Chapter 8

RESOURCES SHARING MODEL FOR UNIVERSITY AND COLLEGE LIBRARIES IN JAMMU AND KASHMIR.

Introduction

The main aim of this study was to present a reasonable plan for the development of a resources sharing model for the libraries in the State. Preceding chapters dealt with the development of these libraries, inadequacies of present resources and the users expressed needs. The aim was to determine in what form and to what extent resources sharing could contribute towards possible solutions. The study made it abundantly clear that shortage of library resources, poor services, lack of standards and low users satisfaction were widespread in most of the cases. Chapter 7 demonstrated that problems had been experienced by libraries everywhere in the wake of knowledge explosion, zooming prices of library materials, increased use of libraries, diversification of patrons' requirements and several other
problems. It also demonstrated how these problems could be eliminated by applying principles of resources sharing.

In the State of Jammu and Kashmir also such a resources sharing plan alone could offer solutions to the present maladies facing the University and college libraries. It was abundently clear that individually the libraries would not be able to tackle their problems and that pooling of resources of these libraries alone could enable them to proceed in this direction. Measures in this direction would ultimately pay more dividends when it would take the shape of a proper network. The steps towards resources sharing would serve as a catalyst in this direction as well.

The hypothesis formulated for this study was that the cooperation could be a means of strengthening each of these libraries by increasing the information resources available to it through cooperative collection development and common access and services.

Thus, cooperative rather than competitive development of resources among these libraries would lead to the creation of an environment in which each library would contribute positively and aggressively to that institution's ability to fulfil its mission in the areas of education and research for which it is established. The resources sharing programme is proposed with a topology suited to the library ecology in the State with mechanisms known and used elsewhere, with adjustments in keeping with the present state of
library development. The Figure 8 is the starting point for the proposed model.

Decision Making:

The first and foremost step towards establishment of a resources sharing programme is a collective decision by all the authorities and all concerned to agree to a resources sharing programme. Unless there is a general agreement among the professionals who have to implement and operate it and a consent of these whose agreement for its creation and sustenance was essential, no programme can take off to attain the goal.

Taking an appropriate decision requires assembling and assessing the relevant facts and figures about the holdings, operations and services of the libraries. Insufficient information about all these matters could only lead to further problems.

It would be, therefore, advisable that the librarians meet first to have a general agreement on participating in a resources sharing programme. Once this agreement is reached they will form a committee with a pilot project to survey the conditions of university and college libraries and document the deficiencies in the collective library resources needed to support the education and research in their parent institutions. They will conduct a detailed study of their holdings, operations and services and identify a series of actions to overcome the deficiencies in
Starting point for Resources Sharing Plan

Figure: 8
different spheres. Collection of the data was essential because taking a decision without adequate data is like trying to see through a dense fog. The survey should lead to the drafting of a feasibility study report which should require participation of university and college administrators and academics so that their views are given adequate weightage in the report.

The draft feasibility study report shall be circulated among librarians, academics and the heads of the institutions to accommodate their views, proposals and suggested modifications. This will lead to the preparation of the final report, which shall have the approval of university and college authorities, academics and the librarians.

A representative committee of all concerned shall place the report before the State Government educational authorities for discussion and rectification so that the Government approval is solicited. In a situation where the government has the total administrative and financial control the agreement, and involvement of, the government becomes essential. There could be an agreement and creation of a voluntary society registered legally, as had been done in the case of Delhi Library Network, but governments approval of a proposal would be an important factor to the continuity, sustenance and effectiveness of the proposal. Obtaining a green signal from national agencies was, not required at this stage as it was available through University Grants
Commission's INFLIBNET and the NISSAT of Council for Scientific and Industrial Research.

There appears to be no difficulty in making a positive decision because resources sharing was such a move that would offer relief to all the concerned parties. The government would be relieved of many a demands for improvement and expansion of library services in the State and the huge funds they spared for these services would be spent effectively to support the total educational programmes offered through universities, colleges and other institutions of higher and professional education.

The administrators of universities and colleges would be equally relieved as they will find automatic solutions to the problems faced by their libraries. The academics too would be benefited, perhaps the most, as they will be guaranteed access to the resources of all other libraries hither to inaccessible to them and because their respective libraries would be geared up for better services as a consequent of their participation in a resources sharing programme.

And, the librarians shall be relieved of many an awkward situations which they encountered because of lapses in their collections, operations and services. Most important they will got rid of the philosophy of possession which they were never able to do justice to in the wake of the obstacles mentioned in the previous chapter.
Resources Sharing Committee:

This will be followed by the establishment of a Resources Sharing Committee comprising the State Higher Education Department and all the universities and publicly and privately supported colleges. It may also include other institutions interested in joining the programme. The committee thus established shall initiate the resources sharing activities among the higher education institutions in the State.

It is important to include top ranking administrators such as Commissioner - Cum - Secretary for education, Vice-chancellors, college Principals, Officers from finance department and from other concerned decision-making bodies in the Committee to lend prestige, authority and credibility to its decisions and deliberations.

On the basis of the Feasibility study Report the Committee shall prepare a detailed broad policy statement that shall serve as guidelines for planning of the resources sharing activities. It shall also provide direction and motivation essential for successful implementation of the programme. The policy shall be formulated keeping an eye on the ultimate development of a resources sharing network. As the State lacked the environment and paraphernalia required for developing a network the resources sharing programme envisaged here would prepare the ground for the network. It will be in the interest of the network to start from where
we are and not from where we would like to be.

On the basis of the policy the resources sharing model shall be planned as shown in Figure 9. The Cooperative solutions as an active force that will benefit the end users will involve the activities as shown in the Figure. These cooperative efforts should make collections more extensive, provide prompt response by personnel and result in responsive service and extensive use of these libraries.

Assumptions as these are commonly held by professional experts, as, for example described by Kernaghan and others. They verified these assumptions in a research study based on careful sampling. Their verifications demonstrated that

--- The more extensive a library's collection, the more frequently the library will be used.

--- The more effective a library's recall policy for the timely return of materials from borrowers, the more frequently the library will be used.

--- The more assistance a library staff provides to users in their search for information, the more frequently the library will be used.(1)

These findings are succinct and thus could be useful in the formulation and operation of a resources sharing programme among university and college libraries in the State to put an end to their manifold difficulties as spotted in preceding chapters.

The Committee shall address itself to the various essential facets of resources sharing and shall give due
Figure: 9

Resources Sharing Programme

Cooperative Acquisition Plan for Collective Collection Development

Centralized processing

Provision of Cooperative Manpower Resources

Expansion of Library Services through promotion of inter-library use
attention to the following aspects which are of paramount importance for any successful resources sharing programme.

1. Collection development by increasing the amount of recent materials available to be made possible by eliminating overlapping;
2. Provision of professionally matured and reliable personnel;
3. Expansion of services through mutual use of library resources by common membership and other means;
4. Economy and efficiency in processing by centralization;
5. Establishment of a union bibliographic data base;
6. Common preservation facilities; and
7. Common storage of less-used materials.

