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Strategic Planning of Electronic Resource Management: A study of a Smt. Hansa Mehta library of MSU, Baroda.

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Abstract:

Strategic planning helps to complete the organization's mission, vision, values, and goals. Now libraries transfer and incorporate print resources into electronic resources. The rapid growth of electronic resources in libraries urges librarians for e-resource management. This paper addresses the planning strategy for electronic resource management and the librarian's experience with planning, policy, and workflow issues regarding e-resource management. The study addresses significant steps in the process, issues, and challenges in selecting and acquiring e-resources and points out the effects of strategic planning of e-resources in the Hansa Mehta library of MSU, Baroda. It also describes the technical requirements, license, and copyright issues. The paper defines in detail the steps taken by the library to enrich library e-resources and usage and throw light on librarians' decisions regarding their fundamental management. This university library accomplishes the user's information need with appropriate planning and management of e-resources. This study explains how synergistic and earmarked techniques redefined librarians' new roles and inspired them to think creatively about e-resource management in the library.

Keywords:

Electronic resource management, strategic management, strategic planning, libraries workflow, professional knowledge, technical skills.

Introduction:

Strategic planning defines an organization's strategy to direct and allocate resources to pursue this strategy. According to George Keller, strategic planning of academic institutes skilfully improves the ecological environment and develops a new pattern to exit in it and transform it. strategic planning has changed the library's work flow. User satisfaction is the motto of every library. The library spends a lot of money on electronic resources and wants to reach all the resources to users to meet their information needs; for this purpose, libraries require electronic resource management, and every management process requires strategic planning. Strategic planning of e-resources boosts users' experience and the usage of e-resources. It stimulates the development of e-resources and teaching, learning, and research activities.

(Ramesh, 2015) The management of e-resources has become a core function of academic libraries, and academic librarians are struggling to manage the e-resources successfully. (Bentil et al., 2020). E-resource management strategic planning of e-resource management creates specific library strategies, implements them, and evaluates the plan's results. Strategic planning focuses on e-resource management, such as library budget for e-resources, needs of e-resources, technical requirements, promotion of e-resources, and usage of e-resources. This planning strategy revises librarians' roles and libraries' workflow and encourages librarians to think innovatively to improve e-resource management. (Hulseberg, 2009). Strategic planning builds a stunning arrangement for electronic resource management (Bothmann et al., 2008). Strategic planning allows librarians to provide easy access to electronic resources and provide value-added services. (Sreekumar, 2012) Strategic planning of e-resources enhances the quality of library services and gives easy access to e-resources. Librarians can use a synergistic and task-based approach to e-resource management. E-resource management requires setting goals, taking a review, and starting to take the initiative for e-resource management. This article addresses a case study of strategic planning of the e-resource management in the university library of Maharaja Sayajirao University, Baroda. The library manages e-resources efficiently with collaboration and a task-based approach.

Need of the Study

Strategic planning is an essential process for a successful future. Libraries require a strategic plan for proper utilization of library funding or gaining the fund. Strategic planning involves the functioning of all library operations properly. Strategic planning of e-resources empowers the library to make the most significant impact on users. It helps to develop the mission, vision, objectives, and goals of libraries. Strategic planning of e-resources allows librarians to provide services to meet the specific needs of library users. It is planning cultivated dedicated and enthusiastic library services. E-resource management is hard work, so it requires proper planning. Library professionals have recognized the value of strategic planning to improve their performance. Strategic planning is an essential tool in electronic resource management; planning gives a clear picture of what we want to do to increase e-resource usage. It will always be more reactive than proactive. Strategic planning helps to manage e-resources successfully.

