

Tempus Phare Joint European Project  
University Management

**“Library Restructuring:  
Administrative and Technological Reform  
in the University Libraries of Albania”**

A | L | B | A | N | E | T

Case Study  
POLYTECHNIC UNIVERSITY  
OF TIRANA

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IONIAN UNIVERSITY

## **Introduction**

### **Overview of the Study**

This case study for the Academic Library of the Polytechnic University of Tirana provides a description and analysis of the existing situation in the aforementioned library and concludes with recommendations regarding the organizational structure, the financial and personnel management, acquisitions and finally bibliographic standards.

The basic aim of the case study is to issue a model system designed to meet the needs and requirements of the specific academic library, and therefore to improve and advance the present Library Management System.

### **Methodology**

This study is based on the data collected from the visit to Albania in April 1999. For the collection of data and the situation assessment structured interview was used. Moreover, the evaluation of the existing situation was also possible through visits to all libraries and observation techniques. Informal interviews with librarians and libraries' representatives were also conducted.

Information on contemporary trends of the international library community was provided by selected bibliography (journals and monographs).

### **Overview of the Current Situation**

The Polytechnic University was not sincerely damaged by the events of 1997.

The university is divided into several faculties. It has one central library plus a small branch for almost every faculty.

In the Central library and in the Library of the Faculty of Mechanics there is adequate technological infrastructure.

The Polytechnic University uses for its catalogues the software Libraries for Windows. The 3 personal computers, that are located in the central library, are being connected to a local network. The computers that are in the library of the faculty of Mechanics, are neither connected to each other nor to a local network with the terminals of the Central Library. The local network covers only one room in the central library.

From the three computers, the users have in their disposal one PC, which is used as an OPAC. The other two are being occupied by the person who is responsible for the data entry (one terminal as a server and the other as a workstation).

The University is connected to the Internet only as a client.

Equipment for the use of library users does not exist.

## Analysis

### 1. Library Management

#### 1.1. Organizational Structure

The Polytechnic University of Tirana has the pyramid model, according to which the library is divided into departments, and there is also a hierarchy in the administrative structure.

In the libraries of the Polytechnic University, the highest administrator is the rector of the university. Then, follows the director of the central library. Afterwards, we may as well distinguish the heads of the peripheral and central departments, who closely cooperate with the director of the Library. In the organization chart are finally the librarians and the administrative staff.

