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The Strategy of University Library in Indonesia to Support World Class University (WCU)

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Abstract

This research aims to provide the detailed description of the implementation of library's roles in supporting the World Class University in Universitas Airlangga and to give an overview of the obstacles that will be faced by the library of Universitas Airlangga in carrying out its role to support World Class University. This research used descriptive-qualitative research method to describe the implementation of library role in supporting world class university especially in providing information to support academic community research. The subject of this research is the activities conducted by five (5) libraries to support world class university such as Universitas Indonesia (UI), Institute Teknologi Bandung (ITB), Intitute Pertanian Bogor (IPB), Universitas Gadjam Mada (UGM) and Universitas Airlangga (UNAIR). Informants in this research are people who are considered to understand about the implementation of policies on world class university in the library. The data was collected by interview, live observation, and sorting supporting documents, such as: regulation letters, decree, references about World Class University, and other documents. The result of this research is about collection development to support WCU, human resource, library services and the strategic to support WCU. Conclusion of this paper is University Libraries have a strategic role in supporting the university towards world class university. But from a variety of strategies that can be seen that the university that is already included in the 500 WCU has a strategy that is more focused and clear and supported by large funding.

Keyword: Library, World Class University, Collection Development, Webometric, library Role

Introduction

Globalization affects universities. Universities throughout the world attempt to be considered as a world class university and produce graduates that can compete with the graduates from developed country. This happened because there are: economic globalization with the realization of free market, culture globalization with the foreign cultures that get in to Indonesia, and worker globalization as the result of free market trade, so the graduates who want to compete with the graduated of overseas universities should mastering the knowledge and ability that can be used as the main asset for entering the free market with the purpose to compete and win the global competition.

World Class University has been frequently and oftenly talked about by academic community in the university environment since last five years. In 2007, government through Directorate General of Higher Education planned "Toward World Class University" for every universities in Indonesia. Even, Directorate General of Higher Education gives financial support to universities that can be used to organize several programs which can support to achieve world class university.

In the university level, the scoring of a university internationalization can be seen by various perspective, one of them is the score that is given by webometric. Webometric gives the

score by giving the rating or ranking to universities in the world. Then, the ranking in the webometric becomes the achievement target for several universities in the world. The library as the institution that collecting and distributing the knowledge repository asset, has the need to take an active role in the improvement of University in the webometric.

According to Sakti Nasution (2016), The Chief of Law, Partnership, and Information Service of The Ministry of Research, Technology, and Higher Education (2016), there is no any university in Indonesia that listed in the World Class University (WCU) rank, both in versions of The Times Higher Education Supplement (THES), Academic Ranking of World Universities (ARWU), nor the Webometrics. The previous statement comes from the recently international data and statistic. However in 2017, there are several universities in Indonesia that are listed in the WCU rank in the THES version, which are: Universitas Indonesia and Institut Teknologi Bandung (see table.1)

Table 1. Position of World Class University ranking in Indonesia (07 November 2017)

University	THES	ARWU	Webometric	QS
UI	800+	-	955	277
ITB	800+	-	1211	331
UGM	800+	-	1004	400+
UNAIR	-	-	2993	700+
IPB	1000+	-	1345	750+

There are various efforts that were done by the government to support universities in Indonesia so they can listed in the WCU. In 2015, the government formed task force to help five top universities in Indonesia so they can listed in WCU. The universities that included in top five national, are: Universitas Indonesia (UI), Institut Teknologi Bandung (ITB), Universitas Gadjah Mada (UGM), Universitas Airlangga (Unair), and Institut Pertanian Bogor (ITB). Those universities are hoped to enter the list of 500 top universities in the world.

Several requirements are should be fulfilled to list in the WCU. THES (London) requires four terms, which are: the quality of research (60%), the readiness of graduates (10%), international outlook (10%), and the quality of teaching (20%). Meanwhile ARWO (The Republic of China) requires five terms, which are: the number of alumnus or staffs who get international rewards, the number of researchers (lecturer) that the researches are quoted by other researchers, the number of articles that are indexed by preferred journal, the percentage of articles that already published by international journal, and the research costs of the university.

The requirement of Webometric is different. There are four terms that are needed, which are: the number of external links from other sites, the number of “pages” that can be found in the internet “search engine”, the number of file volumes that are available in the university site in the form of pdf, ps, doc, and powerpoint, and the number of academic writings that can be found in the Google Scholar.

