CHAPTER -2

COLLECTION DEVELOPMENT POLICY : ITS COMPONENTS

Information is the basis of all resources to fulfill the desired goal of library and information centres. Information transfers as well as development of knowledge help meet the process of transfer cycle of information centres. Among the different steps, information cycle first elaborates 'IDENTIFICATION' in order to differentiate appropriate & inappropriate information. Then comes 'SELECT' stage which helps acquire the right information and prepare for storage. Next cycle is 'INTERPRETATION' which, in some way, manages to retrieve the desired information to fulfill users' needs. Last, but not the least is 'UTILIZATION' which follows dissemination of desired information.¹
Information identification is the prime step of this cycle which leads to the managerial task of developing information collection. Collection development can be considered a vital activity as it shows the strengths and weaknesses of any library’s resources in terms of users’ needs. In connection with this, the definition of ‘collection development’ and ‘collection management’ are interchangeable, though it is generally thought to be an emerging as well as subsumed part of collection management, following a broader aspect of collection building — a more challenging field showing areas like budgeting & resource allocation, selection, choice of media, weeding, preservation, binding, staffing & organization, performance measurement, resource sharing & networking and so on. According to Osburn, collection development is “the rapid revolution of an unnamed, dispersed, slipshod operation for which the responsibility was ambiguous into an activity that is perceived or inherently pervasive”. \(^2\) It is a universal planning of developing library collection, whereas collection management, based on some agreed collection development policy formulated after evaluating users’ needs, goes ahead for systematic management of the collection.

Collection development is a continuous process running through the existence of concerned library & information centre. Among the different elements of information transfer, three necessary items are incorporated into the collection development. They are: ‘Identification’, ‘Selection’ and ‘Acquisition’. As discussed earlier, information needs of the users fulfill the basic concept of collection development and thus various terms, such as, needs assessment, community analysis, patron community have been emerged to give a sound base to collection development as a whole.

In relation to this, it is observed that collection development is influenced by several factors related to the library, for example, organization of the library, nature of the users and technical services. It is the task of collection development to make a bridge between these two services. Usually, acquisition department of a library follows the decision of the library staff involved in collection development activities regarding required library materials which are then ordered from the publishers/distributors. After
acquiring those library materials, it is the task of cataloguing department to
process them and shelve them for users. Infact, both the users and staff help
collection development staff put the importance on each library material.
Evaluation is done by the selection staff. Recently, the advent of new
technologies has a great impact for current concept of collection development.
And all these output coming out from each step at last help prepare the
written policy for collection development in the library.

It is in 1980s the famous 'EDELMAN TRIAD' shows the difference between
collection building, collection management and library acquisition. "The first
level is collection development, which although it can be interpreted as a
passive term when it describes collection growth, should be seen in the active
sense Collection development is a planning function.From the collection
development plan flows the budget allocation in broad terms. The second
level is selection which is a direct function of collection development. It is the
decision-making process concerned with implementing the goals stated
earlier The third level of this hierarchy is acquisition. The acquisition process
implements in turn the selection decisions. It is the process that actually gets
the material in the library 3. Though collection development is a universal
process for libraries, differences occur at the time of various changes of
elements, such as, environmental aspect, nature of the library as well as that
of users, size of the library service community. Among them, last one is very
important for collection development. In relation to this, universality of
collection development much closer to 'needs analysis' is detected through
following necessary factors:

1. The level of separate mode in individual information needs increases
   as soon as the size of the user community increases.

2. The level of diversification helps the library feel urgent needs of
   resource sharing

3. All the information needs of individual or group in the service
   community can never be fulfilled at a time.
Following the nature and scope of collection development, it can be called as a dynamic procedure where input of both library professionals and users are needed. Even it should be used along with cooperative programmes at local, regional, state, national & international levels. Often collection development is called a biased task in building collection. In this sense, practical knowledge through trial & error method by the information professionals is required in an efficient way to view collection development in a true sense.

2.1 HISTORY OF COLLECTION DEVELOPMENT:

Dr. S R Ranganathan's 'Five Laws of Library Science' are the basic guidelines for preparation of policies on collection development. 'Every reader his book' reminds us about needs of users which is ultimate target of each and every library and without which building collection becomes fruitless.

He also clearly identifies the role of Library Committee as well as the university librarian for building collection in a rightful way, in the way of avoiding unnecessary duplication of documents. It is basic background to be followed by the university libraries for actual collection development.

