

Course-III (A): University and College Library System

Unit-2: Library Governance and Organization

LIBRARY GOVERNANCE AND ORGANIZATION

Dr. R. K. Bhatt

Department of Library and information Science
University of Delhi, Delhi 110007

Introduction

- Academic libraries are those attached to an academic institution which may be school, college or university.
- They are classified as school library, college library and university library as per their attachment.
- American Library Association Glossary of Library and Information Science:

“A university library is defined as a library, or system of libraries, established, supported and administered by a university to meet the information needs of its students and faculty and support its instructional, research and service programs” .

Functions and Activities of a University Library

- Facilitate and participate in the teaching, research and extension education programmes by providing literature and information support.
- Library activities and functions are classified & allocated into eight sections (UGC Library Committee) :

1. Book Section
2. Periodical section
3. Documentation section
4. Technical section

5. Reference section
6. Circulation section
7. Maintenance section
8. Administrative section

The eight sections can be regrouped into the following three services as follows:

- Administrative Services – Administrative section
- Technical Services - Book section, Periodical section, Technical section; and
- Readers' Services – Documentation section, Reference section, Circulation section and Maintenance section

Governance of University Libraries

- The administration of the university library is conducted on well-defined principles and that no ambiguity is allowed to exist in the functioning or working of the university library.
- It is the governing body of an institution which has the overall responsibility for its library provision.

The various aspects of governmental and administrative relationships of the library fall into three categories:

1. Those that have been formalized and expressed in constitutions, laws, charters, articles of incorporation, and judicial decision;
2. Those that have been codified and stated in the university's "constitution" or "status"; and
3. Those that have not been specifically codified by the university but are generally applied in daily administrative practices and routines.

Elements of governance of University Libraries

- Legal Base for Library System in University Set-up
- Internal Governmental Policy of the University Library
- Librarian
- Library Committee

Legal Base for Library System in University Set-up

- It consists of constitutional provisions, charters, articles of corporation, and general and special laws, applicable to the university, as well as judicial interpretations of these instruments.
- In a case in which the university library is specifically mentioned in the legislative enactment, legal provisions permit or direct the governing body of the institution to purchase such books and equipments and to appoint such officers as are judged essential for carrying the work of the library

- The Act, Statutes and Ordinances should determine the status of a University Library in the general set up of the University, and provide for its organization and administration
- There is no Act of any agricultural university of India that has given to the University Library the status of a University authority. Neither has such status been bestowed on any other constituent unit of the University. This status has been restricted only to the following: (1) Board of Management (2) Academic Council (3) Boards of Studies of different faculties

Internal Governmental Policy of the University Library

- The nature of the policy which governs the internal organization and administration of the university library depends on the prescribed regulations, by-laws, and proceedings of the governing body of the university or of the faculty or senate or other university body to which the governing body has delegated authority for formulating such policy

Characteristics of a successful policy

- i. It defines clearly the relations of the librarian to the administration
- ii. It makes clear what constitutes the library resources of the university
- iii. It places the administration of these resources, wherever located and by whatever unit acquired, under the administration of the librarian.
- iv. It sets forth the duties of the librarian

- v. It provides for a library committee, council, or board to assist the librarian in the allocation of book funds and in the formulation of a board, general policy of library development.

- v. It defines the relationship of the librarian and the library staff to the administrative and educational units of the university in order that the library may be informed concerning all the administrative and educational policies of the university and may participate appropriately on their formation and execution.

Librarian

- It is necessary that the status of the University Librarian, his responsibilities and powers, his relations with the Vice-Chancellor and other statutory officers on one hand, and with the governing and academic bodies on the other, find a place in the Act, Statutes and Ordinances of a university

- The seminar of University Librarian in India, held at Jaipur in 1996:

“The university librarian be given statutory recognition; be directly responsible to the Vice-Chancellor of the University; be an ex-officio member of all the academic bodies; be the member secretary of the Library Advisory Committee; and be accorded the status and privileges of a university teacher and head of a university post-graduate department.”