Cooperative Collection Development:

Collection development is a continuous process in all types of libraries worldwide. If a library ceased adding fresh materials to its collection it would soon relegate into a dead collection. Thus the development of a collection, as Evans has rightly said "is a universal process in the library world whereby the library staff brings together a variety of materials to meet patrons' demands"(2). The purpose is to build an adequate collection robust enough to fulfill users' requirements. The question here arises as to how to measure the adequacy of a collection. Moran has answered this question in simple terms. According to him "we have only to determine what jobs the library has to do, then measure its collection against the jobs to see if it has the resources to do it."(3)
In this study it was abundantly clear that all the three university libraries were failing in building comprehensive, live collections individually. These could be considered as no collections as compared to the world's annual publishing output and the patrons satisfaction scale. In other libraries covered in this study the situation was no better, rather several college libraries were worst as shown in the Table 5.4 in chapter 5.

Several factors were responsible for this phenomenon which is omnipresent and not something that is unique in libraries in J&K State alone. These factors have been pinpointed in chapter 7.

Thus the solution lies in the cooperative collection development. This arrangement transforms the philosophy of possession that has been followed in the library world for a long past into the current philosophy of access. Cooperative collection development is the major factor for successful implementation of any resources sharing programme. And the cooperative collection development depends for its success on the efficiency of cooperative acquisition plan which involves a number of aspects of joint activity in selection, evaluation, acquisition and utilization of library funds. Jefferson has since pinpointed the factors that go into the cooperative acquisition programme:

Incentives to take part in cooperative acquisition schemes, however, arises from an increase in the materials published in all subject fields, expansion in different forms of publication from books and periodi-
cals to unpublished reports and theses as sources of information, the increasing complexity of relationships between subjects, and the limited financial possibilities for the acquisition of all relevant materials even for the richest library. Only by combined or coordinated acquisition it is possible to ensure access to all the material, that might possibly be required, to ensure that all resources are covered.\(^{4}\)

Such a programme could also lead to the development of a mechanism to avoid overlapping rampant among libraries in the State. For, the free access to the collective materials of all libraries by the clientele of all libraries would eliminate the need for over-lapping in the case of books. For journals as verified in chapter 5, there was no such overlapping but sharing of resources will allow the users to have access to a wide variety and amount of information not possible otherwise. Thus the cooperative collection development appears to be the logical alternative to the impossible goal of attempting to build adequate responsive collections individually.

For framing a cooperative collection development programme and to facilitate cooperative services the creation of a collective bibliographic data base or the union catalogue is indispensable. Creation and maintenance of an up-to-date union catalogue is not that difficult now-a-days because of the availability of computers. The work of supervising and coordinating activities of the creation of this catalogue could be assigned to the two university libraries at Jammu and Srinagar. Some degree college libraries may require professional assistance for compiling the standard
catalogues for the creation of the union catalogue as they lacked professional expertise for this purpose. It would be in the interest of all to organize a workshop to educate all concerned in various techniques for this purpose.

The union catalogue thus created shall be used to know the specific holding of individual libraries, their weaknesses and strength and ensure maximum exploitation of these resources across the State and beyond it.

The University and college librarians in Jammu and Kashmir are also of the firm opinion that in order to play an active role in education and research, the cooperation is the only possible way out. They have also begun feeling that the only way to extend their collections in terms of reference and bibliographical tools is the adoption of the theory and practice of resources sharing. The professionals of Jammu University and some colleges opine that a cooperative plan would improve the exchange of existing resources, encourage the extension of services and increase the research potential through a mutual support of acquisition. The users of Medical College at Srinagar saw a relief in cooperation in that their library shall be able to develop a comprehensive collection in their specializations and that they shall have the facility to have access to the materials of all other libraries in the State. A college librarian while admitting that the college libraries in the state presented a very dismal picture on all fronts felt that his failure to provide necessary library support to his faculty
will diminish to a very large extent once the cooperative acquisition and access becomes a reality. A senior staff member of the Iqbal Library believed that his collection shall be used by a wide range of users from other libraries which is not possible under the present rigged individualism.

In brief there are impelling and compelling forces that call for a serious effort in collection development able to cater to the wide range of users requirements in universities and colleges. Successful implementation of this plan may finally lead to a statewide cooperation in acquisition among all types of libraries in due course of time.

But the first step to initiate the cooperative acquisition is to establish a written policy statement to develop and expand collections on a shared basis. This calls for the creation of a collection development committee which will address itself to formulate such a policy.

Collection Development Committee

As shown in Figure 10 there shall be a Collection Development Committee (CDC) to prepare the group for cooperative collection development. Its first assignment shall be to work with the State Education Department and the Universities to develop a methodology for assessing the adequacy of present holdings of the cooperating libraries. Based on this methodology, it will prepare a collection assessment
Cooperative Collection Development Committee

Figure: 10
manual drawing heavily on existing professional methodologies developed elsewhere for similar purposes. As the assessment is to be carried out by professional librarians they would require to be trained in specific collection assessment techniques described in the manual and the report format. This would be done by a series of workshops and on spot training and assistance in interpreting data. The assessment methodology provided in the manual would be applied consistently and the resulting final report would provide a building block for an appropriate collection development programme state-wide. The collection analysis thus done would allow identifying the quantitative and qualitative collection strengths and weakness of each library. This data shall be used for developing guidelines for a state-wide academic library shared collection development policy and procedure.

As the task before the CDC was gigantic, it would include representatives of all interested groups and experts as well as of institutions. It will include subject experts at research, post-graduate and under-graduate levels on all subjects concerning the institutions gathered together under the umbrella of resources sharing.

The CDC shall consider all aspects of collection development that will include the following activities as shown in Figure 10:
Cooperative Development Policy
Guidelines on Collection Development
Selection Policies
Subject Specialization
Selection Evaluation
Planned Programme of Acquisition
Ordering and Processing
Distribution to Academic Libraries

The State Committee for Collection Development, acting as a central coordinator and the nucleus of the acquisition procedures of the University and college libraries, will formulate the policies and programmes and direct the operation of the whole system. The composition of the committee, as discussed earlier should include high ranking education and finance administrators to make it powerful.

The Committee's functions have been clearly shown in the Figure 10. It will determine the Collection Development Policy (1). The Collection Development Policy for the University and college libraries is then specified as Guidelines (2) which embody the regulations agreed upon for collection development. Those Guidelines are based on the conclusions of the deliberations of the Committee on subject specialization (3) composed of Faculties in these subjects and librarians (Particularly subject specialist librarians) and pertain to the strengths of the collections in member university and college libraries. They, in turn, will determine the Selection Policies (4). In each library, the facul-
ties and Librarians will select items in keeping with these policies. If a joint acquisition programme is developed as suggested, the selection shall be subject to evaluation by a Committee on Selection Evaluation (5) whose job will be to make a systematic, coordinated evaluation materials selected by individual libraries. The evaluation, besides other criteria, will take into account the strength of existing collections, the need to support the curriculum and research activities in the selecting institutions. There conclusions in conformity with the Guidelines (2) and Evaluation Policies (4) will be used to produce the Planned Programme for Acquisition (6), an overall Plan for cooperative acquisition for all the university and college libraries. The Planned Programme will be composed of decisions as to which strengths shall be fostered in which instructions so that the entire academic community will have available all that they need. The final ordering and processing activity (7) will be based on the final selection reflecting current needs as expressed in the Selection Policy (4), the Selection Evaluation (5) and the Planning Programme of Acquisition (6). Provision for flexibility in policies, guidelines, evaluations and plans is essential for modifications and modernization in the wake of changing situations, rise and fall of departments of teaching, alterations and expansions in emphasis in institutions and, above all, introduction of new faces in teaching faculties. All these developments will, therefore, make certain revisions mandatory.
The Ordering and Processing Activity (7) will be the responsibility of a special staff well-versed in the field who in accordance with the Planned Programme (6) shall make the purchases for each collections, effect budgetary control, maintain accounts and ensure timely acquisitions. It may be pertinent to point out here that libraries no more need to bother about inviting the quotations or any terms and conditions of supply because the Good Offices Committee -- a voluntary organization formed by representatives of book trade and libraries in India to stabilize and introduce uniform terms of books and periodical supplies to libraries -- decides upon the terms of supply of all library commodities in India. Once the materials have been received, verified physically inspected, recorded and passed for payment, they will be distributed to the libraries (8).

