

Functionality of an Academic Library Using Standard for Philippine Academic Libraries Model

LORENEL D. GAKO¹ and MARILYN L. LASPIÑAS²

¹College Librarian I, Cebu Technological University, Tuburan, Cebu, Philippines

²Chair, Master of Library and Information Science (MLIS), Cebu Normal University, Cebu City, Philippines

¹lor_gakz@yahoo.com, ²marilynlaspinas@gmail.com

Date Received: February 3, 2015; Date Revised: March 24, 2015

Abstract - *This study aimed to assess the functionality of Cebu Technological University (CTU) - Tuburan Campus Library based on the Standard of Philippine Academic Libraries. The descriptive-evaluative survey method employed the study. This method provides and analyzes comprehensive information about a situation and condition of the university library, its variables and features. Results showed that the CTU-Tuburan Campus Library is Very Functional. Data showed that faculty-accreditors rated Very Functional in all nine components of SPAL. The campus librarians rated Very Functional because of the fact that the university is AACUP and ISO Accredited, as well as in terms of administration the library is being administered and supervised by a full-time professional librarian with Master's degree. On the other hand, campus librarian also rated Functional to the three components namely: physical facilities, Information Technology facilities and services; and linkages and networking. The strengths on the Functionality of CTU-Tuburan Campus Library assessment based on the SPAL nine components revealed that in totality the library has strong points in all components like On the other hand, the weaknesses of the library comprises on a few indicator of the components on collection development and physical facilities.*

Keywords: *Assessment, Functionality of the Library, Academic Library, Strengths and Weaknesses*

INTRODUCTION

Academic Libraries are changing, transforming staff level, service models, open access to resources and services. The library programs, activities, and projects are illustrated for innovations of resources and services to support the vision-mission of the schools. Librarians and support staff need to create new knowledge in the 21st century global excellent provision of information.

Academic library plays a momentous role in the framework and perspective of paradigm shift. It varies to consider those who are not linked with their parent universities. Thus, Atienza (2003) pointed out that library is the repository of knowledge, center of research information in any forms. It is where library users seek information on the different fields of academic endeavor. The library must therefore, be equipped with the needs and demands of the library users. Moreover, Academic libraries will “increasingly focus on distinctive and unique collections in service to regional and national scholarly users”. Technology continues to drive much of the futuristic thinking within academic libraries. The key trends driving educational technology identified are equally applicable to academic libraries, namely: people’s desire for information and access to social media and networks anytime and anywhere; acceptance and adoption of cloud-based technologies; more value placed on collaboration; challenges to the role of higher education in a world where information is ever-present and alternate forms of credentialing are available; new educational paradigms that include online and hybrid learning; and a new emphasis on challenge-based and active learning (Oakleaf, 2010).

Accreditation is a grueling ordeal, which involves every individual at an educational institution: faculty, administration, staff, and even students. With the help of the Librarian and its subordinates, the Library staff, creates a self-study of the entire department. No one questions the importance of libraries in the educational responsibility of academic institutions. Matthews (2007) illustrated that libraries consist of essential components in any accreditation survey visits and a major focus for the visiting team. Generally speaking, each educational institution must meet standards, some quite specific.

There have been intense attempts in the past from the Philippine Association of Academic and Research Libraries (PAARL) to set up some criteria or guidelines for evaluating academic libraries in the country. It is inevitable that the said efforts have looked to foreign standards, particularly those from the United States, and other developed countries for the manner and underlying principles in setting up their criteria or guidelines. Likewise, the Commission on Higher Education (CHED) standards for the different program requirements were also consulted and referenced. Furthermore, the Board is aware of the possible anxieties, misunderstandings, and misgivings that these standards may create. In the eyes of the library managers, minimum standards can become maximum ones. It is possible that a minimum standard in one library may be fairly adequate for another. And it could also be that these standards are very much below what some libraries already have, so there is a tendency to be satisfied and not to upgrade anymore (PAARL, 2000).

