

Globalizing Academic Libraries: Vision 2020 – Report on the International Conference of Academic Libraries 2009, held at University of Delhi, October 5 – 8, 2009

The futuristic academic libraries in the higher education system must globalize if they want to add value to the academic enterprise, concluded the recently held International Conference on Academic Libraries – ICAL 2009. The academic libraries in India and other developing countries are at least a decade behind their counterparts in the developed countries. The ICAL 2009 which was specifically called to reposition academic libraries as the next generation libraries, recommended ‘globalizing academic libraries’ in the network environment. The new model proposed by the conference in essence envisages collaboration between libraries at local, state, national, and global level on all library dimensions, for instance performing library functions of resource building, cataloguing, and back end operations at consortia level and not at client level. Technologically, the new model envisages integration of all participating university libraries in open systems environment for facilitating management of library operations, functions and services at consortia level, and building common resources for sharing and access. The pre-requisites of the new model include setting up of a major centralized facility equipped with the state of the art ICT infrastructure at the consortia level offering online avenues for managing library functions. This sort of new set up would essentially be helping client libraries relieving them of the hassles and burden of managing local library management systems as well as obviating the need to undertaking capital intensive and time consuming activity of building cataloguing databases at local level.

In the context of recommendation of the National Knowledge Commission to expand the number of universities in India from 475 as at present to 1500 in near future, the new model is considered highly relevant in terms of economy and performance, in offering low-end investment options in the ICT infrastructure at client level, in offering academic community access not only to local resources but to resources of all other university libraries as well, and in addition opening up new opportunities for libraries to play more effective, strategic and educational roles to add value to the academic enterprise.

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Libraries constitute an important element of the foundation of the knowledge economy, said Dr Sam Pitroda, the chairman National Knowledge Commission of India in his inaugural address. The Government of India has agreed to set up National Commission on Libraries as recommended by the National Knowledge Commission. The commission would be set as a statutory body to address issues pertaining information and learning needs of the country, the manpower requirements of the country in the library sector and how to meet the same through education and training. The government has also agreed to set up an institute in the country for advanced educations and training in library and information science, he said on the occasion.

The futuristic academic libraries must complement each other's resources rather than duplicate them as has been the practice at present, advised Prof B.L. Mungekar, former Member Planning Commission and the patron of the conference. Ms Ellen Romana Tise, the President IFLA, the Prof Deepak Pental, Vice-Chancellor of University of Delhi, and Prof. Tandon, pro-vice Chancellor, Delhi University underlined the need for organizing such an international event.

The highlights of the ICAL 2009 were the futuristic vision of academic libraries – globalizing academic libraries by 2020, the framework for planning road map for vision implementation, the exhibition of corporate houses from the publishing world, the exhibition of booksellers and vendors. The conference had participation of over 650 delegates from India and abroad. It was for the first time that any international conference in India had the participation of three international organizations that is IFLA, SLA, and the OCLC. It was for the first time that vice-chancellors of the Delhi University, GGS Guru Gobind Singh University, and Indira Gandhi Open National University participated in a panel discussion on the issues of future role of academic libraries. This panel discussion was chaired by Prof B.L. Mungekar, former member planning commission. The leading houses from the corporate world such as Elsevier, Sage, Informatics and the INFLIBNET from the UGC participated in a panel discussion on the topic of library publisher relationship for globalizing academic libraries.

The conference used Open Conference System – open source software – for peer review management, online paper submissions management and online information management on current status of paper submissions. In all a total of 107 papers were presented in the conference which included 30 invited papers, 87 contributed papers selected based on peer review process, and 20 poster papers. The experts invited to speak on the occasion were from Australia, the

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USA, the UK, Germany, Canada, India, and several other countries. The list of distinguished speakers at the conference included Ellen Romana Tise, President IFLA 2009-2011, Prof Carol Tenopir, Prof Ann Okerson, Prof David F Kohl, etc.

The conference held deliberations under four tracks – future vision of academic libraries; user centric services; technology, infrastructure, policies plus management models; and change management, advocacy, society and scholarly communications. The outcome was in form of draft outline of road map as given evolved by a set of 30 experts who deliberated on the themes under these four tracks. The outcome of the conference was also in the form of recommendations that emerged from the paper presentations and floor discussions.

