Chapter No. VII:
Conclusions and Suggestions.

- Introduction.
- Conclusions.
- Suggestions.
- Future studies
**Introduction:**

Conclusions and Findings revealed that government grant was the main source of fund for the libraries; that government is not funding them adequately; most of the librarians had no idea of the yearly subvention allocated to their libraries, and that not all the institution’s management release financial allocation meant for libraries regularly. Apart from government grants, other non-governmental agencies, internal and external should be involved in the funding of academic libraries. The following are the selected conclusions and suggestions of the study.

**Conclusions:**

- The Library is a workshop for the entire students and teachers where library staffs are the conductors of this workshop.

- Out of the many components forming a library system, professional staff forms the most important and valuable resource because the quality of a library is judged by the services it rendered not by some idle collection and efficient library service is the result of some effective library staff.

- Professional staff in academic libraries is expected to promote academic programmes of the institution and encourage the optimal use of library resources.

- The college libraries in Marathwada region are much neglected. Majority of the college are without well-furnished
library system. Thus most of the students enter colleges without any background of library use.

- A student has a significant role in the promotion of overall college education programme. But it is a matter of great regret that the role of library in teaching learning process has not been fully recognized yet.

- Most of the college libraries in Marathwada region are under-staffed having single professional with one or two supportive staff. Even some college libraries are without any professional staff in spite of being a college with Degree and Masters Degree Programmes.

- No significant initiatives have been taken yet to bring change in the structure and development of college libraries even the government is giving priority in education by neglecting library services.

- College libraries in Marathwada are facing acute shortage of manpower with very poor salary structure. Library staffs lack professional qualifications and proper training so they are incompatible in smooth library operation and launching modern ideas of library management and creating programmes potential for user attraction.

- Budget is so inadequate that it can hardly meet the actual requirements of the reading materials according to the standard of the college. Library development fund raising
from students during admission and promotion to upper class is not using at all for library development.

- There is no standard book selection policy so these libraries failing to acquire a balanced collection comprising textbooks, journals, reference books, audio-visual materials etc.

- Unavailability of library committee and if committee exist the librarians hardly found holding any position in that committee.

- Librarians are reluctant or unable to filter the collection to keep it up to date through weeding and stock verification because of limited power or lack of knowledge or absence of any rule regarding these. So these college libraries are full of out dated unnecessary books.

- Students do not feel encouraged to go to the library because the library materials are not easily accessible due to absence of cataloguing and classification practice. Moreover our education system is not at all library oriented.

- The students can pass their examinations without a single visit to the library during the year. They can easily pass their exams following the class notes given by the teachers or notes collected from senior students or taking helps from guide-books.
Library internal arrangement is not at all user friendly rather it is congested because most of the college libraries do not have an independent building rather they are confined in one or two rooms at one corner of the college building. So it becomes impossible to make enough space for reading room, stack arrangement, give separate rooms for library officers etc.

Information technology occupies a key role in the management of libraries and information centres. Management aspects like recruitment, induction, training, promotion, etc., are being affected considerably by these modern technologies.

The library and information field acknowledged a dynamic and explosive situation created by modern information technologies. In comparison with many other disciplines, the library and information science has completely revolutionized due to the emergence of computer and communication technologies and their application in information systems.

The technical incapacity due to this lacuna is ultimately reflecting in the service efficiency of the information systems which is leading to dissatisfaction among professions and a stage of inertia in services.

The recruitment policies and promotion schemes recommended were also at par with that of teachers. But, at
the stage of implementation, universities and colleges have diluted the orders according to their whims and fancies.

- The staffing policy should be framed with utmost care to ensure maximum productivity and job satisfaction. The number of staff members should be optimum. The smooth flow of work will be affected both by the under and over estimation of staff.

- This study reveals the complexities of change management in the university & College libraries and indicates that the leadership, the library manager, and the professional staff play a key role in affecting change in the libraries.

- The study points to the fact that evaluation and review processes of the universities for accreditation, grading, and certification also help to a great extent to facilitate and manage change.

- The future of college librarians depends largely on the satisfied students and teachers and a well informed principal, and not on flattery or back biting.

