Towards an Inclusive Knowledge Society: Role of Joint Use Libraries in Indian Academic and Public Library Sectors

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Abstract
The changes in the Library and Information Service sector due to various factors have made innovation a necessity for its survival. This paper defines the new concept of Joint use libraries in the Academic and Public Libraries sectors. It gives details of the necessity of such innovation to ensure quality library services to all citizens to usher in a knowledge-based society.

The author has made an effort to prepare models for integration of Academic libraries and Public libraries to render better and holistic service to a broad-based clientele comprising the academia and the community. The paper stresses the need for such Joint use libraries in India especially for Distance Education learners and activists working in NGOs.

Introduction
The recent focus of good governance is to enable inclusive growth and development. India has come a long way from the hierarchical society and its exclusive educational system which we imbibed from our cultural and social heritage, as well as our colonial past. The thrust of the envisaged changes in the society calls for knowledge for all and a shift towards an inclusive knowledge-based society.

Libraries have always been one of the major institutions for giving access to knowledge. But there has always been compartmentalization of users and library services. This situation has to gradually open up to innovative ideas for better utilization of library resources and services by more diverse groups rather than the present typecast user groups. Today libraries are generally divided into four major categories comprising national libraries, academic libraries, special/institutional libraries, and public libraries. All these libraries have their specific clientele with very little overlaps. Such categorization will not help the necessity to extend access to a diverse clientele for setting up an inclusive knowledge-based society of the future. Therefore there is need to review the present library and information services (LIS) in India and accept new ideas to make it more user-oriented.

There have been innovative experiments in Library and Information Services (LIS) like the setting up of joint-use libraries, in the US, UK, Germany, Sweden, Australia, South Africa etc which have proved very useful to ensure more broad-based and user-oriented library service to a larger group of users. In this context the recommendations of the National Knowledge Commission (NKC) are worthwhile for experimenting with new type of library services for a more inclusive access model. There is a need to prepare models for joint-use libraries in the academic/public library sectors for future experimentations in the Indian context.

An Inclusive Knowledge Society
“...If we value the pursuit of knowledge, we must be free to follow wherever that search may lead us...” said Adlai E. Stevenson [Afro Asian: 2008]. This is the idea behind the concept of an inclusive society based on free and easy access to knowledge for all.

Historically, Indian society is a hierarchical society and its knowledge base has always been elitist. Whether it is the caste-based system or the colonial education system, access to knowledge has primarily been the privilege of the few. But such a system can never lay the foundation for a holistic development strategy. Therefore, all socio-economic and political ideas have to be focused on inclusive growth and socio-economic equality in the real sense.

In view of the significance of knowledge access in national development, it is necessary to look at the ideas ushered in by the NKC which was set up by the Prime Minister of India in 2005 to prepare a roadmap towards creating a knowledge society based on open and free access to knowledge for all sections of the Indian society. The issue to be addressed is to ensure
development for all. But sustaining inclusive growth of more than 1 billion people and improve their quality of life will call for full and timely access to need based information and knowledge necessarily tailored for the comprehension of diverse users at different levels.

Unfortunately, education is still a very exclusive pursuit in India. The education sector has been an over-regulated sector so far. There is a need to experiment and innovate to bring the academic sector and its allied areas within the reach of the common person. There has to be major effort to bring literacy and education to the doorstep of all citizens. This is where the NKC’s recommendations on libraries will also be useful to bring about collaboration between the academic facilities and the community centric public library system.

The academia is still elitist and a very small percentage of Indians have access to higher learning. The percentage of Indians who actually get opportunities to pursue higher education is a meager seven per cent according to the NKC’s findings [India: 2008. p. 61]. According to the NKC “there is a clear, almost unanimous view that higher education needs systematic overhaul, so that India can educate much larger numbers without diluting academic standards” [India: 2008. p. 54]. However, distance education programmes are a step in the right direction to create a more inclusive education system.

