Library Practice Patterns
in Community High Schools Project

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In this article, we try to investigate the community high schools project policies implemented by current educational units in Taiwan through document analysis and questionnaire survey methods. We also investigate what role the school library should play and what jobs the school library should promote in the point of view of a director of library in a senior high school. We try to conclude operation items which meet the spirits of government's policies. In the mean time, based on a thinking that the school library should participate in local cultural activities aggressively, we try to investigate further, when the availability of school is extended into local community, what would be the possible cooperative contents and ways between school library and the local community? The research result is going to be used as a reference for future development and operation of school library in senior high school and vocational high school.

Section 1　Study motive and purpose

In the senior high school education of this country, due to rare exchange between general education and vocational education system, it is thus very difficult to provide adaptive and multi-learning environments to the students; meanwhile, the geographic location distribution non-uniformity of each senior high school and vocational high school also makes the problem of educational resource overlapping and insufficiency very serious; the educational quality and resource gaps between public and private school and between metropolitan and rural school have made students to try their every effort to get into some super stars school, etc., all these are the long and unsolved problems in our senior high school education system.

Our government shows its strong motivation on planning and preparing 12 years citizen education in this country, moreover, due to the influence of the thinking to blend the school education into a community, it becomes an obvious trend to combine

the operation concepts of senior high school with all the resources existed in a community in order to enhance educational quality.

   In order to solve the old problems and to meet the community school trend of the new era, our Ministry of Education has shown aggressive efforts in blending the senior high school and vocational high school systems into the community.

   The major content of community high school project is to try to build adaptive learning environment through integration of resources. Such a cooperative concept of resource integration and share is the same as interlibrary cooperation concepts worked for a long time by the libraries. There are two solid actions which are directly related to the library itself: namely, to assist the book, equipment and facility needed by the library and to launch interlibrary cooperation. The spiritual concept is the same, strategy and policy is related to each other; therefore, the library should have a very large room to work under the guidance of such strategy. We try to find out a new development direction for library in senior high school and vocational high school through the following methods: for example, document survey, experience share among the directors of library in senior high school and vocational high school plus the self library operation experiences, etc; the results come out are going to be used as references for the operation of library in other senior high school and vocational high school. The followings are to be taken into account: for example, the view points from city mayor, township leader and county magistrate of Taoyuan, the demand from the community, what services can be provided by the libraries of senior high school and vocational high school, what services provided are expected by the local community as well as suitable for the school, how to make a supply and demand balance between the school and the community, etc. We hope to provide more directions of thinking and more selections in the future operation of library.

   In this study, we try to plan suitable operation items for the library under the policy of community high schools project, in the mean time, through the understanding of the demand of our township leader and city mayor, we try to conclude activities which the director of library will see them as suitable to be promoted to the community and the community also feels needed on them; we try to provide more directions of thinking and more selections for the directors of libraries in the future operation of library in senior high school and vocational high school.