- Lectures can be arranged very easily. A college professor or a local intellectual can be persuaded to deliver a lecture on any general topic concerning books and reading, new scientific inventions, international affairs and the like.
Unless we have such a planned approach to service delivery and the measurement of quality, we will find it very difficult to survive and establish our role as information providers in the next millennium.

A librarian having good leadership quality can only lead the library and its staff in the right direction.

If the library stakeholders are satisfied and employees of the library put their best in serving the library and happy with their job, the library manager has done his job.

It is clearly seen from the survey that all the problems faced by libraries in study area due to inadequate professional library staffs, insufficient funds, and underestimation of library professionals by administrative and teaching staffs etc. The library professionals of these colleges cannot keep pace with the status of teachers.

It is concluded from the study that college authority is not giving attention regarding library personnel development, development of dynamic collections, launching of diversified library services, implementation of new technologies in library housekeeping operations etc.

Not only the library authority but also library staffs are passive in promotion of library standard because of either for their limited knowledge in library management or for their dissatisfaction due to having fewer facilities in this job.
- Library professionals are not satisfied with their job because there is no chance for further promotion; they do not enjoy any advanced increment for over qualifications or better results like the teaching staffs though in most of the cases they have the equivalent degree from the same university.

- There must be a proper library system. The appropriate library manpower setup should be maintained in the libraries.

- Due to shortage of library staff these college libraries are now running under a miserable condition.

- It is not possible by a limited number of people to conduct a library with a voluminous collection and enormous quantity of student.

- Better and up-to-date services are a far cry in these libraries only for the lack of efficient and skilled manpower.

- It is evident that properly qualified manpower is important to attain specific target of development.

- It would be realistic to divide college libraries into three categories: grade A and grade B and grade C.

- The responsibility to upgrade the status or prestige of the library profession rests not solely upon government or library leaders but upon the professional attitudes and
performance of the librarians themselves. Any librarian who wishes to have a satisfactory career must develop and grow on the job. He must not feel that his work is done, and no more reading or training is required after attainment.

- The UGC has already initiated the process of computerization of university and college libraries, providing them Internet connectivity and now through UGC-INFONET is planning to provide them facilities like E-access to journals, computer aided learning, distance education and E-governance to become a reality. In addition, the UGC-INFONET is also exploring the possibilities to subscribe e-journals through a consortium to benefit college and university libraries in the country.

- Unavailability of library committee and if committee exist the librarians hardly found holding any position in that committee.

- Librarians are reluctant or unable to filter the collection to keep it up to date through weeding and stock verification because of limited power or lack of knowledge or absence of any rule regarding these. So these college libraries are full of out dated unnecessary books.

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can pass their examinations without paying a single visit to the library. They can easily pass their exams following the class notes given by the teachers or notes collected from senior students or taking helps from guidebooks.

**Major Problems Identified:**

- Library profession in is confronting enormous problems through years and this situation is worse in the case of college libraries. The college libraries in Marathwada present a gloomy and disappointing picture due to the following problems:

  - College libraries in Marathwada are facing acute shortage of manpower with very poor salary structure. Library staffs lack professional qualifications and proper training so they are incompatible in smooth library operation and launching modern ideas of library management and creating programmes potential for user attraction.

  - Budget is so inadequate that it can hardly meet the actual requirements of the reading materials according to the standard of the college. Library development fund raising from students during admission and promotion to upper class is not using at all for library development.

  - There is no standard book selection policy so these libraries failing to acquire a balanced collection comprising textbooks, journals, reference books, audio-visual materials etc.
College libraries are victim of favoritism in all aspect of activities especially collection development which is maintained by senior teachers and consequently an invalid collection is built. Booksellers often contract the Principal and or the heads of departments who are member of library committee and try to push in such books as would decrease the quality and utility of the library.

Library internal arrangement is not at all user friendly rather it is congested because most of the college libraries do not have an independent building rather they are confined in one or two rooms at one corner of the college building. So it becomes impossible to make enough space for reading room, stack arrangement, give separate rooms for library officers etc.

Shortage of library personnel in the staff council (consisting teaching staffs) so they do not have any significant role to play in the meeting to represent the library’s achievement or demand.