Based on the various main requirements of the scorer above, it appears that research element is the most important requirement in the WCU which means that without any research reputation, a university can not listed in the world class. The research is an obligation in the academic field where it is a tradition that has been existed since a long time ago.

Building a World Class University needs a big attention towards study activities, research or study which included the library. Based on the various articles that discuss about World Class University such as OBA (2008), Ngok & Guo (2008), and Tilak (2016), there is no any direct discussion that discusses the role of library to support WCU, however in the available articles

mostly pointed into rich available information, where the information sources only can be provided by the library.

Library, as one of the supporting institutions in the university environment, also does an activity that supports WCU by increasing the quality of its service in the international level or world class. One of the main indicators that make a university can be called as the WCU is the support of library institutions. Library is the heart of universities because library supports education programs, researches, and community services.

Library as the heart of information in colleges has a role that very strategic to support a university to be listed in WCU. This thing had been explained by Jamil Salmi in his book entitled 'the challenges of establishing World Class Universities'. Salmi identified three things that will support a university to be listed in WCU, such as "a high concentration of Talent (as represented by Faculty, Students and Research Scholars); abundant resources, to offer a rich learning environment and to conduct advanced research; and favorable governance features". One thing that related to the library is "to offer a rich learning environment and to conduct advanced research" where it is one of the functions and roles of library (Pendit, 2005).

The role of library to improve the university ranking in Webometric version is very important, even it can be said that the library is a potential foundation to give the contribution for increasing the Webometric ranking, and one of the most important things is enhancement the number of repositories that are belong to Universitas Airlangga.

Literature Review

The Regulation No. 2 of 1989 about National Education System in article 55 stated that one of the requirements to operate a college is providing a library. Based on the Regulation No. 43 of 2007 about Library article 1 stated that the library is an institution that manage writing collections, printed collections, or/and record collection as professional with standard system that fulfills the education, research, preservation, information, and recreation needs of the users. Meanwhile the college library is the technical implementation unit that together with other units are realizing Tri Dharma of Indonesian college by collecting, choosing, managing, maintaining, and giving information to the head institution, as particular, and academica, as general (Guidelines of College Library, Jakarta: Dirjen DIKTI, 1994, pg. 3). The college category is included university, institute, higher education, academy, polytechnic, or other colleges in same level.

In line with the development of science, technology, communication, and culture, along the increasing of the user needs, then the functions of PPT are developed more detail as below (Pendit, 2005): 1) *Studying Center*, means that the library is a study room that can be used to support users studies which they can get the information appropriate with their needs in the education level. 2) *Learning Center*, means that it has function as the learning center, not only for studying. The library can serve as the place that supports learning and teaching process. (Based on the Constitution No. 2 of 1989 Article 35: The library should be available in every educational union which is learning source), 3) *Research Center*, library can be used as information center to get data or information which can support the research, 4) *Information Resources Center*, through the library, every kinds and types of informations can be found because its function as the information resources center, 5) *Preservation of Knowledge center*, the function of library also as a central place to conserve the knowledge as the works and nation writings that should be well save as the deposit collection, *local content*, or *grey literature*, 6) *Dissemination of Information Center*, the function of library is not only to collect, manage,

service, and maintenance but also distributes and promotes information, 7) *Dissemination of Knowledge Center*, beside its role to distribute information, the library functions to distribute knowledge, especially the new ones.

World Class University (WCU) is a university that has human resources who regularly publish their researches to the best journals based on their fields. The alumnus of WCU can be easier to get job in any country in the world (Ambrose King, in Mohrman, 2005). Meanwhile according to Levin (2006), WCU is a university that has international reputation for their research, learning, and contribution to societies.

There are several rating institution that rate whether a university can be listed in World Class University or not, such as: 1) Shanghai Jia Tong University (SJTU), 2) Times Higher Education Supplement (THES), 3) Webometric, 4) Quacquarelli Symonds (QS). Based on those all requirements of the rating WCU, there are three main requirements that need to be paid more attention to. First, how college design the research activities that can produce world class invention and innovation. Based on the main requirements, we can see that research element is the most important requirement in the WCU which means that without research reputation, a college can not listed in the global ranking. Research is the obligation for academics. University that want to listed in WCU or not, should make a strong research situation that do not only aim to fulfill the credit of lecturers but also for the country and society so that the library should take a role to support the university towards WCU by providing the informations that are needed by the researchers. Sherpa (2015) said that library can support the university to reach WCU by : 1) Collection Development, 2) Qualified Librarian and Staff 3) Maintaining Superior Achievement 4) Value Added Services 5) Resource Sharing and Consortium 6) Making Strategic Plans

Aims

The aims of this research is to answer the research question which gives the detail picture about the strategic of library to support World Class University in Indonesia.