To open up the education sector especially to the community, libraries can be important agencies which can help in giving access to a much larger group of people than those lucky few who are actually enrolled in schools, colleges and the universities. The NKC further recommends reforms in these supporting infrastructures as “the elements of infrastructure that support the teaching-learning process; such as libraries, laboratories and connectivity, need to be monitored and upgraded on a regular basis” [India: 2008. p.57]

Since the NKC clearly states that education is an essential mechanism for inclusion by creating social opportunities, there is a need for supporting special projects through innovative ideas to give access to education for economically, historically and socially underprivileged people. This will enable inclusion of such people into the mainstream and fulfill India’s dream of an inclusive society which can provide the foundation for a knowledge society. [India: 2008. p.59]

Library Services: Present Scenario

Traditionally libraries have played a vital role in education and have given access to information and knowledge to different groups of people. But as mentioned earlier libraries have remained strictly within their predetermined areas of activities and have catered to their own restricted clientele. Even though there might have been some overlapping services in academics and research, the academic library system and the special/research/institutional library system have been out of bounds for the communities generally served by the public library system. The activities of both these types of libraries are highly compartmentalized and clientele specific.

Academic Libraries are and will remain central to the management of scholarly communication. They are required to fulfill their traditional tasks of information supply and document delivery to enrolled students, researchers and teachers. A library is in fact an integral part of an academic institution and it is held in high esteem by academics and students. Institutions offering higher level quality academic programme demand a high quality library service. Kothari Commission (1964-1966) while enumerating the function of a university library said that it should bring books, students and scholars together under conditions which encourage reading for pleasure, self discovery, personal growth and the sharpening of intellectual curiosity [India: 1971. p.521]

An academic library has the following major functions:

1. It builds up a need-based, balanced and up-to-date collection of reading material in print as well as electronic form to serve as a reservoir of scholarly literature and information.
2. It organizes the collection and creates control system so it can be made use of quickly and conveniently.
3. It circulates reading material and also provides access to electronic sources among the readers for use outside the library.
4. It provides personal help to the users so that they are able to make optimum use of the resources of the library without any difficulty.
5. It provides the users the bibliographic, translation and reprographic services and thus helps them in their research activities.
6. As a part of the university set-up, it supports the teaching research and extension programmes of the university through various ways. [Arora: 2008. p.40]

Now the library has to develop into an information centre providing access to information that is available not only locally but also nationally and worldwide. By applying and using new technologies and methods, academic libraries can help to advance education and research.

Public libraries are usually funded by the state for the benefit of all citizens. The state has done this in the belief that an informed citizenry is essential for the functioning of democracy. Beginning as a mid-nineteenth century Anglo-American concept, the idea of publically funded local libraries offering a range of services and facilities freely available to all is now widely accepted. A joint manifesto released by the
IFLA and UNESCO [UNESCO: 1994] says “the public library, the local gateway to knowledge provides a basic condition for lifelong learning, independent decision making and cultural development of individuals and social groups”. Another publication The Public Library Service: IFLA/UNESCO Guidelines for Development [IFLA: 2001. p.2] says “the primary purpose of the public library are to provide resources and services in a variety of media to meet the needs of individuals and groups for education, information and personal development including recreation and leisure. They have an important role in the development and maintenance of a democratic society”.

In India, there are many religions, languages, castes as well as many customs, rituals and traditions. This pluralism makes room for wide diversity which enriches the life of the people and it also poses a challenge to build social institutions that suit the culture of the region. The public library system is greatly influenced by the tradition and culture of the land.

In the United Kingdom, library services have been affected by the state of the economy as well as by local government reorganization. In the 1970s larger local authorities were created to serve larger population. It was suggested that reorganization would bring about:

- The dual use of library buildings by school and community population.
- The use of buildings outside library hours as local centers.
- Increased cultural role for librarians, leading to more cultural and social complexes.