Cooperation, resource sharing, interlibrary loan etc. for cost effective management of libraries does not exist in these libraries. There is no professional association of college library personnel to take concerted efforts regarding this as well as most of them are not involved with national professional organizations. Because of their in-differences regarding profession no effective service rule is one of the major problems concerning the job dissatisfaction of
librarians and aftermath the underdeveloped library facilities. Due to this lack library staffs are neither treated as staffs of vacation department nor staff of non-vacation department.

- Academic libraries in Marathwada region are facing challenges due to budget cut, reduced staff, and other infrastructural problems.

- Due to the factors mentioned above, academic libraries are finding it difficult to buy required number of books and periodicals, which has resulted into the adverse impact on the research and development programmes.

- Out of selected 200 college librarian 117 (58.50%) are serving in granted colleges, followed by 38 (19%) respondents were on the posting as librarians in Partially granted colleges and remaining 45 (22.50%) respondents were holding the charge of librarian in the Non-granted colleges.

- Out of selected colleges 176 (88%) colleges are running only graduate level programmes while 24 (88%) colleges were running graduate and post graduate programmes.

- The study shows that 29 (14.50%) colleges run with B.A. course only, followed by 32 (16%) colleges have B.A. & B.Com. courses, B.A., & B.Sc. courses run in 43 (21.50%) colleges, highest number of colleges i.e. 60 (30%) were run B.A., B.Com. & B.Sc. courses and other 36 (18%) colleges
were having Other professional courses like B.C.A., B.C.S., B.B.A., M.B.A., I.T. Courses etc.

- 19 (9.50%) colleges enrolled up to 100 students in their colleges, followed by 37 (18.50%) colleges get admitted up to 200 students, 90 (45%) college’s enrollment was up to 300 students, 40 (20%) were admitted up to 400 students and 14 (7%) colleges were enrolled more than 400 students in their college.

- The study concludes that 27 (13.50%) colleges appointed up to 10 teachers in the colleges, followed by 32 (16%) colleges having 11 to 20 teachers, 93 (46.50%) college’s appointed 21 to 30 professors in the college, 37 (18.50%) were appointed 31 to 40 number of teaching staff in the college and 11 (5.50%) colleges were appointed more than 40 teaching faculties in the college.

- The study shows that out of 200 selected colleges from Marathwada region 35 (17.50%) colleges having their own constructed separate building for library, followed by 64 (32%) colleges set their library in the rental building, the librarian of 52 (26%) colleges told that now there library was in temporary building, and 49 (24.50%) colleges were not arranged separate library in their colleges.

- The table shows that out of 200 selected colleges from Marathwada region 38 (19%) colleges having only one computer in library for library work, followed by 66 (32.50%)
colleges having 2 computers for library working, 23 (11.50%) colleges librarian told that they were having the setup of 3 computers in the libraries, 19 (9.50%) college libraries were equipped with 4 computers and it is very surprising to know that 55 (27.50%) colleges were not arranged separate computers for their library.

- The information about the availability of advanced equipments in the colleges’ libraries is covered in the study. The study shows that out of 200 selected colleges from Marathwada region 103 (51.50%) colleges having Inkjet / laser printers in the library, followed by 76 (38%) colleges having Pen / Flatbed scanners available for library working, 47 (23.50%) colleges librarians were having the separate personal computer or laptop for library activity, 109 (54.50%) college libraries were equipped with internet connection and 141 (70.50%) colleges libraries equipped with CDs / DVD writer, multimedia.

- Those colleges’ libraries who were not having computer facilities were asked that what is the reason for not installed the computer in the library. The study shows that out of 55 libraries (Not installed computer) 29 (14.50%) librarian told that they didn’t’ know the operations of computers, followed by 34 (17%) colleges were not provided the computer facility to the library and 21 (10.50%) colleges librarians were undergone the process of installation and getting the computer training.
35 (17.50%) colleges having up to 10 Racks / Cupboards in the college libraries for keeping the books, followed by 41 (20.50%) colleges supplied 11 to 20 Racks / Cupboards in their libraries, 71 (35.50%) colleges libraries were equipped with 21 to 30 Racks / Cupboards, 40 (20%) college libraries uses 31 to 40 Racks / Cupboards for the books and 13 (6.50%) libraries were having more than 40 Racks / Cupboards for the storage of books.