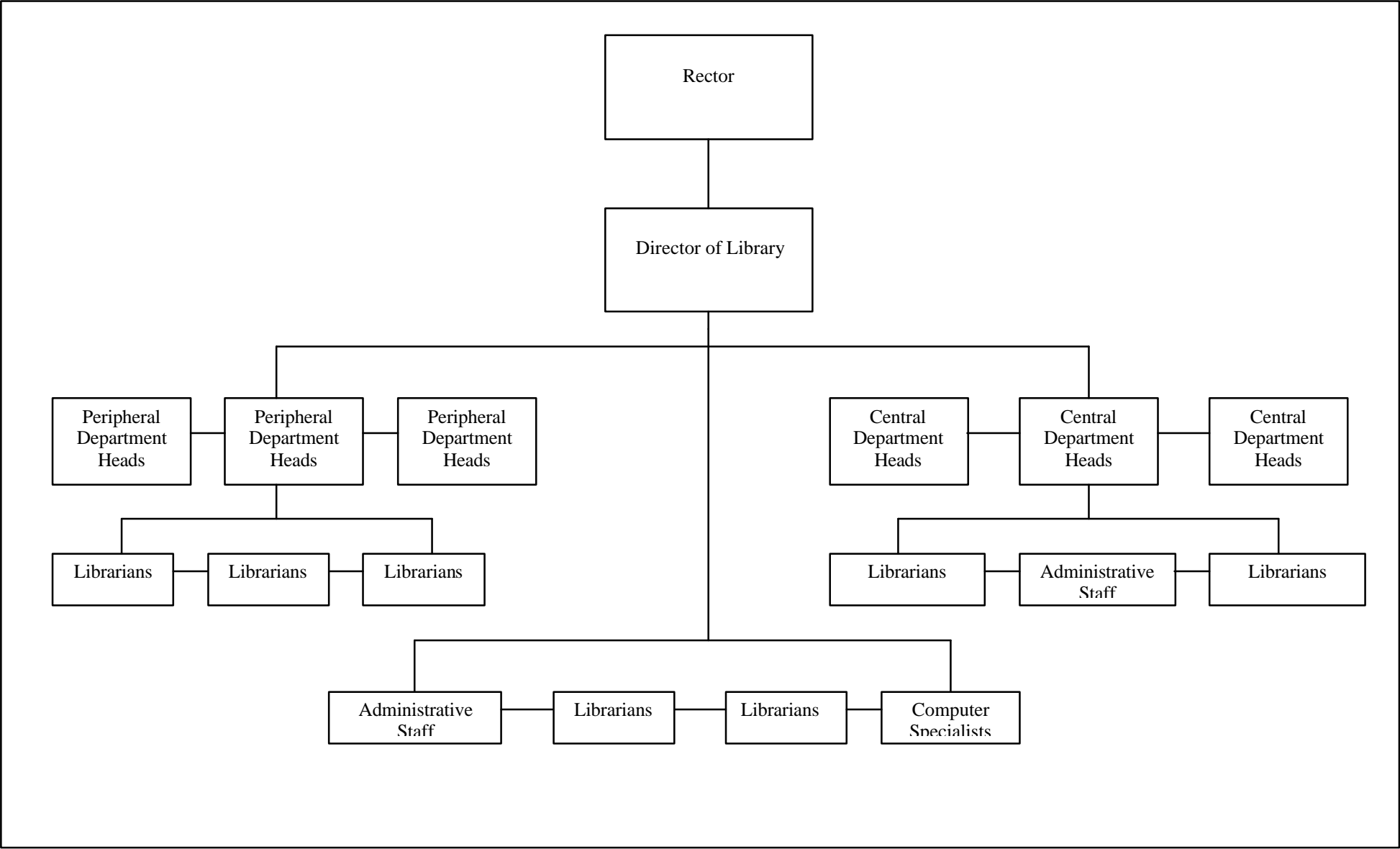
The peculiarity of the aforementioned model is that some of the library's faculty is referred straightforwardly to the director of the Central Library, and not to the immediate previous position in the administrative hierarchy.

So, in the department of acquisitions and financial management, the heads of the departments are referred to the director of the library. Though, some librarians, computer specialists and administrative staff are not referred to the relevant heads of the departments, but to the director of the Library.

This peculiarity concludes to the confusion of the administrative hierarchy. The employees are not familiar with the authority scale. Moreover, each department cannot accomplish efficiently its goals, as some employees are performing tasks that are not included within a section. The working positions are not defined clearly. There is not a well-constructed framework of the organizational design.

Therefore, the disorder of the authority scale and the sense of confusion in the administrative hierarchy contribute to the dysfunction of the services within the departments.

Diagrammatically, the organization structure of Polytechnic University of Tirana is the following:

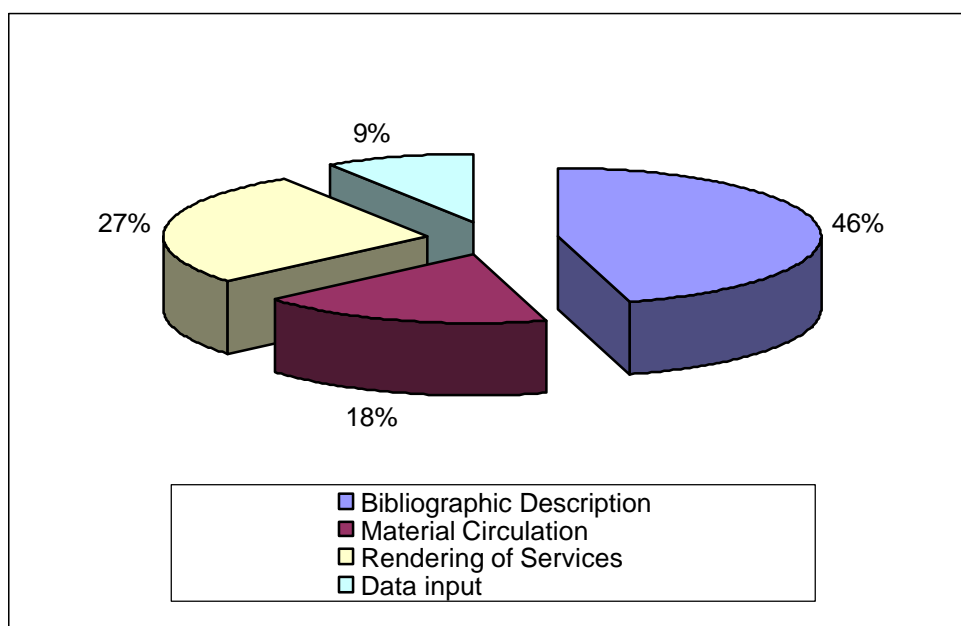


## 1.2. Personnel Management

The libraries of the Polytechnic University have a staff of 20 librarians distributed as follows:

- 2 librarians in the faculty of mechanics (responsible for all library services)
- 2 librarians in the faculty of geology (responsible for all library services)
- 16 librarians in the central library, from whose:
  - 3 librarians for cataloguing
  - 2 librarians for classification
  - 2 librarians for circulation
  - 4 librarians specializing correspondingly in Hellenic, American and German studies
  - 3 librarians for reference services
  - 1 clerk for data entry
  - 1 computer expert.

Staff distribution of tasks is as follows:



From total of the 20 18 are university graduates and trained librarians (90%). The rest are high school graduates (10%).

## 1.3 Financial Management

### 1.3.1 Method of Finance

The Library is depends for its finances to the university. Therefore, the library of the Polytechnic University gets a small amount of money, which is coming from the state's budget allocated to the parent organization.

This amount of money is in the local currency (Leke).

### **1.3.2. Control of the budget in Polytechnic University**

The director of the library participates in the university senate, but without having the right to vote. Moreover, a committee being defined by the university senate (in which the director of the library also participates but without voting right) is responsible for the distribution and allocation of the university's funds, including the library.

Therefore, the library does not have control over the funds, as the university senate decides how the total budget will be distributed and allocated in the several services within the university.

### **1.3.3. Financial Management in Polytechnic University**

The head of the economic department is responsible for the Financial Management of the library. He also has under his supervision an assistant whose task is the library finances.

## **2. Acquisitions**

The procedure of acquisitions is similar, as in other academic libraries in Albania.

The Polytechnic University cooperates with 10 Albanian publishers; at the same time it is in contact with five or six publishers from the international publishing community (Elsevier, Springer), based on the financing from Soros Foundation.

The Polytechnic University is the only university, whose library is involved in inter-library cooperation with other European or American Countries, based on an IFLA program. It has in its disposal 200 vouchers (each voucher costs eight dollars), which allows the library to request an item.

In a period of 6 months, the library of Polytechnic University managed to purchase 50 titles and 2 titles of international journals (Soros Foundation donated for this order 6.500 dollars).

The collection of the library is up to 400.000 items (200.000 in the central library and 200.000 in the libraries of the faculties). It has 7 titles of Albanian journals, 20 titles of foreign journals, and 13 titles of Albanian newspapers.

## **3. Bibliographic Standards**

The Polytechnic University uses the following standards as well:

- ISBD (translated to Albanian language) for cataloguing
- UDC – ed.1991 (translated to Albanian) for classification
- Subject headings of the National Library of Albania for indexing

## **Recommendations**

The restructuring of the organizational design is essential for the library of Polytechnic University. The library shall be divided into departments that are relevant to its services. Therefore, the organizational design is essential to be based on a pyramid scale, but also to be divided into departments, which explicitly represent the library's structure.

The library must have at its disposal an organization chart reflecting the organizational structure. The organization chart must specifically show the authority scale within the library. Hierarchy within departments should be clearly defined. Position descriptions should lead to set responsibilities and authorities.