Technological advancement, more aware user demands and the expectations of an inclusive social order, call for a much more diversified role of all knowledge based institutions. Libraries which have been the mainstay for all academic pursuits have to now gear themselves up to cater to the changing circumstances. To bring about a shift in actual library services and to broaden the user base, there have been several experiments to set up Joint-Use libraries in many developed countries. Specially, when there are shrinking budgets but increasing information seekers, the concept of joint use libraries have become very attractive for diversifying the role of libraries.

**Concept of Joint Use Libraries**

A Joint use library can be defined as a unique facility which has been jointly created or contracted for by two or more entities to serve their combined library needs. A key element of such activity is the formal written inter institutional agreement, or contract, which defines each partner’s role and responsibility in the operation, management, and financial support of the facility. However, there are many different possibilities owing to the size, nature, and number of entities involved in such a project. Partners come to such a venture from different library environments with different needs. This paper will mainly deal with joint use libraries comprising academic libraries and public libraries. The basic principle of such an entity is to set up a common physical facility from which library and information services are extended to two different types of users. The desired goal of a joint-use endeavour is to combine the resources available from two or more agencies or institutions and share the operational costs so that the patrons of each will have access to library materials and services at lesser cost to each of the partners involved in the agreement. However, the joint use library neither replaces nor avoids the basic funding and support responsibility by either participant.

The reason why two or more libraries may wish to merge:

- Increased use of resources
- Broader range of information resources and improved collection.
- Greater numbers and a wider range of users
- Joint funding (for resources, staff, and buildings)
- Pressure on public libraries to work with a variety of other organization in particular to support different groups of learners.
- Attract new user groups
- Make better use of staff skills
- Longer hours of service

Key factors that facilitate the success of such alliances:

- Government or authority support
- Positive attitude between partners
- Major planning effort
- Clear organizational arrangements for the alliance with long term goal
- Community involvement
- Leadership values of librarians

The relationship of the participating partners has to be legally defined in the inter institutional agreement. This agreement can be general or specific, but must include a process for discussion, planning and conflict resolution to deal with all items or subject areas. A joint-use inter institutional agreement should reflect the collective thinking of both partners and provide sufficient flexibility for the managers of the library administrative functions to work effectively.

The basic principle will be a common physical facility from which library services are provided to two ostensibly different communities of users. To make academic libraries more relevant to communities which are generally served by public libraries, there have
been much innovative experimentation bringing together schools, colleges, universities and public libraries as partners. Such collaborative experiments deal with two agencies which originally have different priorities and mission. Therefore, it is essential to prepare proper areas of give and take to make it workable.

In all type of joint-use academic and public libraries the following areas need to be considered:

i) Mission statements.

ii) Collection development.

iii) General policies for different library activities such as circulation, cataloging, networking etc.

iv) Space management

v) Library design

vi) Administration

vii) Staffing

viii) Hours of operation

ix) Security

x) Annual evaluation

However, the most important action is to prepare the joint use agreement document and get it approved by the partners after due discussion with the stakeholders. In this exercise the advantages and the disadvantages have to be duly weighed.

**Joint Use School and Public Libraries**

In many countries in the developed world there are examples of successful combined school and public libraries. There are such ventures in the USA, UK, Australia, Germany, South Africa etc. It is seen that public libraries share space and other facilities with high school, middle schools and elementary schools. Often one major reason for undertaking such innovative activities is the inability of a community to provide effective library services through separate facilities. A combined library would strengthen resources in the community and there will be proper planned programmes according to the needs of both the school and the community.

The most common joint use libraries are combined public/school libraries. They are often called school-public libraries, combined community libraries, co-located libraries. Combined school/public libraries are more commonly found in high schools and not elementary schools. Given certain conditions, mergers of school and public libraries may benefit both the community and the school, where minimum basic service is not provided individually, combined facilities might be better.

There are different models of two libraries sharing one facility. Models for facilities include a secondary school library on one level and the public library on another, which may be separated by a flight of stairs; a single facility with a shared collection by different entrances, user space, and administrative services; completely separate hours with, for example, school use from 8 to 3 and public access from 3 to 9 and weekends; in the school; connected to the school; independently sited on the school grounds.