In view of the geographical distance and climatic conditions, some of the activities of the State Plan may be operated at regional levels in Jammu and Kashmir. The personnel at the State level could be moved into the two proposed regions to organize regional plans in keeping with the letter and spirit of the State Plan. Or the "activity" part of the State Plan could be organized in the regions from the beginning leaving general oversight to the State Plan's Committees and Sub-committees. The important point is to ensure conformity to the agreed upon single state plan.
Finally, John Humphrey speaking on library cooperation, in a different context, recommends a policy of using standard book selection tools, discarding outdated materials, and building collections to include current useful materials. This statement leads to the consideration of policy.

Formulation of a Policy Statement

It is an established fact that a well-conceived acquisition policy statement is extremely essential for building a judicious, balanced and comprehensive and user-responsive collection. According to Osburn, "the primary function of a collection development policy is to guide the systematic selection of the world's recorded knowledge, and it should do so according to a rationale founded upon priorities that have been identified to serve the community most effectively." The first "assumption" of the Guidelines for the Formulation of Collection Development policies prepared by the collection Development Committee of the Research and technical Servicers Division of the American Library Association, States:

A written collection development policy statement is for any library a desired tool, which:

a. enables selectors to work with greater consistency towards defined goals, thus shaping stronger collections and using limited funds more wisely:

b. inform users, administrators, trustees and other as to the scope and nature of existing collections, and the plans for continuing development of resources;

c. provides information which will assist in the
budgetary allocation process.\(^{(7)}\)

The question arises what is the rationale behind a written collection policy statement. The answer to this question would be that a written policy, as Osburn puts it, "describes fundamental qualities of policy application to all kind of libraries and recommends a step-by-step process leading to the successful realization of policy planning\(^{(8)}\)." Feng also states that "a collection development policy statement must define the library's goals and objectives, identify the short-term and long-term needs of community it services, assess the degree of strength and weakness of its existing resources, and determine the depth and scope of its acquisition policy."\(^{(9)}\)

There is a realization that a good collection development policy does not guarantee a good library collection but it does help in building such a collection. Being a policy decision statement, it should be product of an intellectual effort that incorporates the experience, knowledge and judgment of a wide range of professionals.

The Collection Development Committee shall draw up a written collection development policy based on general agreement on cooperative acquisition programme. The two university libraries of Jammu and Kashmir may serve as coordinating agencies in the development of policies for their affiliated institutions. This will ensure uniformity and development of a standard policy statement for coopera-
tive arrangement.

The Committee should determine policy objectives, subject scope of various collections, collection size of each library, types of materials to be included in each collection, acquisition of new materials, weeding the collections and other essential parts of achieving a policy statement. Principles which should govern the preparation of the statement are essentially those as proposed by Bender:

1. Knowing the community and its needs, actual and projected.

2. Careful analysis of the existing collections and determining their strengths and weaknesses.

3. Establishing a weeding policy.

4. An estimate of possible or likely fluctuation in the material budget.

5. Considering the rates of inflation in books and other materials' prices.

6. Considering which items may be deemed part of a core collection, which must be replaced continually and how much to set aside for new materials.

7. Considering what and how much to purchase in non-print forms and what the relationship of such materials will be to existing collection.

8. Considering factors of space, rate of deterioration of materials, optimum size of the collection and its elements, less rates etc.

9. Knowing what library resources are available in the community, either through other agencies in the same system or in ... academic and nonacademic libraries in the same community and assessing the degree to which cooperation in collection development is possible.
It needs to be clear that by definition "collection development is the process of assessing the strengths and weaknesses in a collection, and then creating a plan to correct the weaknesses and maintain the strengths."(11) And the process may very from place to place because, as Shreeves explains, "the process of building a collection takes place within a cultural and social context from which it derives its values and assumptions."(12) This then calls for evaluation of existing collections to determine the strengths and weaknesses of the present holdings of the libraries. The mechanisms of collection evaluation are now available. Lancaster, for example, identifies three ways in which collections can be evaluated:

1. The subjective evaluation of parts of the collection by subject specialists. In this impressionistic approach the subject specialist becomes, in a sense, an external standard against which a collection is measured.

2. Checking all or the parts of the collection against some type of list that is accepted as an external standard. The list may already exist(e.g., the holdings of another library presumed to be specially strong in a particular subject (or it may be prepared especially for the evaluation.

3. Evaluating the collection in terms of the volume and type of use it is receiving or has received in the immediate past.(13)

In short, the policy for collection development needs to be defined in a written statement which should provide a detailed plan for guidance of the library staff. A policy
statement thus, according to Evans can do the following:

1. help achieve a unified view of what areas of the collection should be developed;
2. help develop coordination between different individuals responsible for the collection, both currently and through time,
3. help to achieve a consistency in the collection;
4. help to reduce the number of ad hoc decisions that have to be made regarding the collection;
5. help avoid confusion in the minds of selectors and patrons as to what the collection is and is not. (14)

Such a policy statement would go a long way to help librarians to maintain individual library goals and also to develop a rationale cooperative acquisition policy.

It would be worthwhile to exploit certain bibliometric laws in determining the policy on acquisition. These bibliometric laws are particularly relevant today when documents are numerous, needs are highly diversified, demands are multifarious and funds are limited. There are several such laws available which are empirically founded statistical distributions. Bradford's law of Scatter formulated in 1948 has been found very useful in selection of journals. (15) According to this law journals could be arranged in an order of decreasing productivity --- the journals that yielded the most relevant articles coming first and the most unproductive last --- journals could be grouped into a number of zones each producing almost equal number of relevant articles. But the number of journals in each zone would increase manifold. the increase in the number of journals in each
zone was shown by him as 1:a:a^2 where 'a' was about 5. Once the first or the nucleus zone was identified, the library could concentrate on the subscription of only a limited number of journals yielding maximum number of relevant papers wanted and needed by its patrons.

Garfield also arrived almost at similar conclusions by an analysis of Science Citation Index in which he demonstrated that 20 journals yielded 20 percent of papers, 100 journals yielded 43 percent of papers, 500 journals yielded 70 percent and 2200 journals yielded 100 percent. This was analogous to the Italian economist Vilfredo Pareto's law that twenty percent of items in a store tended to fulfil about eighty percent of demands. Similarly Marin's law of journal clustering could help in identifying key journals in the centre of any subject area and the fringe areas.