Only 46 (230%) colleges having separate reading room for boys & girls, followed by 37 (18.50%) colleges provided common study room attached to the library, 38 (19%) colleges where having library and reading space in a one room and 79 (39.50%) college libraries not having the separate study room in the college.

The concludes that out of 200 selected colleges from Marathwada region - 55 (27.50%) colleges libraries having up to 5,000 number of text books, followed by 61 (30.50%) colleges purchased up to 10,000 text books for their library, 42 (21%) colleges libraries were with 10,001 to 20,000 text books, 31 (15.50%) college libraries 20,001 to 30,000 text books and 11 (5.50%) libraries were racked more than 30,000 text books.

The study shows that 67 (33.50%) colleges libraries having up to 1,000 reference books, followed by 50 (25%) colleges purchased up to 1,001 to 2,000 reference books for their library, 48 (24%) colleges libraries were with 2,001 to 3,000
reference books, 25 (12.50%) college libraries 3,001 to 4,000 reference books and only 10 (5%) libraries were having more than 4,000 reference books.

- It is concluded from the study that 52 (26%) colleges libraries has not been subscribed for magazine and journals, followed by 90 (45%) colleges were having up to 5 magazines and journals, 33 (16.50%) colleges libraries were subscribed for 6-10 magazines and journals, 18 (9%) college libraries were purchases 11-15 magazines and journals and only 7 (3.50%) libraries were subscribed for more than 16 magazines and journals.

- The study highlighted that 100 (50%) colleges were not having any type of digital book / CDs in their libraries, followed by 44 (22%) colleges were purchased up to 10 digital books / CDs for the library, 31 (15.50%) colleges where having 11 to 20 books in the digital forms (CDs) and 25 (12.50%) college libraries are having more than 21 digital books /CDs.

- The present study shows that 200 (100%) colleges purchases books for their library from the available college funds, out of them 69 (34.50%) colleges also purchases the books from the UGC funds and 40 (20%) colleges have excesses funding for the books from other sources.

- It is concluded from the study that 39 (19.50%) colleges invested up to Rs. 1 lakh for library books, followed by 35
(17.50%) librarian told that their college was utilized Rs. 1 to 2 lakh for books, 43 (21.50%) libraries were having the books of Rs. 2 to 3 lakh, 35 (17.50%) college libraries were invested Rs. 3 to 4 lakhs and 48 (24%) colleges were utilized more than Rs. 4 lakh for books purchases.

- 23 (11.50%) colleges were not provided any assistant for library work, followed by 119 (59.50%) librarian told that their college was arranged one assistant for the additional help in the library work, 37 (18.50%) libraries were supported by 2 assistant and 21 (10.50%) college libraries were available 3 or more assistant for the library working.

- It is concluded from the study that 93 (46.50%) colleges libraries were circulated the books by manually, followed by 59 (29.50%) librarian told that they make the arrangement of computer circulation of books in their libraries and 48 (24%) libraries were utilized both the practices i.e. manual and computer methods for books circulation in the library.

- The study concludes that 94 (47%) colleges libraries were not able to use any computer software for library management, followed by 49 (24.50%) librarian told that they were using modern computer based soul software for library management and 57 (28.50%) libraries were using local library management software for library working.

- It is concluded that 56 (28%) colleges were not conducted any meeting during the year for library working, followed by
109 (54.50%) colleges were conducted two meeting during the year for smooth working of library and 35 (17.50%) libraries told that they were conducting three meeting during the year.

- 19 (9.50%) librarian told that approximately 50 students were visited to the library for exchange of books and for other reading purposes, followed by 34 (17%) librarians told that up to 100 students were visited to the library, 61 (30.50%) respondents were expressed that 101 to 150 students were visited to the library daily, 46 (23%) respondents opined that 151 to 200 students were attend the library for various objects and 40 (20%) librarians told that more than 200 students were appear in to the library for exchange the books, reading room and observing the magazines and journals.