Methods

This research used qualitative-description to portray the role implementation of libraries to support World Class University in Universitas Airlangga. Qualitative-descriptive research is a research that describes or explains the research object and facts in the social life in depth (Miles and Huberman, 1992).

The attention that is precise and detail towards situation, environment, and everything that are related to the phenomena also related to the desire to enact the phenomena through naturalistic view. In this case, qualitative research can be said as naturalistic inquiry research (Pendit, 2005). The informants of this research are people that are known as people who understand about the application of World Class University policies in Universitas Airlangga, and also the chief of librarian who understand about the issue. The data collection for this research used interview, field observation, and supporting documents. The data will be analyzed by using interactive model (Miles and Huberman, 1992) which is consist of three steps which are data reduction, data presentation, and conclusion (verification).

Result

The Development Of Library Collections

Institut Teknologi Bandung

The development collection of ITB library divided into 3 periods. First period happened in 2010-2015, the library development was adjusted with the standart national where ITB library claimed that 99% of the library had been suited with that standart. Second period happens in 2016-2020 where the library is starting to adapt with the international standart based on ISO11260 about *Library Performance Indicator*. From 50 elements in the ISO, not all of them are used by the library however they are customized with the condition in Indonesia, and also the recent years, which in this case, there is a supervision unit that has task to control the plan. The third period to achieve World Class University will be happened in 2021-2025 by referring to 10 global university libraries and it can be seen by their services toward foreign students. The budget that is needed to collection development is 11 billion each year.

Universitas Indonesia

One of the scoring towards World Class University in UI library is openness; the collection can be accessed by the society and not only arranged in the self, so there are more digital collections compare to printed collections. The collection development is done by holding a roadshow to faculties on the purpose to know the needed collection, and also using the balance core code to know and save the most borrowed collections. This is done for the next providing process. The budget that is planned for digital collection, in the form of journal development, worths 13 billion meanwhile the printed collection needs 3 billion.

Universitas Airlangga

The development of printed collection in Universitas Airlangga is done by the collaboration with faculties and LP3 to understand the curriculum that is applied in Universitas Airlangga. However after the evaluation and identification, library collections only support 30% of the curriculum so that it needs to be communicated more with the University staffs to know what the students need from the collections. The budget that is needed every year for the printed collection is less than 1 billion. Meanwhile, the digital subscribe collection uses fund from BOPTN. Nowadays, each the faculties and library have been subscribe to e-journal, however in 2018, there will be policy where e-journal will be provided as intergreted and centered in the library of Universitas Airlangga.

Universitas Gadjah Mada

In Universitas Gadjah Mada, both of printed collection and digital collection developments used budget funds from BPOPTN which worth 13.8 billion in 2017. Meanwhile, the availability of collection is done by each faculties with each budget funds around 2 billion so that the collection will be placed in each faculties even though it is still controlled by the central library.

Institut Pertanian Bogor

The literature collecton in IPB library recorded as 56,000 tittle (147,888 copies) of both digital and printed, 58,975 title of e-journals, 80,000 copies of thesis/disertation and printed journal collection. The collection is available to fulfill the need for learning and teaching process. That process is under supervision of Coordinator of Collection Development which can come from purchases and contribution. Several foundations have collaborated with IPB library by open several corner, such as BI corner and SNI corner. To improve the available collections, IPB had been collaborated with the related ministries to get the gift books. The purchases and subcriptions come from BPPTN and societies funds. The regular literature sources that are accepted, such as thesis and dissertation. "Every unit are working, IPB civitas and lecturers that

produce scientific researches are obligated to give their works to the IPB library which is based on the IPB Rector Regulation No.06/13/PL/2010 about the give and save scientific researches in the IPB. The scientific research will be given to the library which then it will be uploaded in the Repository web of IPB by library as the content management. In 2016, Repository of IPB ranked as the first in Indonesia and Southeast Asia.” <http://korpusipb.com/perpustakaan/berbagai-sumber-cetak-dan-elektronik-maksimal-koleksi-perpustakaan-pusat-ipb/>

The Development of Library Human Resource Institut Teknologi Bandung

The development of human resources in this library is done by the internal training from January until December. This training is in the form of digital library training, automatic system usage, English training for the presentation and service, and medeley training so that the next references can use the medeley. The medeley training also contributes to scientific articles, allowing the librarians to be researchers also.