In the same manner, RA 9246 paved the way towards the professionalization of librarians and the practice of librarianship in the Philippines. It looked some time to consolidate all the regulation requirements of the law to formulate these Philippine standards for all types of libraries. It is crucial to have such set of standards to serve as guides towards realization of ideas for librarians and information professionals, and specifically, libraries in the country in the world of technological advancement. Setting quantitative and qualitative standards set forth in Standard for Philippine Academic Libraries (SPAL) aimed to improve the access, usage, administration, management and collection of academic libraries. These will also serve as reference tool towards attaining quality service and to make the libraries functional nationwide (Conti, 2010).

Moreover, Conti (2010) stated that Standard for Philippine Academic Libraries was established to ensure a basic level of educational quality. The purpose is to evaluate educational institutions and programs using peer evaluators, a process of an institution of postsecondary education undertakes to evaluate its educational activities, in whole or in part, and seeks independent judgment to confirm that it substantially achieves its objectives and is generally equal in quality to comparable institutions or specialized units. It has been recognized as a means to establish educational quality assurance and integrity and as a way to protect its members against encroachments that could jeopardize educational effectiveness or academic freedom. Additionally, accreditation has been viewed as

a mechanism to halt or prevent proliferation of unneeded or inferior quality.

On the other hand, social networks and new publishing paradigms, such as open content, challenge the library's role as knowledge manager and place libraries under pressure to evolve new ways of supporting and sustaining scholarly information. These may include helping students develop digital media literacy skills and creating appropriate metrics for evaluating new scholarly forms of authoring, publishing, and researching. The Cebu Technological University (CTU)-Tuburan Campus is working hard to achieve its mission, vision, goals and objectives. The new programs offering of the Campus provide a wide range of services not only to the community of Tuburan but also to its neighboring towns. Since, CTU-Tuburan Campus Library faces massive task to provide quality education to the academic community. The library is attaining the provision of quality services to the library users. In assessing university library, Brophy (2006) stressed that assessment is an essential tool to library management, since without a firm grasp on what is actually being achieved it is impossible to move forward to improved service or even to maintain the status quo". He emphasized that as part of self-evaluation of the efficiency and effectiveness of library services, or possibly a rationalization to augment and amplify the resources, facilities, and services. As noted, there is no shortage of literature that the librarian can turn to regarding gauge and quantify the performance of array of services, from outreach services to electronic resources and related services.

Moreover, Bopp (2001) revealed that most imperative assessment for academic libraries and the most intricate – has to do with how they recognize and categorize the contribution and involvement they make to institutional outcomes. How does a library contribute to the success of its parent organization? Outcomes assessment tools have been more customary and prevailing in academic library community has no set of tools available to use to demonstrate its contribution to learning, research, or institutional outcomes. At the same time as accrediting agencies are beginning to provide some guidance as they stress to institutions the need for the parent institutions to be explicit about their outcomes and how they will measure them. That process will make it somewhat easier for libraries to determine the appropriate instrument to demonstrate their contribution.

Assessment of functionality is important to create and maintain standards among educational institutions, graduates within a certain field, etc. According to Obille

(2007) stated that it is also important for promoting to profound deep analysis of each component of an academic institution that we might put off indefinitely without upcoming inspections. Earning accreditation certainly does not mean the work is done. It is one step in the process that we must continually strive to improve. An ongoing benefit of accreditation is the development of new policies and procedures. One argument against accreditation, just because an organization is accredited doesn't mean they actually put into practice the policies and procedures they have in writing.

Assessing the functionality of the university library is an essential component of a quality-oriented organizational culture where consumer of services becomes more critical of the quality of services they receive and would complain when they are not satisfied. Without the guidelines and criterion, an academic library cannot ensure minimum level of utilization of its resources towards meeting the needs of their users. It is essential to preserve the viability and visibility of academic libraries, especially in an age where there is increasing public believe that the current physical library will be replaced by the digital library in a paperless society (Wallace & Van Fleet, 2001). In essence, assessment and evaluation are simply an essential part of good management practice and is used to describe the activity of using performance indicators.