- 71 (35.50%) librarian told that up to 5 staff members were visited to the library for exchange of books and for other reading purposes, followed by 40 (20%) librarians told that up to 10 teachers were visited to the library, 38 (19%) respondents were expressed that 11 to 15 staff members were visited to the library daily, 34 (17%) respondents opined that 16 to 20 staff members were attend the library for various objects and 40 (20%) librarians told that more than 20 staff members were visited to the library for exchange the books, and observing the magazines and journals.
It is concluded from the table that 122 (61%) college libraries were issued only 1 education text book to the student at a time, followed by 45 (22.50%) librarians told that they were issued 1 text book or 1 general book to the student at a time and 33 (16.50%) respondents were expressed that they were issued 2 education book (1 text & 1 Reference book) to the student at time for a week.

88 (44%) colleges not conducted any library review in a year, followed by 101 (50.50%) librarians told that they were conducted library review at the end of the year and 11 (5.50%) respondents were expressed that they were conducted library review at least 2 times during the year.

The study concludes that 78 (39%) librarian have sufficient books in the library that’s why they fulfill the need of students, followed by 68 (34%) librarians told that they were having limited text or reference books; and 54 (27%) respondents were opined that due to shortage of books they unable to provide the books to the student in sufficient manner.

105 (52.50%) librarian told they were allowed to all staff members and students to access the library books from the books shelf in all days of the weeks, followed by 64 (32%) librarians told that they were give the permission to only the staff members for access the books from book shelf at all time in a week but prescribed day for students but in exceptional situations they distribute the books to the
students at all time and 31 (15.50%) respondents were told that on the specific days only they allowed to students for accessing the books from the library.

- The table concludes that out of 200 respondents 71 (33.50%) librarian told the staff employed in the library were fully equipped to performed their role and responsibilities of library, followed by 48 (24%) librarians told that all the employees in the library were not in a position to complete all the library works; and 81 (40.50%) respondents were expressed that untrained employees were provided in the library; they do not know the functions of library.

- All the selected respondents asked that what types of facilities available to the staff and students in the library. Such facilities are Printing facilities are adequate, The library’s collection meets students & staff’s needs, Library staff are adequate, Photocopying facilities are adequate, Library space is adequate, Working are adequate, Study space in the library is adequate The concludes that- On an average 45.85 per cent colleges were having all the facilities mentioned above, 20.71 per cent colleges were having such facilities in somewhat manner while 33.44 per cent colleges were not having such facilities in their library.

- The present study concludes that out of the selected respondents 111 (55.50%) respondents were permanent full type librarian in the colleges; followed by 44 (22%) respondents were part time librarian in the colleges while 45
(22.50%) respondents told that they were held temporary post as librarian in the college.

- The table shows that 115 (57.50%) respondents have completed Orientation courses; followed by 109 (54.50%) respondents were told they were completed refresher courses which is need for their career, 31 (15.505) respondents were told that they also completed short term courses at universities and 75 (37.50%) respondents were completed other training programmes related to the library management.

- It is concluded from the study that 117 (58.50%) respondents have getting their salary as per the UGC and State government rules while 83 (41.50%) respondents told that their salary package were prescribed by the college management.

- Out of 200 selected respondents 71 (35.50%) respondents told that their college management authority were full supportive in solving the library problems whereas as per the opinion of 80 (40%) respondents they were on the mercy of government’s authorities, rules and regulation for solving the problems while 49 (24.50%) respondents told that their college management authority did not care of them or the library also.

- All the selected respondents asked about the opinion of library personnel’s recruitment and selection procedure at
college level. Out of them 90 (45%) respondents told that the library personnel recruitment and selection procedure is proper and perfect, followed by 83 (41.50%) respondents told that it is defective one while as per the opinion of 27 (13.50%) respondent’s it is useless and need to change.

- All the selected respondents asked about the opinion status of college librarian in college education system. Out of them 62 (31%) respondents told that the library personnel is equivalent to teaching post while 138 (69%) respondents told that in the colleges the librarian is not treated equivalent to the teaching post they are treated as clerk in the college.

- 51 (25.50%) respondents told that their college environment for library work is very satisfactory, followed by 43 (21.50%) respondents expressed that they were satisfactory in their college environment, 31 (15.50%) respondent told that their college environment were somewhat satisfactory and 75 (37.50%) respondents told that their college environment were not satisfactory.

- 178 (89%) respondents were ready to adopt the computer knowledge for advanced library management while very less respondents i.e. 22 (11%) not shows any interest in this matter.

