library staff have been trained as planned through the study visits in Sweden and UK. On their return the participants in each visit prepared and published a report on the main topics they learned and experienced.”( p. 6).*

**e) Other outputs of the Project are:**

- *Changed policy of procurement of the ULIM Library;*
- *National Workshop “The Bibliographical Description of Documents following International Standards” organized by three members of the ULIM Library staff in December 2000;*
- *Preparation of production of promotional materials for the ULIM Library.*

**Ability to achieve specific objectives:**

- *“Although there are about three more months left until the end of the project, the Monitoring Team found that the project has already achieved its specific objective, i.e. “To improve the skills and experience of senior and middle management staff of the ULIM’s Library.” ( p. 6).*

**Potential sustainability:**

- *The obtained results may serve as a good basis for further development of the ULIM Library in general and of its staff in particular. At the moment the ULIM Library is well equipped, has highly qualified and motivated personnel as well as a modern collection of literature in the library science field. After the study visits to the Western Europe the ULIM Library staff has a good view of the possibilities to improve and enlarge their activities. Taking into consideration the permanent support of the ULIM Library from the side of the high level management of the University and the enthusiasm of the librarians, the Monitoring Team considers the potential sustainability of the project very fair.” (p. 6 – 7);*

### Summary of conclusion:

(Note: a = excellent; b = good; c = standard (to plan); d = problems, need for action; e = urgent review to assess continuation)

- **Implementation of activities: – A**
- **Achievement of outputs to date:– A**
- **Appropriateness of work plan for next 6 months:– C**
- **Ability to achieve objectives:– A**
- **Ability to achieve objectives:– B.**

## Final Conference

### „Tempus-Tacis Project: Reflections and Summary”

#### Objectives of the Final Conference:

- Reflecting and promotion of the Project impact on ULIM LID activity, as well as on the national librarianship;
- Promotion of experiences and changes produced during the Project;
- Contributions towards the modernization of professional knowledge and skills of librarians;
- Promotion of library experience of British and Swedish libraries (upon the study visits).

**Participants:** ULIM librarians (30 persons); top managers and medium managers of university, National, public libraries, academic staff in librarianship (LIS Department, State University of Moldova); representatives of Ministry of Culture and Ministry of Education, national Tempus-Tacis office.

**Period:** November 22- 23, 2001.

#### Concept of the Final Conference

The main discussed topics:

- ULIM LID philosophy (strategic, organizational and change management, ULIM LID mission and functions; strategic planning, etc.);
- Human resources (stimulation of librarians creativity; process teams; role and place of the functional manager; continuing professional development);
- Diversification of library and information services (concept „user’s library ”; new customers’ care; information techniques and technologies and the diversification of provided services, etc.).

**Final Conference Papers** (foreign partners’ papers (Simon Francis, Eli Bytoft-Nyaas, Arja Mantykangas) are presented integrally, while presentation of other speakers – in abstracts, according to the Conference Program.

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## MANAGEMENT OF THE PROJECT: general and specific

*Simon Francis, Project Co-coordinator*

The purpose of this Final Conference is to disseminate to the library profession in the Republic of Moldova, some of the activities and accomplishments of the Project. With this Final Conference the Project is ending its major activities. Since early 2000, a team consisting of two colleagues from the University College, Boras in Sweden, and myself from the University of Sheffield in the United Kingdom, have been working with Zinaida Sochirca and her colleagues at the Library of the International Independent University of Moldova (ULIM). The Project has been funded by the European Union under the Tempus-TACIS program.

Some people may wonder why ULIM was chosen as a base for the Project. The objectives of the Project have been to assist in the development of management training and skills in the Library, and to develop new ideas concerning services to library users. For the Project to be successful it was necessary to work with colleagues who are willing to accept and implement changes and who are willing to learn from others with different experiences. This requires a positive attitude towards change and without it, money and equipment will have no fundamental effect. ULIM is a small, new Library with a young staff in an institution that is itself creating changes in the higher education structure in Moldova. It is those characteristics that suggested it would be an appropriate place in which to establish the Project.

