The Management of Academic Libraries: A Comparative Study of the University of the Western Cape Library and Dhaka University Library

G.H. Fredericks[*]
Salma Chowdhury[**]

Abstract

This research project is a comparative study of the management of two university libraries (University of Western Cape and Dhaka University) from two different countries (South Africa and Bangladesh). This research was done to identify and document how the functions of management are applied at both libraries.

A sample of the two university libraries' users, librarians, and library staff were taken. The questionnaire, interview, observation and documentary sources of information were major methods of data collection.

The findings of the study revealed that the problem of inadequate financial support is true for both University libraries, and that it is the major cause amongst other weaknesses. Both libraries still use a large percentage of non-professional staff and the library service is in desperate need of personnel. However, the observed difference between DUL and UWCL in this comparative study was significant. Services offered in both libraries differ in some cases such as: Consortia, Inter library loans, OPAC, CD-search, e-journals and multimedia. These areas still need to be developed at DUL. UWC have the most of these facilities. It needs to improve on aspects such e-journals, access to data-bases and open access on the internet. Recommendations were made to improve service delivery of both libraries.

1. Background

Academic libraries are an essential component of any educational institution, be it a college or a university. The International Federation of Library Associations (IFLA) recognizes this fact and asserts that

---

[*]   Acting Dean, Arts Faculty, University of the Western Cape, South Africa.
[**] Associate Professor and Chair, Dept. of Information Science and Library Management, University of Dhaka, Bangladesh.

university libraries are indispensable to the functioning of universities and the achievement of their academic missions. So important are university libraries to IFLA that it has a University Libraries Section, which seeks to promote: "the integration of the library in the core institutional functions of learning, teaching, research and services" (IFLANET, 2003:Online). Accordingly, the academic library exists to assist the academic, researcher or student in the process of their self-discovery, adoption of high ideals in life and the improvement of scholastic efficiency through self-study and the upliftment of the capacity for critical thinking.

The basic function of the academic library is to assist and support the study and teaching that goes on in the academic institution. In addition to this the academic library provides essential reading materials and documents for research (Chowdhury, 2001:289). In order to determine the extent to which an academic library is achieving its objectives, one should examine the extent to which the users (students and faculty) use the library resources.

An academic library management programme should provide first for the foundations of effective service: -a statement of academic library service objectives, a competent staff with authority as well as responsibility for developing academic library services, a plan of organization and administration and adequate financial and administrative support. Secondly, provision should be made for the physical facilities, library resources and services which will be required. Thirdly, there should be continuous maintenance and development, and for co-operation and co-ordination of library services within the university and its library. Finally, it should provide for periodic evaluations of the service to ensure that the academic library is fulfilling its mission effectively (Rob, 1981:5).

Facts emerging from the 1981 survey of Dhaka University library show that it has not been well administered and properly organized (Rob, 1981:5). The existing problems identified by the researcher in the library of Dhaka University are:

a. Poor organization that the university library is not organized properly;
b. The staff complement is not satisfactory;
c. The staff consists of both non-professional and untrained staff;
d. The present staff are not able to present internet and telecommunication services;
e. The present budget is inadequate;
f. Lack of relevant equipment and furniture as a result of lack of funds.

According to Rob (1981:6) these problems stand as barriers to the effective management of Dhaka University Library. The library is continuously battling with organizational, administrative, equipment, furniture, and staff problems. The experience by the researcher of the library and observation by her this is still the case today. The library system and services are not as efficient as one finds in the Western World. For instance, Dhaka University Library is still maintaining a manual cataloguing system while the development of computerized catalogue has been at a slow pace. In 1998, the library started its automation program named as Dhaka University Library Automation Project (DULAP) funded by the United Nations Development Programme (UNDP) and University Grants Commission (UGC). This phase is referred to as the Change Management Phase.

Dhaka University Library now has a stock of half a million of different material and it is not an easy proposition to digitise all information from existing catalogue cards. Dhaka University Library is also in the process of developing Online Public Access Catalogue (OPAC) terminals. After the majority of the retrospective data is captured on a computer (approximately 100,000) the Dhaka University Library staff will start offering OPAC for users to browse the catalogue. Internet browsing facilities for research development is being developed as well. Actually the project (Alam, 1999:1-2) is still ongoing and it is a very good initiative by the Dhaka University authority.

A survey of UWC library was done during the year of 2000 by Davids and found that a very real problem to the library is one of finance and shortage of books. Limited library budget is the barrier to a proper management of the UWC library (Davids, 2000:xii). In 1976 the University of the Western Cape (UWC) Library officially started a project to use Machine Readable Cataloguing (MARC), which came with the installation of Univac90/30 computers. Sixty thousand (60,000) titles were computerised in 1975. The Council for Scientific and Industrial Research (CSIR) developed the local MARC and UWC received the MARC format from the CSIR on a monthly basis (Bekker, 1979:101-106). "In 1979 the MARC working group accepted the South African version. It was called SAMARC (South African Machine Readable Cataloguing). SAMARC became the standard record format for representation and exchange of computerised bibliographic records between different computer systems in South Africa. In the late 1970s

and early 1980s the need for a national network to support the South African information industry with a centralised computer system and databases was realized and in 1983 SABINET (South African Bibliographic and Information network) was founded" (King, 2003:6).