The functionality of the university library is assessed in different ways. It is an integral part of the aim to make decisions and objectives as well as set priorities based on information. It is further minimizes errors and should enhance efficiency if handled well. The librarianship profession must take responsibility for having criteria to assist libraries for evaluation and decision-making. Consequently, to meet the established standards and raise the standards in line with the missions, goals, and objectives, and functionality of academic library is designed. Whereas much work on the functionality has been carried out over the past twenty-five years, these tool have not assisted libraries in identifying quality, nor helped them determining the kinds of resources needed. Hare and Cole (2005) identified critical processes, which they regard as important indicating the viability in using this instrument to assess performance. Moreover, Acre (2007) found out that the physical facilities of the Cebu City National Science High School were a little below standard. However, standards for library collection and funds were not well implemented. The school has good

library programs for the students and faculty but its resources are limited due to the lack of funds.

The librarianship profession must take responsibility for having criteria to assist libraries for evaluation and decision-making. Consequently, to meet the established standards and raise the standards in line with the missions, goals, and objectives, and functionality of academic library is designed. Whereas much work on the functionality has been carried out over the past twenty-five years, these tool have not assisted libraries in identifying quality, nor helped them determining the kinds of resources needed. Hena (2006) revealed that collection development is moderately functioning and that a massive task ahead to do to augment the observed discrepancies in each library component. In the same manner, Cab (2013) dealt that CSU Library performance was functional. The Library does not have a duly approved and widely disseminated Library Manual to be used in the library operation. However, human resources of the library were very functional. In fact it is very fortunate to have library personnel competent and considered very functional in performing their job well.

OBJECTIVES OF THE STUDY

This study aimed to assess the functionality of Cebu Technological University (CTU) - Tuburan Campus Library using the Standard for Philippine Academic Libraries (SPAL). Specifically, it seeks to answer the following sub-problems: the status of the library in terms of: mission, goals, and objectives; administration; human resources; collection development; services and utilization; physical facilities; information technology facilities and services; financial resources; linkages and networking; and identify the strengths and weaknesses of the library in terms of the nine components. This study is limited to the assessment on the functionality of Cebu Technological University (CTU) – Tuburan Campus Library using the Standard for Philippine Academic Libraries (SPAL).

METHODS

This study employed the descriptive-evaluative survey method. This method provides and analyzes comprehensive information about a situation and condition of an academic library, its variables and its features. It determined whether or not a program is effective in achieving its goals, the efficiency of the program, and the changes required to improve the program's effectiveness and efficiency. The main instrument of the study was adopted from the study of Cab (2013). The survey questionnaire was based on the

Standard for Philippine Academic Libraries (SPAL). SPAL was developed by Conti (2010). This was a set of guidelines for all Academic Libraries in the Philippines which shall lead towards improving the collections and services and enhance the status of libraries in the Philippines. A survey questionnaire used as the main data gathering tool and the respondents was given enough time to answer the survey forms to allow accurate responses. Using the following formulas of percentage and weighted mean in data tabulation.

RESULTS AND DISCUSSIONS

Status of the Library refers to the level of importance that is given to the library based on Standard for Philippine Academic Libraries. In this study, it composed of nine components, namely: Mission, Goals and Objectives; Administration; Human Resources; Collection Development; Services and Utilization; Physical Facilities; Information Technology Facilities and Services; Financial Resources; and Linkages and Networking according to the CTU-System Librarians and Faculty-Accreditors.