- 37 (18.50%) respondents were takes the review of updates of books, new arrivals, due date of returns etc on daily basis, followed by 67 (33.50%) respondents were told that they
takes the review on weekly basis, 41 (20.50%) respondents adopted the monthly method, 36 (18%) respondents were told that after the completion of a year they take such type of review and 19 (9.50%) not aware about the review of books or not taken care about the new arrivals or returns.

- 73 (36.50%) respondents were completed workshop in the library discipline, followed by 88 (44%) respondents were attended the seminar and presented the research papers, 101 (50.50%) respondents told that they attended the various conferences on library management, 46 (23%) respondents were completed special training in library management, 27 (13.50%) librarian told that they were made visits to other libraries for the development of their library and 21 (10.50%) respondents told that they were invited in various libraries to deliver the lecture on library management.

- For the improvement of performance and knowledge the personal engaged in educational systems has attend the workshop, conferences, seminars, training programmes. After the completion of various activities what they feel in the matter is collected by way of questionnaire and analyzed in the chapter No. 6. It is concluded that 41 (20.505) respondent’s performance was greatly improved; followed by 77 (38.50%) told that they note that their performance is improved, 22 (11%) respondents feel that in somewhat manner their performance is improved, 31 (15.50%) respondents told that in a very little manner they feel
improved and 29 (14.505) respondents were given the negative answer.

- The study shows that 91 (45.50%) respondents employers were supported them for professional development by way of conference, seminars, workshop, training programmes, etc. while 70 (35%) respondents told that their employer is supported to them while 39 (19.50%) respondents have no opinion in this matter or they were neutral.

- The table shows that 47 (23.50%) respondents employers were supported them for Reimbursement for expenses - Travel, meals, conference registration fees, etc. for workshop, training programmes, etc. while 94 (47%) respondents told that their employer is supported to them for granting them duty leave only and 59 (29.50%) respondents told that their employer has not been supported them for their further development.

Suggestions:

- The librarian should take appropriate action to motivate the staff and believe in the strength, ability and knowledge of the subordinate staff.

- He should take appropriate steps to develop better communication, good human relations amongst the library staff.
On the other side the librarian should take action for better staff management by involving them in the decision making process. An environment of participative management by calling meetings of section heads and line staff need to be created.

The library staff needs to be encouraged for further education and training. They must be motivated for being quality conscious.

The university libraries require enormous resources to cater to the informational needs of the students, researchers and faculty members.

To manage man, money, machines and materials, the librarians require good managerial skills, interpersonal communication skills, and good public relations. The librarians should have good leadership quality in order to motivate the staff and to explore the maximum utilization of the resources.

Every college should have efficient staff strength with standard pay scales and qualifications to provide better services.

The library staffs should be recognized duly and treated as per with college teachers for all purposes. There should have provision for promotional examination to ensure minimum qualification.
There should be provisions for library professionals to hold the administrative post like Principal and Vice Principal and they should be included as member of staff council.

Government and college authorities should give due priority to provide training facilities for untrained library personnel and should send them to national and international training programmes when necessary.

There should be annual inspection at each college library by library experts to evaluate the performance of the library.

College library staffs should form an association of college library professionals for their professional development and to maintain cooperation at local, national and international level.

Professional Association of Library also must work for the development of library professionals especially college library professionals.

There should be a joint account between the chief of library and the chief of college for proper utilization of library fund.

There should be a detailed service rule for college librarians.

All colleges should have library committee including librarian as convener or secretary.
- He/she must continuously be alert to library trends and should have reading habit that falls widely in all fields. He should join and become an active participant in local, special and national professional organizations. The govt. should also take required initiative to enhance the standard of govt. college library personnel of Dhaka city as well as of all colleges of the country.

- Realizing the need for common mechanism for access to scholarly information, UGC set the priority for the academic and research community and initiated through INFLIBNET to explore the possibility of the subscription of periodicals in the electronic format protecting the larger interest of the academic and research community in the country.

- Though consortia-based subscription to electronic resources can help college and university libraries in order to enhance their access capacity to large number of periodicals yet there is a need to develop a policy for consortia-based subscription to electronic resources which should clearly indicate the terms and conditions favouring and protecting the academic interest of the college and university libraries.

