

**STRATEGIC PLANNING FOR
ARMENIA'S MULTI-TYPE LIBRARIES**

A GRANT PROPOSAL

Submitted to the
Special Library and Information Projects
February 25, 1993

International Research & Exchanges Board (IREX)
1616 H Street, NW
Washington, DC 20006

Contact:

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Curricula Vitae: Sylva Natalie Manoogian
Araxie Churukian
Samuel Y. Fustukjian

Letter from the American University of Armenia

Master Plan for Host Institution

Description of University Library

**STRATEGIC PLANNING FOR ARMENIA'S MULTI-TYPE LIBRARIES
EXECUTIVE SUMMARY**

Program Organizers:

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International Languages Department Manager
Central Library
Los Angeles Public Library
630 West Fifth Street
Los Angeles, CA 90071
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40 Marshall Bagramian St.
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Host Institution: American University of Armenia, Yerevan, Armenia (AUA)
Collaborating Institutions: Los Angeles Public Library ; University of California, Riverside;
University of South Florida, Tampa

Time Periods: May 20-June 9, 1993 (Yerevan)
February 5-26, 1994 (Los Angeles)
October 1994 (Yerevan)

Program Goal and Objectives: 1. To provide a forum for empowering Armenia's library professionals with knowledge, skills, and support of American colleagues, to bring about changes in their own institutions and the multi-type libraries throughout the Republic. 2. To offer professional development opportunities to a delegation of Armenian specialists coming to the United States for collaborative work and first-hand experience in how current information issues and trends are addressed by a national library association; and learning how a major public library, serving a population of the same size as that of Armenia, has applied principles of strategic planning to bring about institutional change responsive to the information needs of its community. 3. To internationalize Armenia's strategic planning process through future networking and cooperation with libraries of the other former Soviet republics.

Program Coordination and Financial Oversight: Sylva Natalie Manoogian
Seminar Presenters: Araxie Churukian; Samuel Y. Fustukjian

Financial Request to IREX: \$ 25,000 (to accomplish Goals/Objectives 1. and 2. above)

Cost-Sharing: The American University of Armenia and Los Angeles Public Library will provide at no additional cost to participants meeting space/equipment, and assistance in securing low-cost housing in their respective cities. University of California, Riverside, and University of South Florida, Tampa Campus, will share in the costs of preparing training materials, conference proceedings preparation, duplication, and dissemination, as an in-kind contribution. The American Library Association will waive conference registration fees for international visitors.

Number of Participants:

1. **Preparatory seminar, Yerevan:** Seminar team of three U.S. library professionals; thirty Armenian library directors, or their assignees; director of Extension Department, American University of Armenia
2. **Follow-up seminar, Los Angeles:** Seminar team; delegation of three Armenian library directors, or their assignees.
3. **National symposium, Yerevan:** Seminar team; up to three hundred Armenian library directors, or their assignees; three to five member delegations for each of fourteen other former Soviet republics. Funding requirements for this objective are not included as part of this application

Date submitted: February 25, 1993

PROJECT JUSTIFICATION

On December 7, 1988, a devastating earthquake of December 7, 1988, caused extensive loss of life and property, and destroyed the buildings of many social and cultural institutions, including libraries, in the northwest section of Armenia. Nearly one year later, in October 1989, Sylva Natalie Manoogian represented the American Library Association for an on-site assessment of damage and need of Armenia's libraries at the invitation of the Armenian Minister of Culture. As a result of this visit, recommendations were made to work with the appropriate authorities in helping to restore libraries and library services in the stricken areas.

In October 1992, Manoogian was invited to Armenia once again, this time as library consultant to the one-year old American University of Armenia, established in the capital of Yerevan. In cooperation and consultation with the University's administration, she recommended that the library be established as a state-of-the-art showcase , organized according to United States specifications for academic and research libraries. This library would set the standard for the Republic of Armenia, serve as the focal point for a national library network, provide technical assistance to other multi-type libraries, and through its Extension Department, offer continuing education opportunities for library professionals and paraprofessionals, as well as library orientation for students of the University and the community at large.

During this time period, Manoogian also had the opportunity to reestablish relationships initiated in 1989 with libraries and librarians under the jurisdiction of the Ministry of Culture. She interviewed and collected résumés of twenty-five librarians working in multi-type libraries in a variety of positions and submitted these for inclusion in the American Library Association's International Relations Committee/International Relations Round Table Joint Committee on International Exchanges Database. As a follow-up to the request of the Armenian Ministry of Culture and the Armenian National Library, she provided information to them about the Library of Congress, its organization and programs, and the structure and activities of the American Library Association.

Libraries and librarians of Armenia are ready for change. There is an existing infrastructure for organization, a desire to increase the level of professional development of library staff, to work in a more collegial way with fellow professionals, to share the wealth of information resources available throughout the country, to automate libraries and modernize inadequate library facilities, and to serve as a model to the former Soviet republics, challenged by the impact dramatic changes due to the democratization process.

The proposal to assist libraries of Armenia develop a long-range national strategic plan for networking and cooperation would respond to the overwhelming need expressed by librarians individually and collectively to identify, analyze, and restructure existing resources and services and to implement a phased automation program correspondent to those of United States libraries. In addition, intensive training and follow-up in the process of strategic planning would prepare program participants to serve as trainers/mentors to other library professionals in Armenia over the long term and to implement specific goals and objectives developed cooperatively.

