Chapter - 9

Policy Implications and Prospective Strategy for Collection Development, Organization and Services in University Libraries

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Policy Implications and Prospective Strategy for Collection Development, Organization and Services in University Libraries

9.1. Introduction:

As information forms the basis of appraisal and alignment of thoughts and ideas. The significance of information to the present society, in fact cannot be ignored. In post-industrial society, where economies world-over are moving from being industrial economies to information economies, the use of information technology and IT enabled services for transforming knowledge into intelligence has become the fundamental basis of surviving the onslaught of competition and achieving world-wide excellence. Consequently, large investments are being made in the IT industry for the purpose of generating, processing and transmitting information. On the question of the impact of IT on library and information work, Slamecka in his study, “Empirical Issues in National Information System Design” in 1985, drew attention to what he considers a significant change required in future system design. Information system presently in use can be handled by IT professional rather than general user. Thus, it is quite essential to design information system which are user friendly and can be handled with ease.

In recent decades, libraries and information centres have risen to the occasion and are trying to adapt and adopt IT for their operation. Yet, the libraries in India have not kept pace with pragmatic change in information and technology. It is imperative for libraries to change gear and develop at an accelerated pace to outweigh the bottleneck and hardships of external forces such as economic, political, technical and internal variable of change. Thus the challenge of change, the pressure of accountability and emergence of enterprise culture are emphasizing the fact that the library must also change to
meet the changing need. Library will have to be flexible enough to adopt to change more rapidly and more creatively.

9.2. Collection Development Policy and Strategy:

With the changed environment and the expansion and involvement of IT, a greater need is felt for changes in approach and philosophy of collection development as there are drastic differences between an IT based and print based environment. However, collection development would still require policies that would govern the acquisition of both electronic resources and traditional forms of documents. It is indeed a challenge to integrate both aspects.

On the basis of a survey of the extensive literature generated on changing collection development patterns, the key issues identified for redefining a collection development policy include: balancing ownership and access; cooperative efforts; and evaluation.

In recent years, there has been a perceptible shift from 'library as a storehouse model' to library as a gateway model. Echoing similar views, Dougherty and Hughes say that the concept of virtual library, i.e., a library that provides access to electronic and print materials from many sources, both local and remote, has achieved a widespread popularity, while Michalko stresses that the 'research library must move with minimal disruption from a library model directed primarily at ownership of materials to one in which access and delivery play a central role. A similar line of thinking can be seen in Dowlin comment for 'the need to transform the library from a fortress to an information pipeline'.

However, the current deviation indicates that in future access would be preferred over ownership in libraries. It is anticipated that materials in electronic form would be more popular than text and the cost of using would determine the policy of accessibility over ownership. However, browsing and serendipity would be adversely affected by the access mode despite the availability of browsing. The reason is that scanning access is not a
satisfactory alternative to scanning printed pages. Also in case of monographs and books routine online access is not available yet.

9.3. Collection Development Policy Implications:

Lancaster has identified the following problems of electronic resources associated with access in collection development, i.e., integration of electronic resource with traditional forms; costs of Acquisition vs Access; and critical problem of determining what collection development really means in electronic environment. The other policy implications pertaining to collection development vis-à-vis electronic resources are the absence of bibliographic control of electronic resources and difficulty in identification and review; absence of selection tools; absence of a developed system of publication and distribution of electronic resources grants. As a matter of fact it identifies other problems and issues and problems relating to collection development aspect from cost which are: finding out what is available; evaluating the sources available; and acquiring and servicing the sources required.

Stoller comments on a prospective problem; i.e. dealing with electronic journals and suggests three options such as; either print the journal directly from the only source or by downloading and manipulating through word processing software; to download the online file to an electronic medium, and provide access through PCs; and to maintain the file on a mainframe computer and provide access through LAN.