The project proposal that was prepared included several types of activities: several training workshops covering modern management techniques and skills would be delivered to ULIM Library staff and to invited colleagues from other libraries. The subjects of the training workshops included such topics as strategic planning, human resources management, change management, information services, income generation, and inter-library co-operation. In addition key members of the ULIM Library staff would be invited to undertake a study visit to examine academic library activities and services in either the UK or Sweden. It was hoped that the result of these activities would be that the Library staff would have greatly improved skills and experience in modern library management techniques and would be able to act as a model for other libraries. The project provided the ULIM Library with a limited range of equipment including PC's, printers, fax, modems, for staff use; and CD-ROM workstations, photocopiers, and OPAC terminals for Library users. In addition, as part of the process of strengthening professional skills in Moldova, the Library was provided with a collection of practical library science texts, which are probably the most modern professional resource in the country.

To receive approval from the Tempus-TACIS program, a project proposal must have practical and realistic objectives. The project team was very pleased when the Tempus-TACIS authorities approved the proposal. The team considers that it has successfully achieved the objectives set out in the proposal and hopes that members of the library profession in Moldova agree.

Visiting experts who assess the progress that is being made in reaching the objectives monitors all Tempus-TACIS projects. The project at ULIM was visited in September 2001 and received a very favorable report. The EU Monitors considered that the staff of the ULIM Library had "completely changed their mentality, vision and attitude, in particular with respect to the client, the user of the Library, who is now the priority number one...". They noted that the Library staff now "felt proud to be librarians" and that their activities were very much appreciated by both staff and students at ULIM. The Monitors particularly mentioned the creation of 'Contact librarians' at ULIM to provide liaison between the Library and users in different academic faculties, and the preparation of the Strategic Development Plan for the Library.

These successes have been achieved by the commitment of all members of the team, working in co-operation together. The development of libraries in Moldova in the future can only take place if librarians of all kinds co-operate together. Members of the ULIM Library who visited Sweden and

Britain were impressed by the level of development of the libraries they saw, and by the status of libraries and librarians in those two countries. That status was achieved, and is maintained, by co-operation together to achieve better services for users. There are many problems facing libraries and librarians in Moldova and the project team hopes that this project has shown the importance of co-operation in finding solutions.

Librarians need to learn all the time and to change all the time. The short courses now being offered by the Moldova National Library School are important for everyone working in libraries in Moldova. Library Directors and senior staff have a particular responsibility to learn new skills and to provide leadership to the profession.

The western members of the team hope that the project has helped ULIM colleagues, and through them other members of the profession in Moldova, to make progress in understanding new attitudes and in learning new skills. If that has happened, our project together will have been a success.

### **Project at ULIM Library and Information Department: stages and processes**

*Zinaida Sochircă, general director ULIM LID*

There were several stages of the Project at ULIM Library. First stage is congruent with the initialization of the Project proposals development. (November 1998 – 1999). It comprised: gathering and analysis of the relevant information, evaluation of the current situation, identification of needs and problems, motivation of changes. At this stage has been defined and motivated the change. The content of second stage (year 2000 –January 2001) includes studying and analyzing of the change, compatibility with the needs and interests of ULIM, development of concepts and programs (stage of determining the change). Third stage begins in February 2001, and includes organizational and functional options, control activities, evaluation and și correction of the changes. Third stage means the implementation of the changes in services providing, in collection development, in human resources organization.