The ICAL 2009 was sponsored by the Goethe Institute, the UGC, the INFLIBNET, the RRLF, and Department of Information Technology. The conference was also sponsored by leading houses from the corporate world including Elsevier, Sage, Informatics, and others.

Indeed it was a conference with a difference.

GLOBALISING ACADEMIC LIBRARIES

Programme Planning for ICAL 2009 Roadmap Implementation

Preamble

The International Conference on Academic Libraries (ICAL 2009), held in October 2009 at University of Delhi to suggest a vision and roadmap to reposition academic libraries as the next generation libraries, recommended '*globalizing academic libraries*' in the network environment. The main outcomes of the conference were the futuristic vision of the academic libraries and the road map for vision implementation. The significant highlights of the conference were two panel discussions and the recommendations of the Satellite Group of Experts.

The Vice-chancellors Panel emphasized the importance of shift from print to e-resources, quality ambience in the library space, and restoring reading habits amongst students.

The Panel of Library-Publisher relationships emphasized cooperation and collaboration between publishing houses and academic libraries in undertaking research projects of common interest.

The Satellite Group on Roadmap Implementation identified a series of areas (placed as Annexure 1) in which initiatives needs to be undertaken on behalf of the academic libraries.

Now that the conference event is over, the main task is to formulate a comprehensive action for road map implementation. This document gives a brief outline of the academic library vision 2020, the road map for futuristic academic libraries, and an outline of the broad areas in which we need to formulate action plan for roadmap implementation.

Academic Library Vision 2020

India is though hailed as one of the world leaders in software industry, but why is that developments and advances in the library sector are driven mainly by the developed nations. We need to introspect why libraries in India have as well as in other developing countries have not been able to benefit from the ICT by as much as libraries in the western countries have come to

benefit. Though compared to the poor development and performance of public library system, the Indian University libraries are performing well but still continue to underperform and are still managing their operations and services in the traditional mode and media. The need for such a kind of introspection is even more urgent given the fact that ICT is known to have already made impact in the banking, insurance, railways, airlines, and many other segments in the service sector in a big way. This document on ROAD MAP would like to explore the possibility to have a survey on such truth so that any action plan for the future could take cognizance to the present state of affairs in the University Library sector.

However, the conference while debating these issues had realized that the current practice of organizing and developing libraries in stand-alone mode in competition with each other is largely responsible for the current status of academic libraries. Such practices have eventually led to large scale duplication of library efforts expended in building library collections, developing cataloguing resources, and left little scope for them to plan and organize library development on collaborative basis at state and national level as has been the trend going on in the west at present. It has also left little scope in utilizing the professional manpower for better and quality library services as per the modern needs. It has also left with little scope to undertake qualitative research in libraries as the manpower to large extent is utilized for in-house activities in each library. Scope for better utilization of library resources, library infrastructure, better ICT environment has also taken its toll. Surely, we need to replace the current library model in practice that advocates the philosophy of secluded, standalone libraries working in competition with each other.

In this context, the conference recognized that the long era of secluded, stand alone libraries is now over and also recognized that things happen differently with togetherness. The future of academic libraries therefore lies in their coming together with a view to collaborate in managing their functions, operations, and services from a common platform, building and sharing common resources, and exploring and executing future programmes and activities of common interest. It is from such a common pool of resources that academic libraries could think and hope of adding value to the academic enterprise.

The ICAL 2009 therefore gave a call for '*globalizing academic libraries*' in the network environment as the academic library vision for 2020. Given the challenges on how to develop

academic libraries as the next generation libraries and on how to enable them to cope with imminent expansion planned in the higher education sector (as per the National Knowledge Commission recommendation) from 475 to 1500 universities in near future.

