CHAPTER-1
INTRODUCTION: PROBLEM AND METHODOLOGY

1. Statement of the Problem:

In a University the library is the 'heart' of the academic set-up, this heart has to
supply or disseminate the elixir of academic life, that is, knowledge to the academic
community through centralized and decentralized libraries and help the university in the
accomplishment of its educational objectives. How this supply or dissemination could be
most effective has, however, become a baffling problem. Some favour services from a
centralized collection, while others strongly clamour for facilities from decentralized
collections. This thorniest problem of 'Centralized versus Decentralized collections' has
become a dilemma for librarians and administrators.

Marron gives a succinct assessment of the controversy when he observes that
"Library administrators claim that centralization is required for economical, efficient
acquisition and management of the huge number of publications involved in an up to
date, well-stocked library. Users, on the other hand, argue that they cannot read and study
effectively and efficiently unless frequently used documents are within their easy reach."1

Users want their libraries rich in collections, services, staff, infrastructural
facilities and other related factors, that too within their department premises or close to
their classroom and laboratories. This controversy results in organizational problem of
the departmental libraries in the university set-up.

Library plays a vital role in higher education. It is an integral part of the
university. A library, as has often been said, is a university in itself. It is also a great
academic equalizer. Quality education is impossible without a quality library, so the
university authorities must keep this in mind in case of organizing departmental libraries.

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The library system of Indian universities includes a large number of growing university and departmental libraries. The need for library service is growing continuously, especially for departmental libraries.

So, it is evident that there is great need to provide effective and efficient library services through departmental libraries.

1.1 Conceptual Analysis:

Harrod's Librarians' glossary defined central library as "The chief library in a system, maybe containing the office of the chief librarian, the administrative department, and the largest collections of books, sometimes called the 'main library'."\(^2\) The Encyclopedia of Library and Information Science defines a departmental library as "A subject collection in an academic institution, housed either in a separate room of the main library or in some building outside the main library and administered either as a part of a centralized library system or as a part of the academic department it serves"\(^3\). Lyle has used the term 'departmental collections' for these 'subject collections'. According to him the term "departmental collections is used to include all such collections as are variously called departmental libraries, seminar collections, branch libraries, laboratory and office collections."\(^4\) In a University Library System, the branch libraries under a variety of designation have been established to extend the services of the main university library. These designations by University Library System of the world are named as departmental, decentralized, divisional, institutional, class or seminar, sectional, independent, subject, faculty, laboratory, satellite, unit and special subject libraries etc.

1.2 Genesis and Growth of Departmental Libraries in University Library System:

Many factors, causes and situations have effected or effect the establishment and growth of departmental or branch libraries in universities in spite of existence of main or central library in University. A brief account of these factors is given as under.

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1. Campus Geography: Departmental libraries tend to develop as universities grow in size, and departmental buildings are erected that are no longer adjacent to the central library building. If the campus is extensive and the main library is not accessible to some units of the university, there are demands to provide service in more locations.

2. Serious over-crowding in the central library or tremendous increase in the load of central services: the book collections grow in size and the main building cannot accommodate them conveniently. In an effort to disperse the increased load of centralized services, which in time, become too complex and impersonal as a natural consequence of big size, so the departmental libraries get established.

3. Sometimes departmental heads begin to consider it as a 'status symbol' and clamour for it.

4. The existence of separate library collections especially in the U.S.A. is sometimes recommended or required by an accrediting board.

5. Sometimes the university's general policy or the attitude of the faculty towards the library affects the decisions on the degree and kind of decentralization.

6. Many of these libraries are an outgrowth of seminar collections, laboratory collections or office collections established by faculty members at some convenient place. That is, a small collection of frequently used books gradually expands and develops into a full scale departmental library over a period of time.

7. The existence of departmental libraries in a university broadens the basis of support of the university library system so it is always in demand by library Users.

The establishment and growth of departmental libraries in a University library system of various countries of the world is briefly described below:

1.2 (a) International Scene:

Germans developed departmental libraries for the first time in 19th century and named them as institut–bibliogheimer and by 1893 there were 114 seminar libraries in Prussian University library.
In the beginning of the 20th century, only Harvard, Yale, Damimount and William Universities in U.S.A. had their separate library buildings devoted exclusively to library purposes. The Harvard University Library provides an example of probably the most extensive development of departmental libraries in a United States University Library System. The first subject unit, a law library, was established in 1817. However the condition of American libraries was not satisfactory. The idea of establishing departmental libraries first came in the mind of Jobus Hopkins who preferred to establish departmental libraries first followed by central library. In this way departmental libraries have started growing in the U.S.A. and Canada.

In Great Britain departmental library development has followed two distinct patterns, at Oxford, Cambridge and London Universities the various faculties, departments and institutes have autonomous libraries entirely separate from central library. In the other British Universities the departmental units are generally administered as a part of a central university library system. In Europe the greatest proliferation of departmental libraries has taken place in Germany and at the end of 19th century there were many departmental libraries in various universities of Europe.

In France the usual European pattern of autonomous faculty and institute libraries were prevalent in 19th and early 20th century and after 1923 a general directive policy for centralized processing was being adopted by some of universities of France. Italian Universities like those in Spain and Portugal got recognition by a Royal decree in 1909 and was designated as entirely independent of the university central library.