Mission, Goals and Objectives refers to the explicit statement of its mission in conformity with the mandate of the parent institution. Its development shall be the responsibility of the librarian and staff in consultation with the officials and the statement of library objectives shall be reviewed periodically and revised as necessary. Data showed that faculty-accreditors identified the mission, goals and objectives of CTU-Tuburan Campus Library are Very Functional. Moreover, the faculty stated that the library shall develop an explicit statement of its mission in conformity with the mandate of the parent institution” with 4.17 weighted mean. In the same manner, the campus librarians of the satellite campuses also revealed that the mission, goals and objectives of the library are also Very Functional, with the weighted mean of 3.80 for the statement on “the academic library shall develop an explicit statement of its mission in conformity with the mandate of the parent institution”. As the totality of the result for the mission, goals and objectives it was rated as 3.82 or Very Functional both Faculty-Accreditors and Campus Librarians. This implies that the library established a Very Functional mission, goals and objectives. This was also indicated that the university is AACCUP and ISO accredited. The researcher realized the importance of accrediting agency with regards to the functionality of the libraries of the State Universities and Colleges (SUCs) in the country.

Administration refers to the supervision and control of the academic library within the organizational

structure of the parent institution. In this study, the academic library is administered and supervised by a full-time professional librarian with at least Masters Degree in Library and Information Science. Data revealed that both faculty accreditors and campus librarians rated Very Functional, with a rating of 4.13 (for faculty accreditors) and 4.80 (for campus librarians) that the library shall be administered and supervised by a full-time professional librarian with at least Masters Degree in Library and Information Science". The totality revealed that 4.08 or Very Functional rating for both Faculty-Accreditors and Campus Librarians. This implies that the Administration is doing well in supervising and managing the Library. Indeed, the success of a library depends upon its immediate supervision.

Human Resources refers to the academic library with sufficient number and variety of staff to develop, organize and maintain the collection and provide information and reference service to meet the needs of its clientele. Data dealt that the faculty accreditors rated Very Functional, with a rating of 4.03 for “the academic library shall have a sufficient number and variety of staff to develop, organize and maintain the collection and provide information and reference service to meet the needs of its clientele”. On the other hand, campus librarians rated 4.10 for “a continuing staff development shall be provided with the corresponding financial assistance from the institution”. On the other hand, the "Ratio of professional librarians and other staff vary depending upon the range of operations and services provided by the library and upon its total workload requirements: For the first 500 students: One full-time professional librarian and two full time clerical staff; For every additional 1000 students - 1 additional full-time professional librarian” rated only as Functional by both faculty-accreditors (3.38) and librarians (3.00) of CTU. However, the totality revealed that it was Very Functional both Faculty-Accreditors and Campus Librarians. This implies that the CTU-Tuburan Campus Library meet the standard requirements in terms of the ratio of professional librarians and the number of students. This was confirmed by Francisco (2008) that library personnel are very functional in providing services to the users regardless of what type of services they offer. Moreover, he further stated that library personnel are highly qualified and very competent in their designated positions.

Collection Development refers to the library resources relevant to its mission, adequate in quality and quantity, helpful in serving the needs of scholarship and research, as well as progressively developing and

growing in accordance with institutional development and expansion plans. Results showed that the faculty accreditors revealed Very Functional except for “the catalog shall be in format (card or electronic) that permits concurrent or simultaneous use by library clientele”, they rated functional in this aspect. However, campus librarians found out Very Functional except for “In addition to the core book collection, a core periodical collection of current and relevant titles (local and foreign) shall be provided; the recommended number of periodicals based on the enrollment as follows: 50 titles of periodicals for Less than 1,000 students, 75 titles for 1001 – 3000 students, and 100 titles for more than 3000 students; and non-print resources and electronic or digital resources shall be made available through adequate facilities and equipment, they rated functional for these aspects. The totality showed that collection development was Very Functional with the average of 4.03. This implies that collection development is a continuous activity of the library.