While deciding between ownership and access in relation to periodicals and monographs, Line believes that remote access to both is inferior to on-the-spot access (ownership). Even in the case of local availability, studies in USA and UK indicate that though 70% of material wanted by researchers is held in the library, but only 60% of the items held are available when they are wanted. Also, while choosing between the alternative of buying and borrowing, the deciding factor allowed should not be cost alone as exposure and browsing are vital criterions as well. Also due to the following two reasons, cost comparisons are not possible.
a. Cost of access is not stable;

b. Before deciding as to whether resource materials should be owned or accessed, future use has to be anticipated which is a challenging task. However, the task is made easy by passing on the cost of access to the users but it might lead to a precarious situation where libraries rely mainly on accessing and buying nothing. In the ongoing debate different alternatives have been suggested, like acquisition or lease of CD-ROMs (ADONIS) of full or acquisition of tailor-made CD-ROMs. Other possibilities are synopsis journals, mini print and tabloid publications.

Analyzing the pros and cons of both ownership and access mode, it is advised to redefine collection development policy which ensures on-the-spot access (through ownership) to material and remote access to older material. In addition, it should also encompass strategies to be adopted for selection and acquisition of resources in print, electronic and other formats.

While reframing the collection development policy statement another aspect that requires due consideration relates to weeding and stock regulation which is expected to enhance the services to readers for weeding and the concerned alternatives need to be carefully outlined. The collection policy document should also entail methods pertaining to collection development and evaluation for traditional and electronic volumes.

The issue of cooperation and remote access are also vital aspects of the collection development policy. This in effect, suggests the planning for a resource sharing mechanism among participating libraries which would facilitate collective/remote access to the entire users' clientele.

9.4. Collection Development Methods

The procedure relating to the selection and acquisition of materials in order to establish an expanding collection and also for decisions relating to the various materials to be included in the collection fall under the purview of Collection Development Methods. The inclusion of methods of selection and
acquisition for traditional/conventional printed materials is common but the evolving concept is of the use of electronic facilities (including networks) for collection development activities. The use of networks for collection development related activities in special libraries are characterized below:

Use of Networks for CD-related Activities that are receiving patron requirements for new books, journals and media; requesting/providing ILL to other libraries; requesting/providing missing issues, duplicates, and exchange; requesting/ordering library materials; identifying document sources; getting quick copyright mission; communicating with vendors and customers; accessing electronic journals and newsletters however include subscribing to electronic publications; searching remote catalogues and union lists; searching online systems; scanning journals tables of contents; retrieving files via FTP; receiving documents and technical data and searching files for acquisition lists and articles.

A comprehensive treatment is needed on the main uses of networks for collection development. The advent of internet has revolutionized the entire spectrum of activities constituting, library management, be it collection management, information services management, document delivery services (electronic), etc. There are certain crucial issues that require to be duly addressed in a network environment, including copyright management, standardization, training and education as these would facilitate effective utilization of valuable resources and power tools available on networks.

9.5. Resource Sharing/Networking: Strategy and Policy Implications:

Though Resource Sharing (RS) has a long and traditional existence, it has recently become an area of great interest to librarians and IT professionals and also a likely direction for future development. Libraries should think materials as community resources rather than with a simple institutional orientation”, “local ownership to collective access”, etc. Also, for labeling organization arrangements in order to achieve a variety of resource sharing objectives, an array of terms seen as consortium, network and cooperative have been used. Resource Sharing activities have been growing at a rapid
pace all over the world and have been adequately supported by developments in IT and its widespread availability in support of networking. However, RS as an operational concept has not gained sufficient ground in India.

Perhaps, it is time, that information professionals should realize that provision of access to information is more important than collection building. There is an urgent need to strike a balance between local ownership and network access which should be reflected in the collection development policy statement. Consequently, librarians must shift the focus of their acquisition policy from the collection of materials by and for an individual library to policies that weigh the merit of acquiring the same resources by consortia of local libraries, regional library cooperative and/or state library networks.11

However, where electronic sources are concerned, they should not be acquired if it is possible to remotely access them. Their selection activity is slightly different and librarians have to look for alternatives to satisfy an existing demand and they do not have to purchase in anticipation of future demands.

The importance and usefulness of networks and networking can be gauged from Chaudhry's statement(s)12 given below:

“Network' information resources, as extension of library collections and as bibliographic and communications utilities with their unprecedented connectivity, speed of transmission, and worldwide breadth have created excellent opportunities for libraries. Networks provide navigational tools and associated services which can be used by libraries to access remote resources for browsing, searching, and even downloading. They are redefining the concept of collection and collection development and transforming the selection, preservation, communication, and liaison functions in libraries. They are creating a powerful new context for the theory and practice of collection management and requiring librarians to develop new skills, accept
new responsibilities, and change their ways of performing various library operations."