The departmental libraries of Spanish Universities got recognition by central library in 1944. In Arab Gulf region since most of the universities were founded after 1960, therefore, the departmental libraries had developed there in late 1960’s.

In Africa, organizational patterns of the university libraries followed the Anglo-American traditions for the libraries situated in African countries formerly under the British, or modeled upon the French system for those of francophone countries. Besides the main university library, three other easily identifiable libraries are the departmental, faculty and institute libraries. The best known and the most controversial of these is the departmental library. This is usually established by an academic department, often without the knowledge or support of the university librarian. Financed from the
departmental budget, it is controlled by the head of the academic department and it acquires and processes its own material.

In Iran, the university library system have three patterns, independent faculty libraries without central control, a central library, individual faculty libraries together with a central library and they may or may not have some co-ordination.

In China, University library system is centralized with several circulation sections in system which perform the circulation work of different faculties like sciences, social science, humanities, serial section and interlibrary loan section etc.

In Pakistan, presently, there are three patterns in practice with regard to the organization of university library system. These are strong central library, decentralized library service, with no co-ordination, a central library along with the seminar/departmental libraries.

1.2 (b) Indian Scene:

In India, the departmental libraries began to be established in early 20th century. In regard to book-collections in Indian universities, there are varying practices. In some universities certain departments have their own independent libraries. Whereas in other universities all the departments are served by the central library. At some places, departments are given a small working collection on permanent loan. Whereas in certain universities, loan of even such materials of frequent use have to be renewed once in a year/in a term. The UGC library committee has observed that “Such varying practices got established casually at a time when the university libraries were not properly organized or even established.” The University Grant Commission also provides the guidelines for establishment of departmental libraries. But an overall impact of the UGC committee’s recommendations to Indian universities is not encouraging. In spite of so many drawbacks and limitations, the departmental libraries have continued to exist. Even when the needs and the cost of supporting decentralized collections are shown to be high, the demands for such separate units become very difficult to ignore.

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It can, therefore, be generalized that any university of substantial size will be decentralized to some degree. Too much of centralization at the cost of service is not desirable and too much of decentralization leading towards autonomy or near autonomy is not feasible or tolerable. Neither of the extreme solutions to the dilemma is acceptable. Keeping these issues in mind the present study is designed and quantified by various categories of respondents.

1.3. Objectives of the Study:
The present study is aimed at achieving the following objectives:

1. To trace the historical development of University Library System, which includes central library and departmental libraries.

2. To undertake in-depth study of the organizational pattern of University departmental libraries, their infrastructure such as collections, services provided, staff, budget, library facilities and constraints if any.

3. To ascertain user satisfaction and needs of various categories of students (i.e. Undergraduate, Graduate, Postgraduate, Research Scholar etc.) and Faculty from various disciplines.

4. To study the problems and difficulties of departmental libraries related to library facilities, services, infrastructural facilities, financial constraints and other technical and administrative problems.

5. To study the level of coordination between central and various departmental libraries of university.

6. To study the level of library and information services provided in various departments such as:
   i. Arts
   ii. Humanities
   iii. Social Sciences
   iv. Sciences

7. To examine the relationship between various departmental libraries of University Library System.
8. To highlight the need of formulating well defined policies and programmes for organization of departmental libraries.

9. To provide suggestions for improvement of departmental libraries in a University Library System.

10. To study the level of reference services provided in central library of three universities.

11. To study about user surveys and implementation of feedback mechanisms in central and departmental libraries.

1.4. Hypotheses:
The following hypotheses will be tested in the present study.

1. There is lack of infrastructural facilities such as space, collections, staff, budget, equipment and basic facilities etc. in University departmental libraries of Punjab and Chandigarh.

2. The library services provided in departmental libraries of Universities of Punjab and Chandigarh are not adequate and there is qualitative variation in level of services provided in different departments.

3. There is lack of co-ordination between central library and departmental libraries of Universities of Punjab and Chandigarh.

4. There is need for application of information technology (IT) in departmental libraries for promotion of library services.

5. Decentralization of University Library System to optimum level can improve the quality of University library services.

6. There is lack of advanced/reference services like Selective Dissemination of Information (SDI), Current Awareness Services (CAS), preparation of bibliographies, abstraction of periodicals, access to e-journals, interlibrary loan among different universities, access to non-document/non print material, book exhibitions, access to internet etc in central libraries of three universities.

7. The central and departmental libraries of the three universities do not conduct user surveys regularly for taking feedback.
4. There is a need for formulating policies and programs for a uniform organizational pattern of University Library System including central and departmental libraries.

1.5. Review of Literature:

The recapitulation of literature pertaining to the empirical conclusion related to the present study is useful to gain the current state of literature on the subject under reference, particularly to find out whether people had already worked on it and published their viewpoints.

G.R. Lyle\(^6\) (1949), has discussed in his study the practices in administering departmental collections and the essential requirements of centralized library administration. Harald L. Tveteras\(^7\) (1959), gave emphasis on development of faculty and departmental library service in the University Library of Oslo, Norway. He has discussed a system of co-operation of libraries such that a faculty library is a mediator in departmental and central library. In this way, he explained that a researcher can work in its own workshop i.e. faculty library. Furthermore, the concept of interlibrary loan amongst different departmental libraries has been also discussed.