### **The Change: Concept and Impact for ULIM LID**

*Iraida Digodi, ULIM IDC coordinator*

The change is not an abstract word, but a reality of librarianship. It can be defined as A MODIFICATION, BREACKING OF THE EXISTING SITUATION. We don't speak now about the change for the sake of change. It is a mean to achieve the objective. As a rule, the change meets resistance. To overcome resistance, the objectives must be communicated, explained, colleagues and users must be educated, according to a plan. This was the exact way taken by the participants in TEMPUS Project at ULIM, February 2000-Novembr 2001. Theoretically, there are two types of change: augmentative, and disruptive. In a library both of them are existing. The ULIM Library team adopted a positive attitude. Once the reasons and effects of the changes are understood, it becomes easier to manage the change. As an intern query shows, librarians testify that they learned to work in team, could see the perspectives and strategies of the LID development changed their vision when the attention for users is central. There is no doubt, the Project has been a lesson of efficiency. Librarians mentioned the willingness to participate in dissemination Project, but even without a formal continuation, the results will last long ahead.

## **Organizational and functional changes: stages and accomplishments**

**Zinaida Sochircă**

LIS publications analysis, willingness to apply and use librarians' creativity, study visits made within the Project – all those determined essential changes in library and information activity. The most important are: merge of Loan Services in Public Relation Section and in Main Collection Section. Thus unqualified, mechanical processes have been replaced with other activities, which require knowledge, skills and qualification. Processes teams have been implemented. The hierarchy has been combined with flat organizational structure. New facilities concept has been elaborated and applied, where the open access to collections is central. The Library became Library and Information Department, as a complex information and documentation unity within the University. The role of functional (medium) managers in the process of decisions making has been optimized. The focus should be on the creativity and capacity of decision making and applying.

## **Strategies of ULIM LID: Strategic Plan Presentation**

**Iraida Digodi**

SP team had the intention to educate capacity to react appropriately towards the internal and external changes, to design the ways of possible success. The elaboration of SP concept had four stages: elaboration, implementation and evaluation. „Strategic Directions of Activity at ULIM LID 2002 – 2005” comprise following chapters: New vision on the information and documentation activity; Mission statement; Strategic objectives; Environment analysis; SWOT analysis; Marketing investigations related to users categories; Objectives and activities in the years 2002-2005. The main objectives and activities are: development and updating of the information resources to support the academic process of ULIM; diversification of forms and methods of resources communication; promotion of information and documentation technology and techniques; users education; stimulation of the creativity of ULIM LID personnel; intensification of cooperation and coordination activities; efficient participation in cultural and scientific life.

## **The University Library - Strategies and Priorities**

**Eli Bytoft-Nyaas, University College Library  
in Boras, Sweden**

*When a man does not know what harbour he is making/or, no wind is the right wind.  
Seneca.*

### **Introduction**

We live in a world in rapid change and increased competition. Things that happen in other places on the earth have effect on our daily situation. This is very true concerning economic conditions but also in terms of technical development. We need to prepare ourselves for the unexpected but we also need to train our minds to discover and to interpret signs for the future.

### **Mission statement**

A mission statement describes the organisation's basic purpose, the expectations for the future and image of the company. Very often they also have emotional aspects. They serve as instruments for the leadership to make the employees proud of "belonging to the family". Some companies have mission statements that encourage the employees to choose a lifestyle that is consistent to the company's image.

There are some important aspects and simple rules concerning the creation of a mission statement.

1. It is not necessarily short, but it must be very clear, unmistakable and long-term. It describes the business and the value rather than the product.
2. It must be easy to communicate and it needs to be communicated all the time. Hidden in the director's desk drawer it is useless.
3. It focuses on die customers and how they are being satisfied.