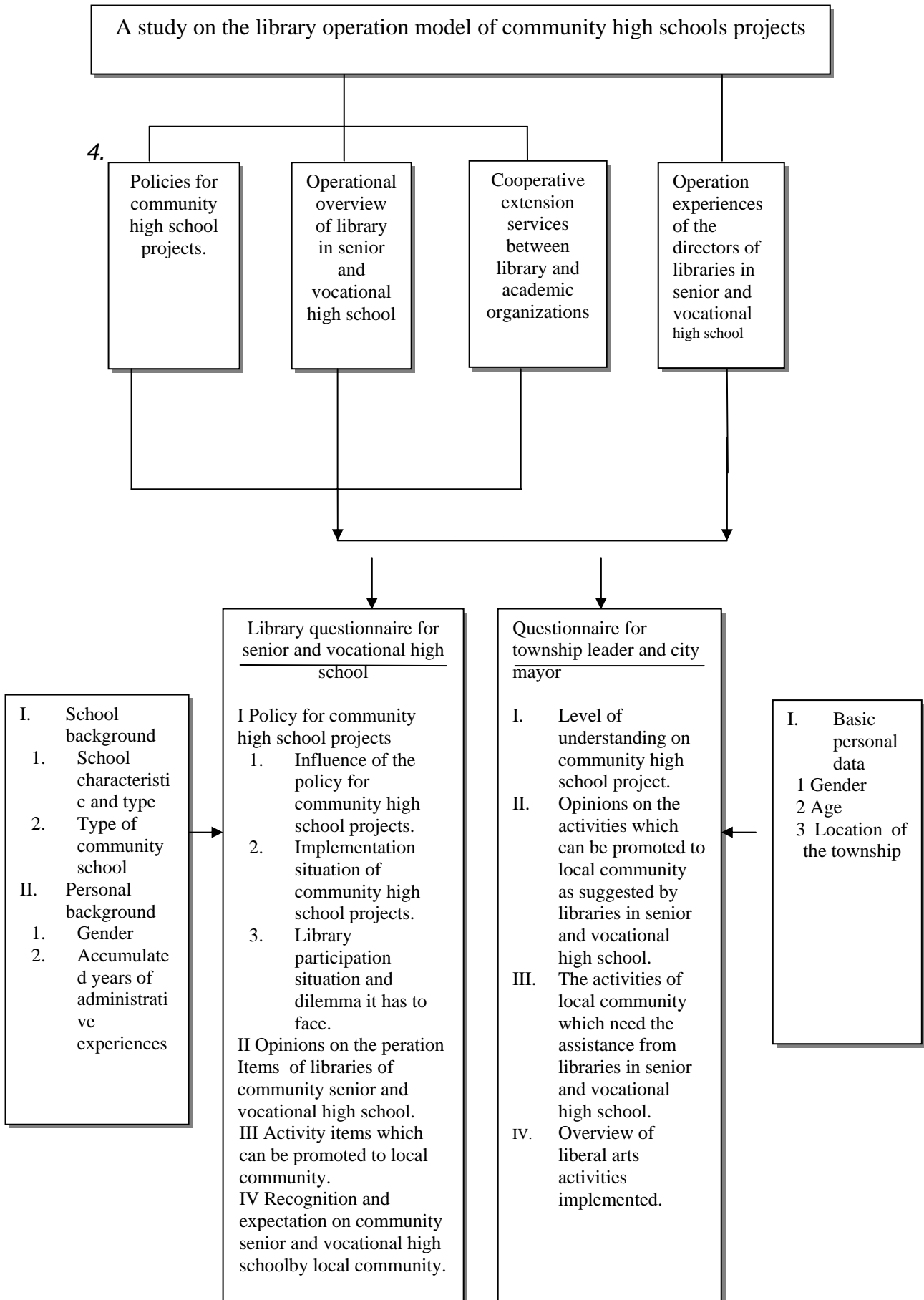### Section 2 Study target, method and architecture

1. Study target

The study target will be based on 365 library employee who had participated in the

Library Forum for senior high school and vocational high school nationwide in 2005,

plus liberal activities decision makers of local Taoyuan government, namely, the

township leaders in 13 Taoyuan townships.

2. Study method

(1) Document analysis The main purpose of document analysis is to collect and analyze domestic documents related to "Community high schools project", "interlibrary cooperation" and the activities held by each organization which are closely related in nature to library work. These documents are going to be the theoretical background of this study and explanatory basis of related contents, secondly, the activity items in accordance with policies for community high schools project that the library can do will be concluded based on the interlibrary cooperation items among libraries and related activities held by academic organizations in the past.