Carl M. White\(^8\) (1965), in his survey on Delhi University libraries, had provided guidelines and suggestions for departmental collections, accommodation, timings, funds, staff and library equipment, etc.

S.C. Verma\(^9\) (1971) explained the relationship of university libraries with faculty libraries. Various factors like library coordination, library co-operation, staffing, collections and infrastructure are studied and suggestions for their improvement are given.

Syed Jalaluddin Haider\(^10\) (1974), describes the concept of modern library service and different organizational patterns' survey on various Universities of Iran including:

\(^8\) White, Carl M. Survey of the University of the Delhi library. Delhi: Planning unit, University of Delhi, 1965, 178p.
some common variables such as collections, book acquisition policy, staffing, publications, technical processing and other similar factors.

Syed Jalaluddin Haider\textsuperscript{11} (1975), describes the development and current status of University Libraries of Pakistan including library organization of collections, staff, technical processes and resources etc. He has also highlighted the chief problem of paucity of funds and provided suggestions to overcome it.

N.I. Onyechi\textsuperscript{12} (1975), has discussed the adoption and application of the divisional library/subject specialist plan in Nigerian Universities by three methods with their advantages and short comings.

Connie R. Dunlap\textsuperscript{13} (1976), in his article explained that organization is the means by which management channels direct workflow through operating units, establishes line of authority, supervision and control. It also co-ordinates the relationship for accomplishment of the goals for which university and departmental library exist.

David C. Genaway\textsuperscript{14} (1977), describes how all 167 heads of academic units at Minnesota University's twin campus were surveyed regarding departmental libraries. Two hypothesis concerning awareness of, use of, and attitudes towards, university library services and need for library services not provided, were tested. This survey presents some findings together with some recommendations.

Michal A. Stefanacci\textsuperscript{15} (1977), in his survey on Pennsylvania State University's departmental libraries gave some guidelines on role of university departmental libraries in a university set-up, outlines area of possible co-operation between main and departmental libraries of university and delineate some of trends which appear to result from inadequate funding.

Gunter Quarg\textsuperscript{16} (1977) discussed the development of departmental libraries through various schemes for the reorganization of the traditional library structure in West German universities founded before 1960. It is assumed, for the purposes of this investigation, that several small chemical institute libraries are to be amalgamated in close co-operation with the central university library. The organization and the tasks of the newly-formed departmental library of chemistry are described. It concludes with a report of an inquiry into existing departmental libraries in this field in West German universities.

Subodh Kumar and B. Sengupta\textsuperscript{17} (1977) described in an article about university library organization and administration including centralization and decentralization in university library system of India and abroad. They also provide suggestions and recommendations for the betterment of university library system.

Helmut Sonntag\textsuperscript{18} (1977) describes that the library landscape of the traditional universities in Germany has been characterized by the dualism of university library and institute libraries. Many libraries of differing sizes and resources work side by side in an uncoordinated manner. In order to effect improvements, changes are required in the statutes which currently apply to the running of universities, and examples are given of practice at the University of Freiburg, and at the technical university of Berlin.

P. Pinxter\textsuperscript{19} (1978) offers a simple formula produced by the library advisory committee of Eindhoven University of Technology for the division of the library budget between subscriptions to periodicals and acquisition of books in central and several departmental libraries of university.

J.L. De Vries\textsuperscript{20} (1979), describes critically the departmental library system of Netherland Universities and clarifies that there is need for a full time department

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\textsuperscript{20} De Vries, J.L., “Contact between the University and department libraries at Leiden”. Open. Vol. 11(2), Feb 1979.
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concerned with fostering contacts between the main and departmental libraries of Netherland Universities.

Jean Finch\textsuperscript{21} (1980), gives a report on faculty libraries based on survey of 169 academic law libraries of North Western School of Law in U.S.A. and provide survey statistics based on common variables.

G.D. Moss\textsuperscript{22} (1980), reports on a survey of student opinion of the services of the University library of Cardiff. The survey of students gave results that they are concerned about adequacy of books, space within departmental libraries of university and suggested that policy decision makers should keep all this in mind.

L. Gvishiani\textsuperscript{23} (1981), reports in his article based on a paper read at the international seminar on “Library Management” organized by All-Union State Library of Foreign Literature in May 1979 about organizational problems of modern library management in general in USSR.

Petet B. Bohm\textsuperscript{24} (1982) discussed the changes in the laws of universities within each state made necessary by the new national framework law on universities. The new laws require older universities to restructure their libraries into a two-tier system, namely a central library with closely connected faculty libraries, a system built into the newer universities. The required changes are beset with problems. Some of the laws lack clear definition of competence spheres. Older university buildings may be scattered over a wide area, resulting in organizational and financial difficulties in the application of a system designed for a modern style campus. Probable results of change will be the adopting of various different solutions. The transition period will be long and most of the work will fall upon the chief librarians. The relevant laws for each state are discussed.