The UWC Library has OPAC, online databases, electronic resources, interlibrary loans, Thintana training room, auditorium, 24-hour study facilities. All of these are presently absent at Dhaka University library. Many universities and their governing bodies are making concerted efforts to improve their access to global information by establishing resource sharing consortia that will facilitate wider, deeper and cheaper access to information and UWC has not been left out in this move. The library authority has recognized the need to join the knowledge sector through adequate access to global networks. Presently, the major consortia in South Africa are Cape Library Consortium (CALICO), Gauteng Environment Library and Information Consortium (GAELIC), Free State Library and Information Consortium (FRELICO), and South Eastern Academic Library System (SEALS). UWC Library is part of CALICO (King, 2005:9).

It is therefore necessary to determine the manner in which the four management functions are executed at both university libraries. If the service of the system must continue to be relevant and satisfactory, it is essential that appropriate modern management techniques be adopted in the running of both services. The problem is how to ensure that this objective is achieved. Consequently, the problem upon which this study is based is to appraise the management of two universities library systems and services, determine if resources and means necessary for attaining the objectives of the system are actually at the disposal of the library management; and recommend ways it could adopt to meet future challenges.

2. Objectives of the study

Well-organized, adequately equipped, and properly staffed libraries are now considered essential to the type of education programmes, especially at universities. The main objectives of this study are:

1. To trace the origin and growth of the two academic libraries.

2. To evaluate the current organizational structure of both libraries.

3. To determine how the managerial functions of planning, organising leading and control are applied by the two university libraries administration.

4. To assess the library facilities in the two universities of UWC & Dhaka University. To analyse the collection, physical facilities and services (like: OPAC, & Internet services) offered in these libraries. To determine the effect of the current management practices in both libraries on the quality of services offered and users' satisfaction.

5. To enquire about the source of financial support for effective services of the two academic libraries.

6. To study the present situation and identify the problems of the two university libraries.

3. Dhaka University and its Library

With the establishment of Dhaka University came the Dhaka University Library. At its inception in 1921, the library had about 18,000 books inherited from the library of the Dhaka College and Dhaka Law College (Aziz, 1975:iii). The Science library component of the Dhaka University Library was inaugurated in a suitable portion of the Curzon Hall where the Science Faculties of the University still exist (Ghosh, 1993:35-36). Since the establishment of Bangladesh as a state in 1971 the Dhaka University Library has developed new and wider roles in the country's academic and national life. It has become a centre for co-operation, promotion and service in education and research.

At the very start, there was no professional librarian. The university librarians came mainly from the teaching fraternity and worked as part-time librarians. The first Librarian of the University was Mr. F.C. Turner, formerly Principal of the Dacca College' (Rahman, 1988:71-72). He became a permanent university librarian in 1922. As from September 1986, qualified librarians were getting appointed on a full-time basis at the Dhaka University library (Rahman, 1987:20).

Today, Dhaka University Library is the largest library in Bangladesh. It is playing a critical role in the expansion of Higher Education and research. The library has over 5,500,000 books and magazines and 30,000 rare manuscripts and a large number of Tracts (booklets, leaflets, and pamphlets) have been procured in microfilmed copies. It also has some microfilm forms of rare books and documents. The library developed gradually as a result of books and manuscripts being donated by enlightened / elite citizens as well as acquired through its own resources. In 2004, over 7543 books and periodicals were added to the library's collection. The current budgetary allocation for the Dhaka

University Library is TK.91lacs (US$130419.20) for books and journals and 17.50lacs (US$ 25080.61) for other expenses.

The library's collection was dwelling in the clogged buildings of the former university, which have at this time become part of the Dhaka Medical College Hospital. Dhaka University Library was moved to its new building in the present Arts Faculty campus during 1964 (Mirdah, 1965:40-44). Today, the Dhaka University Library comprises of three buildings: the administrative building, the main library building, and the science library building. The administrative building has the administrative offices, a book acquisition section, a book processing section, a reprographic division, a book binding section, a manuscripts division, and a seminar section. The researcher observed the following on the different floors and sections of the library.

3.1 The main library has three floors, which are:

The **ground floor** of the main library building consists of the circulation desk, the reference room, the bound periodicals room, the newspaper reading room, a rare books reading room, the Muktijudho (war of liberation) cell, the U.N. collections and the American Studies Corner and computing section.

The **first floor** of the library includes reading rooms and books of 13 disciplines which are: Social Science, Statistics, Political Science, Economics, Law, History, International Relations, Biography, Geography, Journalism and mass-communication, Anthropology, Social Welfare, and Public-Administration and current periodicals.

The **second floor** of the library consists of reading rooms and books of 14 disciplines, including Library and Information Science, Philosophy, Psychology, Religion, Linguistics, Business Administration, English, Bengali, Islamic History and Culture, Arabic, Urdu and Persian, Sanskrit and Pali, Islamic Studies.

The science library building consists of a circulation desk, reading rooms for faculty members and students, a reprographic section, a reference section, a reading room for current journals, and a seminar section. It also stacks books covering 21 disciplines. These disciplines are Pharmacy, Microbiology, Computer Science, Biochemistry, Physics, Applied Physics and Electronics, Statistics, Applied Statistics, Chemistry, Applied Chemistry and Chemical Technology, Geography and Environmental Science, Nutrition and Food Science, Geology, Mathematics, Botany, Zoology, Aquaculture and Fisheries, Soil, Water and Environment,

Psychology, Clinical Psychology, and recently established in Genetic Engineering and Biotechnology.