(2) Questionnaire survey According to document analysis result and personal experience on running library, two survey questionnaires are prepared for the targets of 365 library employee who had participated in the Library Forum for senior high school and vocational high school nationwide in 2005, plus liberal activities decision makers of local Taoyuan government, namely, the township leaders in 13 Taoyuan townships; we try to understand the opinions of the frontline library operation personnel of senior and vocational high school and the decision makers of local liberal arts activities on the operational items collected and summarized by researchers under the influence of policy of community high schools project.

3. Study architecture

A study on the library operation model of community high schools projects

4.

| Policies for community high school projects. | Operational overview of library in senior and vocational high school | Cooperative extension services between library and academic organizations | Operation experiences of the directors of libraries in senior and vocational high school |

I. School background
1. School characteristic and type
2. Type of community school

II. Personal background
1. Gender
2. Accumulated years of administrative experiences

Library questionnaire for senior and vocational high school

I Policy for community high school projects
1. Influence of the policy for community high school projects.
2. Implementation situation of community high school projects.
3. Library participation situation and dilemma it has to face.

II Opinions on the peration Items of libraries of community senior and vocational high school.

III Activity items which can be promoted to local community.

IV Recognition and expectation on community senior and vocational high schoolby local community.

Questionnaire for township leader and city mayor

I. Level of understanding on community high school project.
II. Opinions on the activities which can be promoted to local community as suggested by libraries in senior and vocational high school.
III. The activities of local community which need the assistance from libraries in senior and vocational high school.
IV. Overview of liberal arts activities implemented.

I. Basic personal data
1 Gender
2 Age
3 Location of the township

4. Data analysis

A total of 186 copies of survey questionnaires for senior and vocational high school employee are returned, the returned rate is about 51 , the number of returned survey questionnaire for township leader and city mayor is about 13, the returned rate is about 100 . The result of two kinds of survey questionnaire is inputted into the computer, EXCELL software is used for the processing, frequency and percentage results are used for the analysis, finally, descriptions and deductions are performed on all kinds of statistical and analysis results.

Section 3 Document analysis

1. Policies for community high schools project

According to explanations (2001 and 2003) provided by the Ministry of Education, community high schools project is to provide multiple element and adaptive courses, to build a learning environment which is suitable for the aptitude development of the students, to let students be able to attend nearby school for different types of senior and vocational high schools in the community, these include public and private senior high schools, vocational high schools, combinational high schools, complete high school, special schools and independent study schools, through the integration of teaching staff, courses and equipment resources, etc. In this section, we will investigate the forming background, development history and dilemma it has to face during its implementation of this policy.

2. Development history of the policy of community high schools project

The first draft of "Implementation plan for community high schools project" was proposed by Ministry of Education on March, 2000, it is sent to Executive Yuan for approval and Executive Yuan gives a positive reply and agreement on its trial implementation. After a review and correction made by the Ministry of Education,

it announces to divide the implementation timeframe of community high schools project into initial preparation stage and medium implementation stage. The first academic year of initial preparation stage is 2001 and the second academic year is 2002, and the medium implementation stage spans from 2003 to 2008, a total of 6 years.

3. Service items of interlibrary cooperation

The so-called "interlibrary cooperation" means "information exchange or resource share between two or among more libraries". The current service items for domestic interlibrary cooperation include the followings:

(1)Cooperative acquisition (Cooperative library catalog development)

(2)Cooperative Cataloging "Catalogue made by one library but shared among several libraries", this cooperative item is especially important to the library of senior and vocational high school which does not have enough professional employee, it can also save library book-purchasing expenses and remove the need for outsourcing for cataloging service.

(3)Cooperative warehousing The so-called cooperative warehousing means to combine neighboring libraries to store data which are rarely used by each library, this is to release insufficient warehouse problem.

(4)Interlibrary book borrowing Interlibrary book borrowing is the most effectively implemented part among interlibrary cooperation items.

(5)Cooperative reading That is, the readers of the participated library are allowed to read or borrow books in other's library through certain agreement.