The basic and foremost aspect of collection development is selection. Dr. Ranganathan, during his discussion about the implication of the second law of library science - 'every reader his book', reminds “the executive of the University should try to invest its funds on single copies of as many different periodicals as possible rather than permit the departments to have each the luxury of a complete run of some of such periodicals". This concept is highly applicable in our university libraries. The second law is highly imperative to deliver a message that in building collection, selection of documents needs minute knowledge and judgement and proper coordination. Here he gives his views about the users' requirement for book selection. The varied nature of the subjects is to be selected. The responsibility lies on the Library authority to fulfill the users' needs. Even his third law (every book its reader) gives emphasis on the users' need analysis for book selection. His idea of recording suggestions from the users can be applicable to university libraries for getting
information of users’ needs. Another aspect of collection development — selection as per the strength and weakness of the existing collection is highly applicable to university libraries also.

Along with it, the insufficient nature of collection helps the library staff thinks of interlibrary loan system — as exemplified by the third law of library science— "Depend on inter-library loan for books in occasional demand." 5

In the 1960s, the function of collection development involving large budget allocations was varied enough to maintain large collection. At this stage, remote access to information was impossible. Users' needs were thought of locally and library professionals had profuse ideas for providing various kinds of formats like monographs, govt. documents, serials, microforms and other non-book materials. Online search was just in cradle.

As years go ahead, access to profuse information for its rapid growth was a criterion for building collection. Among 1960s and 1970s, the concept ‘subject specialists’ was emerged to analyse and build rich collection in libraries. At that moment, the management of qualitative and quantitative information helps create the concept of collection development in a wide manner.

Nature of traditional libraries changes along with the new ideas like automation, electronic resources during 1980s. The first Collection Management & Development Conference was held at Standford University during July 6-10, 1991 where broad aspect of collection development was planned by the Subcommittee of ALA Collection Development Committee. From this period, collection maintenance, resource sharing, and collection evaluation — all these terms were emerged. Gradually, we moved towards a wide and transactional collection development model in 1990s. The concept of collection development at a large scale had been raised at the end of 20th century which is observed in the literature of Jasper & Treadwell (1992), Niles (1992), Osburn (1992), where traditional structure had been discussed.
Now we are living in an electronic environment which asks library professionals to take decisions regarding selection of traditional forms of information along with electronic forms. Traditional thought of collection development sets a goal to prepare a repository of cultural heritage and intellectual thought. New approaches to electronic information are also compelling the librarians think over collection maintenance & preservation, budget, selection. Moreover, intermingling of organizational processes with collection development clearly shows the changing information needs of the users. Therefore, collection development itself finds its way to continue as vital part to fulfill a library’s goal with the help of planned programmes.

2.2 COLLECTION DEVELOPMENT POLICY:

Collection development', 'collection management' and 'collection policies' – all the terms provide easy access to total collection of information which individual library acquires. Though universally not applied, but collection development policy is a necessary aspect, a living document which is required to create a plan – a written statement to show the strengths & weaknesses of the library. It helps guide the library professionals to think of consistent decisions regarding programmes like acquiring & accessing library resources, organizing their growth as well as maintenance of resources. Even user community and its needs which, in other way, denote the mission of the organization – all are peripherals of collection development policy. In this connection budgetary system should not be overlooked so that a consistent communication in between the total information system can be chalked out through the policy.

A well-defined policy proves library’s ability to achieve wide resources, helps prepare grant proposals, and analyses fund development as well as necessary elements required for library development. Different library services can be performed through the guidance of written policy. Not only that, library personnel, administration and its different parts can communicate each other via policy statements. Even it is guidance for future library staff. Policy statements, just like standardized formats, are helpful to get information for
research work, accreditation surveys, and different queries on academic aspects. Therefore, its impact on library resources & services is excellent.

Emphasis is also given on preparation of policy statements in the field of cooperative collection development. Each & every aspect of cooperative programs is also filtered by the policy, such as, cooperative collection building, storage facilities, resources sharing, shared networks. It is a mean to develop and maintain various aspects of cooperative collection development programs in the way of framing out the policy structure.

Policy statements are usually prepared in such a pattern that helps information professionals protect the library collection against any illegal matter and also intellectual freedom. Here the "Library Bill of Rights" is very influential aspect to make the policy statements activated and as a result, this part of policy statements provides a guaranteed reference to protect the library materials.

Overall view shows that collection policies provide such guidelines which make a consistent framework to manage library resources.