Tuulikke Nurminen \textsuperscript{25} (1983), in his survey report clarifies opinion on the library system and relations between the main library and the departmental library in the

\begin{itemize}
\item \textsuperscript{23} Gvishiani, L. "Organizational problems of modern library management". Libri. Vol. 31(2). 1981. pp.108-120
\item \textsuperscript{24} Bohm, Peter P. "University reform, new legislation on universities and the old university libraries." DFW. Vol. 30(1). 1982. pp. 5-10.
\end{itemize}
University of Joensuu, Finland. The departments of the university showed larger dissatisfaction with their own collections and recommended that material in their own field to be added in departmental libraries.

C.C. Aguolu\textsuperscript{26} (1985), describes the organizational pattern of African Universities and various factors that tend to affect any University library organization. He also explained the opinions of users and librarians about departmental libraries of university and finally gave the suggestions to provide adequate library services.

Afifa Rahman\textsuperscript{27} (1985), has discussed in his article the problems involved in creating and operating departmental libraries at universities along with organization, budgeting, staffing and tasks of meeting information needs of users. Syed Jalaluddin Haider\textsuperscript{28} (1986), describes that in majority of present-day universities, not only in Pakistan but also in the whole of South-Asia, the popular traditional pattern had been a central library organized internally along departmental lines. However with the steady growth in collections and the tremendous increase in readers, a large number of existing universities found themselves forced with organizational problems of one kind or another in the present information age.

Christopher C, Ifebuzor\textsuperscript{29} (1988), in his survey report considers merits and demerits of centralization and decentralization of library services along with suggestions for effective decentralization of library services in Nigerian Universities and Schools.

Franz Kroller\textsuperscript{30} (1988), has explained in paper presented at the LIBER general assembly on 1-4 July, 1987 in Zurich about existing condition of decentralized University libraries in Canada, USA, UK and Australia and give recommendations for the reference collections in departmental libraries.

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Hunng Chuen-min\textsuperscript{31} (1988), provides a case study on the National Taiwan University Libraries (NTUL) and concluded that users preferred the current convenience of many branch libraries to central library; however they are less satisfied with their departmental libraries and finally research findings prepare an ideal model of centralized and multi-disciplinary branch libraries for NTUL and suggestions are made in this respect.

George Raymond, Gaumond\textsuperscript{32} (1988) in his study examined a set of organizational variables of staffing, educational attainment of the departmental librarians, size of collections, level of online services, budget, users, location and relation among all units (departments) in campus. He concludes it with valuable suggestions and recommendations for betterment of university library system in USA.

Association of CRL\textsuperscript{33} (1989), has explained that branch libraries under a variety of designation have been established to extend the services of the main university library at many academic institutions and provides the suggestions for improvement of departmental libraries.

Shri Sahainath\textsuperscript{34} (1990) explains prerequisites and design of the library organization and administration along with other related factors like university library governance, library finance, library basic facilities, building, collection development, library service and staff. He also discussed the organization pattern of university central and departmental libraries of various counties of world like USA, UK, Germany, France, USSR etc.

C.L. Sharma\textsuperscript{35} (1991), in his article has explained the genesis and growth of departmental libraries along with major arguments in favour of decentralized and centralized collections. It also provides guidelines given by various committees and

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commission like UGC, Parry Committee, Carl. M. White's survey on Delhi University library etc.

Khoosiew Mun\textsuperscript{36} (1991), provided a report of the advisory committee to the vice-chancellor on faculty and departmental libraries in 1989 to study and make recommendations regarding the establishment and use of faculty and departmental libraries. The questionnaire was given to 42 universities to survey on some common variables and the findings of study give recommendations for improvement of the departmental libraries.

R.K. Rout\textsuperscript{37}(1992) discussed the design of operational management system for university library and some case studies of university library of Orissa and West Bengal. He concluded that the decentralized library system in existence should be streamlined and independent grants should be given to departmental libraries of these two universities as users have big demand for decentralization.

Anil Kumar, Gautam\textsuperscript{38} (1992) discussed the meaning and benefits of standardization in a university library system. The needs for standardization in classification and cataloguing practices have been critically evaluated in reference to the university of Rajsthan library system. The reactions of faculty members and library staff have also been incorporated.

A. Shakirullah\textsuperscript{39} (1993), has discussed the three types of library system that exists in Universities of Pakistan along with co-operation in various activities which will enhance the role of libraries in research programmes of the university.

John Edu Korsh\textsuperscript{40} (1994), in his study examines the number of issues like stock, facilities, funding, services, administration, staffing, accommodations along with satellite libraries which are located in various faculties and departments. Finally the


finding of study recommended an improvement in organizational pattern of satellite libraries.

Beverly P Lynch⁴¹ (1994) summarizes in his report on the project to investigate the development and applications of university library standards in India. The project was to assess the development and implementation of University Library standards since they were proposed in the late 1950’s by S.R. Ranganathan to investigate standards that might be in the process of being formulated, and to review the impact of the development in networking and resources sharing and the new technologies on the work of university libraries in India.

Sewa Singh⁴² (1994) highlights the challenges thrown to the university librarians by the technological developments in the field of information technology and the need to upgrade their skill to make university libraries efficient tools of learning, research and development.

K.A. Issac⁴³ (1995) describes the status and functions of university libraries in India in general. Some of the aspects covered are library budget, book stock, services, library personnel, library co-operation etc.