(6)Cooperative reference service Through the promotion of cooperative reference service, it not only helps the share of interlibrary resource, but also avoids the repetitive purchase of rare-use and expensive tool book. Currently, the reference and consultation service among each other in domestic library circle is very popular; the

question posted by the reader can find its solution by consultation to appropriate library through internet.

(7) Cooperative information service   A share of each other's information technology through cooperative mechanism, or a cooperative building of all kinds of electronic database through the share of mainframe and database

(8) Training on cooperative personnel   Put the personnel training into the cooperative items, continuously and gradually enhance the training depth together.

(9) Cooperative book exchange and giving   If school can support each other, this would be more meaningful under the tight budget condition.

(10) Cooperative extension service   Generally, the following ways can be adopted:

A. Enhance the service marketing of the library.

B. Enhance the professional image of the library.

C. Promote the Library Instruction.

D. Implement the internet reader's meeting cooperatively.

E. Recruits voluntary workers and friends of library, etc.

F. Build missionary web site.

Section 4 Conclusion

1. The opinion on community high schools project from the director of library in senior and vocational high school

(1) More than 60% of the directors in library of senior and vocational high school agree the performance and implementation of "Community high schools project" policy, but they all think that there is still room for improvement in the execution facet. According to the survey result, generally speaking, the recognition rate of the library director of senior and vocational high school on the performance of the policy of community high schools project can reach 61 , those who show non-recognition occupy a percentage of 16 , the recognition rate is pretty high. Among them, the highest recognition rate is from the community high schools project's capability-- "to build good interactive relationship between school and the community", that is, 68 ; the lowest recognition rate is from the community high schools project's capability—"to shorten the educational resource gap between public and private senior and vocational high school", that is, only 43 recognition, the non-recognition rate is 32 .

  However, although the library director of senior and vocational high school has more than 60% of recognition on community high schools project policy, the recognition on "government is ready for the preparation of all related measures" is only 12% in these policy implementation period of four to five years; besides, the recognition of "The students and teachers of the school have very clear understanding on this policy" is only 14 . Obviously, continuous efforts are still needed in the explanation of the policy and the planning of related measures.

(2) The recognition rate on the policy will be different, it depends on the school attribute. The recognition rate on community high schools project policy from the library director of public school is about 57 , which is lower than that of the library director of private school, that is, 70 .

  Besides, in the adaptive learning community of community high schools project, the library director of calling school has highest recognition rate on the policy, the

recognition rate of general school stands at the second place, the non-recognition rate of core school is highest.

To the director himself/herself, director with more than 20 years of experience in the administrative job in the school has highest recognition on the implementation of community high schools project, it reaches about 71 , its non-recognition is also lowest, that is, only 4 . Directors with more than 20 years in administrative job have experienced the administrative job in most of the departments and offices, they know the relations among administrative operations, they have very high sensitivity on the policy and are able to judge whether the policy is suitable or not more accurately, moreover, they have more mature skill and method to push the implementation of the policies.

2. *Current library operation status of senior and vocational high school under the implementation of community high schools project policy*

(1) The business of community high schools project in most schools are led by the department of academic affairs, the library should participate more aggressively.   For the community high schools project business, it is currently led and planned by the department of academic affairs within the school. The role played by the library in the community high schools project business tends to be in a cooperation role in related business; it occupies 26 for those stayed in the passive cooperation roles; it occupies 10% for those not involved in community high schools project; it only occupies a percentage of 3 for those who led the business. Therefore, the library of senior and vocational high school can work more on the sharing of resource to the community, with an attitude of "take from the society and use for the society" to break the barrier among schools; to integrate equipment, teaching resource, human resource and to share and use them fully and extend them to the people in local community, let the resource have its highest utilization value.

(2)The activities sponsored by the library of senior and vocational high school in accordance with community high schools project are mostly traditional activities.   Current activities sponsored by the library of senior and vocational high

school in accordance with community high schools project are very diversified, they can be divided as follows:

A.Those to improve the library resource utilization.

