Review of Literature

Outsourcing of libraries has been a popular topic in since the 1980s. Martin (2000) and his team of researchers looked at the background literature of outsourcing in libraries for their study, they found a total of two empirical research studies published in the 1990s. That examined outsourcing in libraries. In the ensuing years more research has been done looking at the phenomenon, mainly focusing on outsourcing in cataloging and collection development. Even though more research has been done on outsourcing in libraries, most of what is written on the topic are editorial or feature article-style critiques or praises that rarely actually examine the phenomenon.

Libraries have followed the general business trend. Routine non-library services, like janitorial services and photocopying, have long been procured through contracts with outside vendors. In the early part of the 20th century, the Library of Congress began mass-producing catalog cards and providing them to other libraries, in the process becoming perhaps the first vendor of cataloging services. Over the years, libraries have contracted out not only cataloging services, but other functions as well, including the development of automated systems and the acquisition of materials. These practices were not generally labeled as outsourcing when first adopted, and they are common practice today. Outsourcing is a topic of interest to most librarians in all types of libraries.
The library literature reflects a continuing discussion of outsourcing of such routine library operations as collection development, materials selection, materials processing, cataloging, and management. A search using Library Lit and ERIC databases yielded 103 articles related to outsourcing published during the 1990s. This literature consists almost exclusively of either opinion pieces commenting on the pros and cons of outsourcing, or else “how we did it good” reports of specific outsourcing projects. There is almost no quantitative research concerning the impact of outsourcing on library operations or on the quality of library services. Opinion articles range from those that present outsourcing as a wonderful strategy for improving both efficiency and effectiveness, to those that posit a more moderate wait-and-see attitude, to vehement denunciations of the practice as inimical to the values of the profession. Ronald A. Dubberly, retired director of the Atlanta–Fulton Public library, states that only the outsourced will survive in lean economic times (Dubberly 1998a). Leaving no question concerning his attitude, Dubberly titles his article in Library Journal, “Why Outsourcing is our Friend.” Dubberly argues that libraries caught in the economic crunch of having to provide more services with reduced revenue can do so only by utilizing outsourcing. Also, Dubberly predicts government will merge tax-supported service oriented departments, including libraries. Those public libraries that fail to adapt will cease to operate. Librarians must consider outsourcing as a tool to provide better service using
less money and to insure continuing library service to their communities.
Clara Dunkle in her article, “Outsourcing the Catalog department: A Mediation Inspired by the business and Library Literature,” notes a variety of businesses effectively use outsourcing to become more effective and reduce costs. While not a good idea to totally outsource cataloging functions, Dunkle suggests cataloging by vendors may provide greater accuracy and consistency of cataloging records (Dunkle 1996). Kevin Miles provides a law librarian’s perspective on outsourcing in his 1996 survey. With a relatively small sample of respondents, he concludes that law firms—regardless of size—are “aggressively outsourcing parts of their libraries” (Miles 1996, 12). “A Tempest in a Teapot.” describes outsourcing according to Anne Woods worth, Dean of Palmer School of Library and Information Science, Long Island University. Library managers use outsourcing as a tool when they implement blanket and standing orders to vendors. Vendors assume the role of acquisitions staff and bibliographers (Woods worth 1998). John N. Berry’s February, 1998, Library Journal editorial questions the wisdom of outsourcing, saying that no systems for measuring outsourcing’s impact are in place. Cost cutting and efficiency are not the only issues in a service-oriented venue such as a library. The most important measure of any change is in the quality of library service offered to all users and potential users (Berry 1998). Michael Gorman is one of the most outspoken critics of outsourcing, especially outsourcing of cataloging and technical
services. He states with some asperity that the outsourced catalog is “corruption of the bedrock of library competence” (Gorman 1995). More recently he wrote that library managers who decide to contract with outside vendors for cataloging, selection or acquisition services “are saying, in effect, that professional library skills and experience can be replaced by distant vendors who probably lack the former and certainly lack the latter.” He opposes outsourcing because in his view it leads to an “inevitable debasement of service,” and because it undermines “the very foundations of our profession” (Gorman 1998, 74). Pat Schuman, a past president of ALA, is perhaps even more vehement in her opposition to outsourcing. In Schuman’s view, outsourcing and privatization—which considers merely different faces of the same phenomenon—“threaten the professions very core—perhaps its very ‘soul’ as a public service.” She examines and attempts to refute three assumptions that she believes underlie all outsourcing decisions:

1. The private sector can—and will—do it better and cheaper;
2. Private sector accountability to the marketplace is more effective than government bureaucracy; and
3. Libraries have always outsourced, and managers should be free to employ this useful tool. She concludes with a plea for librarians to articulate a clear, passionate, and convincing case for America’s premier democratic institutions—out libraries” (Schuman
There is very little in the library literature in the way of empirical research on outsourcing in libraries and its effects on service. Our survey revealed only two articles published during the 1990s. Katherine Libby and Dana Caudle conducted a survey on outsourcing of cataloging in academic libraries to determine the extent and success of such ventures. The study reveals that out of the 117 libraries responding to the survey, thirty-three were outsourcing cataloging functions and sixteen libraries were considering the practice. Of the thirty-three libraries outsourcing their cataloging, most appeared to be pleased with the results. Each indicated that they would continue outsourcing the cataloging function (Libby and Caudle 1997). Karen Wilson, Assistant Director at the J. Hugh Jackson Library, at Stanford University, provides some data in her case study detailing the outsourcing of copy cataloging and processing at her library. Blackwell North America, Inc. and Blackwell Ltd. provided J. Hugh Jackson Library staff with catalog records for 86% and 57% respectively for the monographs purchased from them. During the period in which Blackwell North America and Blackwell, Ltd. Provided records, library staff accepted 69% and 61% respectively without making changes. Staff edited
another 25% of the records slightly to reflect local concerns. Less than 2% of the records contained errors. This project demonstrated that outsourcing reduced costs and reduced the time it takes to process materials, but had no discernable detrimental effect on the quality of cataloging records. Wilson hails the outsourcing at J. Hugh Jackson as a new paradigm for the future of technical services operations in academic libraries (Wilson 1995).

Outsourcing in libraries remains controversial. In the business world, functions that are not central to the organization’s perceived core business are those most likely to be outsourced, while core competencies or functions that are essential to the company are kept in-house. The central issue then becomes: what constitutes a core competency or function? Libraries operate in a constantly evolving environment. What they do, what services they provide, and how they organize their resources to provide those services, are all subject to a changing paradigm. That changing paradigm is reflected in the literature.

The research described above shows the current focus of library outsourcing. The amount of research available on the topic since Martin’s (2000) study has grown significantly. Exploring how and why libraries are using outsourcing and some of the results of that outsourcing is important for library stakeholders, but what is
lacking is research dedicated to examining how libraries themselves are outsourced.

**University of Khandesh & Marathwada Region:**

**North Maharashtra University**

The North Maharashtra University is one of the upcoming Universities, in India. The university was established on 15th August, 1990 under The Maharashtra University Act No. XXIX of 1989) as a teaching and affiliating university. It actually started its academic and administrative activities under the leadership of Prof. Dr. K K. Thakare, The First Vice Chancellor of the university, from academic year 1991-92. The jurisdiction of North Maharashtra University is spread over three districts of North Maharashtra i.e. Jalgaon. Dhule and Nandurbar.

The university is imparting education to students, through various courses at under graduate, post graduate, doctoral and past doctoral level, under 09 faculties, which includes Science, Engg. & technology, Education, Medicine & Pharmacy, Ayurvedic Medicine, Arts & fine arts, Commerce and Management, Mental, Moral & Social Sciences, Law faculty.
Right now, there are 6 schools and 11 academic departments on the campus. Soon we will be starting new academic departments. There are more than 200 colleges and 37 institutes and 17 recognized R & D centers affiliated to the university and this number is growing every year.

Swami Ramanand Teerth Marathwada University, Nanded:

Swami Ramanand Teerth Marathwada University was established in 1994. The university is intended to serve primarily the southern part of Marathwad, . The main university campus, which is situated about 10 km south of Nanded township, occupies approximately 600 acres (2.4 km²), and there is a 22-acre (89,000 m²) sub-campus at Latur. The university has received recognition from the UGC and the NAAC.

Dr. Sarjerao Nimase is the current vice-chancellor of the university. The university offers twenty-seven postgraduate courses in Arts, Sciences, Commerce, Education, Business Administration, and Pharmacy. The university also offers eight M. Phil. courses in different fields.
Dr. Babashaheb Ambedkar Marathwada University, Aurangabad:

Dr. Babashaheb ambedkar marathwada university was established as "Marathwada university on August 23, 1958. 153 colleges are affiliated to the university. The student population exceeds 100,000. A year before the establishment of Marathwada University, the population of Marathwada was about 5.3 million, and there were around 3,686 primary schools, 231 middle schools, 95 high schools, one polytechnic, and one technical school in Marathwada.

On 14 January 1994, Marathwada University was renamed as “Dr. Babasaheb Ambedkar Marathwada University”. Dr. V.M. Pandharipande Current Vice Chancellor, Dr. Babasaheb Ambedkar Marathwada University the university campus covers more than 650 acres (2.6 km²). The hills provide a picturesque background. The Aurangabad caves are embedded in the campus. There were 37 department of Dr B.A.M University. On august 5, 2004 a subcenter of BAMU was established at Osmanabad it has been temporarily started at government Ayurvedic college. & 06 postgraduate department in Osmanabad.