3.2 Administrative Building for different sections of DUL:

Administration Section; Acquisition Section; Processing Section; Reprographic Section; Manuscript Section; Binding Section; Seminar and Newspaper Section.

3.3 The Dhaka University Library access system

The university introduced an 'open access system' in 1934. It proved to be successful as the volume of books on issue increased tremendously, which spoke volumes about the library's popularity (Bengal, Nineth Quinquennial Review, 1937:69). However, this system had to be abandoned when it was noticed that there were weighty losses in essential books and valuable journals. This forced the library to use a 'close access' system (Rahman, 1983:61-66), which is currently in use. Members of the academic staff can borrow ten books for up to four weeks, research fellows two books for up to four weeks and students one book for up to two weeks. In practice, the library uses a closed access system for student, and an open access system for members of the academic staff and other researchers. Rare books, reference books, periodicals, manuscripts and valuable books may not be taken out of the library but only be used in the library under such conditions as the librarian may determine.

3.4 University Library Committee

Different bodies at Dhaka University, are responsible for policy design, make necessary amendments and implement. Such bodies are known as Syndicate, Senate, Academic Council, Board of Advance Studies, and Library Committee. According to the Dacca University Ordinance 1961, the use of the Library with all its selections shall be subject to rules made by the Syndicate on the recommendation of the Library Committee and the Academic Council.

3.5 Composition of Library Committee

In Bangladesh there are no universal rules governing the composition of university library committees. The composition of university library committees therefore, varies from one university to the next.

The University of Dhaka, Library Committee (Dhaka University Annual Report:1999-2000, 2000 ; University of Dacca, 1969:403) consists of:

1. "The Vice-Chancellor (Chairman, ex-officio);

2. The Pro Vice Chancellor;
3. The Deans of the Faculties;
4. Three Professors from the Academic Council;
5. The Librarian/Library – in – Charge (Member Secretary)"

The library committee is a policy-making body, which makes important decisions and also oversees and directs the maintenance and development of the library. It advises the librarian on policy matters and also shares other responsibilities with him/her. In practice, the university librarian has the executive responsibility for the day-to-day management of the library. Through the committee, the university controls library governance policy. The library committee reports to the university's Academic Council, which has to approve proposed actions and recommendations and then forward to the syndicate. The syndicate can approve or send back to the university librarian for reconsideration.

4. The Profile of the University of Western Cape (UWC) library

The current UWC library, which was built in 1988 and opened in 1989, is located in the central part of the university. It is fairly large, spacious and modern, covering an area of 14 000m^2. Its architectural design was done in such a way as to give easy access to users with physical disabilities. The concept for the Library (University of the Western Cape, 2005:1) is based on the following premises that:

- knowledge is indivisible;
- information is interdisciplinary;
- changes in quantities of library stock should not upset logical consequences; and
- the warehouse environment of the library suited to northern climates be considered inappropriate in South Africa with its clear sky dome and potential for creating well-lit spaces conducive to long periods of study.

4.1 The UWC library vision and mission

According to (University of the Western Cape, 2005:1) the library's vision and mission is to:

- provide infrastructure that is conducive to study and research; educate users through formal and informal information literacy programmes;
- give state of the art ICT infrastructure and gateways to information / information portals; deliver effective, excellent and innovative services;
- offer a wide range of quality and relevant information resources;

- introduce new partnerships and enhance existing co-operative agreements

  with other institutions and broader communities; and

- support teaching, learning, research and development.

As the new framework of UWC library, it is always involved in the process of contributing and supporting the institution's programmes and strategies effectively. The effective functioning of the UWC Library depends largely on the institution it serves. The increase in the number of students, the huge number of materials received from the Department of Education and the European Union, the increase in electronic resources and the rapid development of information and communications technology have created new challenges for the UWC Library. Its vision empowers its users with knowledge, which makes the library a dynamic Centre of Excellence (University of the Western Cape, 2005:1).

To bring about this vigour a central spiral ramp system has been developed. Every section of the ramp rises 1,2 meter at a slope of 1:10 and three ramp sections rise a complete floor of 3,6 meter. Great components of library space attach to each landing. By this way a spatial continuum of floor level is accomplished with a most vital matching continuum in the full spectrum of library services and collections. The ramp system structure, creates a central well that enhances a source of light, air movement and visual continuity within the building as a whole.

The Library has 263 059 books, journal holdings of 56 823 bound volumes, 2342 titles of which 1335 are current subscriptions, a reference section of 3300 titles, and work areas for 1800 students.

4.2 Functions of the Library Building

The researcher observed the following on the different levels and sections of the UWCL.

The University of the Western Cape Library comprises of one building:

Level **1** of the main library building consists of the Auditorium and Mayibuye Centre; Level **2** includes General Study, Storage (Basement). Level **3** is for Technical services and Binding and Level **4** consists of the Library Administration, Inter Library Loan (ILL), Self-Access Learning Centre. Level **5** includes the main entrance, circulation desk, photocopying services, Desmond Tutu Lease Scheme and the reserve collection.

Level **6** is for general reference collection, indexes and abstracts, theses, information services desk; Faculty Librarians, Thintana Training Room. Level **7** consists of works on Political Science, Economics, Public Administration, Accounting, Management and Information Systems. Level **8** is for Education, Languages and Literature, library and Information Science, Philosophy, Social Work, Sociology, Anthropology, Theological Studies, Women Studies and related reference works.