- University librarians in the University of Andhra, Bombay, Delhi, Guwahati, Jadavpur, Kurukshetra, Mysore, Rajasthan, JNU, Jamia Milia, Punjab, Madras etc have been given the status as well as the grade of a University professor, but only at a few universities the Librarians have been given statutory recognition
- In Punjab University, the librarian has been given the professor's par-scale, but he is to work "under the orders of the Chairman of the Library Committee in all matters where action is to be taken in anticipation..." this cuts the position, status and powers of the University Librarian.

- At PAU, HAU, GBPUAT and RAU, the University librarian has a statutory position and his powers and duties are stipulated either in the Act or in the Statutes or in both. Secondly, at all these universities, the University Librarian works directly under the Vice-Chancellor, and is responsible to him only.
- Librarian at HPKVV, GBPUAT and RAU are members of such academic bodies as the Academic Council, Research Council and Extension Education Council, etc.

- At PAU and HAU, the Librarian is the member secretary of the Library Advisory Committee.
- The librarians at GBPUAT, PAU, RAU and at others have the pay-scale and status of a University Professor, though at HAU and HPKVV they been equated with other administrative heads, such as, Controller, Registrar, etc., and have been allowed a pay-scale lower than that of University Professors.

Duties and responsibilities of a University Librarian

- To formulate and administer policies, rules and regulations for the purpose of securing the most complete use of the library by students, faculty members and other members of the university community.
- To participate in the formulation of the educational policies of the university.
- To participate in the activities of the university library committee as a member and as an officer, (usually Secretary, rather than Chairman).

- To maintain relationships with the President, dean and other university officers.
- To bear responsibility to the President (Vice-Chancellor) for the satisfactory government and administration of the library.
- To select a harmonious administrative, technical and service staff and to recommend their employment to the President.
- To make recommendations to the President on all matters pertaining to the status, promotion, change in position, or dismissal of the members of the library staff.

- 
- To guide the development of the book-collections of the university libraries and to be responsible for all book collections of the university.
 - To represent the university library to its users, the general public, and in educational and library groups.
 - To prepare and execute the annual budget for the operation of the library.

Relation of the Librarian to the groups and individuals comprising the University Administration

- Trustees
- President
- Legislative senate or faculty
- Administrative board
- Council
- Library committees
- Deans
- Heads of departments
- Faculty members
- university committees,
- Departmental librarians
- Research workers.
- Research institutes
- Extension service
- Students
- Comptroller
- Registrar
- Auditor
- Purchasing agent
- University Press and Publications
- General Public
- Employees of University
- Visiting Scholars
- Alumni

Library Committee

- A library committee is “a committee responsible for the management of a library. Library committees are responsible for the management of a library.”
- Recognized as an essential agency that is needed for the governance of a library because the authority remains busy most of the time with the multifarious problems of the university.
- It devote more time and can think of proper development of library services in a better way, because it is constituted mainly for this purpose.

- Some of the Library Committees have executive functions.
- Most of the Library Committees recommendatory or reporting, rather than advisory.
- There are few library Committees having purely advisory functions.
- At many places where the library Committees are said to be advisory, they advise the Academic Council, or the Syndicate, or the Vice-Chancellor, rather than advise the University Librarian. Such a description of its advisory nature is anachronistic of the term.
- In almost all the library Committee, the Vice-Chancellor is invariably the Chairman and the University Librarian the Member-Secretary. Exceptions are the Delhi University, the BITS, Pilani etc.