These issues will be determined by local interests and conditions. When a public library is located in a school, the physical ambience has to be attractive and comfortable which will recreate the public library atmosphere to encourage public use. In this effort the commitment of the principal and teachers as well as the librarians and staff of both the agencies is critical.

**Joint use College/University Libraries and Public Libraries**

There are several examples of academic libraries, i.e. college and university libraries in the UK and the USA which have merged services with the local public library in a joint use library. The joint use library facility financed by the State of Florida under the Education Facilities Act for the Broward Community College South Campus matched with funds from 1978 Broward County library bond issue for the Broward County library system helped both these institutions to set up a combined library. The South Regional/BCC library was the first attempt in the State of Florida to combine a public community college and a county library system as partners. Other such ventures followed over the years.

In the university sector two most important initiatives which involve public and academic libraries are the University of Worcester’s vision in the UK and the Dr. Martin Luther king Jr. Library in San José, California, USA. Both these new ventures have explored some key considerations of merging services in a joint use library. The Worcester library and History Centre will be fully integrated public and university library. The new library is expected to start construction in 2009 and is planned to open to the public in 2011.

The Dr. Martin Luther King Jr. library which was opened in August 2003 merged the collection of the former San José State University (SJSU) Clark library and the main branch of the San Jose Public Library (SJPL). This library showcases a proper public university and public library merger as a joint use library in the US. Originally Dr. Martin Luther King Jr. main public library was located in downtown San Jose which was quite close to the State University campus. San José State University is the oldest campus in the California State University system. [Matoush: 2006. p.156]

The success of joint use library is enhanced by

1. A clear agreement on organizational arrangements

2. Formal partnership and services level agreements.
The following are issues which have to be dealt with:

**Management**

The management of a joint use library will have to involve some degree of compromise between the partners involved as to how it is going to be managed and what will be its administrative structure. For important examples it may be seen that in the Martin Luther King Jr. Library the model has been to share the directorship of the library between two heads; the Public Library Director and the Dean of Libraries at San José State University.

**Models of Integration**

Agreeing on the model for integration is important for a successful partnership. There may be total merger, partial integration, or coordination between the partners, respecting each others work.

**Staffing**

i) Workable staffing pattern is one of the most important aspects of forming a joint use library partnership, yet it can be the biggest challenge.

ii) There can be differences in work culture and work strategy between the staff of these two organizations which can affect integration. This may call for radical reconsideration of the role and responsibility of staff in such new environment.

**Resources and Services**

i) Paper agreement about the allocation of, and access to, resources and services is important to a successful partnership

ii) Aligning the library classification systems and providing catalog access to collections may prove difficult. The Martin Luther King Jr. library has made the decision to have one catalogue for its collection.

iii) Agreement on opening hours may be challenging for joint use libraries. If libraries have opening hours aligned with the public library service, it may lead to difficulties for students, unless access is uniformly designed and services are developed accordingly.

iv) One way in which successful alliance can continue to learn and grow is through the use of effective evaluation from the planning stages through the ongoing provision of the service.

**Space Management**

In a joint use library two or more different groups are usually served in the same premises but administration and governance are based on cooperation by the partners. The general idea of space management in an academic library and public library partnership is that there should be no separate library area for students/teachers and the community users. Such a building should be attractive, inviting and functional for both user groups. While preparing the agreement for the new library, it should be clearly stated how it will be owned, operated, paid for and managed. Contentious issue such as ownership, location, name of the building, architectural details such as entrance/exit, services rooms, stack areas, references facility for the multiple user community etc. should be negotiated properly and with clarity.

**The Indian Rationale**

The Indian dream of an inclusive knowledge society brings with it the pressure on the academic and allied fields to perform at their level best for all citizens. If Right to Education becomes a reality, libraries both in the academic and public library sectors have to show their relevance to the society in general and to their communities in particular. Due to this new expectation, it will be worthwhile for academic libraries whether school, college or university, to work with the nearest approachable public libraries to offer to the community expanded access to high quality information resources which are seldom within the reach of public libraries. On the other hand, public libraries may be in a position to provide access to more locally generated popular materials to add value to the users’ cultural and educational bearing beyond the academic curricula.