B.Study

C.Exhibition

D.Reader's meeting

E. Promotional activities

F.Competition games

Currently, most of the activities sponsored by each school in accordance with community high schools project are: interlibrary book borrowing, reader's meeting, share of the library to the community. These are very similar and very traditional activities. Only a few items that can integrate information technology into the activity: for example, Union catalog, Co-purchase of digital teaching database, educational seminar for remote library utilization, integrating information technology into instruction seminar, administrative personnel seminar for union knowledge database, internet reader's meeting, library electronic news, etc.; for other newer activity such as: library catalogue data digitalization, we can not see its implementation in any school.

(3) The greatest activity of each activity comes from its insufficient budget.
Most of the difficulties faced in implementing these activities include: insufficient budget, insufficient human resource, low willing to attend the reader's meeting, different operation hours among schools. It is especially true in the insufficient budget item, it occupies about 49 , about 44 of private schools has such difficulty and about 56 of public schools has such difficulty, meanwhile, "If there is not sufficient budget, the school still would like to continue to promote related activities of such policy" occupies only a percentage of 23 , it occupies 43 for those showing disagreement.

Not only the schools have insufficient budget problem, the difficulties faced by township leader and city mayor in sponsoring all kinds of liberal arts activities have a high percentage of 92 , that is, insufficient budget. We can see thus that the sufficiency of budget is a very important factor to implement an activity. Therefore, how to use multi-channels to find financial support and how to reduce the activity expenses is the major topics the library director has to think about. We believe that if the Ministry of Education can raise the utilization flexibility of the budget and simplify the process flows, we strongly believe that more schools would have the willing to participate and act in accordance with such policy.

3. Cooperative implementation of related activities by the library of each school can enhance the performance of community high schools project.

   After arranging the documents and collecting the activity data implemented by each related organization, we summarize those suitable for community high schools project and arrange them into 20 items in the survey questionnaire; we found that all the library directors have high support on these activities, three highest support items are as in the followings:

   A.Co-sponsor related study seminars (93 of support)

   B.Sponsor cooperative personnel training (92 of support)

   C. Co-sponsor all kinds of related forum (91 of support)

   Features of these three activities are "one family has BBQ, all families share the good smell", therefore, as long as one school sponsors an activity, other schools can co-share the result. When each school sponsors the forum or seminar or personnel training, it can shares the school's special resource to others; this is a way to show school's features and to enhance the visibility of the school, moreover, the effectiveness of the activity can be enhanced due to the attendance of more people, and the cost of sponsoring an activity can be greatly reduced; furthermore, the participating schools can save the human resources, expenses and time on sponsoring the same activity, they can thus turn their efforts into sponsoring other activities, they

can also let other schools to participate, therefore, a virtuous cycle is formed, the willing to sponsor activities for schools within the community will be greatly enhanced, multi-learning environment and more adaptive and multi-element learning environment can thus be provided to the teachers and students.

4. The possible service items provided to the public in the community by the library in the senior and vocational high school

(1) The willing of the library director of the senior and vocational high school to expand the activity to local community. 72 of the library directors in senior and vocational high school are willing to extend the activities held in the adaptive learning community to local community, in the mean time, the library director is also willing to step out of the campus to assist the implementation of activities by local community.

(2) The first three items of activities that are suitable to be extended to the community as suggested by library director include:

   A.Music and video appreciation and discussion meeting (63 of support)

   B. Union book exhibition (54 of support)

   C.All kinds of related study seminars and good book exchange (51 of support)

   Wherein "Implementing all related study activities" is also the one that is suitable to be implemented within adaptive learning community as well as suitable to be extended to local community, as suggested by the library directors, it worth more efforts on it.