Level **9** contains the Law Collection. Level **10** has the latest issues of periodicals. The Periodical Administration is located. Level **11** also has the bound copies of periodicals. Level **12** of the library includes the Africana collection and Level **13** of the library is for Government Publications and UWC Publications. Also, on this level is the Postgraduate Student Resource Centre, which is managed by the PET Project (Post Graduate Enrolment Through put). Level **14** of the library consists of works on Computer Science, Pure Science, Applied Sciences, Arts and Recreation, Geography, History.

4.3 CALICO (Cape Library Consortium)

The Cape Library Consortium (CALICO) is a network of academic libraries in the Western Cape. It aims to bring about effective resource sharing between the libraries of the Western Cape's four tertiary institutions, which are the Cape Technikon (Cape Tech), the University of the Western Cape (UWC), the Peninsula Technikon (Pen Tech), The University of Stellenbosch (US) and The university of Cape Town (UCT).

To promote "information literacy and economic development for the region by providing information to users in a form they want, when and where they need it" (University of the Western Cape, 2003:10). The vision embraces the concept of a single collection housed at different locations, accessible to any one who has a need for it.

4.4 Senate Library Committee

The UWC Librarian reports to the Vice Rector Academic and the Senate Library Committee. She is accountable to the Senate Council, staff and user for the general management, academic and research functions of the university library. The Senate Library Committee is responsible to a higher body, which is usually the Executive Council. The library committee reports action taken and recommends action to be taken, for the approval by the Council. There are also several other committees, which assist in operational matters and give recommendations to the library management committee.

The composition of the Senate Library Committee is as follows:
- Rector(ex-officio);
- Vice-Rector(academic), Chairperson;
- A representative from each faculty, nominated by each Faculty and approved by Senate;
- One of Senate's Representatives on Council;
- Executive Director (Finance);
- University librarian;
- One National Education, Health and Allied Workers Union (NEHAWU) representative from the library;
- A Student Representative Council (SRC) representative;
- The Professor of Library Science or a senior representative from that Department;
- Deputy Librarains and the Account Librarian will be associate members of the Committee without the right to vote (University of the Western Cape, 2006:6-16).

The overall library budget is prepared by the University Librarian and submitted to the Finance Department. Budget control is exercised and executed by the University Librarian. The Deputy Librarians may authorise financial transactions in the absence of the University Librarian. The Deputy University Librarians and Section Heads submit budget requests to the University Librarian annually. General accepted accounting principles and guidelines as well a general financial administration guideline are set and instructed by Department of Finance. Regarding library materials budget: books; journals; Databases and CD-ROM; Audio Visual; Document Delivery (ILL) the allocation per year per category is considered and approved by Senate Library Committee as tabled by the University Librarian.

The UWC Library has sixty-one library members comprising professional, semi-professional and non-professional staff. As part of the work-study program, every year the library employs some students as a student assistant to assist staff with after-hours services and complementing staff where there is shortage and students are gaining valuable work experience, enhance their communication skills.

From the above presentation it can be noted that in university libraries, policy decisions are taken by a body of persons, either elected, nominated or by a combination of both. These bodies are known as Syndicate,

Senate, Academic Council, Executive Council, Board of Advanced Studies and Library Committee. The responsibility of framing policies and making recommendations relating to the effective management of a university library is entrusted to the library committee, which functions under the provisions of the Ordinance.

5. The research methodology

Figure 1.1 below summarises the methodology adopted for this study. The choice and combination of approaches used in this study was done for two reasons. First as the surveyed literature shows, these approaches are popular in contemporary library management research. Secondly, it was seen as appropriate for purposes of triangulating the data.

The sequence followed in doing the research, that is, collecting data was as follows:

i. Conducting interviews with the librarians

ii. Piloting and development of the research instruments

iii. Administration of LSQ and LUQ

The collection of data was done at Dhaka University, Bangladesh from mid-June 2005 to end of July 2005. Data collection at the University of the Western Cape, took place between mid-November 2005 and February 2006.

Qualitative research focuses on viewing experiences from the perspective of those involved, such as from an academic library settings, includes the users, librarians and library staff. Research would focus on attempting to understand why participants react as they do (Mellon, 1986:160). McMillan & Schumacher (2000:462) stated that qualitative analysis is a relatively systematic process of comparing and interpreting to provide explanations of a single phenomenon of interest. Data collection strategies focus on what the phenomenon means to participants. Various methods such as questionnaires, interviews, observation and document sources of information could be used in the qualitative research (McMillan & Schumacher, 2000:428). In the report of a study utilizing observation, Grove & Glazier (1985:247-260) argue that qualitative research methods can be useful for gathering data about management from library's different sections. In qualitative research 'investigators are closely associated with the processes and participants in the study. Researchers usually have opportunities not only to observe the situation, but also to converse with the participants within the settings' (Sowell, 2001:8).

This study is a comparative study of academic libraries management from two different countries. However management functions could refer to different things. Things such as their OPAC and Internet services offered in these two libraries differ. Current management practices in both libraries offer quality services and also give users satisfaction. Data collection method includes: **questionnaires, interviews, observation** and **document sources of information** were used in this study. The study involved the interpretation and discussion of the responses using the research objectives (Gay & Airasian, 2000:10).