- Libraries have to adopt the scientific staff management practices for achieving effective utilization of resources, user satisfaction and staff motivation.

- Constant reorganization and systematization of libraries is inevitable to achieve better bibliographical control over
documents and offer efficient services to the user community.

- Uniform and scientific recruitment and career advancement schemes comparable to those prevailing in other sectors should be implemented. These are necessary to attract capable persons into the library and information service sector.

- A sound policy of technical training and faculty improvement programmes is to be framed to continuously induct the staff to the newly emerging technologies and methods.

- Participation in refresher courses, seminars, symposia, workshop, etc. will offer wide exposure which in turn will enhance the technical competency and efficiency of library personnel.

- A scientific policy on personnel is essential for the library and information professionals working in universities and colleges. It should facilitate recruitment, induction and promotion of staff and getting required quantum of staff.

- A continuous effective training scheme is essential to constantly update the technical knowledge and competency of the staff recruited. Instead of the vacancy dependent ratio or time bound promotion, a flexible complementing scheme of promotion is advocated.
The universities have to change their existing obsolete staffing policies to enable their sustainable development.

The process of management of a library requires skills at various levels. These skills, though relatively independent of one another, blend together to bring about organizational productivity, efficiency and harmony.

It is also a deliberate planned and sustains efforts to establish and maintain mutual understanding. Within the context of the university library, it reflects the sum of the library’s external relations with the students, faculty members, administrative and technical staff, and the community at large.

It is the essential job of the library management to discover the potential in each staff, what motivates him/her and apply the appropriate strategy.

Effective library management must motivate the workers and in order to motivate them properly, they must have some understanding of the above factors because one understanding people, the better one can get along with them.

Academic libraries are required to develop know how and show how systems which are highly essential elements of meaningful academic library management.
The builders and managers of academic libraries are also required to enrich computer security and authentication techniques which promote information diffusion.

The information personnel are also required to enrich their professional competence and leadership qualities which would facilitate meaningful identification, location and evaluation of information resources in order to promote professional excellence among the user community.

The user-centered paradigm has been adopted to create customizable interfaces and enrich the process of collection development in the academic libraries.

The academic libraries really demand a well conceived, designed and maintained systems, practices and operations which would effectively meet the needs of different constituent groups and individual users.

The university and college libraries may adopt the work culture of the corporate sector for building their collections, managing their finances, training their staff, upgrading their technologies, ameliorating their operations, but for rendering their services they must ensure humanism in practice.

To maintain the competitive level of university and College library professionals, continuing education and need-based training of library staff will be important requirement. Continuing education and training of staff will not only help
to enhance their capacity for work performance and ensure efficiency but also help to quickly adopt and properly adapt with new information handling methods, knowledge management tools and technologies and make effective use of contemporary information systems and services.

- The academic libraries have to be managed on the basis of constant introspection at the individual level and scientific evaluation at the institutional level in this age of knowledge management.

- All the selected respondents asked to raise the additional Comments regarding their self development for better library management. 115 (57.50%) respondents told status of librarian should be equivalent to teaching category, 105 (52.50%) respondents suggested that supportive staff should be provided them for better practices in the library, 98 (49%) respondents expressed that their employers support will be needed for their personal development, 91 (45.50%) respondents suggested that advanced training in computer and library management should be provided them to cope up with the advanced knowledge and 89 (44.50%) respondents also wants to healthy environment in the college and the library for better working.
**Future studies:**

As already pointed out, there are innumerable topics on which the librarian can write. Some of the topics are suggested below:

1) Role of general reading in the educational process.
2) Library as an educational agency.
3) Building up a personal library.
4) Types of reference books and their uses.
5) Librarianship as a profession; its charms and challenges.
6) How to find a book in the library.
7) Mysteries of the catalogue.
8) Some interesting reference queries.
9) Privileges and responsibilities in an open-access library.
10) Reasons for having rules in a library.

Academic libraries in Marathwada region are called upon to play a crucial and leading role over other types of libraries by transforming their information management skills, techniques, practices and resources. Redefining roles and responsibilities, constructive intervention of the organization leaders in institution building endeavors, positive involvement of information personnel in delivery system and constant evaluation of goods and services will make the academic libraries highly appropriate and resourceful in future.