The recruitment of library staff in the library had no longer been done since 2000 because the government policies. However there is recruitment of contract employees that can have *PNS* decree through the acceptance test.

Universitas Indonesia

The library of Universitas Indonesia in the human resource development holds the recruitment process in 3 types, including government employees, permanent employees, and contract employees. It also receives internships annually by students and librarians from other institutions. The training programs, such as Java language training to support the use of Lontal system and follow by some training that is held by forums which are followed by library. The library of Universitas Indonesia also supports librarians to pursue educational paths in the library field.

Universitas Airlangga

Every year the library of Universitas Airlangga gives the task to the librarian to attend seminars, workshops, and others with the aim to improve and develop the competence of human resources. In addition, training is also based on the priority scale of what the library needs. There are also regular programs that are held annually for human resource development such as enrichment programs, inviting motivators, and outdoor activities to improve teamwork spirit among librarians.

Universitas Gadjah Mada.

Development of human resources in the library is done through the forum of university librarians. In this forum librarians are able to discuss and ask questions to improve their insights, share their obstacles without shame which get responded by librarian board members, and send librarians to the workshop. In the recruitment process, libraries can only propose the needs of employees to the director of human resources in the university.

Institut Pertanian Bogor

Human Resource Development IPB Library needs to get attention and need to increase the number of human resources every year. Nowadays, the library is required to be able to follow the changes in the social characteristics of its users both in information needs, interact with others in competition, and such. The age factor of human resources greatly affects the performance of the library, 53.33 percent of human resources in IPB Library age between 51 to 60 years are considered to enter the retirement age. The competence of human resources in the IPB Library is still less empowered both in the field of secretarial, processing, information

technology and library services. Perlu human resources development both formally and informally on an ongoing basis. Placement and re-arrangement needs to be done in accordance with the competence and tupoksi field respectively.

Library Services

Institut Teknologi Bandung

Additional library services at the Institut Teknologi Bandung is more prominent in digital services; there is a different service collection of e-journal / e-book with a collection of scientific articles. In scientific articles, the reader can only read the collection without downloading the collection, besides the owner of the scientific articles can determine which parts are uploaded in the digital collection of library. Libraries also encourage librarians to re-package information

Universitas Indonesia

Digital services, especially in the work of the academic community are not published as whole but accessible to the public. Scientific articles published under the 2000s. Repackaging services are made on reference services, where journals are collected and used by professors and university researchers. In addition, the repackage is done at certain moments and then the collection associated with the moment is exhibited as a form of support for the ongoing moment such as Pancasila day, Independence day, and so forth.

Universitas Airlangga

Digitalization library service is done by scanning the old works before 2011s. The final paper under the 1970s was also made repository however not all parts were scanned but the represented parts such as the name of the academic advisors and abstracts. Personal services for example on apprentices or for research, the library provides one librarian who is expert in his field to guide students and The information retrieval is done by creating a package of information or bibliography. In addition library services such as open access has been done but has not run optimally.

Universitas Gadjah Mada

Additional services in the library of Universitas Gadjah Mada are currently more instensated to digitize the collection because there are rare collections that are already fragile and thus require more attention. Open acces is still semi-open and it has tendency towards the final project of students, meanwhile journals that can be accessed through jurnalugm.ac.id. Multimedia services are still in the process of making documentary films whereas for library personal services do not specifically serve and are more to public services and external users.

Institut Pertanian Bogor

In the library of Institut Pertanian Bogor, the information are not yet repackaged. However, the library conducts studies that expected to be useful for Institut Pertanian Bogor. The study is a mapping of scientific papers so that it can be known which subjects that have been often to discuss and which subjects that are still less discussed. In addition to mapping artworks, the library has also digitized local content to the scientific articles.

COOPERATION BETWEEN LIBRARIES

Institut Teknologi Bandung

ITB library only has collaboration with FPPTI of West Java, meanwhile the consotium had been done by the library of West Java however the consortium did not get follow again because there is an incompatibility between them.

Universitas Indonesia

There is neither resources sharing nor consortium with other parties. The availability of collection is based on the research and it uses fund that has been budgeted for the need of students, so it is not for sharing with other universities which need more budget.

Universitas Airlangga

The collaboration is done with the association such as FPPTI, FKP2TN, IPI, and 3 school library where Unair library does guidance and creation of catalogues. Moreover, Unair library has done a collaboration with AMCOR or American Embassy since 2004, and also with Australian Embassy. Meanwhile, the collaboration with Aunilo, UK, and France has not yet happened.