Services and Utilization provide services to its clientele in support of the objectives of the parent institution. The productive use of library resources and facilities, by its clientele is an ultimate test of its effectiveness. Result showed that both faculty accreditors and campus librarians rated Very Functional and a very high rating on “the academic library shall make its collection and services accessible to all users”. This implies that CTU-Tuburan Campus Library is functioning well in providing services and in utilizing resources in support of the objectives of the parent institution. This was confirmed by Capellan (2008) that faculty and students rated very good on the library services based on the MAAP Library requirements set by PACU-COA standards.

Physical Facilities refers to adequate space and appropriate facilities which are accessible to the students, faculty and other users. It shall be designed to allow for future rearrangement and expansion. Table 8 showed that faculty accreditors revealed Very Functional except for facilities for people with disabilities (PWD) shall be provided. On the other hand, campus librarians also revealed Very Functional except for the academic library shall have a seating capacity of not less than 15% of the total enrollment was Functional, and Less Functional for facilities for people with disabilities (PWD) shall be provided. This was because the university failed to provide equipments and facilities for easy access of PWDs. Although there is less percentage of PWDs who enrolled in the university, the administration may pay attention to this matter

because this is requirement based on standards. Furthermore, researcher also observed that not only SPAL standards which required equipment’s and facilities for PWDs but also AACUP standards. Although, there are some areas that were functional and one area for less functional but still the totality revealed that physical facilities of the library is Very Functional. This implies that physical facilities of CTU-Tuburan Campus Library meet the required standards for academic libraries.

Information Technology Facilities and Services refers to the accessibility and use of Cebu Technological University-Tuburan Campus library ICT services. The responsibilities of users regarding the appropriate use of the services while maintaining the good name of the University. Result showed that faculty accreditors rated Very Functional whereas campus librarians rated Functional, the totality found out Very Functional. This implied that in the viewpoint of the faculty that the ICT services of CTU-Tuburan is moderately extensive and functioning very well which is in contradict to the viewpoint of the librarians which is for them the ICT of CTU-Tuburan Campus is just a functional, because the library has not yet automated.

Financial Resources refers to the annual budget covering the needs and priorities of the library in accordance with the existing policies of the parent institution and explores other ways of augmenting the library’s financial resources when the institutional funds are inadequate. Data revealed that both faculty accreditors and campus librarians were rated Very Functional. This was because students have to pay for a library fee per semester. This was contradicted in the observation of the researcher though there is financial budget every year coming from the students' library fee every semester but still there is no specific annual budget given to the library for the purchases of the collection, facilities, and equipment.

Linkages and Networking explore internal and external linkages and participates in inter-institutional activities and cooperative programs whereby a sharing of resources is encouraged. Results found out that faculty accreditors rated Very Functional, whereas campus librarians rated Functional. However, the totality showed Very Functional. This was due to the fact that the library established linkages and networking with other institutions, government agencies, foundations, non-government organizations (NGOs), etc. researcher that the linkages and networking of the library with other institutions, government agencies, foundations, etc. depends on the librarian’s initiatives.

Strengths and Weaknesses of the Functionality of an Academic Library refer to the strong points and limitations of the Cebu Technological University-Tuburan Campus Library. Assessing the strengths and weaknesses of CTU-Tuburan Campus Library's based on the nine components of Standards for Philippine Academic Libraries (SPAL).

Strengths. The data revealed that in totality the library has lots of strong points in all components but as to the specific parameters or indicators provided in each component found out the several strengths of the library.

Mission, Goals and Objectives. The university library developed an explicit statement of its mission in conformity with the mandate of the parent institution; the development of library mission and goals is the responsibility of the chief librarian and staff in consultation with the university officials of the parent institution; and the statement of library objectives reviewed periodically and revised as necessary.

Administration. The university library is administered and supervised by a full-time professional librarian with Masters Degree in Library and Information Science. Moreover, the supervision and control of the library is clearly defined within the organizational structure; the library committee composed of representatives of the faculty and students; and the development plan includes a program for a continued development and improvement of the library resources, facilities and equipment, services, and utilization.