According to survey of Peeler's study, the principles of appointment, structure and form of organization of library committee have been summarized as follows:

- The committee should be appointed by the Vice-chancellor on the recommendation of the librarian;
- It should represent the interest of the library;
- It should be made up chiefly of faculty members;
- The chairman should be a teaching member of the faculty with recognized qualities of leadership;

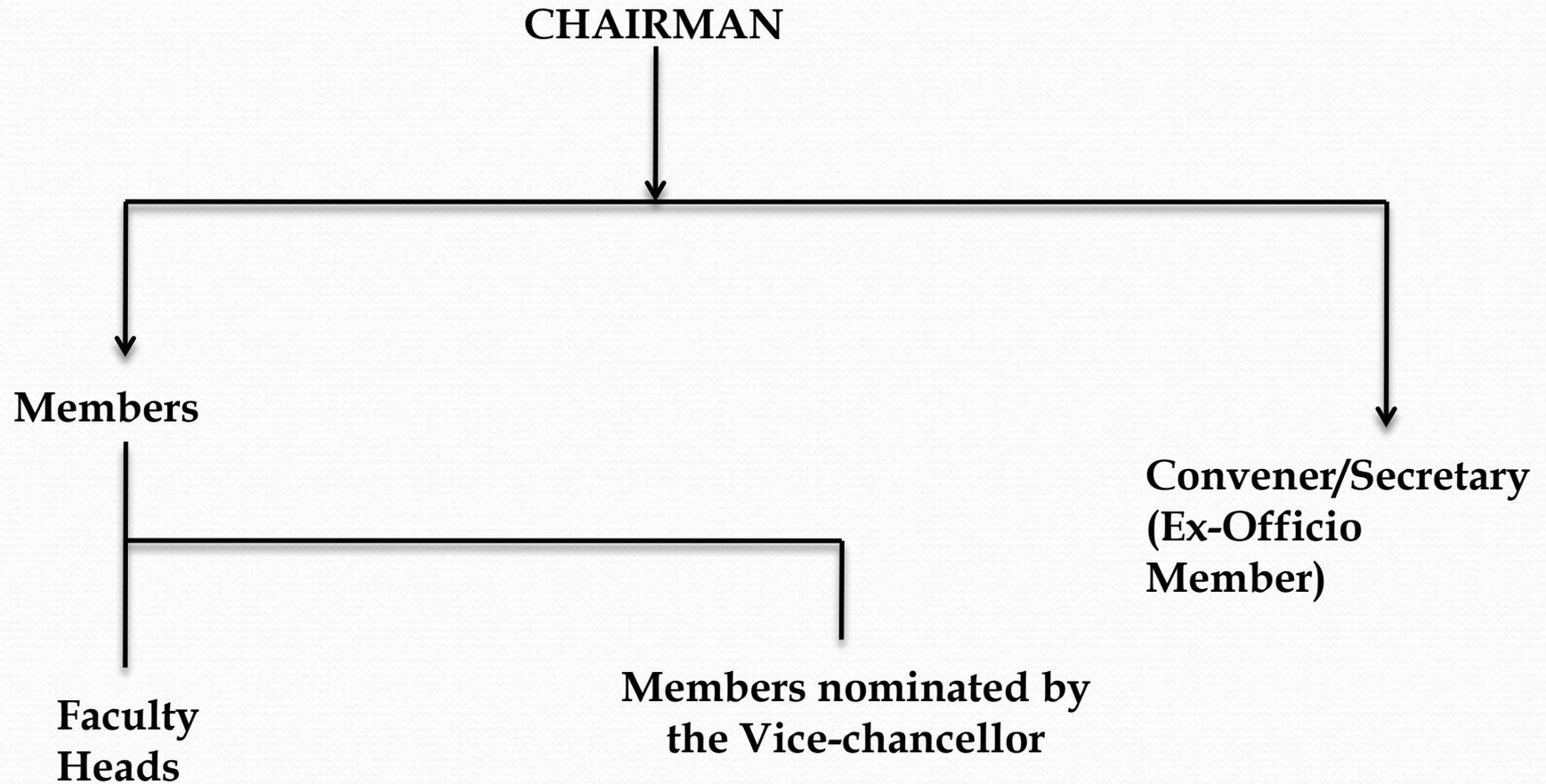
- 
- The number of members recommended varies from four to ten;
 - Membership should be rotated, and terms of the office should be overlap;
 - Minutes of the committee should be distributed to the faculty as well as the committee.