2.2.1 REASON BEHIND THE WRITTEN POLICY:

Literature review on collection development policies shows some important and unavoidable thoughts of eminent personnel. As for example, Bonita Bryant affirms the need of policy as "profession's insistence that policy documents are essential". The American Library Association's Guide for Written Collection Policy Statements declares that the policy "is for any library a necessary tool".

Thorough observation shows that many library & information centres do not possess collection development policy though they are full of rich collection. Probably librarians manage to provide library services with their extensive practices and experiences. The concept of written policy making grew rapidly during the period 1960s – 1980s. Two kinds of standards are found during 1960s concerning the guidelines of policy and their use:
Classed Analysis which analyses a collection for the needs of users according to Library of Congress Classification scheme.

Narrative Analysis which describes the subject collection narratively to analyse the subject particulars of a collection. American Library Association (ALA) and Research Libraries Group (RLG) worked on it at different stages resulting in following formulas like,"Guidelines for collection development" 1979 and "Collection Development Manual" 1980.

New concept of telecommunication and information technology during 1990s shows major steps for writing collection development policy, such as, escalating cost of information, nature of collection and the digitization process to meet the information needs of users – quality service and right access to right information are now basis of written policy.

Inspite of that situation, now-a-days, electronic resources are creating a new challenge by breaking down different traditional thoughts. And to embrace these new thoughts and ideas, appropriate written format for collection development is very much necessary. Different databases (for journal articles) are now accessed through internet like Elsevier, Springer, Wiley etc. as licensed packages to different libraries. Different consortial agreements, in this perspective, are now-a-days gaining importance. All these create a great impact on collection development policy. Not only that, proper continuity and consistency in collection development programs can easily be accepted through a written policy. It looks like a practical manual in order to guide the library professionals in taking decisions for selection as well as management of library resources. According to Eric J. Carpenter, written policies' functions are in three steps - "written policies are planning documents; they are methods of communication; they are a basis for resource sharing among libraries." This concept is more explicitly discussed by Gorman and Howes and is clearly expressed the need of collection development policy in libraries.

"Devising a policy is a means of engaging in self-examination and reflection, which today is essential for rational, coherent growth of a collection. .....
users change, needs change and resource availability changes; a policy can help one to be aware of these changes by acting as a collection of baseline data for current operations and, ideally, a starting point for future development.  

Inspite of having such myriads of positive thinking, librarians often fail to prepare it correctly. Rationale against this failure suggests that the librarians very often cannot manage to collect huge amount of data required for three criteria which are very necessary for policy. These are: 1) the strengths & weaknesses of the library collection, 2) the service community & its changing pattern, 3) other resources available locally or through interlibrary loan facility to the concerned library users.

Another argument relating to it is that a written policy must change according to changing nature of the community and librarians sometimes find it troublesome. As a result, if changes are not delivered, policy becomes out of date. Therefore, updating the policy statements is an urgent task without which it becomes fruitless to build & manage library collection.

Overall view shows that solid reasons behind formulating written policy are:

- Proper guidance to make persons responsible in library management.
- Overall control and maintenance of library resources in a compact way based on institutional goal.
- Consistent and effective way of accessing information in an organized manner.

2.2.2 USES OF COLLECTION DEVELOPMENT POLICY:

Many persons can be involved in collection development process. Various opinions and generous discussions get privilege to prepare a common policy framework and only a written statement can define the collection development programmes without any confusion as it makes definite outlines with the help
of which both the selectors and the librarians can unanimously proceed further. It analyses minutely the scope, purpose of a library's collection.

Uses are in the following way:

- Analyses nature & scope of collection
- Shows collecting priorities
- Meets institutional / organizational goal
- Hides personal biasness
- Prepare standards for selection
- Helps evaluate resources
- Shows right judgement concerning budget allocation
- Maintains public relations
- Provides guidance to new staff of the library
- Helps assessing overall performance of collection development programmes.

Infact, a good policy can guide over and all to access information resources, to maintain them in an efficient and consistent way. Even a written policy is highly important one to give the professionals an idea how to protect information against any kind of illegal job. It is an easy and useful part of communication with the user community.

### 2.2.3 ELEMENTS OF COLLECTION DEVELOPMENT POLICY:

Collection development policy delivers statements achieving library's mission. But question comes what would be the elements of a good collection development policy.