The ICAL-2009 call for globalizing academic libraries is very timely and relevant. The globalized academic libraries is to be seen as another but different library model that advocates futuristic library development based on collaboration between libraries at local, state, national, and global level and on all dimensions of academic library activity. The new model promises to offer several inherent advantages over the current library model such as strategic, operational, and economic on the following lines:

- Enabling utmost economy and performance in the library operations at the client level,
- Enabling libraries to build common resources at the consortia level as opposed to current practice of building resources at client level in the distributed environment,
- Enabling libraries to go in for minimal ICT infrastructure at client level compared to high end requirements mandated as at present,
- Enabling access not only to local resources but also to resources distributed across university libraries,
- Enabling professional staff sufficient opportunities to develop expertise in core library and information science areas and not be bogged down with the requirements to necessarily develop high end expertise in the ICT, and
- Enabling libraries to play strategic and educational roles in order to add value to the academic enterprise.

Hence,

GLOBALIZING ACADEMIC LIBRARIES

is the academic library vision for 2020.

ICAL 2009 - Roadmap for Globalizing Academic Libraries

The eleven point roadmap that the ICAL 2009 outlined for globalizing academic libraries is as follows:

1. To ascertain the strengths and weakness of libraries under the central and state universities in India in the form of a status report;
2. To identify alternate modes of managing traditional library functions in the global academic library mode;
3. To identify the new dimensions that could be added to academic library services by exploiting common pool of resources;
4. To identify the strategic and educational roles that libraries and librarians could play to add value to academic enterprise and in the knowledge society;
5. To undertake new initiatives such as building digital resources of indigenous knowledge of unique character;
6. To formulate ICT plan for systematic development of futuristic global academic libraries;
7. To formulate plans for ensuring quality and standards in the functioning and performance of futuristic global academic libraries;
8. To encourage international collaboration on all library fronts for bringing about qualitative change in the functioning and performance of futuristic global academic libraries;
9. To identify and formulate appropriate policies, programmes, and systems for ICT integration at library client level and consortia level;
10. To identify the priority areas for talent development and formulating talent development plans for the purpose; and
11. To evolve suitable strategies for change management, library advocacy and marketing essentially with a view to change the public image of the academic libraries

HOW TO PROCEED WITH THE DEVELOPMENT OF ROAD MAP: Programmes Envisaged for Roadmap Implementation.

We now need to envisage, build and develop programmes outlining action plan for roadmap implementation. This would require thorough examination on each aspect that has to go into planning the road map and also require support from library professionals to come forward and plan a paper with proper research on each aspect. ICAL 2009 wish to publish each report in its post conference volume with due acknowledgement to the contribution made by author/s in the making of the ACTION PLAN. Tentatively, the programmes envisages are as follows:

Programme 1: Current Status of Academic Libraries in the Higher Education System

Because there is no accepted definition of academic libraries as well as definition of success and quality indicators for academic libraries it becomes difficult to determine the success of library professionals or the services they provide.

The Outline of the Report to be generated -

1. Comparative status of academic libraries in India and in the West,
2. Comparative status of libraries in the central and state universities India - Status of libraries may be determined on parameters such as :
 - a. ICT integration, ICT infrastructure and bandwidth;
 - b. Staffing pattern and staff strength and vacant positions;
 - c. Parity with teachers in terms of status, retirement age and perks;
 - d. Library budget as a ratio of institutional budget;
 - e. Library authority;
 - f. Library growth rate in digital and print resources;
 - g. Collaborative library services and research projects at state and national level;
 - h. Information literacy;
 - i. Talent development in library and soft skills;
 - j. User satisfaction;
 - k. Library ambience, physical infrastructure, and library maintenance and upkeep

In order to achieve the Programme 1, ICAL invites library professionals to come forward and conduct research using survey method and develop a report which could be part of the ICAL action plan envisaged. It is expected that the author/s will utilize the findings of the Satellite Groups placed as Annexure 1 and develop the report with a summary of strength and weakness of academic libraries in India including the recommendations and Strategies and Action Plan for implementation of recommendations.