Proposal components also meet the defined short- and long-term goals of IREX's Library and Archival Program by:

1. Providing a forum for empowering Armenia's library professionals with knowledge, skills, and support of American colleagues, to bring about changes in their own institutions and the multi-type libraries throughout the Republic.
2. Offering professional development opportunities to a delegation of Armenian specialists coming to the United States for collaborative work and first-hand experience in how current information issues and trends are addressed by a national library association; and learning how a major public library, serving a population of the same size as that of Armenia, has applied principles of strategic planning to bring about institutional change responsive to the information needs of its community; and
3. Internationalizing Armenia's strategic planning process by offering it as a prototype through which future networking and cooperation with libraries of the other former Soviet republics becomes possible.

PROJECT DESCRIPTION

Project Goal: To enable networking and cooperation of multi-type libraries in the Republic of Armenia through collaborative development and implementation of a national strategic plan and to offer it as a prototype for other former Soviet republics wishing to replicate it. Three program objectives are proposed. Each objective stands alone as a self-contained program. Funding from IREX is being sought for the first two in this application, to be accomplished between May 20, 1993 and February 24, 1994. Objective 3 will require more detailed joint planning and coordination by the U.S.-Armenian team, and additional funding will be required to accomplish it.

Project Objectives and Timetable:

1. From May 20 to June 9, 1993: To offer to Armenian library directors or their assignees, through the Extension Division of the American University of Armenia in Yerevan, an intensive preparatory seminar, emphasizing strategies for evaluating and restructuring existing library facilities, resources, and services; collection development policies and guidelines; principles of library organization and management; analysis and issues for installation of integrated automation systems.

Seminar presenters will be: Araxie Churukian, Serials Catalog and Special Collections Librarian, University of California, Riverside; Samuel Y. Fustukjian, Dean and Director, Tampa Campus Library, University of South Florida; Sylva Natalie Manoogian, International Languages Department Manager, Central Library, Los Angeles Public Library. Curricula vitae for the presenters are appended. Churukian will present the sessions on collection development; Fustukjian will present the sessions on library organization and management, including automation issues; Manoogian will present the opening session and community information needs assessment issues and processes and their impact on service plan redesigns.

Week 1: Opening session, followed by three concurrent seminars in English to three groups of ten library directors or their assignees. Each group will be assigned two bilingual American University of Armenia students as recorders and simultaneous translators. **Week 2:** Presenters will be available for individual consultation by seminar participants. **Week 3:** Closing session to review and summarize. Seminar participants will be expected to develop a strategic plan

for his/her institution to be completed and submitted to the Program coordinator by October 31, 1993. The Seminar Team will do a preliminary review of strategic plans submitted .

2. From February 4 to 24, 1994: To host a delegation of three Armenian library directors, or their assignees, to participate in the American Library Association midwinter meeting in Los Angeles, following which they will work for 14 days with the American seminar team in reviewing all strategic plans submitted and developing a draft national strategic plan to present to Armenia's multi-type libraries. They will serve as the planning group for the national symposium.

3. In October 1994 (Tentative): To convene on the American University of Armenia campus a national symposium involving up to three hundred Armenian library directors, or their assignees, to present follow-up sessions to the preparatory seminar, and discuss and adopt the draft national strategic plan. Three- to five-member delegations of library representatives from each of the former Soviet republics will be invited to attend. This objective is briefly described to present the project goal in its broadest perspective.

SELECTION OF ARMENIAN DELEGATION

The Program Coordinator and Seminar Presenters, with the assistance of the AUA Extension Department Director, will select the three-member delegation to represent the libraries of Armenia in Los Angeles, including one member from the National Library of Armenia, one member representing academic libraries, and one representing special libraries. Criteria will include:

- education or training in library and information science
- current employment in a public, academic, or special library
- oral and written proficiency in English
- good interpersonal skills
- curriculum vitae, statement of purpose, and institutional letter of support
- successful completion of strategic planning seminar and submission of strategic plan as required in this proposal.

PROJECT MANAGEMENT

Sylva Natalie Manoogian, International Languages Department Manager, Central Library, Los Angeles Public Library, will be responsible for project coordination, financial oversight, and local arrangements in Los Angeles, with the assistance of the American University of Armenia Corporation headquarters office in Oakland, California. Sona Hamalian, Extension Department Director, American University of Armenia, will be responsible for project organization and local arrangements in Yerevan. Araxie P. Churukian and Samuel Y. Fustukjian will serve as presenters as well as planning and implementation assistants to the project coordinator.

HOST INSTITUTION

American University of Armenia
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Yerevan, Armenia
Tel.: 78852-27-32-39; FAX: 78852-15-10-48

COLLABORATING INSTITUTIONS

Los Angeles Public Library
630 West Fifth St.
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U.S.A.
Tel.: (213) 612-3292; FAX: (213) 612-0409 (International Languages Department
Central Library)

University of California
Rivera Library
P.O.B. 5900
Riverside, CA 925617
Tel.: (909) 787-5051; FAX: (909) 787-3285 (Special Collections)

University of South Florida Library
4202 East Fowler Ave.
Tampa, FL 33620-4500
Tel.: (813) 974-2721; FAX: (813) 974-5153 (Office of the Dean)