6. Findings:

The following are the most important findings from the study:

6.1 Organizational structure of the libraries

For both Dhaka University and UWC the administrative organization of the library is set out and clearly defined in the university's ordinance. At both universities, the library's organizational structure is aimed at promoting the academic purpose for which the library was established. The two universities' library organizational structures are hierarchical. This is not a surprise finding. University libraries around the world are known to have hierarchical organizational structures (Shin & Kim, 2002:260-266; Kreitz & Ogden, 1990). In the interview, the librarian of UWC described the organizational structure for her library as being "line and functional". Line authority is a type of organizational structure where the responsibility to make decisions and issue orders follows down a chain of command (Lussier, 2003:176).

The functional structure of an academic library tends to develop a strong bureaucratic system and inefficient communication system that does not support the service wanted, and team-based structures (Ibegbulam & Olorunsola, 2001). On the other hand, the Dhaka University librarian did not describe the organizational structure at his library as "line" but only as "functional". The major difference between the organization structures of the two university libraries appears only to be that at UWC the librarian reports to the Vice-Rector Academic while at Dhaka University the librarian reports to the Library Committee. Otherwise, the organizational structures could be said to be more or less the same. In both universities however, librarians and their staff have little say in the policy decisions that affect the library service. Because both librarians raised the issue that they often make suggestions and forward them to the higher authority (for example, University Council or Library Committee),

but in many cases these suggestions are either completely ignored or played down as trivial. The organizational structures are such that the higher authority has powers to overrule the suggestions. This is both sad and unfortunate as this might have undesirable effects on staff morale.

6.2 Application of managerial functions

The interviews of librarians and documentary evidence show that unlike the DUL, the UWC Library has clearly defined goals and objectives. Both libraries, however, have strategic plans. DUL has a 5-year plan and UWCL a three year one. The main difference between the two libraries' strategic plans are that the DUL places emphasis on identifying programmes without clearly defined objectives whereas the UWC library's plan has both programmes and writing goals, objectives, procedures and policy. Additionally the UWC strategic plan has outlined strategies and a budget. For both libraries, only Librarians and few other staff members are involved in the planning process before it is passed on to the University Council or Library Committee for the final stage. Dhaka University library has both written and unwritten planning processes whereas UWC has all those planning processes which also includes operational requirements as well as strategic, action, and goals for the year. In their operations, the two libraries do not appear to use any written guidelines. Neither of the two libraries has a manual to help staff in day-to-day management activities. The use of manuals to guide library staff in carrying out management duties has been recommended as part of good library management practice (Vincent, 1988; Bolden & Smith, 1993).

The result of this study shows that the controlling process is rather weakly presented in both libraries. There are insufficient documents to guide the performance evaluation of activities and operations. The organizational structures of the system and its services have also never been reviewed. Library sections do not evaluate their operations and services periodically.

6.3 Financial support

The study has managed to establish that both university library services are short of relevant resources and facilities specifically short of funds. This is not a surprising finding. As pointed out by Rahman (1988), Davids' (2000) and Akporhonor (2005) when analyzing the results of both University libraries, their main problem is related to financial inadequacy to meet their demands. Adequate finance is essential for a high level of service for Dhaka University library. Almost all grants to universities from the Government are made on the recommendation of

the Bangladesh University Grants Commission (UGC). Other sources of income to the University library includes, gifts, donations, fees and miscellaneous sources, including fines, charges for photocopying reproductions, and charges for lending services. These sources are not good enough for quality services. The problem of inadequate financial support is true for the library of Dhaka University, and is the major cause among other weaknesses.

UWCL's major funding comes from the parent institution, while other funds is generated from different sections like; binding, circulation (overdue fines, and lost library materials), information services (Printing), book sale, Inter library loan and donations. As like DUL a very real problem of UWCL is finance, which is still continuing. In this regard university libraries need to find some other alternative sources of funding. Both university librarians must network with other donor agencies, private, local, international organizations and individuals to facilitate raising of funds.

6.4 Human resources

Both University Libraries have almost similar problems in terms of library staff because libraries require more qualified and competent staff in order to execute their duties. This require special attention of the libraries. The current study found that there are understaffing at both libraries. The study also found that some non-professional library staff members are put in professional positions and have to perform professional duties. Another problem in the study was that some staff members in both libraries work more hours than others and this has created discontent and abuse of work leading to poor service delivery. Some library staff were of the opinion that they were not given adequate opportunity to participate in the management function of the library. Despite the fact that lower level staff members are not performing management functions, they can participate in decisions about these. While suggestions from staff are welcome, staff members are not given feedback on the outcome of their suggestions. This makes it difficult for staff to be actively involved in decision making. Both university librarians mentioned that staff members are not self motivated. Staff relationship is not good with their colleagues which has created a communication gap and they do not believe in teamwork because of interference in each other's work.

6.5 Facilities and services accessible to users

Contrary to expectations, this study did find a significant difference between the two libraries' facilities and services. The study indicated that

there is an urgent need to automate the library operations and services in DUL in a similar way as in UWCL. To carry out this new modified facility, the conventional library setting in DUL needs to be changed from its manual form to the modern and electronic form. Furthermore, both university libraries should respond to the objectives that are brought about by technology especially in terms of new electronic formats of entering information. Print materials should not be the only compendiums upon which the libraries can depend. They must adopt the benefits of using new electronic formats of entering information as this could be of great help in terms of accommodating problems.