Like many Asian countries, library development in India is not a priority area in almost all sectors. Specially, public libraries are highly neglected and resource starved because public library development is a state subject according to the Indian Constitution, which makes this sector vulnerable to the developmental priorities of the states concerned. On the other hand the academic library sector is generally very restrictive and elitist in user approach and library services.

Though libraries have a long history of partnerships of different types, the setting up of joint use libraries may be worthy ventures for its long term benefit. Partnership of this kind can offer exciting opportunities to expand the number of services and resources to the users and to maximize the impact of their respective financial resources in a joint situation.

**Joint Use Public-School Libraries**

Most countries where joint use libraries are in practice, school-public libraries are the most favoured partnerships. Such ventures have been extended to rural areas also in South Africa which may act as a good model for the Indian situation. Since such experimentations need politically mandated decisions, one can see that well considered recommendations have been made to the Government of India by various high powered committees and commissions such as the Committee on National Policy on Library and Information system (NAPLIS) in 1986 and the National

The National Policy on Library and Information system (NAPLIS) recommended the following:

“An important link should be established between the community library of the village and the village primary school. If the school does not have a library of its own, the community library should provide the children with an adequate book-corner.” [India: 1986. p.5]

“School libraries in general and those located in rural areas in particular need be so reorganized that they should be able to cater to the needs not only of the concerned students but also of the general public of the area. During the working hours of the schools it would be exclusively used by the students. At other times, its facilities should be made available to other groups of users viz., literates, neo-literates, illiterates and the general public” [Ibid. p.29]

The NKC Working Group on libraries recommended:

“To optimize resources, efforts should be made to synergize the strengths of the different types of libraries e.g. a school library may serve as the children’s section of a public library” [India: 2006. p.5]

“In the rural sector each village library would play a critical role. Community knowledge centre should be set up in close proximity or on the premises of schools” [Ibid]

Like many developing countries the priorities in the rural areas are mainly to build classrooms and teaching facilities in schools rather than libraries. In such a situation an integrated public and school library service operating from a single building or an existing village public library or a school building may be a good joint use library which will serve students, teachers, learners and play a major role in educating the community.

South African Joint Use Library Model

There may be some common characteristics for preparing the Indian model on the basis of the South African model for rural India:

a. In almost all the cases, the combined school-community library may be housed in the school.

b. The target community for the public library-school-community library is a community living in a rural area.

c. The adult section of such a community is characterized by a high level of illiteracy, a dominant oral tradition, limited resources, and a need for information for survival and livelihood.

d. The location of the combined facility has to be within approachable distance from participating schools and the library/communication centre. The nature of the accommodation and of the facilities will of course have to be determined by the aims, goals, and objectives of the information services.

e. The library has to be staffed by a qualified public librarian with at least paraprofessional qualifications. The librarian has to be active in interpreting the information needs of the local users, (who may not be functionally literate) and in providing need based relevant material.

f. In addition, the part-time services of teacher-librarian or retired teachers and voluntary library workers need to assist with the performing of routine library tasks and the delivery of the various services and outreach and awareness programmes to the community.

g. Books and other information resources should meet the needs of non- and newly literate users and cover topics of relevance to the community. This information has to be in a simple and accessible written style, and it has to be available in the indigenous language of the community.

h. The community itself should determine the level of services of the combined library. It needs to be a people-oriented information service, combining the oral tradition, print and electronics media, so that everybody in the community can be reached.

i. By utilizing need based the available ICT infrastructure such a combined library has the potential to enable members of remote rural communities to utilize relevant information to better their socio-economic conditions.

j. Such a library will have to extensively pursue partnerships and relationship with other agencies working with the community. In India, many Government and non-government agencies work in tandem to execute government schemes for rural development as well as act towards betterment of the community to bring about social justice and economic development. The public-school library’s main role will be to add value to such activities through its services which should be relevant to all sections of the community.