**Programme 2: Global Academic Library Model Implementation Plan at Consortia Level
and Client level**

Outline of the Report -

- a. Defining Global Academic Library Model ;
- b. Academic library Mission;
- c. Open library management system for back end library operations at consortia level and supporting access to consortia resources via Internet through browsers at client level;
- d. Technology for interoperability between consortia for access to common resources;
- e. ICT infrastructure at consortia and client level;
- f. Bibliographic standards for interoperability;
- g. Identification of agencies like INFLIBNET who would offer to manage consortium of academic libraries;
- h. Feasibility study of Global Academic Model;
- i. Institutional Framework Required for the Purpose;
- j. Budget implications for Global Academic Model; and
- k. Policy framework required

In order to achieve the Programme 2, ICAL invites library professionals to come forward and conduct research and develop a report which could be part of the ICAL action plan envisaged. It is expected that the author/s will utilize the findings of the Satellite Groups placed as Annexure 1 and develop the report providing the recommendations and Strategies and Action Plan for implementation of recommendations.

Programme 3: User-centric services at Consortia and Client Level

Outline of the Report -

- a. Identification of library services that reflect strategic and academic roles of the libraries in the academic enterprise;
- b. Information Literacy;
- c. Faculty-Library collaboration in building course reserves;
- d. Analytical Information Services;
- e. Information Evaluation Services;

- f. Library Advocacy, Information Marketing;
- g. Collaborative mode and model of library services;
- h. Collaborative Research project built upon Vendor-library support;
- i. Initiatives for shift in resources from print to electronic media;
- j. Rules and Regulations for Collaborative Library Services;
- k. Identification of subject expertise of each library and utilizing such expertise for better library services and better resource building in collaborative mode;
- l. Rules and Regulations for Collaborative Library Services;
- m. Service that improve the public image of libraries

In order to achieve the Programme 3, ICAL invites library professionals to come forward and conduct research and develop a report which could be part of the ICAL action plan envisaged. It is expected that the author/s will utilize the findings of the Satellite Groups placed as Annexure 1 and develop the report providing the recommendations and Strategies and Action Plan for implementation of recommendations.

Programme 4: Standards and Best practices at Consortia Level and at Client Level

Outline of the Report

- a. Guidelines for evaluation of academic library services and collection;
- b. Guidelines for staffing global academic libraries at Consortia Level (the National level) and at Client Level (The University level);
- c. Guidelines for ICT infrastructure at Consortia and Client Level
- d. Library budget allocation norms at Consortia and Client Level

In order to achieve the Programme 4, ICAL invites library professionals to come forward and conduct research and develop a report which could be part of the ICAL action plan envisaged. It is expected that the author/s will utilize the findings of the Satellite Groups placed as Annexure 1 and develop the report providing the recommendations and Strategies and Action Plan for implementation of recommendations.

Programme 5: National Library Policy for Globalizing Academic Library

Outline of the Report

- a. Policy for adopting open source software at consortia and client level;
- b. Institutional Framework for lending maintenance support to OSS

- c. National Policy for Collection Building and services at National and University level;*

In order to achieve the Programme 5, ICAL invites library professionals to come forward and conduct research and develop a report which could be part of the ICAL action plan envisaged. It is expected that the author/s will utilize the findings of the Satellite Groups placed as Annexure 1 and develop the report providing the recommendations and Strategies and Action Plan for implementation of recommendations.

Programme 6: Talent Development & Library Research Programme

Outline of the Report

- a. Identification of subject areas and strategies for skill development for different levels of staff;
- b. Institutional Framework for education, training and skill development;
- c. Incentives for training and skill development;
- d. Role of Consortia in education, training and research;
- e. Collaborative research projects at state and national level;
- f. Collaboration with library associations like IFLA, SLA, and university libraries and library schools in India and abroad for education, training and research;
- g. Collaboration with publishing houses on research projects;
- h. Strategies for Developing leadership in software skills in India for library applications of ICT;
- i. Strategies for Developing Leadership in Libraries

In order to achieve the Programme 6, ICAL invites library professionals to come forward and conduct research and develop a report which could be part of the ICAL action plan envisaged. It is expected that the author/s will utilize the findings of the Satellite Groups placed as Annexure 1 and develop the report providing the recommendations and Strategies and Action Plan for implementation of recommendations.