The most interesting finding of this study was that although the graduate and research programmes have been expanded recently in Dhaka University, its inter-library loan service has not yet increased rapidly because there is no National Union Catalogue or Information Service Consortia through which the combined resources of universities in Bangladesh can be accessible to students and faculties of all universities. However, there is an Internet connection at DUL but it has a leased line. The DUL provides no facility for CD-search and e-journal subscriptions. Only catalogue entry and search process of IT are available to influence the applicability of the function of management, which is the Graphical Online Public Access Catalogue (GOPAC). The bibliographical records have so far captured only 96045 from 600000 books and their circulation is still under process. The Institute of Information Technology (IIT) shall be providing e-journals in response to demand but it is also still developing.

However, the observed differences between DUL and UWCL in this comparative study were very significant. Those services offered in both libraries that have differences in one way or the other include: Consortia, Inter-library loans, OPACs, CD-searches, e-journals and multimedia. All these areas still need to be developed at DUL whereas at UWC, they are already present although they require some further development.

Unlike the UWCL, DUL has no written collection development policy. This area needs to be concentrated for DUL and also stock control policy be developed at both libraries. The library joint Selection Committee, academics and library staff need to be involved in the selection, acquisition and weeding of the material that library receives. Both libraries must upgrade its stock and need to provide more directional guides to materials and services.

6.6 Users' suggestions about how the service could be improved:

Plans including short and long term, must respond to identified needs of the users to be served, and not to be decided haphazardly. Consequently,

there is also an urgent need for users' survey especially students and academics, to be undertaken. Both libraries need to upgrade themselves from their old conceptualization system (responding chiefly to state demands), to a user-oriented conceptualization approach (anticipating user's demands and never to be found wanting).

Findings have shown that the library staff members of the two universities are not adequately motivated and are not fully involved in the management systems of their library. One main factor that has led to this problem is ineffective and poor communication systems between staff and its management in both university libraries. Fitch (1990:313-320) had already pointed out before that effective communication is very important in all university libraries because without this, there could be development of some frustrations, hatred, resistance to change and stagnation among the library staff members. It is therefore necessary that an efficient communication system be established to facilitate the free flow of information at all levels and among all sections of the university library services. This would allow all colleagues to come together and discuss various issues, and share their ideas. This also provides them with a platform through which they can make recommendations on all matters of the library concerns.

It has further been noted that both library services at the two universities are in desperate need of personnel, especially the well-qualified and trained ones. Provision of some in-service trainings has of late become one of the commonest trends in the disciplines of both library and information sciences. However, such services cannot be effective or of any efficient use when there is a situation whereby non-professional staff are asked to perform professional duties.

7. Recommendations:

In the analysis of data on library management of the two universities in Bangladesh and South Africa, shortages of financial and staff support have been noted. This problem needs to be remedied, and as a result of this survey, the following recommendations appear to be pertinent:

7.1 Finance

A major problem to both university libraries is that of adequate financing. It is therefore suggested that the Senate Library Committee or Academic Council should always try and put in place well-balanced library budgets for their institutions. The head of the library needs to be assertive. It may be necessary for the librarian to be a petite bit hostile to ensure that

library services obtain its funds as agreed in the budget. This will insure that the library that is regarded as the heart of the university will remain a relevant and integral part of every one's life on campus. Attempts should be made to promote the interest of alumni, the general public or individuals, private organization, and foreign foundations in supporting the programmes of these university libraries to enable them to fulfill their duty, moral obligations and responsibilities. The above suggestions are only possible if university librarians are well trained and professional, to be able to prepare budgets and manage the funds allocated to them. He / she also needs to get support from the members of the library committees, library staff, as well as the users. They should also attempt to obtain additional funds from outside sponsors.

7.2 Personnel

The number of professional library staff in both universities should be increased in order to correlate well with the size of enrolments, and also to be in a better position to relate properly to the sizes of non-professional staff in the libraries. A sufficient number of professional library staff will magnify the degree of effectiveness in the library services of both universities. The libraries at the two universities should, in addition, regularly initiate and complete self-studies of their operations and services in order to identify weakness, build upon strengths and involve themselves in the planning processes. At the moment, both university libraries are not able to provide effective services because of the scarcity of staff. Therefore for proper maintenance and functioning of these libraries, there should be an adequate number of staff which in turn should always be dependable on the size of the users.

Provision of apprenticeship against some honorarium should be introduced in the libraries. UWC has a workstudy programme where students are utilized to perform routine work. The university authorities should make provisions for the professional development of staff through orientations, meetings, in-service trainings, seminars / workshops and other professional activities outside the university. These events can assist the staff to perform their duties better, to stay abreast with current developments in their fields, and to help them in implementing those ideas and techniques that current research discovers. For both university libraries, staff morale needs to be high. Another factor that needs to be considered for library staff is staff salaries. Salary of staff needs to be increased in both libraries as a motivation factor for personnel to perform their duties well and effectively.

7.3 Collection

Library material selection formulas should be re-evaluated and reviewed on a regular basis. User needs should always be taken into account and materials of the library should be carefully considered in accordance to inputs obtained from all the faculties involved. This study recommended the introduction of a formal program of exchange of publications between these two studied libraries and libraries from other countries. Otike (1992:17-18) had already outlined two categories of exchange agreements in this regard. The first one is the 'Title' agreement that means each title of a book or a periodical offered by one party is matched with a similar number from the other party. The second one is 'the gentlemen's understanding' whereby the number of titles from the participating partners is immaterial as long as there is flow of materials in both directions. All exchange programs should be properly planned. An exchange program/ policy should jointly specify such matters like on who would be responsible for meeting costs between the users, senders or recipients. Multiple copies of textbooks should be procured in sufficient numbers and this should be the same with recent journals. A greater interaction between academic and library staff is always essential especially in relation to library's document selection systems.