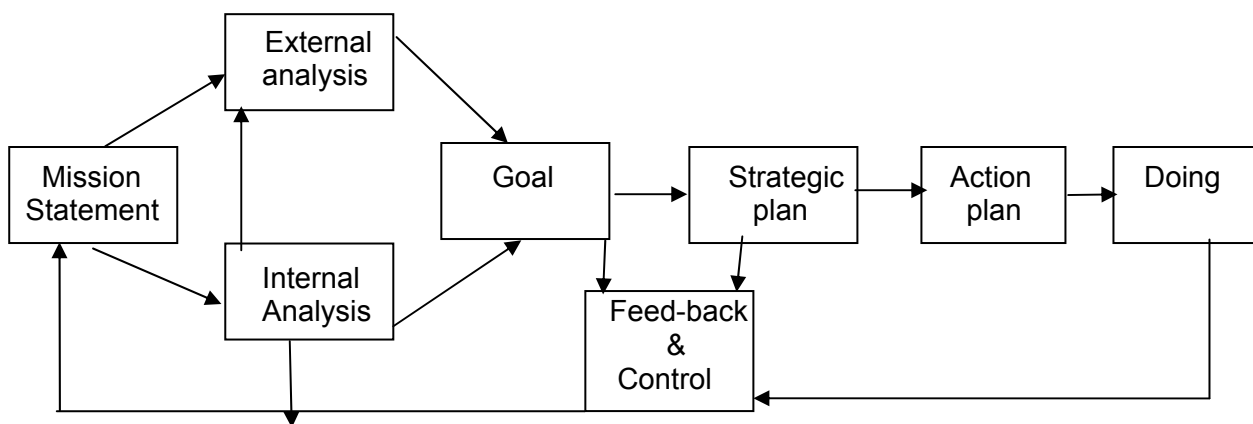
Magnus Soderlund, a Swedish professor in relationship marketing asked a group of people to "Describe a situation when you were very satisfied as a customer." When he examined the answers he found that they could be sorted into three different categories:

- Unexpected services. In these cases extra efforts were made to help, and even if these efforts did not lead to any result, the customers felt satisfied.
- Follow-up. Companies called their customers a short time after delivery to ask if they were satisfied with their purchase. Some told about how they were recognised by the staff at their next visit in a shop and asked about their latest purchase.
- Compensation. In these examples the companies had given some kind of compensation or replacement to unsatisfied customers even if the company had not made any formal mistake.

### The strategic planning process

Where does the mission statement fit into the strategic planning process?

#### Strategic Planning Process



(Robert Lofgren)

This figure illustrates a strategic planning process. As you see the mission statement forms the start of the process. It is often described as "a road map" that help you take the right turn when you find yourself in unfamiliar surroundings.

This is followed by the internal and external analysis, what is called the SWOT analysis. This process can best be explained as a description of the present situation together with an attempt to look into the crystal ball to foresee the future. In the internal analysis you try to identify the Strengths and Weaknesses in your own organisation. This includes human resources, leadership and organisational structure, customer satisfaction and economic resources.

Questions to ask are:

1. What do we do well?
2. What do we need to improve?

In the external analysis you look at the surroundings and try to identify the Opportunities and the Threats. Government policies, economic conditions, technical development should be considered, but you also need to examine the conditions within the university or your mother organisation.

Questions to ask are:

1. Has or will anything happen that we can make use of or exploit?
2. Has or will anything happen that might have a negative effect on the library and our future?

The next step is to set goals. They are usually divided in structural goals and operational goals. The structural goals are more specific and concrete expressions of the mission statement and it is of course important that all the goals are consistent to the mission statement. The operational goals describe more detailed what you plan to achieve. Unlike the mission statement, the goals are always measurable and given a time limit. Sometimes this is expressed in quantities, but also in qualitative terms. It is often advisable to subdivide goals, as it is important to accurate and concise in the formulations.

The strategic plan shall help you to reach the goals. It describes how you will deal with the weaknesses and the threats by utilising the strengths and by taking advantage of the opportunities. The strategic plan is long-term and should cover at least three years.

Finally you make the action plan. This is a detailed list of actions that you plan to achieve during a limited period of time, usually one year. It is a good idea to monitor the action plan every 6 months. It should be revised every year and at the same time you access the mission statement, the strategic plan and the goals.

To do a complete strategic planning process takes a long time, even in small organisations. The most time-consuming part is the analysis. I have not mentioned the possible necessity to survey and to analyse demands and expectations from the customers. You may also want to find out what the different customer groups know about the library. That is a difficult task in a public library. The different user-groups may differ substantially in interests and expectations. Within the university this is easier and to my opinion more important.