College/University-Public Library

“Libraries play a great equalizing force in our society and one that’s essential if society is to flourish” say; Dr. Patricia Senn Breivick the dean of the San José State University’s library. “It’s a place that symbolizes the need for lifelong learning” [Burdman: 2003. p.39]

Academic libraries of higher learning have to play a major role in socio-economic development and upliftment of the community in today’s scenario. In India’s quest for equitable education system, distance learning has become very popular. At present there are more than a million enrolments in distance education. According to available statistics there were 1540460 enrolments in 2006 [India: 2008. p.12]. But there are very inadequate library facilities to cater to
students who receive higher education through distance learning programmes. The public libraries are not fully equipped to deal with academic courses and support these programmes and the college/university libraries are too restrictive in their users’ service approach.

According to the NAPLIS document “Distance education is the most dynamically growing segment of the Indian education system. There is, however, no provision for supporting resources for students enrolled in this programme. Apart from public libraries, college and university libraries will have the obligation to cater to students in the stream of distance education and should be provided with the necessary means to render this service”[India: 1986. p.9]

Though there have been some thought provoking recommendations for public-school/school-public libraries in India, there has been no such goals set for innovations in the academic sector for higher learning.

It is well understood that the reasons for which Joint-Use libraries have become popular and sought after in more developed countries, are very much applicable to Indian conditions also. But the challenge of providing library services to distance learners has made joint use libraries almost a necessity in the Indian context. There are several state open universities and the Indira Gandhi National Open University (IGNOU) is at the apex of Open University and institutions which impart distance learning programmes to a large number of students who aspire to get into the mainstream of development but cannot be part of the regular institutionalized education system for various reasons.

At present the library facilities specifically tailored for students studying through distance educational programmes do not seem to be really adequate and effective. The library services required by distance learners are varied due to the diverse socio-economic, cultural and educational characteristics of the students who avail of distance education. These groups need relevant reading materials and information services which will be available at the nearest library facility. Special proactive arrangements will be needed to give library services to these students and teachers equivalent to traditional campus settings.

IGNOU Library service for distance learners has a three-tiered library network comprising-

a) The library and documentation division i.e. the central/main library at the headquarters in Delhi.

b) Libraries at the regional centres

c) Libraries at the study centres

There are at present 1621 study centres, 65 regional centres with small library facilities and 41 overseas centres. Keeping in mind the strength of web based information dissemination, IGNOU has also set up an interactive website known as e-gyankosh

Certainly the library service rendered only by such organizational support cannot be considered adequate at all levels. The IGNOU post graduate course and programmes of higher learning are so structured that students are required to use library facilities on a regular basis.

The two major problem facing existing facilities are mainly due to multicultural and multilingual users:

1. Lack of adequate relevant reading material, specially in regional languages

2. Inadequate staff who can deal with multilingual and multicultural needs in addition to professional expertise.

To begin this process, pilot project may be planned for colleges and universities to integrate services with public libraries to cater to the community in general and distance learners in particular. This approach will be able to provide library services to a growing pool of distance learners regardless of where they live because there are academic libraries attached to colleges and universities in all parts of India.

RamaKrisha Mission public Library and the undergraduate text book library of Delhi University is a small beginning in this direction. This facility is situated in the building of R. K. Mission at Pahar Ganj in the central area of the city. The Delhi University sponsored undergraduate text book library and the R. K. Mission public library are adjacent to each other. The DU library has about 8000 to 9000 text books in its collection and the Public Library has 50000/- books and 1500 members. About 35/40 students visit the DU facility everyday.

The first step of integration is their common data base of available books which can be accessed by readers of both libraries. Now they need to formulate common rules which can guide both libraries, a common circulation system and suitable library services for users of both libraries. This is easier said than done because both these libraries have different goals and working environment. It was found that among the users of both these libraries there is a large group of distance learners who cannot always avail of the facilities of IGNOU for different reasons.