Three major elements are to consider for discussion of policy formulation.¹⁰

- OVERVIEW
2.2.3.1 OVERVIEW: OBJECTIVES OF THE LIBRARY IS THE FIRST ELEMENT TO BE CONSIDERED FOR PREPARING POLICY STATEMENTS.

In this connection, following steps to be followed first:

- General description of the user community – whether academic or special or even public community. Infact, a detailed survey of this area can help a professional prepare the policy easily & effectively.

- Detailed analysis of users & information regarding primary users. Survey concerning the degree of service to those users, mode of service, service pattern to different categories of users, even for the disabled – is very much important to get proper answer in preparing policy statements.

- Overview based on the parameters of the collection states the concept of policy statements. Parameters are: subject area of the library collection, formats possessed by the particular library.

- Detailed analysis of users' needs is necessary in this part- whether only academic needs or any other needs are to be followed.

Along with these, it is important to provide information regarding the use of retrospective collection. Even preparation of policy statements also needs to know the role of cooperative collection programs.
2.2.3.2 DETAILS OF SUBJECT AREAS & FORMATS COLLECTED:

In this area of policy statements, divisions of each and every subject field, identification of kinds of collection and also that of users – are necessary to be analysed in the way of surveying users’ needs.

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<tr>
<th>USERS</th>
<th>FORMATS</th>
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<tr>
<td>Adult</td>
<td>Books</td>
</tr>
<tr>
<td>Young adult</td>
<td>Periodicals</td>
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<tr>
<td>School-age children</td>
<td>Newspapers</td>
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<td>Physically disabled children</td>
<td>Microforms</td>
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<tr>
<td>Teaching faculty</td>
<td>Films</td>
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<td>Research scholars</td>
<td>Slides</td>
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<td>Undergraduate students</td>
<td>Audio Recordings</td>
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<td>Graduate students</td>
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<td>Postgraduate students</td>
<td>Pamphlets</td>
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<tr>
<td>Alumni</td>
<td>Manuscripts &amp; Archives</td>
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<td>Resources, Software Databases</td>
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Among these, library and information centres have freedom to choose categories and formats as per their own needs. Whatever guidelines over this matter we found, the ALA Guidelines are important to be noted where five level systems are found to categorize the subject areas:

1. COMPREHENSIVE: 'all significant works of recorded knowledge' (publications, manuscripts, other forms).
2. RESEARCH: ‘major published source materials required for dissertations and independent research’ (research reports, new findings). Even reference sources are included here for discussion.

3. STUDY: ‘undergraduate or graduate work or sustained independent study’ (complete collection of work, basic textbooks, basic reference tools).

4. BASIC: Highly selective collection which serves to introduce & define the subject to indicate the varieties of information available elsewhere. Major dictionaries, encyclopaedias, bibliographies, few major periodicals are included here.

5. MINIMAL: a subject area in which few selections are made beyond very basic area.

Not only that, IFLA, RLG in U.S. and ARL, many European & Canadian libraries speak out of CONSPECTUS model for identifying collecting levels. This model is usually used as a tool – standard level for collection development as well as for assessment. Conspectus means "an overview or summary of collection strength and collecting intensities – arranged by subject, classification scheme or combination of either and containing standardized codes for collection or collecting levels and languages of materials collected" 13 Collection development policy can be formulated with the help of this model where detailed analysis of subjects is needed. This analysis is done through Library of Congress Classification system which
again can be converted through Dewey Decimal Classification (DDC). According to Conspectus structure, any library can choose any of the following four subject levels:

- 20 major LC Divisions
- 200 subject levels
- 500 field levels
- 5000 topic levels

Numerical value is to be added to each subject field to get a view of strength & weakness of existing collection.

According to IFLA, Acquisition and Collection Development Section, a particular coding system is needed for this model as per gradual needs of users:

0. Out of scope
1. Minimal
2. Basic information
3. Instructional level
4. Research level

This code system is applied in different libraries along with variations in order to prepare a consistent environment in libraries. After getting detailed information of subject analysis, selection of proper items for building collection can easily become fruitful for a library. Conspectus model is highly appropriate for minimizing the task of selectors. It broadens the scope for building a sound & solid collection. The need of collection development policy guidelines has been recognized also by our Indian library professionals. Recently, the National Knowledge Commission\textsuperscript{14} has explained the need of collection development policy and recommended guidelines.
Next step of collection development policy is to specify the area which identifies the task of responsibility for collection development. A careful observation of the user-community – its nature as well as needs helps a library get a good picture of collection building. Policy statements include the following queries too for evaluation of collection.\textsuperscript{15}