Allow the process to take time. You will live with the results from this work for several years. Therefore it is important to secure that all staff feel involved in the work and in the result. You also need to secure that as many aspects as possible are covered in the analysis. The best way to do that is to let as many as possible participate in the process.

### **The University College Library in Boras**

In Boras we have worked according to this process for several years. We did not start with discussions about our concept. We started with the SWOT-analysis. We did the same here at ULIM. I think that this is the best way to start. You need to find out about yourself, your library and the surroundings you are in before you can start the planning process. A library normally has a concept. Probably that needs to be changed as a result of a SWOT-analysis.

Major changes in the surroundings are often the driving force to start a strategic planning process. Several factors coincided to make it obvious to us that we needed to change our organisation, our focus and our competencies. This happened in 1996.

We needed to take on new tasks without sufficient increase in staff. We needed to focus more on teaching and supervising students in information retrieval. We needed to make it easier for the members of our staff to make decisions on their own. We changed from focusing on the process to focusing on the result and the outcome of our work. As a result of the SWOT we formulated a general mission statement, reorganised and made a strategic plan.

Every year we examine and revise our concept and our goals. Then we make new action plans for the next year for each of our departments. At the same time we move achieved goals from the



action plans into a policy document. This is important, as many of the goals we have set are crucial for the quality of our work.

### **Conclusion.**

For libraries, systems and rules have been of greatest importance. Our systems are still important. We need them to organise and to make retrieval of information and publications possible. But new media and technical developments have deprived us of the monopoly to information and information systems.

The ignorant thinks he can find everything he needs on the Internet. The wise knows he still needs help from the information specialist and from the library. It is our new mission to act as organisers, teachers and supervisors to help our students and any citizen to find the information they need. The different steps and actions needed to achieve this differ a lot. The strategic planning process is a powerful instrument in this work.

### **ULIM LID's Image in the University Community: Factors of Influence and Appreciations**

*Valentina Cosmescu, bibliograph*

One of the major objectives of ULIM LID is to create a positive, long lasting image. Among influence factors, which can contribute towards achieving this, are: professionalism of librarians; openness and willingness to collaborate in the university environment; presence of a strategic vision, etc. These factors are strongly dependent on three mandatory elements: facilities; information resources; personnel.

### **Efficient Using of Librarians' Creativity**

*Olga Vacariuc, ULIM LID*

The change requires an efficient use of the creativity of librarians. In the same time, it is a way to adjust to the challenges of the change. The creativity of ULIM librarians has been defined and stimulated by implementing several elements: subject librarian position; introduction of process teams (e.g. SP team, teams for elaboration of bibliographies, etc.); elaboration of new programs and concepts („New customers care”, „Intercultural education” etc.); the redimensioning of the role of functional managers, etc.

### **Education of Librarians: Experiences and Approaches at the Swedish School of Library and Information Studies at University College in Boras, Sweden**

*Arja Mantykangas, LIS, Sweden*

#### **Introduction**

The Swedish School of Library and Information Studies is one of the institutions at the University College of Boras in Sweden. The Library School is also one of the programmers for librarians that exist in Sweden. The other institutions are:

- The Department of Sociology, Information Science at Umea University
- The Institution for Archives, Libraries and Museums, Aesthetics and Cultural studies at the University of Uppsala.
- BIVIL, the LIS programme at Lund University

The program in Boras is the largest in Sweden. Today, the school accepts 200 new students every autumn for full-time studies in Boras and 110 students every spring for part-time distance studies. The number of students within the system is more than 800 with about 700 students within our program. Approximately 250 students of these 700 students are distance students.