Universitas Gadjah Mada

There is resource sharing with the library of Yogyakarta and Asean University Network, such as AUNT AILO. There is also a collaboration with FPPTI and a university in Brunei Darussalam though it is not yet effective. There is no consortium because the fund comes from the government; the fund is not, so the availability is done independently and through exchanges.

Institut Pertanian Bogor

The consortium of the e-journal subscribers has been available in the forum of university libraries in West Java, however the consortium is not followed by Institut Pertanian Bogor.

Strategic Planning

There are strategies that can be done by the university libraries to support their universities to achieve WCU level, such as:

Institut Teknologi Bandung

a) Strengthen the world class collection. In this case, the library makes a policy to have millions collection. Of course this policy requires a big sum of money to in order to be realized. The library chose to provide the digital collection rather than the printed collection. To provide those collections, there are 4 suggestion sources, which are: i) The syllabus of the curriculum is based on the standart curriculum such as ABET of U.S.A, ASIN of Japan, and FSRD for fine art, ii) The suggestion from lectures to know library materials that are needed by the students, iii) The units in ITB where the collection is provided to support the development of those units, iv) The students with the approval of the lecturers though automation system in the suggestion menu; b) Ensure the collection to well maintained and managed. In 2011, there was building renovation to improve several factors such as the lightning, temperature, and humidity, then there was fumigating thrice in a year. However the anticipation for disaster still not enough because there are only firefighter and disaster simulation for librarians and users, but there is no prevention for the collection; b) Develop the partnership and collaboration which has been established with American Embassy or American space, National Standart Body, holding SNI services corner, socializing the standart documents, and partnership with MLI, a community for former graduates and professor of ITB. Previously, ITB library had been partnership with Sampoerna foundation, World Bank, and the aviation agency of Netherlands.

Universitas Indonesia

a) Increase the number of English literature compared to Indonesian, however it is still adjusted with the needs; b) Increase the budget funds for the accessibility. Nowadays, the library can be accessed outside the university area, so the user do not need to come to the library to access the collection; c) There are several network infrastructures of UI library, such as: 70 hotspot points, 54 storages that can be used to keep the digital library, backup data infrastructure outside the campus for digital collection, and physical infrastructures that have been sufficiency even though

several of them are maintaining because there are leak taps; d)The collaboration is done with FPPTI and FKP2TN, the collaboration between lecturers and students, and the partnership with several vendors of books, journals, and e-books; e)Ensure the support of the qualified staffs by providing the training, and give the freedom for them to develop; and f)Ensure that the resources are sufficiently that can be done by providing the outsourcing workers if the task or activity can not be done by the staffs.

Universitas Airlangga

a)Strengthen the world collection. The providing collection is done based on the lecturer recommendation meanwhile the providing of foreign collection is done by the fund from BOPTN; b)Improve the availability and accessibility of collections and other sources are done by improving the running system in the library and completing the collection with RFID; c)Optimize the environment for study and research that had been realized by the availability of particular room with its facilities for discussion; d)Ensure the collection to maintainance and manage well that are done by preservation through re-collecting the damaged collection and fumigating; e)Ensure the sufficient infrastructures that can be known through the suggestions that are written by the staffs in each department so there will be an implementation in the future, beside that Unair library also improves the infrastructures that had been available; f)Develop the collaboration and partnership in the mutualism term; and g)Ensure the support of the qualified staffs. In 2015 – 2020, there is RENSTRA (strategic library planning for 5 Years) that is used to map the needs of human resources. Meanwhile the librarian recruitment is adapted by the requirements of the head office and they should have the librarian background with IT skill.

Universitas Gadjah Mada

a)Increase the world class collection that is already in RENSTRA; b)Optimize the environment for study and research where the library gives rewards to the students who often use library services, beside that the library has been trying to open the rooms that can be used; c)Ensure the collections are maintained and managed well which can be done by stock opname, adjusting the data with physical collection, there are maintainance units so the damage collections can be handled as early as possible; d)Ensure the available infrastructure has been sufficient where the library has been budgeted its budget for providing the facilities and infrastructures; f)Develop the partnership with IPI, AUNT, AILO, and collaboration between institutions such as AKMIL library; g)Ensure the support from the qualified staffs that can be known and discussed by paying the fee to be the forum member of university library; and h)The availability of supporting resources. In this library, the budget for world class university library is not sufficient because it is less than 2% of the whole university budget even though based on the constitution, the budget should be 5% of the university budget.