Again the journals acquisition in a library determined on the basis of journal utility in terms of research needs of the users, as applied today, has been found lacking in cost-effectiveness since "it does not take into consideration the use of the periodical in relation to the investment of funds. Local use of journals and unit cost per use are two important factors in cost-effective acquisition of journals." Wenger and Childress have also conducted studies on evaluation of journals in large research libraries and have formulated some guide lines for journals acquisitions.
Again a successful collection development policy needs to be based on subject strengths and specialization which is now discussed in the following section.

Subject Strengths and Specialization

Brining libraries and users together is not an easy task. It will be in the fitness of things to determine the feasibility of providing the services which users need most. This is, of course, a complicated process, as individual and collective needs differ from individual to individual and group to group. So far as the universities are concerned "each academic institution has different library needs, relative to their various departments and their quality, level of programmes, and faculty research in progress"(20). In order to accommodate these variables, it is possible to established cooperative divisions of special subject fields within the university and college libraries in accordance with their subject strength. Subject allocation on the basis of subject strengths is the basic step in collection sharing. These cooperative divisions will help in creating an environment of division of labour, economic collection development and building of strong forts of information sources. Rogers and Weber, while writing about the elements of cooperation, have also favoured this divisionalization. According to them "inter-library cooperation is defined as a way of investing money so that the load may be shared... In
collection building cooperation may involve a division among libraries"(21).

It is commensense that instead of spending money and labour on acquiring something about every thing to build hotch potch of a collection that never fulfills the users needs to a respectable degree of satisfaction, the libraries should develop cooperative patterns to improve their collections in terms of their special subject fields comprehensively to ensure that everything relevant to something is available at least in one library in the vicinity.

The college and university libraries in Jammu and Kashmir with their failing resources would do well to realize that they could not meet the steadily and rapidly increasing demands of their clientele single-handed. The information sources are many, costs are escalating and funds are inadequate. They should take serious notice of these grim realities and say good bye to the concept of self-sufficiency. Instead, they should agree to be responsible for acquiring materials in one or more specific subjects chosen collectively on the basis of present subject strengths. To be successful in promoting access to their materials they must develop various subject guides and devise mechanism for quick and easy access. For cooperation they will have to organize collections in a much more flexible way so that their own clientele as well as from other institutions can have access to all that they need. In order to develop and sustain such cooperation a policy of special-
ization in acquisition of materials in one or more subjects will provide mutual benefit.

Today all university and college libraries in the State, bereft of any cooperative arrangements, tend to get materials without any specific subject concentration. As a consequence there is a high degree of duplication and no library can claim to have a comprehensive collection fully responsive to users' requirements. The S P College and Government Womens' College, both on the M. A. Road in Srinagar, have common wall yet the collections in both the libraries are overlapping more than eighty percent. Even their reference collection overlap as much as the core textbooks. Similarly, the Iqbal Library and the Regional Engineering College Library both are situated less than half a kilometer from each other and yet their collections go parallel. In the city of Srinagar there is the Iqbal Library, University of Agricultural Sciences and Technology Library, Regional Engineering College Library, three medical libraries and eight college libraries within a radius of ten kilometers and it is a pity that all these libraries should go for individualism. The result is the dissatisfaction among the clientele as was evident from the chapter 5. In other districts where there are separate male and female colleges both are situated very close to each other and yet they are engaged in a competitive collection building. This is true about Jammu city and its districts as well.
The time has come when these libraries should open their eyes to the realities of present and future information requirements of the academics. The present sick and unresponsive library support needs to be rejuvenated into a smart, responsive environment. To cure this sick state of affairs the libraries would do well to undertake following measures:

1. Draw an agreement to concentrate acquisitions along specific lines, and broad subject fields as prerequisite to subject specialization;

2. Preparing guidelines for subject specialization to serve as a foundation for the future experiments in organization, structures and services in academic libraries;

3. Centralizing specials collections in university libraries for common use of all academic libraries;

4. Establishing a Statewide depository to house the specialized holdings beyond the ordinary needs of the participating libraries, and also to house less used materials.

5. Taking steps to compile a union catalogue and guides to special collections.

6. Investigating the strengths and weakness of all participating libraries from time to time to fill the gaps through cooperative efforts.

7. The university and other large libraries should agree to prepare lists of their available resources and new acquisitions for distribution among other libraries and for their own patrons.

As seen in chapter 5 there are hardly seven libraries which subscribe to a large number of periodicals --- the two universities in Jammu and Srinagar subscribe to periodicals on sciences, social science as well as humanities, the SK University of Agricultural Science and Technology has a
sizable collection on Agricultural Sciences, the three Medical Colleges on Medical Sciences, while the Regional Engineering College has a rich journal collection on various specializations in Engineering. These libraries may be recognized as State-level resource centers for journals and assigned the responsibility to continue with their subscriptions, and aided financially so that they are able to create bibliographical data bases and share their resources in journals though photocopying services. Effective inter-library loans will be better achieved if these libraries would cooperate whole heatedly in sharing their resources with other libraries in the State. As is evident from questionnaire response most of the conscientious users as well as libraries favour such a cooperation in clear terms.

However, in order to avoid duplications, particularly of those journals which drain individual library budgets, these libraries will have to make adjustments. For example, there are three libraries in the State which subscribe to chemical Abstracts, three libraries subscribe to index Medicus. It will be in the fitness of things that such overlappings are avoided and substituted by new items on the subscription lists.

Joint Evaluation, Selection and Acquisition Centre

More than half a century ago, while writing on the essentials of an acquisition programme, Keyes D Metcalf
emphasized that before building up a collection of any kind, "we must know where we are going, and some one must be responsible for seeing to it that we go there to the best of our ability, financially and otherwise." This someone cannot be a one person because in selection the libraries deal with a variety of subject. No one person, however highly matured in scholarship he or she might be, can have adequate knowledge of all subject fields or their literature. Essentially, therefore, this responsibility of implementing a collection development policy must be in the charge of several subject specialists collectively.

As is evident from preceding chapters, the university and college libraries in J&K lacked any participation in any regular committee meetings for selection of new materials, or for evaluation of the suggested lists received from departments. These libraries also have no mechanisms to prevent new lists or orders from containing unnecessary duplication, or rejecting items falling below the standards, or having no or limited relevance. In Iqbal Library of the University of Kashmir the selection and ordering is totally decentralized, with each department ordering materials directly with the suppliers. As a consequence the collection abounds in materials, below standard, obsolete and irrelevant.

What is needed, therefore, is a state level committee for collection development to develop a set of guidelines for join selection, evaluation, ordering and processing of
library materials on a cooperative basis. The responsibility of this committee in establishing procedures for selection and purchasing of materials should be to increase library resources in all university and college libraries according to agreed upon specific fields and special interests with enough consideration for curriculum requirements. To begin with the committee shall have to prepare guidelines for developing and acquiring the necessary bibliographic selection tools in addition to writing temporary guidelines to govern purchasing until the bibliographical tools are available. It may be possible to have a quick and interim plan until true collection development can begin.

Under this interim plan, it is proposed that a committee comprising subject experts from various institutions may be set up who in due course shall become members of the State level Committee for collection Development. It should begin the exercise of drawing up the guidelines governing collection development for all participating university and college libraries. These Guidelines would be expected to gradually evolve into a more sophisticated state level policy as the building up of acquisition tools and a processing system permitted.