In case of network, Internet is a relevant example which facilitates selection and procurement of information materials, document delivery, and access electronic journals and specialized materials for acquiring, processing and accessioning information electronically; three basic applications of internet are e-mail, remote login and file transfer.

9.6. Collection Evaluation and Strategy:

The concept of collection evaluation can be viewed and analyzed under both macro and micro terms. In case of former the focus is on entire collection while in case of later it is on a document or journal. From another angle it can be said that there are primarily three aspects in collection evaluation: ownership, availability and accessibility. All three aspects apply to traditional collections but ownership in particular is not relevant to electronic sources. The main purpose, however is to ensure, that the collection satisfies the users in a cost-effective manner. Obviously, there is a need for performance measures. In case of the traditional library, the size and variety of its collections were the main measures of excellence of a library. Other measures used include exhaustiveness/completeness, quality, document availability, browsability, circulation and reference use, document exposure (hours of use of a book by the reader), etc. Performance evaluation of collections can be determined through questionnaire surveys, interviewing, observation, library statistics, and other collection-centred and client-centred methods.

But, in the context of electronic resources, client-centred methods can be used keeping in view the two dimensions of evaluation—of availability and accessibility and in case, they do not exist, they would have to be developed. On the other hand, in evaluating traditional library collections, a host of evaluation methods, have been developed in recent times which include: checklist approach, comparative holdings statistics, availability studies, standards, formulas, etc. Irrespective of the method used for the purpose of collection evaluation, it would be ensured that its main object is
satisfied as a result satisfying the needs of users. Some of the collection management performance indicators useful in this context are relevance, delivery, effectiveness (use satisfaction), cheapness, cost-efficiency and staff efficiency.

9.7. Collection Development in IT Based Environment:

IT can be used in libraries and information centre as a leverage to achieve excellence in the field of research and education, for creation of knowledge society of 21st century, where knowledge play a role of primary production resource instead of capital and labour. Use of technology advancement in library has metamorphically converted the traditional repositories of knowledge into powerhouses of knowledge that are able to create, distribute and access information resources through computer network.

At this juncture, it may be useful to remember that four interrelated trends of IT—multiple IT, dispersing IT, accelerating IT, and pervasive IT — can alter, for example:

➢ Objectives and strategies—the nature of sources and services

➢ Operational Structures - the ways in which service(s) are delivered. In addition, the advantages of IT including accommodation of increased workload, achievement of greater efficiency, ability for generation of new services, facilitating cooperation, etc., can stand in good stead in the quest for quality and productivity of library and information sources (collection) and services.

➢ Development in information technology has not only changed the way information in generated, organized, stored and distributed but more importantly have become indispensable to learning and research. To keep pace becomes indispensable to learning and research. To keep pace with advancement of IT and to meet the changing need of the academician, it is imperative on the part of library professional to
acquire the new skills required to provide wide range of library services especially in the culture of IT and ITES.

One of the questions for which an answer should be sought is: What does the future hold for collection development in libraries and information handling institutions? At this juncture, it would be appropriate to recall the functions that relate to collection development/collection management specifically selection, acquisition, archiving/preservation, policy making, collection evaluation, etc.

The spectrum of collection management is expanding and extends beyond the traditional concept of acquiring materials formulation of policies on housing, preservation, storage, weeding, discarding stock etc.

9.8. Current Concerns and Constraints:

Economic constraints are adversely affecting funds related to acquisition and maintenance of books and associated facilities. Infact the prices of books and serials are rising faster than the inflation rate.

The current scenario where these are new areas of concern; the higher education 'information explosion' and growth of new information media has led to a situation where there is greatest need for effective and planned collection. Also, the growing importance of information technology is evident. Despite its negative effects, in today's world one cannot service without it because of its persuasive nature. It only has to be closely monitored to ensure its effectiveness.

The falling costs more dramatically than ever before have significant impact on library operations. The impact is especially, on information resources development and information services generation and dissemination. The challenge we face to-day is not a 'paper less society' nor the 'electronic information centre' but to maintain, nurture and optimize the resources of the libraries with the help of this new technology.
9.9. Impact of IT on Collection:

Impact of Information Technology (IT) on library operations is evidence and undisputed. IT is related to all aspects viz., collection development policy, selection and acquisition of information materials, resource sharing/networking, collection, evaluation, etc.