Programme 7: Library Ambience and Staffing & Organizational Issues)

Outline of the Report

- a. Strategies for Improving library ambience;
- b. Staffing & Organizational Issues that can be addressed under the umbrella of National Commission on Libraries

In order to achieve the Programme 7, ICAL invites library professionals to come forward and conduct research and develop a report which could be part of the ICAL action plan envisaged. It is expected that the author/s will utilize the findings of the Satellite Groups placed as Annexure 1 and develop the report providing the recommendations and Strategies and Action Plan for implementation of recommendations.

Annexure 1

FINDINGS OF THE SATELLITE GROUP MEETINGS

<p>1. Futuristic Vision of Academic Libraries</p>	<p>Vision : Academic Libraries as gateways to knowledge for university and college faculty and students should make a positive difference in the lives of the users and that impact should be assessed and recognised Mission: Academic libraries should be actively made to participate as a collaborative partner of the teaching programmes and faculty should incorporate the library component in their pedagogy.</p>		
	<p>Present Status</p>	<p>Desired Status</p>	<p>Means to Enhance Status</p>
<p>1.1 Status of Academic Libraries</p>	<p>Because there is no accepted definition of academic libraries as well as definition of success and quality indicators for academic libraries (in terms of services to be offered, ICT infrastructure, to name a few) it becomes difficult to determine the success of library professionals or the services they provide.</p>	<p>Adequate staffing, ICT infrastructural support and special training for library professionals in new technology, and better library ambience.</p>	<p>Develop and adopt standards and guidelines for quality indicators, update skills and competencies required to remain current with emerging trends and the newly established quality indicators and rewrite job descriptions to take these into account, which can be achieved by increasing the library budget at least to 5% of the institutional budget.</p>
<p>1.2 Digital Libraries: Emerging Dimensions</p>	<p>Shift from print to digital is being encouraged by initiatives such as the Digital Library of India.</p>	<p>There will be increased access to digital materials as more institutions digitise material themselves helped by the creation of a National Digital Registry.</p>	<p>Greater shift to digital needs more ICT infrastructure in libraries including training of librarians to support students and academics.</p>
<p>1.3 User Centric Services</p>	<p>Services tend in many academic libraries to be based on what has always been done, with scant recognition of the changes particularly those that have recently come about in the use of ICT.</p>	<p>Services in academic libraries should reflect the needs of the students, academics and administrators, taking into account the requirements of faculty which will be communicated through attendance of middle and senior library professionals at faculty boards</p>	<p>Library professionals should be required to undertake continuous professional development and this should be reflected in their job descriptions and promotion path.</p>
<p>1.4 Knowledge Society, Future of Print</p>	<p>In India print and digital will coexist but use of print materials is declining.</p>	<p>Library users should be encouraged to read print and digital materials as required by their courses.</p>	<p>A selection of required print materials (chapters or pages) available in the library should be digitised within the constraints of copyright and placed in course management systems to encourage the reading of the printed materials from which digital portions have been made.</p>

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2. Technology, Innovation & Policies			
2.1 Emerging Technologies and Their Impact	Asymmetric level of progression; ad-hoc, organic and incremental growth that is slow and produce un-integrated systems and services; they are not strategic and not standardized.	One-stop shop for discovery, access, re-use / repurposing of heterogeneous contents from disparate sources through a distributed network system supported by a broadband network enabling personalization as well as sharing facilities through social networking and web 2.0 technologies.	Intra and inter-Institutional networking through development and adoption of appropriate standard and protocols for interoperability and sustainable business model for public good.
2.2 Technology Integration, Infrastructure and Policies	Ad-hoc, non standard, un-integrated activities.	Networked centres of excellence and equity of access providing access to knowledge free at the point of use.	Appropriate policies at the federal and state level supporting legal and sustainable equity of access to the technology as well as content through networked centres of excellence.
2.3 Library Management System, E-learning, E-tutorial systems			Integration of LMSs, VLEs, intranets and Web.
2.4 Content Development Infrastructure	Minimal or non-existent infrastructure except for creating institutional repositories.	Integration of content and data to support further knowledge creation activities through interactive and collaborative frameworks.	Policies, copyright and standards for integration at institutional and national level.
2.5 Digital Repositories, Content Development	Minimal or non-existent infrastructure except for creating institutional repositories	Linked institutional repositories using standards and quality control for fostering collaboration within and outside institutions, facilitating generation of intelligence for data mining and promoting creation of new knowledge	Need for quality control standards, new skill sets for librarians, close cooperation with faculty, scholars and university press and other units ; copyright and new business model; and integration through standards and policies, e.g to create new publications in collaboration with the university press.
3. Library/Publisher/Vendor/ Relationships			
3.1 Collaboration in Knowledge Access and Management	The library publisher partnership in promoting access to knowledge for academic and life long learning is lacking.	Collection Development should be need based and user-centric rather than vendor-driven. The library needs should be assessed through research and user feedback.	Libraries and publisher should evolve a mechanism at federal and state level to identify and adopt healthy practices for purchase of information objects and to sustain access to information.