F.Def.⁴⁴ (1997), in his articles gave emphasis on evaluation of departmental libraries and setting missions and specific policies in terms of budget, collections and size of population served.

Mohamed H. Zenery⁴⁵ (1997), in his study provides basic information on library organization and analysis of collections, services, staffing, budgeting, automation and information technology. The study examines and evaluates collections, surveys activities, staff development and training co-operation among Arab-Gulf Universities.

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Diana Rosenberg\textsuperscript{46} (1997), in her case study entitled “University libraries in Africa: A review of there current state and future potential”. gathered data from 18 university libraries and the major feature of findings were the huge increase in the establishment and growth of departmental and faculty libraries. The further suggestions for application of IT in department libraries is given for accessing information.

K.C. Dabas\textsuperscript{47} (1997), emphasizes the need of quality in university libraries in ILA conference. Explains sustainable development as development that last forever and sustainable librarianship as the librarianship that can move from vision to reality and can translate challenge into opportunity. The paper compares Indian philosophy of librarianship with the ‘Kaizen’ philosophy of Japan and claims that Dr Demings ‘TQM’ could do the same miracles for Indian librarianship as it did for Japanese industries. Explores the concept of quality, service, quality and its characteristics, dimensions of service quality, discusses related terms such as library effectiveness, performance, satisfaction, perceptions, expectations, efficiency. Summarizes the mechanism for measuring quality, satisfaction, effectiveness and performance. Explains the inability of the librarians to measure the outcome of their services. Suggests suitable and workable measures of effectiveness as applied by educationists and the UGC for educational effectiveness.

Sean Phillips\textsuperscript{48} (1998), describes that the background for university libraries in Ireland is almost identical to that in other European countries (EU) : rapid expansion in student numbers and materials price inflation not being matched by reciprocal funding. Among positive steps to combat this EU programmes are noted and co-operative initiatives, notably the IRIS and ALCID projects are discussed. National developments are examined, including the activities of the Information Society Commission and moves towards a national library/information policy. The effects of the Universities Act 1997 are also considered. Future strategy is discussed, particularly the pressures for


collaboration and distributed systems and their relevance specifically to research libraries considered.

A. K. Kundu and G. Shuie49 (1998), discuss the difficult situation which the university libraries in most of the north-east Indian states are facing, in respect of financial crunch, collection of documents of research and academic value and as such are unable to meet the ever growing demands of the users. Suggests that the north-east region should come under a network of effective library system in the name of north-eastern region university library network (NERULIBNET) to fulfill the main objectives of a stable library system and suggests many vital aspects with argument to it.

V.K. Nanda50 (1999), attempts to highlight the problems of management in the university libraries. Brings forth problems of various dimensions involving undefined placement of the library in the university set-up, absence of norms and policies for the development of university libraries, Libraries being considered as no-crisis service, non-filling up of top posts, slow pace of application of information technology, unstable pay scales of library professionals, withdrawal of career advancement schemes for librarians, improper designation, and status for library professionals etc. Concludes by suggesting the professional organizations to act like watchdog for welfare of librarians and the efficient working of the libraries. Also emphasizes on these professional organizations to find out ways and means to bring out an attitudes change in the outlook of the University Grants Commission and Ministry of Human Resource Development towards libraries and librarians.

Sewa Singh51 (1999), mentioned that for overall development of university libraries, a national policy is required. A couple of attempts have been made in this regard including the one by the association of Indian Universities (AIU). He analyses and evaluates the paper on national policy on university libraries prepared by AIU. It takes into consideration such points as objectives, status of library etc. Concludes that because of non-implementation of the national policy, university libraries couldn’t develop to the desired extent. It is suggested that the policy may be amended according to the recent

developments and professionals may be called upon to provide quality services in this electronic age.

Amritpal Kaur and Naresh Nandan52 (2000), discussed the impact of new technology on Bhai Gurdas Library (BGL), Guru Nanak Dev University, Amritsar. Provides current status of computerization of library activities. Describes the infrastructure created including hardware and software. Mentions about future plans of BGL regarding library automation. Suggests steps that need to be taken for full exploration of technological advances for better arrangement of information sources and fruitful delivery of information services.

Nafila53 (2000), traces the term "library Consortium" as a form of co-operation among libraries. Focuses on reasons for forming consortia and types, ranging from highly decentralized to highly centralized. Highlights the formation of the International Association of Library Consortia in 1997. The current trend is one of sharing integrated library systems and computer databases, collection development, purchasing of electronic journals, and staff development. What has been achieved is the provision of resources to patrons that did not have them before the consortia, as well as increased levels of services and convenience of patrons. By libraries banding together, cost savings come through reduced cost per unit as the group of libraries in the consortium shares the expenditure.

Sarah K. McCord54 (2000), describes that since 1996, when a first comprehensive use survey was conducted, librarians at the Washington State University (WSU) Libraries have worked to build a culture of continuous assessment. Using information obtained from surveys and other sources, library administrators focus limited resources on priorities identified by users. In 2000, an Assessment Working Group was formed to initiate and coordinate assessment projects throughout the WSU Libraries. The group conducted a local survey of library users to help determine specific areas of strength and weakness in the fall of 2000. In 2001, the libraries participated in the second pilot of LibQUAL+™. This article compares the results of the three surveys, and provides an

analysis of how each survey differs in representing user needs and priorities. The rationale for the libraries' decision to continue participation in LibQUAL+™ is also discussed.