The library should be divided at least to the following departments, which represent the structure and services of the library of Polytechnic University:

Department of bibliographic description

Department of circulation control

Department of acquisitions

Department of administration

Department(s) of library's «collections»

Department of library's public relations and development

Each department shall be divided into sections, depending on its responsibilities. Therefore, the department of bibliographic description will be divided into the sections of cataloguing, classification, data input and etc. The department of circulation control will be divided into the sections of reference services, material charge and etc. The department of acquisitions will be divided into the sections of material order, inter-library material charge, etc. The department of administration will be divided into the sections of financial control, secretary's office etc. One department will be specialized correspondingly in Hellenic, American and German Studies. Finally, the department of library's public relations and development will be divided into the sections of finding alternative income resources, communicating with other institutions and organizations, being responsible for the inter-library cooperation etc.

The explicit definition of **each departments'** tasks will conclude to the proper function of the library and the improvement of its services. Moreover, the aforementioned administrative scale will ensure the authority hierarchy of the organizational structure.

The explicit definition of the responsibilities and authority limits will provide enhanced services, as each department will be familiar with the tasks that must be achieved in order to increase productivity.

Within each department, the definition of the tasks of **each employee** is essential. The authority scale shall be implemented within a department as well. Each employee must have a predefined position within the library **and** within the department. He/she must also be aware of the responsibilities and authority limits of the working position that he/she holds.

The library's staff must be allocated proportionally to each department. The number of employees for each department will be determined by needs. The same method is essential to be followed within each department as well.

The concept of job rotation can be implemented, as this will give the opportunity to the members of the staff to be trained to all sections within department(s). Moreover, the employees will enrich their experiences and knowledge by moving from one department to another. Finally, the monotony of the repeated tasks will be eliminated.

The library must ensure the establishment and implementation of a written policy. This policy will conclude to the determination of the goals and objectives of the library. Moreover, it will contribute to the standardization of a framework, which sets the given services.

(The recommendations of the main study on the written policy are valid for the Library of Polytechnic University as well).

A **predetermined** sum of money is essential to be given to the university's library. This amount of money must be fixed and steady, in order for the library to determine the allocation of funds. Moreover, the library will be capable of handling the budget more efficiently.

The library's budget must be divided into categories of distribution. Therefore, the budget is essential to be divided into groups, such as salaries, acquisitions, operation expenses etc.

(The recommendations of the main study on the financial management are valid for the Library of Polytechnic University as well).

The central library must determine the sum of money, which will be allocated to each faculty's branch.

As we have already mentioned, a department for the financial management is essential for the library's economic control.

The library is essential to affiliate itself with foreign Universities that have similar departments (see Appendix A). This affiliation should aim in gaining support for the library's services. Foreign universities can assist the library in many ways, such as in acquisitions. Duplicates can be offered by foreign universities to enrich the collections of the library of University of Elbassan. The sense of the affiliation between developed and developing countries is part of the ideological stage and foreign policy.

The library may cooperate or even affiliate with foreign non-profit organizations, institutions and foundations that support financially developing countries. The library is essential to **communicate** with organizations and institutions that are capable of providing financial support.

The library is essential to implement and enforce a donation and acquisition policy, in order to manage its collections more efficiently.

## Appendix A Polytechnic Universities

- [Virginia Polytechnic Institute and State University \(VA Tech\)@](#)
- [California Polytechnic State University@](#)
- [Hong Kong Polytechnic University@](#)
- [California State Polytechnic University, Pomona@](#)
- [Polytechnic University of New York@](#)
- [Ryerson Polytechnic University@](#)
- [Polytechnics](#)
- [Anglia Polytechnic University@](#)
- [Rensselaer Polytechnic Institute@](#)
- [Singapore Polytechnic@](#)
- [Temasek Polytechnic@](#)
- [Ngee Ann Polytechnic@](#)
- [Nanyang Polytechnic](#)
- [Worcester Polytechnic Institute@](#)
- [Wellington Polytechnic@](#)
- [Christchurch Polytechnic@](#)