Kinds of Library Committee

- **Advisory Library Committee:** These are also called as recommendatory committees. They have simply advisory powers and their work for the particular problem finishes with the advice of recommendations. “this committee do not have any real power except that these simply recommend certain proposals which are subject to the approval of the library authority.”
- **Executive Committee:** These committees are most powerful of all other committees as they have full powers in those matters which are delegated to them. This committee has full freedom to appoint other sub-committees.

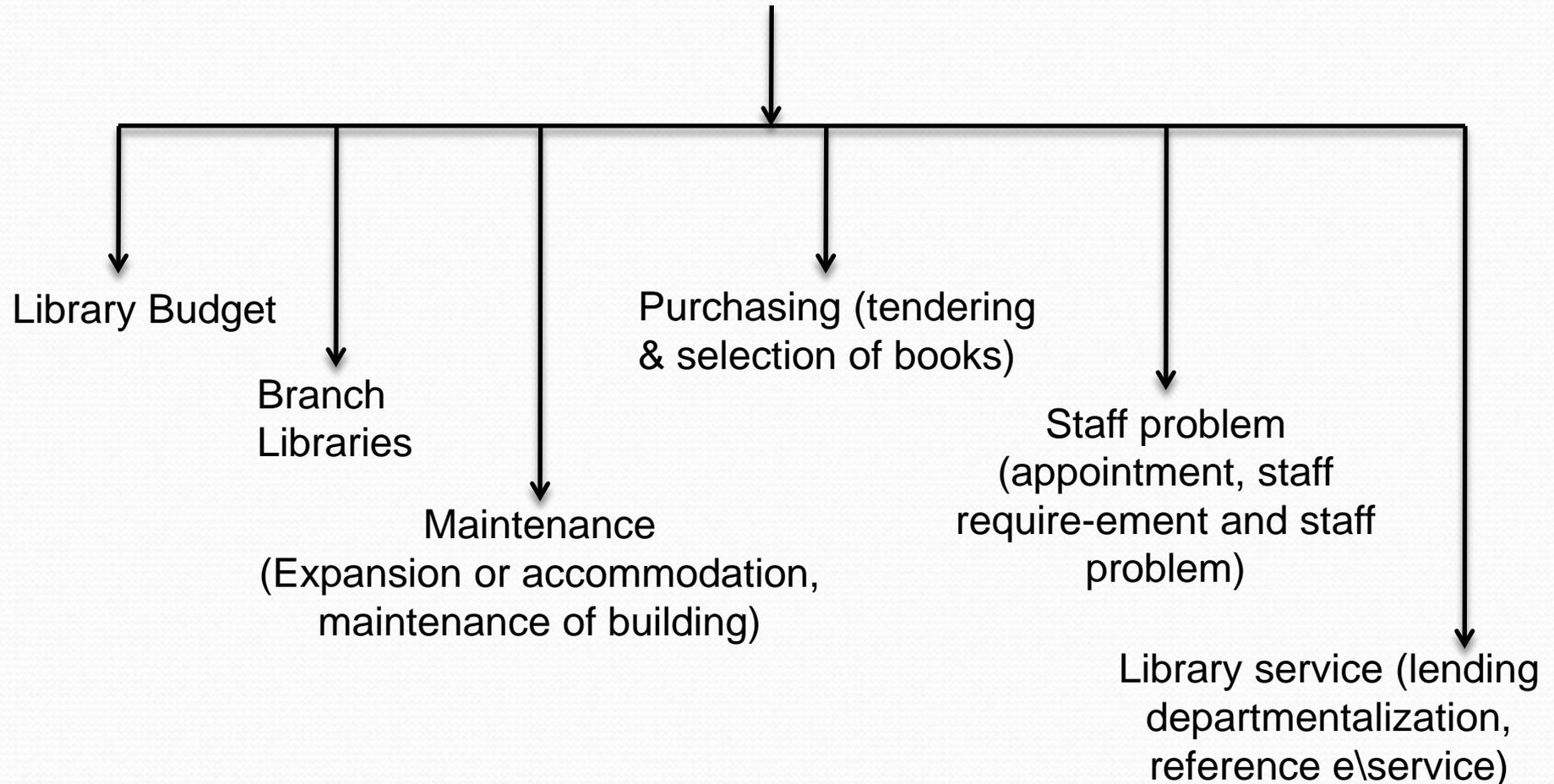
- **Ad-hoc Committee:** Such committees are called as special committees which are appointed for specific purposes or for a particular period. They have the statutory authority. This committee works independently.
- **Nominated or elected committee:** When the library authority appoints a committee of elected or nominated members, it is called Nominated or Elected committee. This committee is delegated some powers by the library authorities