In the meantime, it is also proposed that two Regional Acquisition Processing Centres be set up for searching, verifying and ordering selected items for all libraries in the region. The two centres would be established in the
universities of Jammu and Kashmir. Once the State-level Committee formulates the Guidelines for collection Development, these centres would undertake the business of getting the materials. The Centres would not determine collection policy, but they would affect that policy to the extent of checking up on the accuracy of incoming data on acquisitions. Data gained would reflect the content of orders placed as a result of the Guidelines interpreting the collection development policy.

The policy in turn, would be affected by factors discovered by the centres, such as

--- duplicate orders due to unclear guidelines
--- overpriced items
--- possible savings by multiple copy ordering of very basic works
--- need for new policy in cases where several disciplines overlap
--- need for a centralized collection of holdings of all libraries using the Guidelines and the services of the centres.

Resources sharing, as envisaged here, will put an end to the present fractionalization of efforts undertaken by university and college libraries in the State. To be completely productive, resources sharing and the cooperative acquisition as its most salient component would require a form of clearinghouse. John Immroth is of the opinion that "Union Catalogues and union lists would provide a record of the holdings of the cooperating libraries; it may also be necessary for some form of on-order/in-process file to be held in a union fashion so that member libraries would know
if someone else already had ordered a book."(23) Thus in addition to accurate selection tools, it is essential to have an up to date union catalogue plus an on-order clearinghouse which will ensure avoiding unnecessary duplications.

Cooperation in Bibliographic Activities:

Library is a place where a variety of information sources are organised for quick and convenient retrieval. This organisation is a fundamental and vital process and on its efficiency depends the overall efficiency of a library and its information services. Organisation involves classification and cataloguing of materials; former for arrangement of documents in a filiatory sequence and the latter for providing an access and a finding tool.

The classifying and cataloguing, it is generally observed drain a library's resources in men and money as both these activities involves a lot of intellectual exercise. Moreover, these are time-consuming as it takes weeks and even months between the acquisition of documents and their placement on the shelves for use. As these are the activities that are common to all types of libraries everywhere, many thoughtful experts addressed themselves to devising ways for carrying out these activities at one place for the benefit of all or several libraries in a country, region or locality. Lack of appropriate standards always created hurdles but once these become available this concern for
common benefit gained momentum worldwide.

It was, however, in United State that the idea of avoiding duplication in cataloguing and to find immediate solution to cataloguing backlogs began to mature. In 1901 Herbert Putnam, then librarian of Congress, initiated the library of Congress catalogue card service. Under this system, the library of Congress cataloguing staff expended the intellectual effort to catalogue the books it added to its collection and sold the printed cards to other libraries. Later in 1958 the library of Congress introduced what is well-known as Cataloging-In-Source. Under this programme the publishers began sending a galley proof of each book to the Library of Congress which would process the book and provide the publishers with cataloguing copy to be printed on the verso of the title page. Thus the books would go to the libraries with complete cataloguing information just to be copied on cards etc. But it was short lived. Certain difficulties with the Library of Congress led to the discontinuation of the practice.

Fortunately, the premature death of the concept was also short lived. The concept was resurrected through a well-planned programme named Cataloguing-in-Publication in 1971. Cataloguing-in-Publication data began to appear on the verso of the title page of the book carrying cataloguing and classification information along with the book throughout the world. The Library of Congress had initiated a different big idea. This was the Machine Readable Cataloguing
(MARC) under which the library of Congress began offering catalog copy in machine readable form as the MARC tape service. A detailed introduction to the USMARC is found in library of Congress's recent publication on the subject.(24)

But India, like other developing countries, has yet to embark upon such an idea though its great library scientist Dr. S R Ranganathan had mooted the idea of prenatal Technical work to cover both cataloguing and classification. Giving justification for this type of prenatal technical work he estimated that "there will be a saving of 79 percent in the technical manpower of a national library system by the adoption of prenatal classification and cataloguing of all home produced books by the National Central Library of a country". (25) In his plan he had also envisaged the distribution of catalogue cards for books by the National Central Library to all the libraries on request. Such a plan is, however, fully operative in United State and some other countries in Europe.

Centralized Processing

There are two possible ways in which libraries can share their burden of technical processing -- cooperative and centralized. There is a clear distinction between the two. Cooperation can exist without central headquarters and thus may be decentralized, whereas a centralized system would require a central headquarter and conducting of operations from one central place. Sinkankas clarifies further:
"Although centralized units aim to provide a complete job at one place and distribute the result to others, cooperative cataloguing aims to complete a job by sharing the work involved and then trading the results from one unit to another."(26) Obviously place of operation and organization of the activity are the distinguishing characteristics of the two.

Centralized and cooperative processing, both have their own claims. As Welsman points out, "centralization offers the advantages of greater efficiency, economy and availability of full services of the system to many and every component of users. The advantages of decentralization are quicker, direct and personalized services."(27)

In the questionnaire, the university and college libraries were requested to give their opinion on the issue. There was found a general agreement in favour of centralized processing, though certain doubts were also expressed by a few librarians (chapter 4). Several libraries were of the opinion that such a plan could bring about improvement in technical processing and bring down time and cost factors. It was also felt that such a plan could lead to uniformity in classification and cataloguing which is essential for sharing of information. They preferred assigning this responsibility to a central agency which will foster complete uniformity needed for creating union catalogues and exchange of bibliographic data.
Long term measures for creating such central agencies may take time and face certain administrative hardships. Bureaucratic hurdles and the library profession's unpreparedness for this commitment plus some financial constraints all surface certain apprehensions here and there. But closing one's eyes to grim realities and exigencies and waiting for the propitious time to come, is unwise and dangerous. Moreover, more we wait more problems will cumulate. It will be advisable, therefore, to entrust this work to two universities of Jammu and Kashmir as a temporary solution to this pressing problems. This may serve as a pilot project to create conducive environment for a permanent plan in future. It success and the benefit that will accrue to the university and college libraries will also help in pleading the case for a thorough State plan.

The centralization, if properly organized, has much to offer both to libraries and their users. The centralized processing envisaged here shall be for complete cataloguing and classification of all the books of the participating libraries. To quote Cox, "A centralized processing plan eliminates much duplication of work, tends to ensure consistency and usually result in a better coordination of services."(28)

As seen earlier, the college libraries in the State are not well-equipped financially and staffwise. There are
college libraries housed in small spaces with not more than one professional with inadequate funds. They lack proper processing facilities and their processing backlogs are mounting. Short of adequate processing, their services too are lacking beyond expression. The centralized processing will be a boom for such poor, small libraries. Some of these libraries have no catalogues at all, and naturally their readers suffer a great deal. According to the librarians of these libraries they have been crying for adequate staff and space so that they could process their collections but all in vain. The advantages of the open access system have been belittled by the lack of proper processing of the materials. These librarians lament that their collections are growing without processing them and their processing may become unmanageable with the passage of time. Naturally, the central processing facility will benefit these libraries the most. Other libraries too will benefit to a large extent from such a plan. With envisaged centralization of processing, either in the university libraries of Jammu and Kashmir or any other arrangement, libraries could make better use of space, staff, equipment and funds because they would be relieved of many a chagrins that they are facing at organizational and service levels today.