Susan K Martin55 (2000), explained in his article that in recent years, the traditional functions of the library have been supplemented by new functions and structures, among them information technology and development. Fund-raising, part of development, is of critical importance to schools and departments of universities, which are increasingly engaged in capital campaigns. While libraries have the disadvantage of not having a built-in constituency, they do have the ability of acquiring and building such a constituency with the capability of supporting the library's monetary and programmatic goals. The fund-raising environment is discussed as well as techniques for enhancing a library's major gifts program.

Robert M. Hayes56 (2001), in his survey of "Models for library management decision making and planning" gave recommendations for library planning model, library operational requirements, services to library users, departmental library requirements and finally for making library policy with defined variables such as staffing, budget collections, etc.

Neena Singh57 (2001), explained that the branch libraries play an important role in supporting the research and teaching needs of the off campuses. The librarians working in theses institutions have great deal of responsibilities and they are confronted with different sets of problems. The collection is small, staffing is less, and resources are fewer. The librarians often feel forgotten by the parent institution. On the other hand librarian's job is multitasking and they can gain a great deal of experience in many a library works.

I.V. Malhan\textsuperscript{58} (2001), describes in his article that in the developing knowledge society and emerging electronic environment, university and research laboratory libraries in India are facing several challenging situations and problems. Due to no availability of funds, libraries are finding difficulties not only in modernizing and restructuring their work operations but also in maintaining traditional services to their users. The rising cost of reading material and currency fluctuations considerably reduce the purchasing power of libraries while growing user demand and additional requirements for modernization put many libraries in a predicament. This paper discusses the financial problems of university and research laboratory libraries in India in general and describes case studies of such problems faced by the University of Jammu Library and the Regional Research Laboratory Library, Jammu.

Boris Snoj\textsuperscript{59} (2001), stresses the role of the library in the environment and the importance of marketing thinking in the management practice of libraries. The main characteristics of library services as well as the importance and the definition of the perceived quality of services are dealt with. Reveals the current situation concerning research into service quality in libraries, and focuses on the structure of importance and the level of the service quality components in the library at the Faculty of Economics and Business at the University of Maribor, Slovenia. Discusses the reasons for the project and its goals, analyzes the results and submits proposals for the improvement of the overall service quality in libraries.

Hannelore Rader\textsuperscript{60} (2002), discusses in her article that USA academic libraries are rethinking their activities and repositioning themselves to take advantage of new opportunities to build partnerships with faculty members and campus related entities to support teaching, learning, and research endeavors.


Ilene F Rockman 61 (2002), discusses in his article that University libraries are creating new opportunities by establishing a variety of partnerships, extending the library's services and programs through alliances, relationships, and ventures. Libraries must work closely, creatively, and consistently with campus constituencies to achieve their goals and objectives successfully, and to remain a key campus resource. Partnerships with campus bookstores, architects, fund-raisers, and others results in such endeavors as cultural performances in the library, campus author celebrations, cyber cafés, and collaborations with parents groups, athletics, musicians, artists, and writers. Partnerships improve the learning environment, enrich the cultural life of the campus, stimulate intellectual discourse, and help the library to stay visible as an indispensable component of the campus community.

Rachel Cheng 62 (2002), in his article details the experience of Wesleyan University Library in Middletown, CT, in the collection, management and assessment of library usage statistics to improve current library collections and services and plan for future changes in light of rapid changes in technology. Topics discussed include index and database usage statistics, data from faculty and student surveys and how such data led to service changes, reference hours (including digital reference), electronic bibliographies, liaison programs, and journal circulation data. The conclusion offers several suggestions for other libraries who wish to begin a statistical measurement program.

Sheau-Hwang Chang 63 (2003), discussed that "Institutional repositories" is a new concept for collecting, managing, disseminating, and preserving scholarly works created in digital form by faculty and students in individual universities and colleges. It is borne out of problems with the current scholarly communication model structured by commercial journal publishers and vendors. To properly implement these repositories, libraries will need to recruit librarians who possess digital collection management and Open Archive Information System (OAIS) management skills. In addition, training

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faculty and students to use OAIS, helping them prepare their digital products, involving them in institution-wide policymaking, and setting repository goals would be some of the new tasks that libraries will face.

Alan Bundy64 (2003), explained that in progressive universities the next 25 years would see graduate qualities, massification, technology; flexible delivery and new disciplines drive pedagogical change. The lecture and online transmission of rapidly outdated content will continue to give way to a focus on the qualities required by students for employability and lifelong learning. Heavier and more diverse workloads on university teachers will encourage the disaggregation of their teaching. This will provide a window of opportunity for academic librarians to demonstrate their educational partnership role. They should contribute proactively to that disaggregation and, as a key accountability, to the development of information literate students. A version of this paper was presented to the 24th annual conference of the International Association of Technological University Libraries (IATUL) Ankara, Turkey, 2-5 June 2003 as “Changing the paradigm: libraries, education and networking”.