7.4 Facilities

Dhaka University library network should be developed under the UGC of Bangladesh as its permanent body of fostering the complete computerization system. Bangladesh University Libraries Network (BULIBNET) could work as the apex body for the Computerized Network of University Library system of Bangladesh just in the same way as the UWCL consortium (CALICO). In terms of UWC, the possibility of extending the inter-library loan services to students at undergraduate level should be a provision for the UWCL. Overally, both libraries should improve their photocopying facilities and at the same time sufficient number of computers should be organized probably from their donor agencies. Both libraries should be provided with modern and unique library softwares such as the fast broadband. Emphasis should also be given to staff training. For the purpose of improving proper library services, some in-house computer trainings for all professional and semi-professional staff should be ensured and each with a target date.

Inter-library loan requests should be sent via e-mails. All documents available in electronic media should always be sent immediately as email

attachments. Information/documents up to few pages should be scanned and send via emails upon requests from other libraries.

7.5 Space

Another problem experienced at both university libraries is that of noise levels from idle students. It was therefore recommended that some special areas or spaces (buffers) must be created for people or such students to relax in order for them to minimize their interruption on those students who would be studying in the libraries.

There is need to extend the library's hours in general. Both university libraries should be kept open for the whole week and also during the holidays.

All new developments made by the libraries must be noticed by the users so that they can also be able to give in their suggestions for service improvements. This would further facilitate filing of user complaints and their subsequent follow-ups.

Both libraries should publish and publicize their annual reports on their activities and future plans. Libraries should also organize some seminars periodically for their users so that they have some awareness on every facility and service offered by the libraries. This would in turn allow the users to give their points of view about the services offered by the libraries and at the same time this would also be offering a good platform for receiving users' suggestions for improvements of all library services.

8. Conclusion

Recommendations from the study are presented. Among other things, it is suggested that the two studied libraries can improve service delivery if they vigorously promote fund raising activities, improve salaries and allowances of the library staff, and speed up and complete   the highly advanced computerization of delivered services.

References

Akporhonor, B. A. 2005. Library funding in Nigeria: past, present and future. *The Bottom Line: Managing Library Finances,* 18(2):63–70.

Alam, F. 1996. *Dhaka University Automation of the Library(DUAL): an appraisal report and proposals for action.* Dhaka:Dhaka University.

Alam, F. 1999. *Dhaka University Library Automation: Fact Sheet, no.1.* Dhaka: Dhaka University.

Al-Ansari, Husain A. 1999. Improving the organizational structure for an electronic environment: a case analysis of Kuwait University libraries. *Library Review*, 48(3): 131–139.

Allen, Gemmy. 1998. *Management modern.* [Online] Available:

http://ollie.dcccd.edu/mgmt1374/book_contents/4directing/leading/lead.htm(Date visited: 6.5.2005).

Awuku, Ohene Sakyi. 1995. Productivity in university libraries of developing countries: a West and Southern African perspective. *Library Management*, 16(3):24-33.

Aziz, M. A. August. 1975. *The Dacca University Library*. The Bangladesh Observer: special supplement:iii.

Badu, Edwin Ellis. 2002. An assessment of the staffing structures of university libraries   in Ghana. *Library Review*, 51(2):90–99.

Bangladesh Educational Statistics. 2000. *At a glance*. Dhaka: BANBEIS.

Bateman, T. S. & Zeithaml, C. P. 1993. *Management function and strategy*. Burr Ridge, Illinois: Irwin.

Bekker, G. D. 1979. Die eerste fase van die biblioteekrekenariserings projek van die Universiteit van Wes-Kaapland. *South African Libraries*, January. 46(3):101-106.

Bengal, Sixth Quinquennial Review : 1921-22. 1923 Calcutta: Bengal Secretariat Book Depot.12.

Bengal, Nineth Quinquennial Review: 1937. Progress of Education in Bengal:1932-37 . Calcutta: Bengal Secretariat Book Depot: 69.

Bolden, B. F. & Smith, K. 1993. Who plans and how? A profile of one state's public libraries. *Public Libraries Quarterly*, 13(2):5-22.

Budd, J. M. 1991. Allocation formulas in the literature: a review. *Library Acquisitions:*

   practice and theory,15:95-107.

Chowdhury, Salma. 2001. Role of college libraries in education of Bangladesh. *Social Science Review,* 18(2):287-296.

Collings, Dorothy G. 1971. Comparative librarianship. *Encyclopaedia of Library and Information Science,* 5. New York: Marcel Dekker. 492-94.

Corrall, S. 1993. The access model: managing the transformation at Aston University. *Interlending and Document Supply*, 21(4):13-23.

Culver, R. C. 1994. Empowerment: the management team interface. *Dissertations Abstracts International,* 55(4):782 A. The Claremont Graduate School, Claremont: Unpublished Thesis.

Dacca University Act. 1921 Dacca: Dacca University.

Dacca University Annual Report 1921-22. 1922. Dacca : Dacca University.

Dacca University Annual Report: 1923-24. 1924 Dacca: Dacca University.

Dacca University Annual Report: 1927-28. 1928. Dacca:Dacca University.

*Dacca University Annual Report: 1952-53.*1953. Dacca: Dacca University.