9.10. Role of Libraries and Librarians:

In this changing scenario, libraries and librarians will continue to play an important role in handling traditional/conventional and electronic resources. Unless this role is recognized and acted upon, there is every likelihood that other professions and professionals will usurp own roles and functions. The change in the operating environment and advantages of IT has to be realized and incorporated in the library system. However, one should be realistic and not be totally dependent on new technologies. It should be borne in mind that they are only tools of our trade. We should not be too much in awe of them. Also, it should be examined whether, the existing collection development/management activities is complementary with the new technologies. If it is possible to integrate it should be done and in case there is a problem some changes in the design and operation of the existing system would be required. In other words, a reappraisal of the existing system vis-à-vis new technology should be undertaken.

A similar line of thinking can be seen in the statement of Margaret Johnson who says "libraries in their central role as providers and organizers of information cannot afford to ignore computer files or to approach them in a piecemeal fashion" or Alberico's comment that if we don't become involved at all levels, there is a very real possibility that resources will shift to other segments of the economy that can (handle and) deliver the electronic services that academic and post-industrial organizations will need to survive and Summer Hill's observation that clearly groups of local users will have an ongoing need for the proximate location of heavily used data. In a dynamic networked environment the main objective of the library acquisition process
should be to integrate the local collections of heavily used electronic resources and the provision of network access to less frequently used resources."

Atkinson\textsuperscript{14}, however, believes that the role of the library in an IT-based environment would be:

a) To identify resources that are likely to be of greatest interest locally and downloading these to a local database—a kind of deferred collection development operation (locating information sources as they are needed rather than to predict the needs in advance).

b) Uploading should be preferred over downloading for being an efficient publisher and disseminator of information. Holding a similar view Alberico comments that libraries may become publishers by using the network to build customized multi-media documents for clients or by providing the technology/training, and facilities to allow clients to build their own composite documents. Hence, the role of library is enhanced and it is viewed as information and for facilitating user education which also implies value-added responsibilities on user education.

On the role of librarians, Chaudhary\textsuperscript{15} comments that librarians will have to initiate the transition to an access-based model of service based upon electronic networks that will provide bibliographic, numeric, and full-text information to scholars and researchers. They will have to create an environment where access to collective scholarly resources supercedes the historic quest for the great comprehensive collections. Among other significant roles is that of gatekeeper whose main function is helping to identify that part of information resources among the collection which is most vital to a particular user or group of uses. Shreeves\textsuperscript{16} believes that clearly gatekeepers of this type will still be needed in the future, and perhaps, will be even more important than they are today. Also, librarians will have to expand their functions and also be a part of the process of access and negotiation with publishers and vendors about site licenses and methods of royalty and copyright payments. They would have to develop an insight and vision in

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order to be professionals in selecting and acquiring materials in the dynamic and complex environment.

9.11. Evolving a Policy for Collection Development:

Planning should be an essential parameter for collection development in libraries and should be given due consideration. It is easy to identify the various disciplines in which courses are conducted, but apportioning the available funds among various departments of study and research is a tricky task. It should be ensured that it is done judiciously and allotment of funds to various disciplines is done on the basis of need. The same policy should be followed in case of peripheral subjects as well as for developing new discipline, special funds collection should be created for the purpose.

Books pertaining to academic disciplines should be based on the recommendation of subject committees or departmental councils constituting the teachers of the respective academic departments. Separate funds should be apportioned for books of general nature which interest or serve the needs of the teachers. Selection of books of this nature should be done by the university librarian or a senior most in library staff who has a sound academic background and general knowledge. The quality of books should be ascertained so that they confirm to a certain academic standard.

Magrill and Gorbin\textsuperscript{17} have proposed a new allocation plan for university libraries. According to this 25\% of the material budget should be directed towards general reference materials, special collection and other purchases that can not be directly related to specific academic programs. Another 25\% should be assigned to a section which deals with the purchase of materials for individual academic departments and are needed for instruction and research in a single department. The remaining 50\% of the budget would be allocated to eight disciplinary clusters which comprise of academic units having common research interest and needs for library materials. The amount of the allocation given to each disciplinary cluster and each individual department would be based on factors commonly used in budget allocation formulas, such as: number of student credit hours generated;
number of student credit hours by academic level; number of full time faculty by department; average cost per book by department, and average cost per periodical by department.