Julita Nawe65 (2003), in this paper highlights factors that influence planning in academic libraries. It highlights institutional politics, inadequate planning skills and financial constraints as major challenges. Recent global developments have necessitated strategic planning. Strategic planning by its nature requires the involvement of stakeholders. Involvement of stakeholders provides opportunities for libraries to have constant contact with stakeholders for forming required alliances for mutual benefits. The paper discusses the processes involved in drawing up a Five Year Rolling Strategic Plan at the University of Dar es Salaam and highlights the achievements of the Institutional Transformation Programme at both the University of Dar es Salaam level and the Library. It concludes by recommending the need for taking a more holistic approach in dealing with partnership issues.


Michael Roberts66 (2004) in his paper examines the pressures being exerted on university library budget structures by consortia licence agreements and “big deal” arrangements. Particular reference is made to developments at three higher educational institutions located in the city of Glasgow, Scotland: the University of Strathclyde, Glasgow Caledonian University, and the University of Glasgow. Pricing in the electronic information environment is likely to remain a complex and difficult area for the foreseeable future and academic library budgets will need to be sufficiently flexible in nature to be able to accommodate the complexities of current economic models. This flexibility is likely to require some degree of funding to remain under central control.

Jarmo Saarti67 (2005), emphasized to determine and define the role of repository libraries in Finland for a medium-sized university library in the digital environment. He explains the design/methodology/approach - literature and strategy-based conceptual analysis and a case study of the role of different types of scientific library and information service actors in Finland. Findings reveals that the Finnish University Libraries and Ministry of Education have made strategic solutions in order to ensure an effective national collection policy. Digital materials are acquired mainly via the University Libraries' consortium, Fin E Lib. The older and less used printed materials are collected in the National Repository Library. Modern technologies and logistic solutions are used in ensuring the effective end-user services. Thus each library can make its own strategic collection policy decisions based on these national services. Research limitations/implications - Based on conditions in Finland. Practical implications - Gives an example of a national collection policy and co-operation. Originality/value - Provides a model to be tested and developed for collection policy decisions.

Abdul Razeq Mustafa Younis68 (2005), describes that his study is concerned with gathering factual data on the use of local online information systems, automation, online connections, online public access catalogs (OPACs), CD-ROM-based systems in 19 Jordanian university libraries. Design/methodology/approach - Information was sought

through a written questionnaire; personal interviews; literature review, and field visits. The implementation of local online information systems, OPACs, CD-ROM databases, online searching, networks/databases subscribed to, methods of online services to users, problems and solutions are investigated. Findings - Of the 18 (94.7 percent) libraries responded, half (50 percent) are using MINISIS or CDS/ISIS, one-third (33.3 percent) is using either M2L, or ORACLE based systems, and 3 (16.7 percent) are using locally designed packages. Technical processing, information retrieval, circulation, reference services, and serial control are the prime systems functions. All respondents are linked to the internet. A total of 15 (83.3 percent) respondents have developed collections of databases on CD-ROMs; 11 (73.3 percent) use single-access, and four (26.7 percent) use multi-user systems. Practical implications - Online services are provided mostly by traditional means. Lack of skilled staff, shortages of fund, and insufficient hardware are prime obstacles hindering systems optimal utilization. Outdated databases, cost, and users incompetence are problems limiting the optimal use of online systems. Developing intranet, funding, trained manpower, training courses to users, sharing subscription expenses in electronic full-text database, and promote cooperation to exchange OPACs records through the internet, are suggested solutions to overcome these problems. Originality/value - Academic libraries in Jordan are changing emphasis from ownership of information sources in printed forms, to the access to online databases or local area networks systems based on CD-ROMs, to linkage with the internet as a prime gateway to information sources.

Barbara Jenkins69 (2005), explained that the development of institutional repositories has typically involved administrative and technical staff from libraries and campuses, with little input from reference librarians and subject specialists. Reference librarians have vital roles to play in helping to recruit authors to submit their content to institutional repositories, as well as in educating users to search such repositories effectively and retrieve the scholarly content from them. Aims to investigate these roles.

Design/methodology/approach - Describes how the University of Oregon Libraries built its institutional repository, promoted and marketed it, and developed partnerships within

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the library and across the campus using the expertise of reference/subject librarians. The Findings reveal at many institutions, institutional repository development has relied heavily on technical and administrative staff. Reference/subject librarians have not played as active a role as they can and should. Because reference librarians are often also subject specialists with liaison responsibilities to specific disciplines, their knowledge of the specialized research needs and scholarly communication patterns of the different disciplines can inform every step of the institutional repository's growth. Originality/value - Experience at the University of Oregon demonstrates the efficacy of involving reference librarians in the design and development of an institutional repository from the beginning. The experience that reference librarians have in searching a wide array of databases enables them to provide a useful perspective on the design of effective search interfaces for institutional repositories.

1.6. Scope of the Study:

Library services of departmental libraries of University Library System are not adequate due to paucity of funds and absence of any specific policy for its organization.

The present study intends to assess the user satisfaction from the service and facilities provided by departmental libraries and central libraries of universities to ascertain the needs of students, faculty and library professionals. The study will include the central and departmental libraries of Universities of Punjab and Chandigarh region only. The investigator for gathering the authentic data had personally visit central and all the departmental libraries of University Library System in the listed universities.