In turn, the specialized work that processing entails could be done by the staff best qualifies and experienced in the field, which could result in greater effectiveness as well as greater job satisfaction for those talented in this
type of work. This would also relieve those neither inter-
ested nor talented in attending to processing forced by
circumstances or management to the job for which they have
no acumen. These people would be relieved to show their
worth and mettle in their fields of interest. Libraries
would be encouraged to plan better in buying additional
documents and improve and expand their services from the
savings on inhouse processing. This will also facilitate the
compilation, maintenance and updating of the union catalogue
of the holdings of the participating libraries as suggested
here. The centralization has another advantage. The process-
ing centre at one library may make possible the use of
mechanical gadgets as the equipment would be provided only
at one place instead of providing it at all the individual
libraries.

Suggestion for establishment of the centralized proc-
essing centres at the two university libraries, not else-
where, has been made because these two libraries are well-
established, adequately staffed with highly educated and
trained professional human resources, and have space. These
libraries have enough maturity and have earned a high status
even in the educational bureaucracy. Moreover, Jammu univer-
sity is soon taking drastic measures to mechanize many of
its operations and services with a grant from University
Grants Commission under the INFIBNET plan.

A serious difficulty in switching over to centralized
processing usually is the variations among existing systems.
But fortunately in the field of cataloguing and classification no such problems exist in university and college libraries in Jammu and Kashmir as demonstrated in chapter 4. All libraries maintaining catalogues have adopted Anglo-American Cataloguing rules. Some libraries have introduced certain modifications which can be made uniform. All libraries use Dewey Decimal Classification except two which use universal Decimal classification. However, exercising flexibility in matters which were not absolutely vital to success, will solve the problem. So far as classification is concerned, the central processing Agency may provide both Dewey Decimal classification numbers and Universal Decimal classification numbers to the documents of these two libraries.

However, it will be sane as well as necessary, to try to reach broad agreements an uniform standards of classification and cataloguing. Moreover, it would be advisable to switch over to Anglo Cataloguing Rules, Second Edition, so that automation, in due course, becomes easy to adopt. Moreover, all major centralized and prenatal cataloguing programmers operating in different countries use AACR-2 based on international Standards for Bibliographic Description (ISBD's) and developed for mechanical processing.

In terms of any cooperation and coordination two principle benefits accrue from use of AACR-2. First, cataloguing data generated at one place or in one country may be used at
other places or in other countries with a little or no modifications. Second, it will enhance efforts to mechanize the generation and distribution of cataloguing data. In addition to these two advantages, "the system is rather simple and easily learned... it may be expected that patrons will increase their effective catalogue use as the system is adopted... it will enable users to obtain competence in catalogue use after learning just one cataloging system". (29)

Certain apprehensions were expressed in the beginning when the ISBD's were published in early seventies about their use for documents in oriental languages which run from right to left, like Urdu, Arabic, Persian, Kashmiri etc. But the Library of Congress has since removed those apprehensions by reversing all punctuation marks and retaining the standard (/) while preparing entries for documents in these languages. At IFLA Worldwide seminar on the topic at Seoul in 1976 this problem was dealt with and valuable suggestions were made for finding solutions to these problems. Howarth, has recently consolidated the decisions of national library agencies on the options, alternatives and interpretations of rules that govern their cataloguing according to the AACR-2 (30).

All these objectives and activities shall be finalized by a State Bibliographic Operations Committee (BOC) comprising librarians operating libraries of various types in the state. Experts in computerization in libraries may be includ-
ed so that technological advice and guidance is available for these operations.

For creations of a centralized bibliographic data base and for centralized processing on regular basis two plans are proposed here: One, compilation of a union catalogue; and, the second, centralized processing agency.

Compilation of Union Catalogue

As discussed earlier, the creation and maintenance of union catalogue was the sine qua non for any cooperative exercise. Creation of such a catalogue where none exists requires a cooperative endeavour. All participating libraries feed their catalogues to the Union Catalogue agency according to the fixed norms and in agreed format.

In Jammu and Kashmir a union catalogue is proposed to be complied by cooperative effort in the first phase. It is proposed that the two university libraries in Srinagar and Jammu may be assigned the job for their respective regions. All the academic libraries of the degree and other colleges in each region may be asked to supply profiles of their catalogues to the respective university libraries for incorporation in the union catalogue base. The two regional catalogues shall then be merged to produce the state union catalogue.

But as pointed out in chapter 4 most of the university and college libraries included in this study did not main-
tain up-to-date catalogues of their holdings, employed differing modifications, or in certain cases, had no catalogues at all. This situation called for a crash programme to compile individual library catalogues according to a definite code with unanimously agreed modifications. Some libraries would require financial and professional assistance to prepare catalogues in the desired form. This would naturally require some time to compile catalogues for the purpose of creating a union catalogue.

Alternatively, the two university libraries may complete the catalogues of their holdings and obtain one or two catalogues of undergraduate college libraries in their respective regions. This will enable them to prepare master copies from their own and the other one or two libraries whose catalogue they obtain. Multiple copies of these two master copies may be prepared and circulated among the other libraries participating in the resources sharing programme. They in turn will tick mark the entries for common titles and prepare fresh entries for items distinct in the their collections. Because of the commonality of courses and curricula it was estimated in chapter 4 that the overlapping was above 60 percent and in certain cases beyond 30 percent. Therefore, this method could be easier and economical as well as expeditious.

This method has some more advantages. It will not require the individual libraries to prepare full catalogues
of their holdings according to the new standards drawn for the union catalogue. On the other hand they could make use of the master copies received from the regional union catalogue centre for this purpose. They could also make use of the master copy to convert their catalogues to the new standards laid down by the BOC for the resources sharing programme. This alternative method would also reduce the extent of financial and professional assistance required for the compilation of catalogue profiles of individual libraries. The two university libraries shall also compile a union list of journals subscribed to by the libraries.

Centralized Processing Plan

With 'Plan B' libraries in each of the two regions would have their processing done at a central place either in the Regional Union Catalogue Centre or at different place, designated as Central Processing Agency. These Central Processing Agencies shall be located within the two universities to undertake cataloguing of all the acquisitions of the libraries of the region. The choice in favour of two universities has been suggested because of their being well-equipped to undertake the job as discussed earlier.

These Central Processing Agencies shall return the materials to their respective owners after duly processing them with a conveniently stipulated time. They will also pass on the bibliographic data of all these processed materials to the State Union Catalogue centres for incorporation
Transfer of acquisitions may be done by the participating libraries immediately on receipt, after or before accessioning, as the collective agreement may warrant. The libraries in the vicinity of a Central Processing Agency will have no problem in sending the materials to the Agency. This is true of the college situated in the cities of Srinagar and Jammu. However, the colleges in rural areas may find it a little difficult. For them, there is an alternative possible. As these colleges order all their requisitions with the bookshop in the city they may send a direction with the orders for delivery of their materials directly at the Central Processing Agency who will send them to their destinations after processing, again within a fixed time frame. Once the Joint Evaluation, Selection and Acquisition Centre, as proposed, comes up, the Central Processing Agencies will receive materials directly from them.