(3) For the activity needed most by the community, but it is not the activity that is most suitable to be extended to local community as thought by the school. Although some activities which are suitable to be extended to local community as thought by the school are recognized by township leader and city mayor, those activities expected by township leader and city mayor to be extended to local community are not recognized by library directors. For two items such as: how to implement reference and consultation service and how to solve reader's question, as

well as share of the library to the public in the community during the office hours of the library in each school have acquired 100% recognition from the township leaders and city mayors, but the recognition from library director is only 21 . The recognition gap is pretty large between supply and demand, a balance need to be obtained. Therefore, when the library wants to extend the activity to local community, it needs to have more communication and mutual understanding with township communities in order to find out activities that are suitable for both sides in order to reach the goal of win-win.

5. The activities sponsored by township that can be assisted by library in senior and vocational high school

(1)The activities sponsored by township that can be assisted by library in senior and vocational high school as thought by the library directors are similar to the activities expected by township leader and city mayor to receive assistance from the library. The first three items of activities sponsored by the township which can be assisted by library as though by library directors include:

A. Lifetime learning activities of community residents, for example, the community university, the community reader's meeting, etc. (62 agreement)

B. Speech and seminar for community residents (56 agreement)

C. Build community resource database, these include: the issuance of community publications, issuance of community history, history of ancestors, and cultural teaching materials, etc. (45 agreement)

The most three wanted activities sponsored by the township which need the assistance from the library of senior and vocational high school, as thought by township leader and city mayor, are as in the followings:

A. Lifetime learning activities for community residents, for example, community university, community reader's meeting, etc. (92 agreement)
B. Survey work related to community construction, these include activities such as

community resource survey and cultural demand survey on community residents, etc. (62 agreement)

C.　Build community resource database, these include the issuance of community publications, issuance of community history, ancestor history, cultural teaching materials, etc. (62 agreement)

Among the first three activities recognized by both sides, two of them are the same, however, the one activity with different recognition has also shown very low difference. We can thus found that in this part, the library directors of senior and vocational high schools have the same points of views as those from township leaders and city mayors.

For the activities recognized by both sides and can be assisted by the library include work such as lifetime learning and data arrangement, these are all traditional library works.

(2)The role that can be played by the library as thought by library director of the senior and vocational high school in assisting the activity implementation is similar to that as expected by township leader and city mayor. During the assistance of the activity sponsored by the community and for the role that can be played by the library of the senior and vocational high school, most library directors think they are: related information provider, assistant for administrative work, messenger of activity information, they all have over 51 of recognition; the township leader and city mayor agree the two jobs of related information provider and activity information messenger, the recognition rate is about 54 , therefore, township leader, city mayor and the library directors have the same view points on the role that can be played by the library in the senior and vocational high school in assisting the activities sponsored by the township.

However, no matter it's information provider or information messenger, it still belongs to the role of assistant in the activities instead of the aggressive planner and activity implementer, this might be related to the conventional role played by the library---the warehouse of information, stay and wait passively for the reader to find assistance.

6 The acting style of library director of the senior and vocational high school is still too conservative.

  We find from all kinds of statistical process that the acting style of library directors in the senior and vocational high school is still too conservative, for example, they tend to think lower degree of difficulty for past sponsored and experienced activity, insufficient budget occupies a percentage of about 49 here, for those un-experienced activities, they more likely tend to feel more difficult, insufficient budget occupies a percentage of about 73 ; the recognition rate of activities implemented within the campus (such as the sponsoring of all kinds of study seminars occupies a percentage of 93), this is much higher than the recognition rate of activities implemented and extended to local communities (such as the sponsoring of all kinds of study seminars occupies a percentage of 51); most of the activities they agree to implement are traditional library activities and they tend to play passive role in the activity; as we have thought that the library is the heart of the school, is the navigator of knowledge for a long time, should we think more aggressively what new style of the library we should develop in order to catch the development trend of the new era, what should we do to face the rapid change and new challenges coming out each day, should we try to play other roles in order to promote the library business to the outside?

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