1. **SELECTORS**:

   - Librarians from public service
   - Librarians from technical service
   - Users
   - Subject specialists
   - Departmental Head
   - Chief Librarian

2. **SELECTION PROCEDURE**:

A decision to select collection generally depends on the following responsibilities:

   - Individual Selector
   - Library Committee
   - Group selecting materials from list prepared centrally

Library staff along with the librarian are usually responsible for selection procedure, especially reference collection. And it is the responsibility of the chief librarian to select retrospective collection, serials, non-book materials etc. Users also go for current collection – especially books and monographs. But what would be the correct ideas for selection can be reflected in written policy in the following way:

   - Selection must be based on users’ needs
   - Standard and updated lists are to be maintained
   - Reviews should be of good help for selection of library materials
• Library resources should not carry any kind of sensational & violent information
• Literature containing social values should be incorporated as library resource.

3. MISCELLANEOUS ISSUES:

Third element deals with policy statements concerning gift, evaluation and the like.

**A. GIFT:** gifts are something that can enrich library's collection. But it is to be remembered that these too should have some importance considering the objectives of the library and its needs.

Therefore, a written policy for gifts provides information regarding incorporation of gift materials having same profile and withdrawal of not-needed ones. If there is any kind of condition, policy statements show the way whether the donated documents should be preserved separately or not, whether the donated fund should be considered for acquisition of new materials thus enriching the library collection. Even assessment over library's participation regarding acceptance of these activities is also necessary here.

**B. DISCARDS:** Each & every library and information centre has to take decision regarding deselection or discard of library resources, though its programs vary according to the nature of the library. Policy should be as such that it covers the scope, criteria, purpose of this program. Infact, in case of libraries especially academic libraries, the question of purchasing multiple copies of a particular document arises where policy statements can guide them to buy in the following way or as per individual library's users' requirement:

- One copy per ten users during six months period
- One copy for general collection
- One copy per ten users as reserved
C. EVALUATION: This is the most important part of collection development program of a library. It depicts both qualitative and quantitative value of collection. Evaluation easily helps identify the quality of the library materials and collection development policy provides the basic steps to be followed by the concerned library in order to handle evaluative complaints.

Along with all the above mentioned steps, nobody can now keep aside the importance of new technology and telecommunication dependency. Either integrated or separate policy guidelines are helpful to manage electronic resources in any library. The use of all kinds of electronic formats including hardware, software is included in policy statements as license agreement. Like traditional materials, decision-making process along with overview is to be incorporated into the policy of electronic resources.

2.3.4 POLICY TO BE APPROVED:

After preparing the collection development policy, the first task is to approve it through Library Committee where each and every member should agree upon it.

The whole procedure of this section is that:

- The higher authority of the institution/organization appoints a Committee to organize and make a draft copy of the policy
- This draft copy is then to be verified and commented by the higher authority
- The policy committee will then include all the suggestions and prepare a final draft
- The final one again goes for another review
- Meeting is to be held for preparation of final copy, with necessary comments to be incorporated
- Multiple copies of this final policy are prepared for the library itself and for users who need it.
This policy is then valuable to take decisions whenever any problem arises in connection with library administration. Any library professional can easily handle any disagreement because of guided rules provided by the Committee itself. Even future library professionals can have a total view over an individual library's mission statement through this policy.

Therefore, various steps are to be followed for writing a collection development policy which shows a comprehensive task for the librarians along with a continuous revision.

Peter Clayton\textsuperscript{16} also summarizes the whole contents of collection development policy in a finer way:

I. Mission
II. Purpose of the library
III. Clientele served
IV. Access
V. Background to collection
VI. Budget
VII. Selection principles
VIII. Special collection
IX. Cooperative relationships with other libraries & information centres
X. Collection evaluation
XI. Preservation activity
XII. Weeding

Though it is necessary to follow that policies vary according to the nature of the library. There can be no standard norms which are applicable to all libraries as a whole, but must be some standard framework.
REFERENCES:


5. S R Ranganathan, Library manual (Bangalore: Sarada Ranganathan Endowment for Library Science, 1988), 31


10. Evans, “Developing Library and Information”, 73-85

11. Ibid. 76-77.


13. International Federation of Library Associations (& Institutions), Section on Acquisition and Collection Development, Guidelines for a


15. Evans, "Developing Library and Information", 80-81