9.12. Book Acquisition and Strategy:

The process of book acquisition should be a continuous one. Once the budget has been allocated at the beginning the year, there is a need for formulation of a policy and some guidelines relating to the procurement of books. For this purpose a meeting of the Heads of the departments or their representatives is required to be arranged effectively address the complaints and streamline the procedure.

It is usually seen that university campuses are located at the outskirts of the city or in remote villages where there are no public libraries due to which there is also a demand for books for general reading. However, the issue of acquiring books for promoting leisure reading is still a debatable question. Most of the campus libraries do acquire such materials, but it is not very desirable. The main reason behind it is that the purpose of procuring popular fiction would promote and encourage non-serious readers and there would be frequent re-binding needs and possibility of selecting cheap fiction. Maintaining quality standards would also be a daunting task.

9.13. Strategy for Development of Special Collection:

Generally a special grant is made by the University Grants Commission when a new course or a research project on a new topic is started, for the purpose of purchasing essential books and developing the basic collection. Collection development on special topics such as area studies may be the result of local environment too for which scattered books in different shelves are organized within a special collection. For the continuous development of this collection, it should be ensured that a constituent of the fund is set aside for the purpose.

Users' surveys can be taken up by the different schools of library science for the purpose of evaluating the collections and the findings of the
study should be implemented in the best possible manner. An inbuilt mechanism should also be there in libraries for assessing users' requirement. Cooperation of faculty members and newly enrolled members should be sought in this regard. A cooperative mechanism should exist where staff members provide the readers with all essential services. In this connection, it is imperative to note down the areas which require improvement and forward the same to the acquisition section.

The following standard collection development policies has been advocated by the Menou,¹⁸:

1. The objectives to be achieved should be clearly set out in the form of goals to be acquired;
2. Resources are specified for achieving goals;
3. Delegation of responsibilities for goal completion;
4. Compilation of rules and policies to guide and regulate the implementation of the methods.

There is an urgent need to develop collections of the university library pertaining to central university libraries of UP in order to satisfy the needs of the fundamental processes of higher education (predegree, post degree, research, training of staff and the university extension) on the basis of a greater cooperation between the libraries. There is also a focused need to establish a collection with updated bibliographic material including authors of acknowledged prestige. For the purpose of the collection and for acquiring information, best approaches be recommended. An environment be created which should encourage cooperation in the process of collection, acquisition and maintenance between the university libraries of the system. In order to enrich maintain and strengthen, the bibliographic heritage of universities, a quality collection be developed; subject-wise collection be maintained. It is also to be ensure that obsolete items are timely discarded. There is a need for establishing an affective policy and programme.
The different university libraries should be held responsible for the establishment of the collection development policy of the system as a whole. Each one of the librarians should be entrusted with the control. The policy should be of a universal nature and directed to all the university libraries of the Centres of Higher Education.

The selection of documents would preferably and majority be in English. Documents in each Hindi, Urdu and other regional languages should also be included.

Giving due importance to the basic bibliography and research in each case, selection and acquisition of documents should be in line with the subject plans of the different academic fields of study in the university and the lines of research of the centres. Amongst the available materials, an effort should be made to select and acquire the best.

Acquisition of resources in the electronic format and digitization of printed documents should be organized. Also the monographs and serial publications should be acquired in printed format.

For selection of necessary information resources, the order to be used is preferably the specialized bibliographic sources ("Books in print" and "Ulrich's" in their most up to date version) and also the internet and specialized and subject databases, according to the available resources of the centre, the best of the sources could be employed. For selection of information, Department of collection development should; carry out bibliometric studies in order to know the author and publication which are most important in a subject. It is also essential to obtain a list of the basic and complementary bibliography. A process should be initiated in each elective period. The process would entail the procedure to institute, in an obligatory form the consultation of librarians with the heads of the university courses and line of research. There should be a mechanism to select sources in consonance with the study plans and the lines of research of each centre of university.
The process of acquisition of the sources previously selected constitutes one of the fundamental steps for achievement of the objectives in the collection development policy. For it takes into account the following aspects:

➢ Cooperative purchase will be specifically treated. The universities and centers of research with similar profiles of careers and fields of study will associate in small consortia in order to acquire the necessary information.