Centralized processing has several advantages as spotted earlier in this section. Of these are of the most important advantages is that it will lead automatically to the up-to-date maintenance of the proposed union catalogue without involving any additional labour or expenditure. As the materials of different libraries are processed at the two processing centres, the information about additions to various libraries shall be incorporated into the union catalogue by the processing centres themselves.
Computerization

Present scenario, future trends and the proposed INFLIBNET programme demand computerization of both the plans of creating a statewide bibliographic data base and the centralized processing. It will ensure proper management and maintenance of these bibliographic activities and will also result in overall economy and efficiency. Provision of computers at the two regional bibliographic centres is not a huge commitment. Even the provision of a Personal Computer in all the university and college libraries is possible as both University Grants Commission and the NISSAT would gladly extend support for acquiring the equipment once a viable programme is developed in the state for the creation of a bibliographic data base. NISSAT has supported the projects like CALIBNET, DELNET, BONET, MALIBNET PUNENET, and there is no reason why it shall not support a programme for J&K.

Creation of a bibliographic data base is a sine qua non for any resources sharing programmes that will ultimately pave the way for a state network. For, it is this base which reveals what is collectively available in cooperating libraries. A bibliographic data base serves a number of purposes:

a. Maintenance of a Union Catalogue
b. Central Catalogue
c. Interlibrary Loan
d. Coordination of Acquisition

e. Serial Control System

Bibliographic data basis could be centralized or distributed. Adequacy of technology and other auxiliaries available determine the choice of the kind of the data base. The Calcutta Library Network (CALIBNET) which was inaugurated in December 1993 has opted for distributed approach while DELNET has favoured a central system.

For Jammu and Kashmir the system shall be selected on the basis of the expert advice of agencies like CMC Ltd. who may be entrusted to carry on a feasibility study as they have done in the case of CALIBNET and DELNET.

Common Storage and Preservation Facility

Resources sharing among libraries called for sharing in all operations, services and activities. Common storage of less-used materials and common preservation of library materials thus form an important component of a resources sharing programme. It simply implies creation of a common storage for such materials which are not frequently used in libraries but could not be weeded out for good because of the prospect of their use. Preservation for physical fitness to ensure long use of materials is also a concern of each library everywhere.

It is proposed to evolve a mechanism for common storage for certain materials held by all libraries which may be termed as little-used materials. There are two main reasons
for proposing the establishment of a common storage for such materials. First, all libraries run out of space over time and thus face manifold difficulties in proper maintenance of their collections and in offering services. Extension to the buildings if the libraries happen to have separate buildings—a rare phenomenon in Jammu and Kashmir—is not an easy task and involves heavy financial commitment. In the state only the university libraries have separate buildings adequate enough for long time to come with Iqbal Library of the University of Kashmir the luckiest of all on this front. In colleges the space problem has assumed the dimensions of a crisis. These libraries are no more properly organized and they dump even their fresh acquisitions in ways unbecoming of libraries. The availability of a common storage facility would thus offer some relief to these libraries. Moreover, there appears to be no justification for retaining such little used materials alongside of the live materials.

Second, and perhaps more important factor, is that all the libraries are overburdened with materials which are not in active use. This is a common phenomenon in all types of libraries everywhere. Ellsworth while writing about Colorado University claimed that at peak times only somewhat less than 15 percent of the collection was in active use and that "stories are legion about the books and journals that remain on shelves year after year with their pages uncut".

Consequently, the libraries tend to become grave yards for reading materials which they need not to be. They should
instead retain a live collection - a collection that is used. In the university and college libraries, as highlighted in chapter 4 of this study, the faulty acquisition procedures and lack of standard acquisition policies has resulted in acquisition of large proportions of their collection that remain unused for long. They occupy space and they involve expenditure on maintenance but remain unexploited.

A common storage thus offers solution to the problem. All such materials would be stored at one library relieving all other libraries of the chagrins of retaining them and caring for them. There are advanced certain impediments and apprehensions about the common storage of such materials. But studies have found them unfounded. Local pride in the size of the collections, legal constraints, unbalancing of collections and affecting use are some common inhibitions. The local pride held no ground once the librarians appreciated that it is not the size of collection which determines the efficiency of a library; it is rather the use and the services which decide the efficiency of a library. Legal restraints though a valid argument could be sorted out with the authorities and administrators. Again, the collections have never been balanced by retention of unused materials.

So far as the belittling of the use was concerned it has since been found a wrong notion. Fussler and Simon, for example, showed that if 80 percent is removed from a collection, 80 percent of demands will still be satisfied(32).
This is corroborated by the Parito Law that 20 percent of items fulfilled most of the demands.

Thus, it is proposed that the university and college libraries in Jammu and Kashmir should evolve a common storage facility at two or three places. The two university libraries in Srinagar and Jammu may be chosen for the facility in view of the fact that they did have space to spare for it. The three medical libraries in Srinagar may develop a facility at one place where housing of such materials is possible. However, for degree colleges the facility at the universities is stressed as it was most appropriate and all these colleges were affiliated to these two universities.

But to be successful such an arrangement would require a well-formulated policy to determine the proportions of the collections of the individual libraries that could be regarded worth transferring to the common storage. Two parameters are usually applied for this determination; the date of publications of the materials and their use. The date of publication was easy to ascertain but measuring use involved developing a mechanism for use statistics. The policy would also include guidelines for retention of only limited copies of similar works transferred by several libraries.

A common preservation programme would be equally useful. As all libraries were required to take measures for preservations and repairing of materials, such a common facility would be welcome by all. The facility is again
proposed to be established at the two university libraries as a component of the resources sharing programme. Both the university libraries shall be required to establish Guidelines and other facilities like chemical treatment of infected materials, lamination and other measures.

The Iqbal Library building has a spacious apartment for bindary at its basement which could be utilized for the common bindary of all academic libraries in the valley. Similar facility could be established at the Jammu University library.

**Improvement and Expansion of Services**

Efficient and responsive library services are possible only when librarians and patrons have access to increased resources; to the former for filling the information requirements of the patrons and to the latter for exploitation of extensive resources in their enterprises. The theory and practice of resources sharing among libraries was forwarded to increase the accessibility to extensive collections for both the parties. Thus its exclusive aim was to improve and expand library services to the patrons. Before the advent of this concept the libraries were hardpressed, if not overwhelmed, by many a problems, as pinpointed in Chapter 7 of this study, and had affected very adversely every faculty of their services. These problems had assumed the dimensions of a crisis to the extent that Lancaster asked the libraries to whither or wither in the wake of the dilemma.
Once a resources sharing programme, as proposed here, becomes operative in J&K academic libraries, it will naturally lead to improvement and extension of present services. Any programme in this direction requires availability of increased resources, their efficient organization, availability of bibliographic records of cooperating libraries and pooling of all other resources for the common benefit of the patrons. All these essentials have been proposed to be incorporated in the overall resources sharing programme in the preceding sections.

The programme proposed here shall lead to increase in available resources to the clientele. As the libraries will embark upon the proposed sharing model, the clientele of these libraries shall have available all the resources of all the cooperating libraries without the restrictions of the present.