Institut Pertanian Bogor

There are some strategic to support world class university such as: a)Provide and expand the globalize information to support the transformation process of world class science, technology, art, and research, b)Improve the library infrastructure works included the information technology and communication by doing sub activities, such as: Develop information system, Develop independent upload in the repository, Develop and maintainance self reading room and study room, Develop the application of data display, Develop the system application of self lending and Improve and maintainance the facilities of digital services, c)Strengthen the coordination and synergy within work units in the environment of IPB, d)Develop information network with

libraries and other information units outside IPB, e) Improve the partnership with stakeholders as the user, and f) Improve the library excellent services by doing sub-activities, such as: Improve and maintain the quality management system based on SNI ISO 9001: 2015, Improve the quality of library staffs through education, training, seminar, and etc. Benchmarking and knowledge sharing with other libraries.

Discussion

Collections owned by the library certainly not only seen from the amount alone, but also seen from the quality and kemutakhirannya (Zen, 2014). According to the ALA Glossary of Library and Information Science the development of collections is an activity process that includes a number of activities related to the development of library collections, including the establishment and coordination of selection policies, assessment of the needs of the users and potential users, the collection use, collection evaluation, collection, selection of library materials, planning for cooperation, collection maintenance, and weeding. Development of the collection of fifth college in Indonesia more to the collection of digital / electronic from the print collection. And has a repository for the collection of academicians.

From the research results can also be seen that ITB, UI and UGM which has been ranked 500 WCU version of QS for the development of its collection has been using international standard reference, such as ITB which uses ISO 11260 reference for library development other than that funds used for the development of the collection is also large more than 3M, while for IPB and UNIAR collection development is still to meet the internal needs for lectures.

The development of information and communication technology plays an important role in the dissemination of information. At this time the world of librarianship is experiencing a period of great transition in terms of collection, human resources, and physical facilities of the library. According to Tao (2009), the use of the physical library has shifted to online formats so that the impact on the decline of transactions on services offline. To improve the ranking of WCU's knowledge, it is as revealed by Kirillova (2002) that information technology will bring the level of education to world class.

Librarians also play an important role in the management of libraries to support WCU, as expressed by Mierke (2016) Library human resource professionals have a critical role in designing strategies that create a library's desired future state. This is because those libraries are librarians that depend on human resources, so that in five libraries in Indonesia also make plans for their own resources by including in training, continuing their higher education and sharing their knowledge. The results of the research show that the five libraries are equal in terms of improving the quality of their resources through training, workshops and also continue to higher education level. Open acces is also done by the library to support world class university in this case is for the ranking in webometric, but not all repositories owned by the five libraries can be accessed freely outside the university. This is related to the policy of each university in disseminating the work of the academic community.

The library in Indonesia funds for the procurement of collections is still minimal as expressed by hermawan, 2011 that "the budget of library material procurement for libraries in Indonesia is generally very small if we compare with the budget libraries of universities in developed countries", so it should be necessary cooperation especially for resource sharing and also interlibrary loan. However, from the results of the study it is found that not all libraries cooperate with other libraries, such as UI while four other libraries cooperate with other parties even for library utilization only, not for interlibrary loan, procurement of library materials or

other resource sharing form. If library members need collections in other libraries then library members should come to the library to read on the spot. The lack of optimal forms of library cooperation in Indonesia is due to the lack of funds to participate in a partnership (puspitasari, 2013). It can also be supported by Martin (1981) that there are several factors that deal with yaiautu cost is high for minimum benefit, saving and cost reduction are not affected, cooperation is a marginal activity, and benefits are hard to explain.

Conclusion

University Libraries have a strategic role in supporting the university towards world class university. But from a variety of strategies that can be seen that the university that is already included in the 500 WCU has a strategy that is more focused and clear and supported by large funding. To support WCU's most widely performed by libraries is to upgrade digital collections and e-journal services of international repute. Collections owned by the academic community in put in the repository and can dikases by civitas there are already full open access there are some only abstracts are full access. Human resource development is still upgrading IT capability. Cooperation between libraries has not been optimized and only limited cooperation in the field of library facilities utilization, there is no interlibrary loan.

Qualified human resources are needed to support the library's continued success to support WCU, and all libraries have put it into a strategic work plan (RENSTRA). The development of library services is also continuously improved by optimizing the information system, one of which is a digital library (in Indonesia known as the repository) that is open access that is continuously developed so that can be accessed more easily by the academic community and more dikelnal in the world class.

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