Constitution of Library Committee



AREA OF LIBRARY COMMITTEE

AREA OF LIBRARY
COMMITTEE



Activities of Library Committee

Library Budget

Branch Libraries

- Maintenance (Expansion or accommodation, maintenance of building)
- Purchasing (tendering & selection of books)
- Staff problem (appointment, staff require-ement and staff problem)
- Library service (lending departmentalization)

Powers and Functions of Library Committees

Prof. Satish Chandra, former Chairman of UGC:

- Ensuring coordination between the library and the various departments and
- Laying down broad policies

Carl White:

- The Library Committee should not lay down policy. That should be the task of the Academic Council.

The Library Committee at Delhi University

- is an advisory body.
- as per Ordinance XVI (4) its powers have been defined as the 'library committee shall be consulted by the librarian for advice in matters concerning
 - (i) general library development;
 - (ii) allocation of the library funds; and
 - (iii) library policy in general.

Library Committee at Mysore University

- Frame rules
- Recommend on provision for staff, equipment, grants etc.
- Decide terms and conditions for supply of books and exchange rates, etc.
- Take decisions to write off the reading material
- Chalk out a policy for weeding out books, etc.

Library Committee at Calcutta University

- To advise the Syndicate through the Pro-Vice - Chancellor for Academic Affairs on general policies in terms of which the university libraries may be used and to make recommendations in regard to such use;
- To make recommendations for general policies guiding and governing the purchase of books and manuscripts and other related library materials within the budgetary provisions and also the receipt of gifts of books, manuscripts and other library materials.
- To advise on plans and procedures for the purchase, management and cataloguing of books and manuscripts and other library materials.

- To advise the university librarians on such matters as may be referred to it by him regarding the functioning of the libraries.
- To consider reports from the university librarian concerning the needs of the libraries for more effective use and development of the resources thereof.
- To consider and advise with respect to the procedure and periodical inspection of the libraries; and
- To advise with respect to the annual budget estimates as framed by the appropriate administrative officer prior to submission to the Pro-Vice-Chancellor for Business Affairs and Finance and to the Finance Committee.

Library Committee at Lucknow University

- Ensuring coordination between the library and the various departments and
- Laying down broad policies
- To scrutinize suggestions for orders
- Purchase books and periodicals
- Upkeep the Library
- Prepare annual budget estimates
- Disburse grants
- Enforce Library rules and
- Control the discipline of the library staff

Composition of Library Committee

- With organizational set-up, the composition of Library Committees also differs from university to university.
- At most of the universities, it is composed largely of permanent members, who are replaced only when they relinquish the substantive post they hold.
- In Delhi University, the Library Committee has eight members: four members represent faculties, three members are nominated by the Vice-Chancellor, and the librarian is the ex-officio member-secretary. The Chairman is appointed by the Vice-Chancellor from amongst the senior members of the Committee.

Composition of the Library Committee at Delhi University Library (Ordinance XVI)

1. The Library Committee shall be a standing committee of the Academic Council.
2. The Library Committee shall be constituted of eight members as follows:
 - Four members representing faculties;
 - Three members nominated by the Vice-Chancellor;
 - The Librarian is the ex-officio member-secretary. The Chairman is appointed by the Vice-Chancellor from amongst the senior members of the Committee.
3. The nominated members shall hold office for two years.

Composition of the Library Committee at Calcutta University

1. Pro-Vice-Chancellor (Academic Affairs - ex-officio Chairman)
2. Pro-Vice Chancellor (Business Affairs and Finance)
3. Secretaries to the Councils for Post graduate and undergraduate studies; and
4. University Librarian (Secretary)

All five are ex-officio members.