### **The Vision**

The University College has formulated a vision known as "University in the year 2004" for the coming years. The goals to strive for are the following:

- At least 10.000 students at the undergraduate level; 250 doctoral students with an equal distribution of the sexes
- Around 20% of degree-enrolled students study for some part of their education in a foreign university.
- At least 50% of the teaching staff is holders of Ph.D. degrees or the equivalent.
- Research of international quality is established and conducted in every of the university's areas of speciality.
- All activities are developed in close co-operation with representatives of business, industry and the professions.
- A resource for the whole of the region in western Sweden and the driving force in promoting co-operation among universities and university colleges in this part of Sweden.
- A multi-cultural environment for work and study in which the individual is provided with the best of possibilities for exchange with the outside world, both nationally and internationally.

### **On the School of Library and Information Studies**

The Swedish School of Library and Information Studies (SSLIS) was founded in 1972 in Boras by an act of Parliament and through decisions made by the Government. The School was given the responsibility to educate librarians of all kinds for the country. Its' status as a fully independent school lasted until 1977 when the Higher Education Reforms amalgamated independent educational programmes into a framework of regional universities. The School became part of the Swedish university and college system as well one of six Schools at Hogskolan i Boras.

Until 1993, the School held a unique position in Sweden through being the only school for educating librarians. In that year Parliament voted to change the system of higher education. Generally, this meant that all higher (tertiary) education was to be "academised", that is vocational diploma programmes - like the programme in Librarianship - were to be transformed into Bachelor's and Master's programmes.

The reforms introduced in 1993 also entailed that universities and colleges were given increased freedom. Among other things, a greater degree of independence made it possible for the universities and colleges themselves to determine - in essence and within their given budget frameworks - what programmes of education they wished to offer. On 1st January, 1999 a new organisation within the area of library and information studies (US) came to be established in Sweden. The new unit has been created by merging the present Swedish School of Library and Information Studies (SSLIS), located in Boras, with the Department of Library and Information Studies (DLIS) at Goteborg University. The merger of these two departments - with each still maintaining its special identity - has led to the Goteborg-based (DLIS) being physically moved to Boras and housed in the premises of the University College of Boras together with SSLIS. DLIS is the first and largest postgraduate education facility in the country in the field.

### **Undergraduate Studies: On-Site Programme**

One of the features of the programme is that it offers a wider range of choices to individual students. Those who so desire can study LIS as a major for either the Bachelor's or Master's degree.

Other features are that each of the different tracks of study into which the field of LIS is divided is of the same duration in time and all courses are designed in modules of 5 credits or multiples thereof. Also, the revised programme is, in both design and content, structured to provide a smooth passage for students wishing to continue their studies at a postgraduate level.

All students admitted to SSLIS/ irrespective of whether they wish to study for a Bachelor's or a Master's degree will have to take the foundation course, which covers the entire first semester. The foundation course is divided into two sub-courses of equal length and has the following aims:

- to provide a good/ all-round introduction to the development of US
- to present the different core areas within LIS
- to provide a sound understanding of the key ideas and problems within LIS

The two sub-courses during the foundation semester are: The development of library and information science and its core subject areas/ 10 credits; Two central issues within library and information science together with basic information searching, 10 credits

As in the past/ LIS will be viewed against and organised around four sectors or perspectives:

1. Libraries/ culture and information from a societal perspective
2. Knowledge organisation
3. Individual and group interaction with libraries and information systems
4. Information resources management

The survival strategy for our department is based on having a high quality Master's programme with a large number of students. The need for this is based on:

- a) increasing retirement rates within the library sector
- b) an increasing number of students who will find work in other sectors (companies and public administration).

This also includes activities in distance learning, where already the whole "programme" is offered all over Sweden. There is also a large need for continuing education within the field.

Increased co-operation with the world both within and outside The University College

Some of our students study abroad, and international studies are encouraged. At present, some students are in Spain and in Denmark.

There are some research projects driven together with researchers at Goteborg University and with different schools in western Sweden, as well as with the Public Library in Gothenburg.

Increased student influence

Our students participate in different official constellations, such as the institution's board meetings; student representatives may attend meetings for the evaluation of courses, and in meetings for the Distance Education Working Group.