1. Guru Nanak Dev University (GNDU), Amritsar
2. Punjabi University (Pbi. Univ.), Patiala
3. Panjab University (Pb Univ.), Chandigarh

1.7. Sampling:

There are a large number of students in a University with different disciplines. In the present study students of various departments are consulted keeping in view there level of courses i.e. Under-graduation, Graduation, Post-graduation, and research. The
questionnaires were given to about 450 respondents including students, faculty and library professionals. The present research project followed stratified random sampling technique for gathering of data. The different respondent categories are given in Table number 1.

Table 1: Number of Respondents and their Category Wise Distribution

<table>
<thead>
<tr>
<th>Universities</th>
<th>GNDU</th>
<th>Pbl. Univ.</th>
<th>Pb. Univ.</th>
<th>Total (Category wise)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Respondents</td>
<td>133 (29.60)</td>
<td>98 (21.97)</td>
<td>216 (48.43)</td>
<td>447 (100)</td>
</tr>
<tr>
<td>No. of Students (S)</td>
<td>77 (58.33)</td>
<td>62 (63.26)</td>
<td>103 (47.70)</td>
<td>242 (54.13)</td>
</tr>
<tr>
<td>No. of Faculty (F)</td>
<td>36 (27.27)</td>
<td>21 (21.42)</td>
<td>56 (25.92)</td>
<td>113 (25.27)</td>
</tr>
<tr>
<td>No. of Departmental Librarians (DL)</td>
<td>19 (14.40)</td>
<td>14 (14.30)</td>
<td>56 (25.92)</td>
<td>89 (19.91)</td>
</tr>
<tr>
<td>No. of University Librarian (UL)</td>
<td>01 (7.5)</td>
<td>01 (1.020)</td>
<td>01 (0.462)</td>
<td>03 (0.67)</td>
</tr>
<tr>
<td>Total</td>
<td>133 (100)</td>
<td>98 (100)</td>
<td>216 (100)</td>
<td>447 (100)</td>
</tr>
</tbody>
</table>

Key: S= Students, F= Faculty, DL= Departmental Librarian, UL= University Librarian

Table 1 provides complete details about respondents in three universities, along with ratio of male and female respondents in each university. The percentage is also calculated and provided in brackets under each category.

1.8. Research Methodology:

Four different questionnaires are designed to collect data from different categories i.e. Students, Faculty, Departmental Librarian and University Librarian. The following method is adopted to conduct the present study:

1. The questionnaire is formulated for different Universities of Punjab and Chandigarh which includes all categories of students like research scholars post graduate, graduate, and undergraduate from different departments to ascertain
their needs and type of library services and also the infrastructural facilities of the library required by them. For this purpose certain number of students of various universities on stratified sampling technique basis is consulted to conduct the survey through questionnaires.

2. The questionnaire for departmental librarians is formulated to elicit their problems and requirements and present level of services provided by them to their users. Besides this, their suggestions for promotion and development of departmental libraries are collected through questionnaire and interview method.

3. A detailed questionnaire is also given to University Librarian to collect his/her views on organizational problem of the centralization and decentralization in university library system

4. Besides this a detailed questionnaire is given to Faculty to ascertain their views about the need and type of library services, infrastructural facilities required by them for their academic curriculum and for various research projects undertaken by them. Their suggestions for improvement of department libraries are collected through detailed questionnaires.

1.9. Analysis and Interpretation of Data:

The data collected from questionnaires is analyzed and interpreted with the help of statistical tabulation methods using simple percentage approach in order to highlight findings. On the basis of findings of investigation the conclusions and suggestions are formed for efficient and satisfactory departmental library services to universities in the Punjab and Chandigarh region. It may also be applicable to other parts of India with some local variations and modifications.

1.10. Outline of Chapters :

Present study is divided into five chapters, as per details given below:

Chapter-1: “Introduction: Problem and Methodology”.
This chapter covers the statement of the problem, objectives of the study, hypotheses, research methodology, review of literature and scope of the study.
Chapter-2: "Historical Development of University Library System".

In this chapter the history and development of the central and departmental libraries worldwide is traced. The requirement of effective departmental library services in a university environment is also discussed in this chapter.

Chapter-3: "Centralization and Decentralization in University Library System in Punjab and Chandigarh".

This chapter will be based on a study of present organizational pattern of central and departmental libraries of universities of Punjab and Chandigarh. The data collected through questionnaire is utilized to show present status of centralization and decentralization in three universities.

Chapter-4: "Data Analysis and Interpretation".

In this chapter, questionnaires of all categories are analyzed and interpreted with the help of statistical tabulation methods using simple percentage approach. The data interpretation is divided into three parts i.e. Users category (Students and Faculty), Departmental Librarians' category and University Librarian, in order to highlight the demands of these categories separately.

Chapter-5: "Findings and Suggestions".

In this chapter, on the basis of investigation the findings and suggestions are formed for efficient and satisfactory central and departmental library services to universities in the Punjab and Chandigarh region. It will also be applicable to other parts of India with some local variations and modifications.

Bibliography:

A comprehensive bibliography is provided at the end, listing various sources consulted for the purpose of the study.

Appendices:

All different categories of questionnaires used for collecting data for the present study are appended for ready reference.