- At the Bombay University: the Library Committee is composed of the Vice-Chancellor (Chairman), five members nominated by the Syndicate, and the University Librarian (Secretary) – seven members in all.
- At all the Agricultural Universities there are Library Committees whose role is advisory only, the IARI library being an exception. Vice-Chancellors are the Chairman of the Library Committees and the Librarians are member-secretaries in all the cases. At some Universities these Committees are statutory, while at others they have been created by the administrative orders of the Vice-Chancellor.

SUGGESTIONS FOR BETTER GOVERNANCE

Legal Base for Library System in the University Set-up:

- The organization and administration of a Library or a system of Libraries in a University should be placed on a well-defined legal base.
- The act and statutes of a University should specify clearly the organization and function of the Library System as also the appointment, powers and duties of the Librarian in detail.
- Where the Act or Statutes of an Indian University do not make the position of the Library System in the University set-up clear, steps should be to rectify them.
- The ICAR should itself frame the library policies for the institutions directly under its charge, and these should be incorporated in the Statutes

University Librarian

- The position of the university Librarian, his duties and powers, his relations with the vice-Chancellor and other statutory officers on the one hand, and with the governing and academic bodies on the other should find a place in the Act, Statutes and Ordinances of an Indian University.
- Should be an Officer of the University and should have the status and pay-scale of a Dean or Director.
- Should be directly responsible to the Vice-Chancellor of a University for all matters relating to the Library of the University concerned.
- Should be an ex-officio member of all the academic bodies, as well as the Member-Secretary of the Library Advisory Committee.

Library Committees

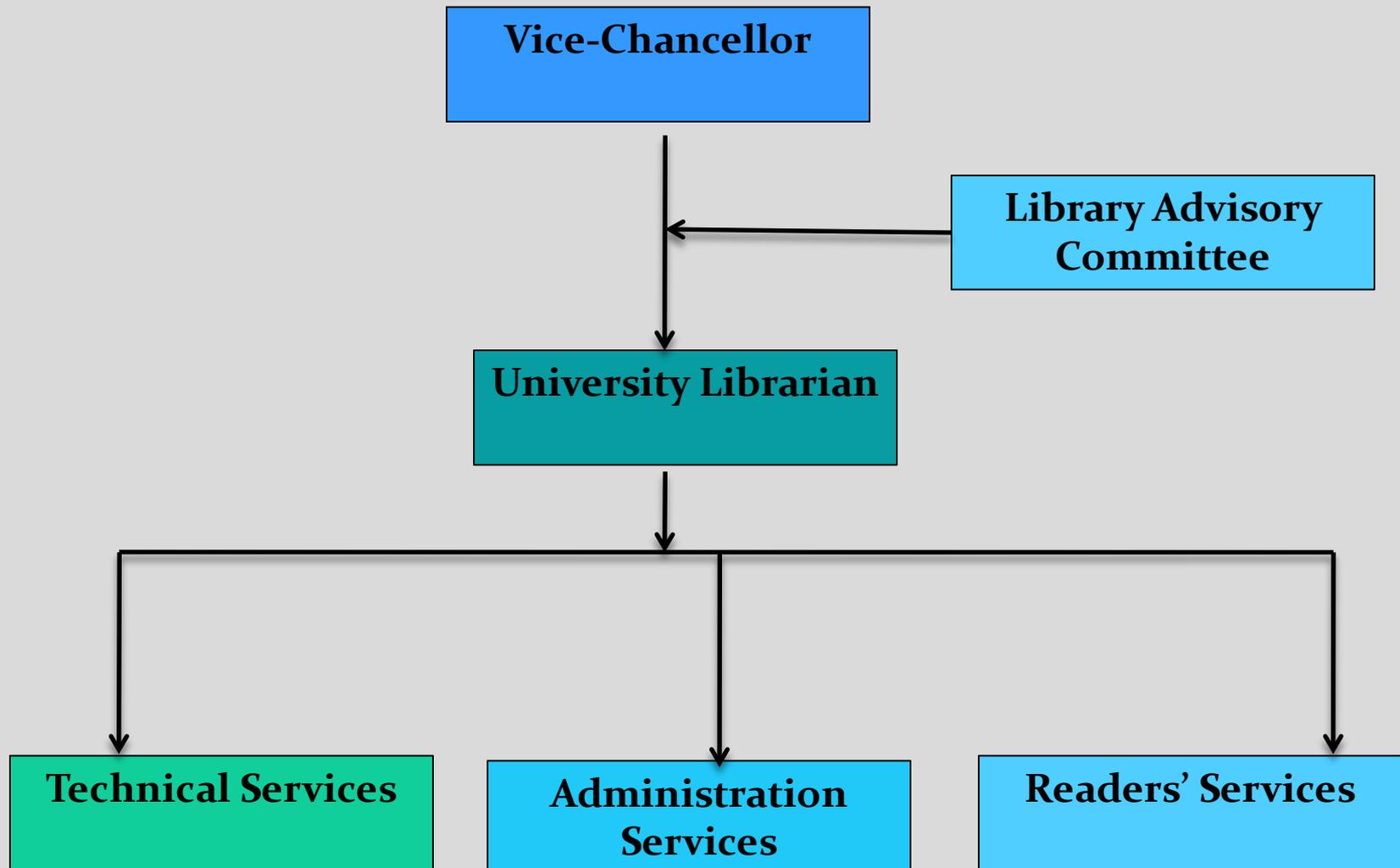
- Should serve as a link between the Library and its users.
- Should be a statutory body. Its organization, composition, functions, schedule of meetings, quorum, implementation or disposal of its recommendations, etc. should be stipulated in the Statutes of each University.
- Should to advise the Librarian on such matters as are concerned with the library service and its improvement.
- Should consist of 10 to 15 members who represent all the facts of the academic life of the University community, including the students.