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3.2 Copyright and Open Access Publishing, Self Archiving, Policy	The Copyright and licensing policy at present is in favour of the publishers.	Publishers and libraries should develop equitable model for fair use of print and electronic resources for the library users.	Publisher should allow the authors the right to self-archive their publications in institutional repositories.
3.3 Society and Scholarly Communication	The commercial publisher/vendor does not have any social obligation for promoting scholarly communication.	Publishers and libraries should have common goals to foster scholarly communication in general.	The Ministries responsible for libraries and publishing industry should work together and develop a mechanism for free/open access to scholarly information for the benefit of all the stake holders.
3.4 Value for Money and Return on Investment	Different publishers adopt different pricing policies for the similar publications in a discipline.	Publisher should adopt need-based information marketing and production rather than supply –led business model.	Publishers/Vendors shall adopt fair trade practices in marketing information objects including electronic resources by reducing the cost and increasing the sales capacity.
3.5 Legal Deposit, Electronic Publications, Pricing Model, Digital Archiving	The publishers are holding the intellectual property rights to all electronic contents including self-archiving terms and conditions.	Libraries, publishers and vendors should evolve mutually agreed licensing terms and conditions, pricing models for acquiring print and perpetual access to electronic content.	Publishers shall supply libraries a legal deposit of all e-publications purchased, and in the case of other on-line publications, they should be deposited in a repository with controlled access.
4. Change Management			
4.1 Vitalising Education, Training and Skill Development	The present LIS education and training does not address adequately to the requirements of the modern academic libraries like ICT applications and related new competencies.	LIS Syllabi for LIS education should be revised periodically covering newly emerging aspects of ICT, managerial skills, soft skills, giving emphasis on practical aspects and providing in-service training to library professionals so that they will be competent enough to take up higher positions in the Institution itself or elsewhere.	This can be enhanced by reviewing LIS education and training regularly and instituting Continuous Professional Development (CPD) programmes of various kinds.
4.2 Standards, Best Practices, Academic Library Governance	The present situation is not satisfactory in that there are no well formulated standards for effective governance and functioning of academic libraries.	To ensure proper functioning of academic libraries concerned authorities should take steps to formulate standards and insist on implementing them.	The respective monitoring and funding bodies like UGC, AICTE and National Library Associations should take up, on priority basis, the work of formulation of standards, see that they are scrupulously implemented.
4.3 Building Talent in Academic Libraries	The present situation is not conducive for building talent in academic libraries.	In view of the important role the academic libraries play in higher education and research it is necessary to attract talented personnel for	Special efforts to encourage, attract and retain talented young personnel, like instituting motivation awards, scholarships, promotional

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		leadership and effective functioning of libraries.	avenues, mandatory training programmes and staff exchange programmes should be made.
4.4 Advocacy; Marketing and Promotion	At present advocacy, marketing and promotion are not conspicuously visible.	To bring into reality these new concepts of partnership, marketing and promotion, synergy of the Department of LIS and library should be effected and financial support from Corporate bodies be sought.	The above efforts should be made with due publicity for value added services and strategies of academic libraries with the help of agencies like Friends of Library Association.
4.5 Information Literacy, Faculty Library Relationships	There is much to be done with regard to both information literacy and faculty library relationship at present.	Both these elements should be attended to with immediate effect so as to enhance the use of academic libraries.	Information literacy programmes should be designed by LIS schools and libraries for different types of users and faculty-library relationship should be close and directed to enhance use of academic libraries.