Physical learning environment

The school building is presently under reconstruction. Access to computer rooms is to be improved. The library has already been re-equipped with several new group rooms and larger lecturing facilities. We no longer require traditional class rooms in the same way as previously on the grounds of modernised didactic methods that are being employed by an increasing number of teachers.

Now we can listen to some of the student's experiences. The students tell their stories in their own words. They are studying on a full time basis doing their third semester.

## **Conclusions**

We can see that the Swedish school lives in an environment that stresses different aspects: the size of the programme gives it a national responsibility. What the school creates in educational content, is a vital and strategic matter in educating librarians or persons who can see themselves working in different kinds of information environments, libraries included. Professor Hoglund stresses the important aspect of human resources and qualified staff: he also maintains that we are working on this. -Professor Wormell stresses the same aspect. The Assistant Head, Christina Persson and the Director of Studies, Ewa Skelte agree that there are challenges left for us to meet. Continuing development is a key aspect, as well as wise management of human resources.

It is a challenge but a vision at the same time. As Rector Said Irandoust put it: we can make worlds of our dreams' Of course we have to know what the dream is and how to articulate it like in the vision statement of the school in the beginning of this paper. We have still many problems to solve but the changes to be implemented are not experienced as threats but as challenges and are expressed as such by the leaders and some students of the Swedish School of library and Information Studies at the University College of Boras in Sweden November 2001.

With thanks for the contributions of Lars Hoglund, Christina Persson, Ewa Skelte, Irene Wormell and the students. Special thanks to lecturer Frances Hultgren for checking the English translation and Webmaster Carina Walden for the graphical models.

## **New Customers' Care: Concept, Activities**

**Larisa Burlea, ULIM LID**

It is well known and accepted that ULIM LID' s main objective is to support the academic process in the University. A prior orientation to support mainly new users (first year students, distance learning students, student who came from other institutions) means: to predict students' needs by analyzing them, to find new forms and methods of attracting them to reading rooms (offering needed sources, providing information about other libraries, creating a pleasant environment) diversification of offered services especially by using new information technologies. To apply in practice the concept of prior orienting to new customers means to underline target groups and to concentrate the efforts on them.

## **Widening Access to Information in ULIM LID**

**Veronica Ghețu,  
System administrator, ULIM LID**

Services diversification based mainly on the implementation of modern communication technology. It optimized the concept “knowledge – learning – teaching”. From this point of view ULIM LID offers on-line access to information and documentation resources, to national and international databases („Moldova Actuală”), (EBSCO), access to Internet, possibility to print and photocopy to support the academic process.

## **Information and Documentation Resources at ULIM LID as a Support for the Academic and Research Process**

**Felicia Luca, ULIM LID**

Information and documentation resources are the base of the library activity and of the services offered to users. From this point of view ULIM LID has a special strategy. The role of the printed

documents is supposed to be maintained, but the acquisition process has to be modified. The electronic materials will be increasingly purchased, but it will not affect the traditional materials. Considerable efforts will be concentrate on the establishing of a big reference collection, with branch collections in other sections of the LID. The actualization and up-dating of resources will be done according to the university curricula and of a permanent feed-back.

### **Information and Documentation Users' Education: New Concept and Visions**

**Natalia Beleavsi, ULIM LID**

A modern information institution invests not only in present users, but in the future ones, too. It means the support to the user in order to achieve the principle “life long learning”. Those users who are educated in an appropriate information environment are strong intellectually, competent, emancipated. The implication of ULIM LID can be divided into:

- Insurance of the courses „Information Culture ” (16 hours for first year students of all ULIM Departments);
- Organization of mini-courses for special target groups („Internet Databases”, „Elaboration of reference lists for scientific research);
- Subject librarians implications (consultations, presentations, etc.);
- Elaboration and dissemination of promotion materials.