Davids, A. R. 2000. *Users' attitudes towards the library of the University of the Western Cape.* Bellville:UWC. (M Bibl. Thesis).

Dhaka University Annual Report: 1999-2000. 2000. Dhaka: Dhaka University.

Erven, B. L. 1999. *The foundation of managementexcel.* [Online] Available: http://www.ag.ohio-state.edu/~mgtexcel/Function.html (Date visited: 21.5.2005).

Evans, M. 1996. Library acquisitions formulae: the Monash experience. *Australian Academic and Research Libraries,* 27:47-57.

Fakudze, Nomcebo Queeneth. 1996. *A management appraisal of Swaziland National Library service.* Bellville: UWC. (M Bibl.Thesis).

Fitch, D. K. 1990. Job satisfaction among library support staff in Alabama Academic Libraries. *College and Research Libraries,* July. 51(4):313-320.

The Free Dictionary. 2006. *Republic of South Africa.* [Online] Available: http://encyclopedia.thefreedictionary.com/South+africa (Date Visited: 1.11.2004).

Garson, Philippa. 2005. *Education in South Africa.* [Online] Available: http://www.southafrica.info/ess_info/sa_glance/education/education.htm(Date visited: 23.2.2005).

Johnson, Edward R. 1982. Financial planning needs of publicly supported academic libraries in the 1980s: politics as usual. *Journal of Library Administration*,
3(3/4):23-36.

King, L. 2005. *Information sources and retrieval tools.* Information science 212. Lecture notes. Bellville: UWC.

King, L. 2003. *Information storage and retrieval:computerized cataloguing.* Information science 312. Lecture notes. Bellville: UWC.

Kotter, John P. 1990. *A Force for Change: How Leadership Differs From Management.* The Free Press. [Online] Available:

http://ollie.dcccd.edu/mgmt1374/book_contents/4directing/leading/lead.htm(Date visited: 20.9.2005).

Lowry, C. B. 1992. Reconciling pragmatism, equity and the need in the allocation of book and serial funds. *College and Research Libraries*, March:121-138.

Lussier, R. N. 2003. *Management fundamentals: concepts, applications, skill development.* Mason, Ohio : Thomson/South-Western.

Malan, S. I. 1989. *Managerial control for library and information services: control, change innovation,* 4. Pretoria: Aristo Press.

McMillan, J. H. & Schumacher, S. 2000. *Research in education: a conceptual introduction.* 5th ed. New York: Longman.

Mellon, C. A. 1986. Library anxiety: a grounded theory and its development. *College and Research Libraries,* 47:160-165.

Mirdah, A. R. 1965. *Fourteen years of librarianship 1952-65.* Pakistan librarianship :1963-64**.** Dacca: Pakistan Library Association:40-44.

Mostafa, G. 2004. *University libraries in Bangaldesh: problems and prospects.* Rajshahi: Hilali Foundation, Talamari.

Msuya, J. 1998**.** *Developing strategies for improving the provision of legal information services in Tanzania***.** Bellville: University of the Western Cape. (D.Bibl. Thesis).

The new encyclopaedia Britannica. 1986. South Africa. Chicago: Encyclopaedia Britannica, Inc., 27:632-40.

Ondari-Okemwa, Ezra. 2000. Training needs of practising professional librarians in the Kenyan public university libraries: a critical analysis. *Library Management,* 21(5):257–268.

Robinson, Barbara M. & Robinson, Sherman. 1994. Strategic planning and program budgeting for libraries. *Library Trends,* Winter**.**42(3):420-447.

Shin, Eun-Ja & Kim, Young-Seok. 2002. Restructuring library organizations for the **twenty-first century: the future of user-oriented services in Korean academic libraries.** *Aslib Proceedings*, **54(4):260-266**.

Siddique, M. A. 1996. An Interlibrary loan network among academic libraries of Saudi Arabia. *Journal of Interlibrary Loan, Document Delivery and Information Supply*, 7(1):28.

Siddiqui, Moid A. 2003. Management for change in acquisitions in academic libraries. *The Electronic Library,* 21(4):352–357.[Online] Available:

http://www.emeraldinsight.com/Insight/html/Output/Published/EmeraldFullTextArticle/ Articles/2630210406.html (Date visited: 6.9.2005).

Sowell, E. J. 2001. *Educational research: an integrative introduction.* New York: McGraw hill.

University of Dacca. 1969. The Calendar: University Ordinance, Statutes, Ordinances and Regulations. Dacca: The University of Dacca.

University of the Western Cape. 2006. Governance Manual. Bellville: UWC.

University of the Western Cape. 2005. Mission statement & vision. [Online] Available:

 http://www.uwc.ac.za/about/default.htm (Date visited: 7.8.2005).

University of the Western Cape. 2003. Library and information services: manual of policies and procedures. UWC:Bellville.

University of the Western Cape. Library services. 2002. Annual Report. Bellville: UWC.

Vincent, Ida. 1988. Strategic planning and libraries: does the model fit? *Journal of Library Administration,* 9(3):35-47.

Wasylenko, Lydia. 1983. Organization development in a library setting: a case study. *Journal of Library Administration,* Summer. 4(2):23-42.

Whetherly, J. 1994. *Management of training and staff development.* London: Library Association.

Willemse, John. 1989. Library effectiveness: the need for measurement. South African *Journal of Library and Information Science,* 57(3):261-266.