INTERNAL ADMINISTRATIVE ORGANIZATION OF ACADEMIC LIBRARIES

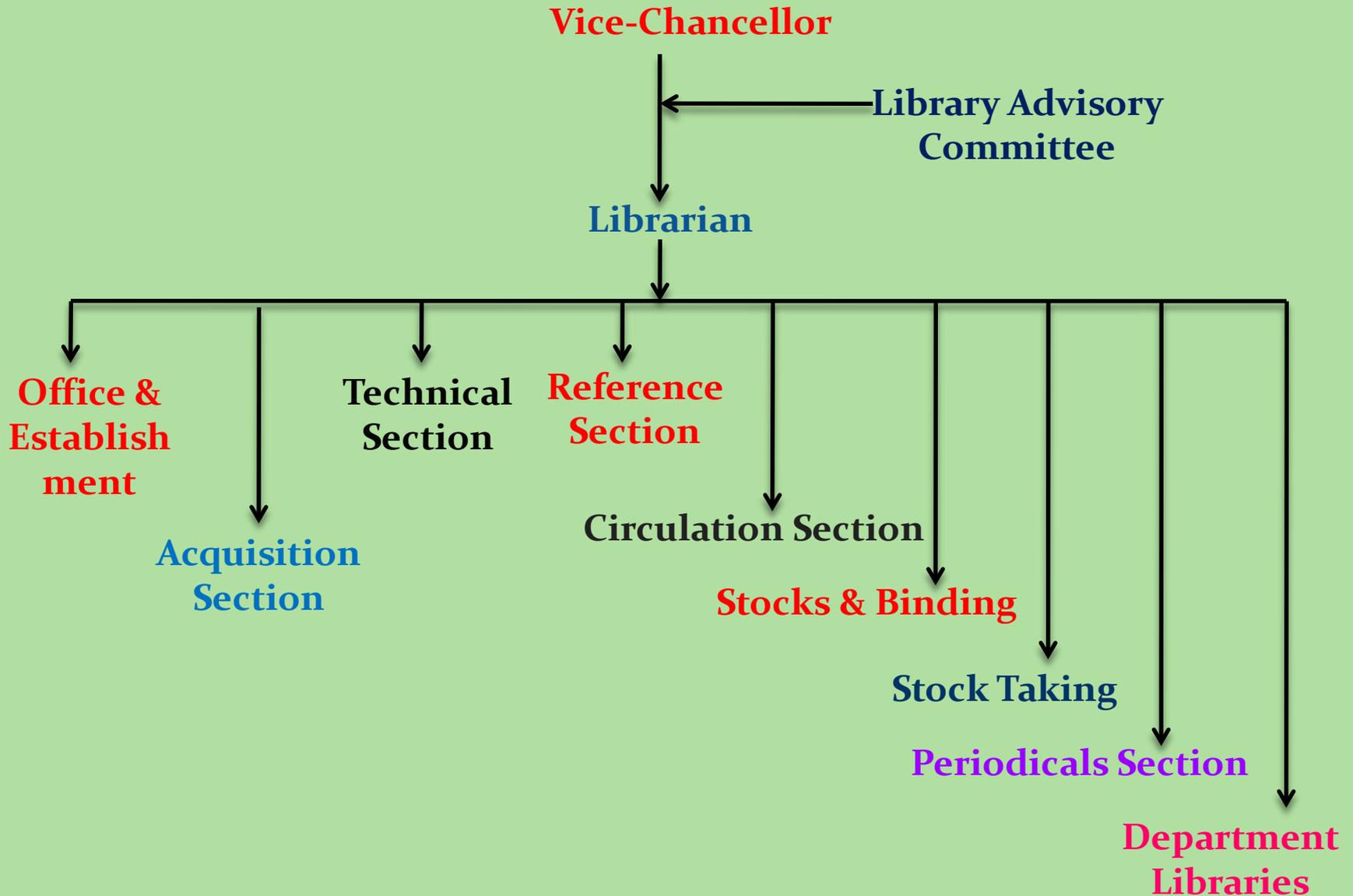
- Efficient administration requires forecasting and planning in relation to library's objectives, sensible organization and grouping of appropriate activities, calculation of material and personnel requirements
- Harrod: "the library organization is the set or process of organization i.e. creating a systematic union of individuals in a body whose officials, agents, members work together for a common end.

- Internal administrative organization of a library means proper arrangement of the staff for achieving the objectives of the library.
- In an organizational structure with only one professionally trained person on its staff, the Librarian himself has to perform all the functions – professional as well as administrative.

Organizational Structure in a library with only one Professional Member on the Staff



Organizational Chart of Calcutta University Library



Operation of Principles of Administration in the Indian University Libraries

- **Hierarchy:** All the organizational structures are pyramidal with the librarian at the top and the library attendant at the bottom.
- **Unity of Command and Management:** The Librarian is the chief executive of the Library and a leader.
- **Equity and Justice:** There should be a sense of ordered discipline and the feelings of security and stability.
- **Span of Control:** The Librarian supervises the work of Deputy Librarians and his own administrative unit; a Deputy librarian looks after that of Assistant Librarians working under his charge; and an Assistant Librarian supervises the work of the Senior Library Assistants in his section and so on.

- **Line and Staff:** The University Librarian himself is a 'staff officer' of the Vice-Chancellor to advise him on the working of the library system, but is a 'line officer' for his own university library.
- **Centralization and Decentralization:** The central library of the university and the departmental libraries exist side by side. In some cases, though centralization has been retained in the case of Technical Services, the Readers' Services have been decentralized.
- **Division of Labour:** The principle of 'division of labour' is not operative, because either the staff is too small, or the Librarian will not permit it.

Conclusion

The “Government” refers primarily to legal provisions while public library law enacted by state legislatures from the legal basis for the establishment maintenance and the Government of the public libraries, the university library also would be based on the statutes and ordinances adopted by the Governing body of a university. The statutes made in accordance with the policy enunciated by the university act determine the status of the librarian in the general set up of the university, and provide for its organization and administration.