➢ To maintain the exchange and gifts as complementary in order to acquire necessary information.

Keeping in mind the dynamic growth of resources in a university library, there are certain parts of the collection which are not used and discarding them is essential to maintain the quality of the collection. Hence, it is vital to establish parameters for de-selection to maintain the balance of the collection. Therefore, the university libraries and the research centers ought to carry out the following policies:

a. Every five years general discarding be carried out.

b. According to criteria of specialists, systematic discarding be carried out by subjects or groups.

c. Librarian of library should be entrusted with the responsibility of discarding.

d. Representatives of each area of the library (service, processing, reference) heads of university department and lines of research and also the person in change of collection development should be made to participate in some part of the process.

e. Physical state of documents, use by users of system, dated subjects and the quantity of examples by title around be borne in mind to ease the physical availability of the collection.
f. Primary and secondary collection, their index of growth, circulation, use and other factors should be systematically submitted for evaluation.

g. Discarded documents should be offered as gift or exchange to other university libraries that respond to the subject in which discarded documents are available. If certain respondents do not reply in a stipulated time, material should be offered to other users.


Education is pivotal to augment sinews in human capital base which per se functions as pedestal in skill building and national innovation systems. This entails a holistic approach to education development. An encyclopedic programme of life long learning education encompassing early childhood development, primary, secondary, tertiary and adult education needs to be brought under the rubric of overall development framework of each country. This shall sanguinely be instrumental in engineering the Millennium Development Goals (MDGs) by 2015.

Taking cognizance of the state of affairs, the planning commission of India in 2001 picked off a task force to carve out a set of strategies for transferring India as knowledge superpower. In sync with it, National Knowledge Commission (NKC) was instituted. The NKC brought to fore that education in any of its manifestations i.e., primary, secondary, higher is of paramount significance. Inter-alia, higher education has made sizeable in roads to multifarious rungs of economic development, social progress and political democracy in independent India.

Under the rubric of expansion, NKC has given four recommendations. Firstly the higher education system entails a huge expansion of opportunities to around 1500 universities nation wide that would enable India to garner a gross enrolment ratio of at least 15 percent by 2015. Revamping the system of regulation for higher education is also entailed. The commission has
suggested augmenting the public spending and diversifying the source of financing. Further the commission has recommenced the setting up of 50 National Universities.

Under the caption "Excellence" the National Knowledge Commission (NKC) has brought out that existing universities restructure the undergraduate colleges and promote enhanced quality.

While bringing to force the powers of higher education, the NKC has also acknowledged and re-echoed public libraries as cardinal ingredient of the foundation of knowledge economy. NKC has brought out that there is far reaching unanimity for ushering sea-sized reforms in Libraries and Information Services (LIS) sector. NKC has recommended the following for designing strategies in the LIS sector.

Firstly, there is urgency for setting up a permanent, independent and financially autonomous National Commission on Libraries as a statutory body to cater to all the information and learning needs of the citizens of India. Further, a national census of all libraries should be brought out by making a nation-wide survey.

NKC has taken earnest note of current education, training and research facilities. Correspondingly the NKC has suggested the mission/commission to take a stock of manpower requirements of the country in the area of LIS management and take pertinent and germane initiative to meet the country's requirements through LIS education and training.

It is also urgently required to gauge the manpower requirements for different types of libraries and departments of library and information science. Further, it is quite urgent to constitute a central library fund for updating the existing libraries over a span of 3-5 years. It is urgently required to modernize library management. Initiative should be taken to optimize the potent of different types of libraries through new collaboration.
Degree of community participation in library management needs to be intensified. Different stakeholders and user groups should deliberate in managerial decision-making process of libraries.

Information Communication Technology (ICT) application needs to be ushered in all libraries. Along with it, a National Repository of Bibliographic Records entailed to be instituted.

Indian has huge private and personal collections which must be spotted, registered and preserved for future. A model must be brought out for spotting out personal collection. The organization should be educated to safeguard donations of personal collection through a simple way.