The author of this paper also discussed the feasibility of joint use library in Academic-Public library sector with senior professionals of the Delhi Public Library (DPL). It was very heartening to find that all of them felt that this new concept will be very suitable for the Indian situation. According to them, integration of Public Libraries with schools, colleges and universities will help in better utilization of existing resources and funds. Since DPL has 58 branches throughout Delhi, linkages and integration with schools of the Municipal corporation where libraries are non-existent and colleges situated in distant areas of Delhi will be very helpful for the weaker and under privileged sections of Delhi's society. They also said that a very large group
of their users are students studying in distance education programmes. Since DPL cannot cater to their needs to support their academic course requirements, joint use libraries facility with academic libraries can give a much more holistic service to the information seekers.

The staff felt that special membership cards may be issued which will allow access to both type of libraries once the linkages are established. Another very interesting point was raised about the problems of non-government organizations (NGO) which work in different socio-economic sectors. These organizations have very little access to library facilities because of their multi-dimensional existence. A joint use library with both academic and community oriented information/research material can cater to their demands as well.

But so far there has been no significant innovative thinking in utilizing the facility of college/university libraries for the larger community in and around a campus of higher learning. If universities want to prove their relevance to the “Aam Aadmi” (Ordinary Citizen) it will be a worthwhile experiment to set up joint use library with a city public library and a university library as partners. A very good and workable model is the Dr. Martin Luther King Jr. library in San José, California which is a successful City-University library serving students, professors and city residents.

The San José State University and San José public library have come together as the largest co-managed joint use library in the US. “Whereas most joint-use libraries are managed by a single entity, the King Library practices a unique form of co-management. SJSU Library and SJPL library retain separate funding, Library classification schemes for circulating material (the University library uses Library of Congress classification scheme while SJPL uses Dewey Decimal classification), and separate collection management programmes. But several of its key units are merged. These include references, access services, technical services, and information technology. All these four units are co-managed by a department or division head from each library system. Co-management provides a number of advantages to the decision-making process including shared responsibility for outcomes, increased communication and teamwork, and the potential for higher quality decisions” [Motoush: 2006. p.156]

The Martin Luther King Jr. Library has opted for a highly integrated structure wherever possible. For example, any library user is able to use everything on the same terms and functions. The service is based on the principle that services would be integrated unless doing so would not make sense from a functional point of view. The circulation system and IT are fully merged, but the children’s library is separate as it is seen as a purely public library function. Non-circulating collection (for example, the periodicals, reference collections, and government publications) are totally merged, but circulating collections are still shelved separately, largely because the two libraries have different classification systems. The general collection is largely public library stock, and the research collection is largely university library stock.” However, “seamless” service is the ultimate goal.

If an Indian university-public library model is prepared on the basis of this model the following issues have to be addressed:

1. Political/administrative approval.
2. Planning process and legal agreement
3. Management structure
4. Staffing pattern
5. Building design and layout
6. Technical operations and services
7. Training and information Literacy for staff and users.
8. Evaluation methods

One of the guiding principles of the project should be to ensure seamless service so that the users are not affected by the joint nature of the new library. Some major barriers of this innovative experiment will be mainly attitudinal. Indian libraries are used to own the material they pay for and the users (specially the academics) are not used to sharing the advantages of exclusive resources. The staff is also comfortable with compartmentalized services.

Conclusion
Keeping in mind the need of the hour to cater to diverse information needs of different types of citizens, this paper strives to give suggestions for taking this new idea forward. To fructify the recommendations of the NAPLIS committee and the NKC for a more holistic information dissemination system, the academic sector and the public libraries may be remodeled as per the needs of the clientele.

The models mentioned in the paper for Academic-Public libraries specially at the rural level can be undertaken in a pilot project mode by local authorities in collaboration with Raja Rammohun Roy Library Foundation. Similarly the San Jose experiment can be proposed for the new universities which are being planned by the government to make higher education more broad based and inclusive. Joint use libraries may open up rich library resources and innovative services to reach those people who were not brought within the purview of higher learning and research so far.

References