### **The Concept of Promotion Materials – part of ULIM LID Promotion Policy**

***Iraida Digodi***

The concept has been developed upon the study visit to the British Libraries. The experience of Oxford Brookes University Library has been taken over. Advantages of this experience, adjusted to the ULIM LID realities, are: 1) flexible and coherent system; 2) promotion of services, facilities and access rules; 3) involvement into elaboration of subject librarians as authors; 4) presentation of information resources of other libraries (which can be seen as a real cooperation between libraries) 5) accessibility of presentation.

The major aims of promotion materials are to enlight and promote the services, facilities, and access to resources.

The materials can be classified as following: general information; information for the orienting of users; information for the promotion of facilities; information on databases; subject guides); other information for feed-back.

The promotion materials had as result increasing of visits, facilitating the access to the needed information; optimization of the partnership between subject librarians and users, etc.

### **Intercultural Students' Education – Strategic Direction of Activity at ULIM LID**

***Natalia Ghimpu, ULIM LID***

The problem of multiculturalism is specific and of a big importance for ULIM, requiring new responsibilities from the Library too. The Program „Formarea interculturală a beneficiarilor DIB ULIM” (The Intercultural Education of ULIM LID Users) has a double mission: contributions towards the acquaintance with the national values (especially of those countries which are represented by ULIM students), promotion of the local culture and customs. This Program contributes to the education of the tolerance, understanding and mutual esteem. To realize the Program are used various forms and methods: exhibitions „Mapamond cultural”, cultural activities „Mărțișor ULIM”, round tables, literate evenings with the participation of students from different countries.

We intend to intensify the collaboration with foreign students Associations, with the Embassies of the countries, which they represent, with ULIM Departments.

## The Impact of the Project „Library Training in Moldova”

The Project has been a great success of ULIM LID. This is the conclusion made upon several tests, discussions during the Project and at its end.

Factors, which influenced the **success of the Project**, are:

- Participants (persons and institutions) who merged their efforts to achieve a common result;
- Contribution from the coordinators of the Project;
- Dedication of ULIM librarians to accept change, to acquire new knowledge and skills and to implement them for the benefit of the library and University community;
- The support from the ULIM Administration;
- Interest from the library community in Moldova.

**Impact of the Project** applies to following aspects:

- Human factor changes (positive influences on the professional mentality of librarians, openness, communication, change of users' attitude towards the Library and librarians and acceptance of librarians as equal partners of the academic process);
- Implementation of organizational and functional changes (flexible structure; team work; position of subject librarian; creativity stimulation, etc.);
- Elaboration and implementation of some strategic documents („Strategic Directions of activity. 2002-2005”, promotion policy and the concept of promotion materials; New customers care Program, etc.);
- Creating a stable and positive image of ULIM Library in the professional and university community.

## Strategies and perspectives of ULIM LID

(In the context of the Project „Library Training in Moldova)

Elaboration and promotion of the work “Strategic Directions of ULIM LID Activity. 2002-2005” is a special success of the Project. The SP team benefited from the consultancy and information support of foreign partners. Thus, the ULIM LID drewled the relevant directions of successful activity.

The conception and application of the ULIM LID strategy includes 4 stages: *fundamentation, elaboration of the SP, implementation and evaluation*.

To define strategic aims and objectives have been investigated following subjects: „New vision on the information activity of ULIM LID”, „ULIM LID Mission”, „Scanning the ULIM LID Environment”, „SWOT Analysis of ULIM LID”, „Marketing investigations of ULIM LID Users”.

According to the investigations the strategic aims for the years 2002-2005 have been defined:

- Development and updating of the information and documentation resources to support the academic, research and educational process at ULIM;
- Diversification of the forms and methods of communicating the documentation and information resources (extension and diversification of services);
- Promotion of communication technologies and techniques; endowment of the Library with advanced equipment;;
- Library and information education of users;
- Valorification of ULIM librarians' creativity;
- Extending the cooperation's and collaborations of ULIM Library;
- Efficient participation of ULIM LID in the cultural and scientific circuit.

Photo session

**The year 2000**



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**Study visit in Sweden**

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**Study visit in Great Britain**

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**The year 2001**

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**Final Conference**

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