Human Resources. The library has a sufficient number of staff to developed, organized and maintained the collection and provides information and reference service to meet the needs of the clientele. Thus, the size and qualifications of professional and support staff determined by the size and scope of collection, library service hours, acquisition of collection and circulation of library materials. Moreover, the professional staff is a registered librarian and pursuing graduate studies in Library and Information Science (MLIS). However, the support staff is bachelor's degree holders.

Collection Development. The university library has resources relevant to the mission, adequate in quality and quantity, helpful in serving the needs of the clientele, as well as progressively developing and growing in accordance with institutional development and expansion program offerings. Collection development is the responsibility of the Library Committee, with a written collection development policies and procedures and approved by the Committee. Moreover, the library provides 15 percent

of Filipiniana resources. The library collection is organized to ensure efficient identification and retrieval. It is cataloged, classified and or indexed according to Dewey Decimal Classification System. In the same manner, the library provides a program for the preservation and wedding of its collection. Thus, policies on security of its collection to safeguard the collection from damage, loss, mutilation and theft. Furthermore, the library provides control and security measures in its building and facilities such as emergency exits, fire extinguishers, and built-in emergency lights, etc.

Services and Utilization. The library provides services to the clientele in support of the objectives of the parent institution. The effective and efficient utilization of resources and facilities by the clientele is the ultimate goal of the university library; this was based on the statistical records. The university library is open from Mondays to Fridays with no noon break. The library has written policies for borrowing and returning of library resources, and provides regular announcement for new acquisitions, conducting user education and or orientation, and other public relations activities.

Physical Facilities. The university library have an adequate space for reading area, research needs of the clientele, provision for librarian's office and storage space, and appropriate facilities which are accessible to the students, faculty and other users. It designed to allow for future rearrangement, reconfiguration and expansion. It is also adequate in size with proper lighting and ventilation, fully furnished with functional furniture and equipment to encourage its maximum utilization and convenience for the clientele.

Information Technology Facilities and Services. The library provides facilities for information technology and communication (ICT) services like internet and Wi-Fi access. Moreover, the university library has multi-point server with an internet connection which is free of use to serve its clientele.

Financial Resources. The campus librarian prepares an annual budget covering the needs and priorities of the library in accordance with the existing policies of the parent institution. The library fee shall be set at realistic level. The librarian explores and initiates other ways of augmenting the library's financial resources when the institutional funds are inadequate.

Linkages and Networking. The librarians initiate internal and external linkages and networking with other government agencies, foundations, non-government organizations, etc. It also participates in inter-institutional activities and programs where sharing of resources is encouraged.

Weaknesses. The data showed the limitations of the library in terms of collection development and physical facilities. Specifically, *collection development* is limited to the core book and periodical collections as to the number of titles per professional courses and as to the number of titles of periodicals per enrollment. Moreover, the library did not meet the standard number of titles of journals per program. On the other hand, the university library failed to update the collection based on the weak subject areas. However, the limitation for *physical facilities* found out that the library need to provide resources and facilities for persons with disabilities (PWDs).

CONCLUSION

The functionality of the CTU-Tuburan Campus Library was Very Functional as identified by the faculty-accreditors and campus librarians. Thus, the nine components of the library functionality play a vital role in the success of the whole operation of the functionality of CTU-Tuburan Campus Library. The nine components of SPAL presented the mission, goals and objectives; administration; human resources; collection development; services and utilization; physical facilities; information technology facilities and services; financial resources; and linkages and networking was rated very functional. The fact that the university is being accredited by Accrediting Agency of Chartered Colleges and Universities of the Philippines (AACUP) and it was supervised by a full-time professional librarian with Master's degree. The library is in compliance with the standard requirements in consonance with the ratio of library personnel and the number of students. Moreover, it helped the library personnel and library administrators to develop, enhance and maximize the library services, facilities and equipment, resources, etc to prepare the 21st century library users' ideal environment. This was validated the Utilization-Focused Evaluation (U-FE) theory of Patton which contributed the judgment of the users based on the utilization of resources and services.