As the cooperating libraries will avoid overlapping in acquisitions they will be able to acquire more needed materials and improve upon their services. And this will ultimately lead to the improvement and expansion of services in the interest of the clientele. The common acquisition and joint evaluation programmes will bring to the libraries only those materials which are fully representative of the users reasonable requirements and put an end to the present spending on materials having less relevance to the users information needs.
The common membership proposed in the resources sharing model shall entitle all patrons to utilize resources in materials and services of all the cooperating libraries thereby expanding the services to the clientele. The union bibliographic data bases will expose the patrons to a variety of resources of all the libraries and thus ensure availability to them of all the collective resources. Similarly the general and specialized services available in individual libraries shall be available to the clientele of all the libraries freely irrespective of their institutional affiliation.

In the case of university and college libraries the present situation was that these libraries lacked enough resources, did not collaborate to enrich resources on mutual basis, and, above all, they lagged behind in the provision of active information service. Their present services were limited to the traditional circulation of materials performed at the loan counter and to a passive reference service.

As the plan for resources sharing is finalized, the libraries, it is proposed would take stock of their present services to determine their efficiency and deficiency and identify the areas where services were totally absent. This calls for the evaluation of the whole gamut of present services. Professional literature abounds in techniques for evaluation of library services and we would do well to
utilized them for evaluating our present ailing services and find ways and means of improving upon them to gear them up for resources sharing environment. Notable of these is the review of current research into evaluation techniques.

The establishment of a common bibliographic centre would also eliminate the ignorance of patrons about the holdings of other libraries and the inability of the individual libraries to offer bibliographic assistance to their clientele. This may also lead to the centralization of interlibrary loan service and the introduction of referral and switching services or to a choice between the two. There is a difference between the switching and the referral service. In the case of switching service there is required to be a centre which will receive request for materials, secure them from the possessing library and supplying it to the requester. In the case of referral service the centre simply informs the requester of the location of the information but does not secure it for him. The point here is that there are a number of elements of determining ways in which libraries could expand their services and facilitate access to collections through mutual arrangements.

The plan would also develop ways and means of introducing modern sophisticated current awareness services which have become the hallmark of any modern library service.
This service has become all the more important today when the comprehensive secondary services inform the patrons of the new information scattered in a huge number of journals and other formats into which new information is packaged now-a-days. This new awareness qualifies the patron to demand more and more materials from his library regardless of the fact whether the library owns it or not. In order to facilitate the assimilation of the relevant information by the patrons these libraries would do well to introduce current awareness services and its most sophisticated type of selective dissemination of information. The two universities of Jammu and Kashmir and one of the medical colleges may devise systems for introduction of such services for the benefit of all, while others may develop such services on small scale for their own clientele.

Determination of ways for expeditious services becomes all the more important in view of the realization that information is perishable and this calls for the urgency of its handling. It is well taken in several technical fields that the value of information is the greatest in its first five years of existence. Eugene B Jackson lends a practical confirmation to this ascertain through a case study of General Motors Research Library. According to this case study 60 percent of the interlibrary loan requests that this library made on other libraries were for materials upto five years old and only 24 percent for materials published in the previous decade. In the study in hand also it was found
that 577 requests out of the total of 1295 (44.5 percent) requests were made for the materials of the latest decade as shown in Table 6.6 of Chapter 6.

There are some other areas of immediate concern which need serious attention for improvement and expansion of services through resources sharing. Three such areas are identified here:

1. Development of full time reference librarians to provide active reference service and organize reference departments on sound basis.

2. The age-old concept of concentration on collection building need to be substituted by an emphasis on more reader services.

3. Provision of planned, comprehensive users' education schemes.

Regarding an efficient reference service there could be no two opinions that such a service is of paramount importance to ensure maximum exploitation of library resources as well as for optimum users' satisfaction. Baughman has rightly observed that "patrons know that they need information, but are not quite sure of their information needs."(36) Personal assistance in such and several other situation becomes all the more important. Besides, a resources sharing programme for its success depends a great deal on this service which introduces the users to the concept and activities of the sharing arrangements. Presently, this service was almost non-existent in all the university and college libraries covered under this study. In university and some
other major libraries there is no doubt a person designated as reference librarian or a reference assistant but the services offered by the person are traditional and inadequate. All the libraries also lacked well-organised and comprehensive reference collections without which no efficient reference service could be provided. While organizing a resources sharing programme, therefore, this important facets needs to be given due consideration as an important component of the move for improvement of services.

The resources sharing is indicative of a shift in professional philosophy -- a shift from the philosophy of possession to that of access. Under this new philosophy the librarian could not plead non-availability of resources in the library because there were a number of other libraries which he could bank upon. In such a situation the librarian becomes an 'information broker' This new professional philosophy emphasized more care for services than for building collections. The academic libraries in J&K would also do well to give due consideration to services in the new venture for resources sharing.

Then, there could be no two opinions that instruction in the use of the library and literature was an important professional duty of the librarian. It is only through users' education that proficiency in library use can be prompted among the patrons. Though the idea of users education is not new yet it is only recently that this facet of service has been given considerable attention in the profes-
sional literature. President Harper of Chicago, it is well-known, emphasized such a service as early as 1902 in these words:

The equipment of a library will not be finished until it shall have upon its staff men and women whose entire work shall be, not the care of books, not the cataloguing of books, but the giving of instruction concerning their use (37).

Today when the libraries have become more complex, many works and bibliographic tools are complex in organization, dependence on libraries has increased and users information requirements have diversified, the need for users education has intensified considerably in all types of libraries. But it was an open secret that in all the libraries in Jammu and Kashmir such services were conspicuous by their non-existence. The investigator while talking to a cross-section of patrons noted that they did not know how their libraries were organized and how to use a catalogue or a complex reference work or a bibliographic tool. Many talked about their frustration in the use of the library and its collections.

In a resources sharing environment the users' education has assumed much more importance as it is essential to introduce the users to the new environment. The resources sharing committee would do well to formulate a well-planned users education programme on cooperative basis. To begin with the contents of the programme may include introduction to the general lay out of the library, organization of the

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collections, library resources, rules and ethics. For higher level patrons the programme could include literature search, acquaintance with reference and bibliographic tools, and an introduction to sophisticated information services like current awareness and selective dissemination of information services. The users' education programme shall also introduce the patrons to the new environment of resources sharing. The programme can be carried out by library tours, lecturing tutorials and beautifully worded and attractively designed leaflets, handouts, folders and booklets. Once the programme becomes operative audiovisual aids could also be employed as is done in several countries worldwide. Unesco has also developed tools, publications and guidelines for users education under the UNISIST programme and we could benefit from them. Its authentic guide for users education published in 1977(38) can guide us structuring the programme on sound lines and firm footing.

Professional Education

Taking all these measures for improvement and expansion of services, however for their success, depend a great deal on the enthusiasm, professional dynamism and attitudes of the library staff. These qualities are best shaped by the professional education. Our professional education programmes according to the considered opinion of many are not in keeping with these professional aspirations and ethics. A need is felt to redesign these programmes to include all the
new areas that have emerged in the wake of major shifts in the philosophy of the profession, the new intellectual environment in which these libraries are to operate, and the information technology which has revolutionized the whole gamut of library operations and services.

Naturally, the two library education schools that are existing in the two universities of Jammu and Kashmir shall have to play a vital role in educating young men and women able to implement the proposed resources sharing programme for the State. They will have to revamp and modernise their programmes so that these are responsive to the requirements of resources sharing of today and the total networking of tomorrow.

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FOOTNOTES

CHAPTER - 8


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