In globalized era, the mechanism of Public-Private Partnership has garnered substantial currency in every sphere. The Public-Private Partnership (PPP) should be invoked to bring up new libraries.

9.15. Conclusion:

Hence, we see that libraries are a center of disseminating information where involvement of IT is crucial as at profoundly affects both organizational structure and the purpose and service of the library. Hence, libraries and librarians have little choice but to adapt and adopt IT for library operations, especially for collection development activities and information services generation. Despite its enormous potential, information technology — be it optical disc technology or computers and communications technology is not utilized to its full potential by libraries and information centres. Therefore, it is necessary that information professionals examine and design appropriate strategies in the selection and use of emerging technologies in order to enhance the productivity in library operations like collection development and management, and also in improving the quality of services to the users.

In this process of re-appraisal, it would be helpful to try the six R's of selecting new technologies, namely, review the mandate or mission of the library or information centre; refocus the direction to keep in step with the clients and the information environment; redefine your client's needs; relate
with the staff and suppliers who are providers of external information; software and technology; revamp the activities and services; and recreate by using the tools of the future, i.e., new technology.

While analyzing collection development and management one should bear in mind that the primary issues would revolve around; ownership vs. access, cooperative efforts, and evaluation. Ownership implies building up of collections and the significance of this activity would never subside as printed material would always be an integral constituent of the collection but, the growing importance of networked and local electronic resources are an interesting prospect, libraries require a mix of both ownership and access. The issue to be addressed then is to decide as to what to own and what to access for older material and ownership for current material leading to the concepts of 'core access' and 'core collection'. This appears appropriate as the increase in acquisition yield diminishing returns. By implication, it would mean the need for a policy for weeding and stock relegation which would lead to Leaner, fitter libraries, which is the need of the hour. In effect, it implies that libraries need to shed the unnecessary fat of unused old stock, not lose the muscle that current material gives them. This is necessary as otherwise it would lead to the danger of combining bulimia (accumulating as much old material as they can lay hands on) with anorexia (starvation of current proteins and vitamins. Hence, it can be safe to assume that the cost of access would not fall in future. Thus, achieving a balance between local collections of heavily used traditional and electronic resources and the provision of (network) access should be the goal of the library acquisition process in an electronic networked information environment. However, the provision for the setting of the establishment of document delivery should be done in the beginning only.

On the other hand, to keep the information professionals updated with knowledge and skills required for handling information technology, course modules need to be designed both for formal and continuing education programs. As this would ensure the involvement and role of librarians and
information scientists in establishing connections between information resources and people in the future information oriented society.

At this juncture, it would be appropriate to quote Foskett who remarks 'At such a historic moment when new technology offers librarians and information officers the chance to make a real contribution to enhancing the cultural heritage by active exploitations of all its records, it would be a tragic irony if the medium becomes the message, technology becomes the master and not the servant and librarians find themselves once more cast in the role of keepers, not of books, but of machines. Librarians must not neglect their role as repositories, but become also mediators and promoters of communication'. The librarians must be ready to assume new responsibilities and roles and be gatekeepers and prospectors doing the job of acquiring material sources in an environment where networking is a critical element. The librarian in fact should strive to become a creator, publisher and disseminator of information and also have some value-added responsibilities on user education.

To conclude, the challenge we face is neither a 'paperless society' nor the 'electronic information centre'. The challenge is to maintain, nurture and optimize the resources of the libraries with the help of new technology. Thus we must be in a frame of mind where we can accept technology emotionally, professionally and financially.

Collection development in a university library is a complex job and requires careful insight and analysis to clearly define the purpose. It is imperative to formulate policies and programs by a committee or a group of faculty members representing various faculties. It is also necessary to involve the entire staff for developing a balanced collection.

Collection development is a vital and complex subject and its importance and significance is expected to increase by many leaps and bounds in the future for the purpose of organization of information. It is essential to establish and maintain the quality and services of the collection for which the process of selection and acquiring of information sources is to
be carefully monitored. Hence, collection development process requires the setting up of an efficient and updated policy framework to govern and lay down procedures and proceedings that aid the job of the professional managers involved and facilitate the decision making by them. The information policies have to be dynamic in order to adapt to the changing requirements of the organization and provide information to its members.

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