RECOMMENDATIONS

Based on the findings and conclusions, the researcher offered the following recommendations: hiring of additional professional librarian may consider in consonance with the ratio of full-time librarian based on the number of enrolment; there is a need to have a functional collection development program vis-a-vis program offerings; the provision of annual budget for non-print and e-resources through adequate facilities and equipment; the administration may consider the

annual periodical subscription based on the standard; the provision of facilities and equipment may be considered to provide access for persons with disabilities (PWDs); and there is a need to create and build partnership with other agencies, institutions, etc.

REFERENCES

- Acre, J. B. (2007). *An Evaluation of Cebu City National High School Library: Basis for an Action Plan*. Unpublished Master's Thesis. Cebu Normal University, Cebu City.
- Atienza, L. P. (2003). *Basic Communication and Thinking Skills for College Freshmen*. Bulacan: Trinitas Publishing.
- Bopp, R. (2001). *Reference and Information Services: An Introduction*. 3rd ed. Colorado: Libraries Unlimited.
- Brophy, P. (2006). *Quality Management for Information and Library Managers*. USA : Aslib Gower.
- Cab, N. F. A. (2013). *SPAL-Based Assessment of University Library Performance*. Unpublished Master's Thesis. Cebu Normal University, Cebu City.
- Capellan, E. R. (2008). *An Assessment of the Library of Maritime Academy of Asia and the Pacific-Kamaya Point: Towards the Formulation of Library Development Plan*. Available online at <http://lisresearchphil.blogspot.com/2008/11/assessment-of-library-of-maritime.html>
- Commission on Higher Education. (2006). *Distribution of accredited programs by region and level of accreditation of Private Higher Education Institutions (HEIs) (FAAP)*. Available online at www.ched.gov.ph
- Conti, E. I. (2010). *Standards for Philippine public libraries*. Available online at <http://paarl.wikispaces.com/>
- Francisco, J. P. (2008). *Users' Evaluation of the Library of the F.L. Vargas College Tuguegarao City Based on the PACU-COA Standards: Towards A Proposed Lib. Development Plan*. Unpublished Master's Thesis. Saint Mary's University, Philippines. Available online at <http://lisresearchphil.blogspot.com/2008/11/users-evaluation-of-library-of-f.html>
- Hare, J. B. and Cole, B. R. (2005). "The importance of the stakeholder in performance measurement: critical processes and performance measures for assessing library services and programs". *College and Research Libraries*, 66 (2): 149-170.

- Hena, O. J. (2006). *An evaluation of the University of Eastern Philippines main library: A development plan*. Unpublished Master's thesis, Cebu Normal University, Cebu City.
- Matthews, J. R. (2007). *Library Assessment in Higher Education*. Westport, CT: Libraries Unlimited.
- Oakleaf, M. (2010). *Value of Academic Libraries: A Comprehensive Research Review and Report*. Chicago: Association of College and Research Libraries.
- Obille, K. L. B. (2007). "An Evaluation of Standards for Academic Libraries in the Philippines." *Journal of Philippine Librarianship*, 27 (1&2): pp. 109-150. Available online at <http://journals.upd.edu.ph/index.php/jpl/article/viewFile/1146/1193>.
- Philippine Association of Academic and Research Libraries (PAARL). (2000b). *Philippine Association of Academic Libraries in the Philippines (PAARL) Standards for Academic Libraries for 2000*. Available online at <http://www.dlsu.edu.ph/library/paarl/activities/projects.asp>
- Quijada, R. H. D. (2006). *The Library acquisitions and services of Cebu State College of Science and Technology – Tuburan Campus, Cebu: proposals for improvement*. Unpublished Master's Thesis, Cebu State College of Science and Technology, Tuburan Campus, Cebu.
- Wallace, D. P. and Van Fleet, C. (2001). *Library Evaluation: A Casebook and Can-Do Guide*. Englewood, Col.: Libraries Unlimited.