Statement of the Problem:

At the end of 1990, all library professionals learned that electronic resources require special techniques to manage resources. In 2000, The digital library federation was surveyed to discover challenges facing research libraries regarding using information technologies. This survey reports that collection development is the main challenge in digital development. Librarians rarely share the knowledge of handling e-resources outside the individual libraries; while developing e-resources, librarians face several challenges. The concept of e-resource management emerged. Strategic planning is essential for practicing the best library services, promoting library resources, and increasing utilization. In academic libraries, e-resources become an integral part of the library. Now libraries continue to invest more money in e-resources that emerge the electronic resource management; it is necessary to shape all library activities. Efficient e-resource management requires a specific strategy; this urges strategic planning. This study highlights the challenges that libraries face in implementing e-resources. Strategic planning stimulates procurement and the use of e-resources.

Scope of the study

The Maharaja Sayajirao University library is the wealthiest and most extensive library in the country and enriches useful e-resources. The e-resources of this library are well organized by the librarian. Therefore, for this study, we select Smt. Hansa Mehta Library, Baroda to know how the librarian does strategic planning to manage e-resources, the impact of this planning, and effects on library usage.

Objectives:

To streamline the library's operational capabilities of e-resources.

To improve online services and enhance discoverability of e-resources

To know the impact of strategic planning on the usage of e-resources.

To support research needs on and off-campus and support excellence in the library users

Literature review

To find out literature on this topic, we searched the terms "strategic planning" and "e-resource management" there is enough literature on strategic planning related to business management. Many researchers wrote on e-resource management; this study reviews the articles discussing strategic planning used in library e-resource management.

Appleton, B., Regan, S., England, L., Fu, L., & Miller, S. (2012). stated that the process of e-resource management should be structured as per the type of library and its e-resources. The main task of e-resource management is to manage the library staff who can efficiently provide access to e-resources and maintain them. **Baker, S. K (1989)** explained that strategic planning helps face new challenges in the electronic age, and said that strategic planning gives a system to manage the critical changes of library resources. **Bentil, W, Liew, C & Chawner, B (2020)** Investigate how e-resources are managed with the e-resource management framework techniques. The study concluded that there is a need to make the standard procedure to manage the workflow of e-resource management. **Bothmann, R.& Holmberg, M. & Bothmann, B. (2008).** said that electronic resource management is necessary to develop the library's aims for that it is essential to set the policies and guideline of practices which is benefited to e-resource management, they also suggested innovative methods and ideas which help librarians to make sense of order for electronic resource management **Chepkosgei S. I. & Atambo W (2018)** say strategic planning and implication significantly affect performance in e-resource management. The study finds out that implementation of strategic planning significantly affects the organization's performance. **Dyson, R & Foster M (1980)** This paper shows the deficiency between achieving the goal due to the effectiveness of strategic planning; it also defined that effective strategic planning requires setting goals and achieving them within a specific time. **Franco, M. L. A., & Diaz, R. I. (1995)** This paper stated that human resource planning is essential for organizations to achieve their strategic objectives and gives guidelines for designing, planning, and developing their plans in their library. **Hulseberg, A & Monson, S (2009).** This study explains that strategic planning helps develop productive e-resources in the library and helps library staff apply cost-benefit ratio analysis to their routine work. They discussed how library specialists enhance their e-resource management by using strategic planning to set a suitable model for their libraries. The study concluded that planning of work

structure might be the forerunner to e-resource management. **Kotler, P and Murphy, P. (1981)** stated that strategic planning is essential to conduct resource analysis; every institution should recognize its original competencies intellect and evaluate the strength and weaknesses of an institution, which helps to achieve organization's appropriate goals. **McGee, Rob (2006)** describes the strategic planning for libraries of information technology and concluded that it effects on the usage of library resources. **Panahi, S., Ghalavand, H., Sedghi, S., Nabiolahi, A., & Khani, S. (2020)**. Identified the factors considered in libraries while managing e-resources. It also explains some common factors that may affect the success of the strategic plan of the library. **Pasha, M. A (2020)** describes how to manage e-resources and face the challenges of digital information services meeting with e-resources. **Pinder-Darling, Antoinette (2018)** concluded that librarians in the 21st century should find an innovative path to aware their users about e-resources and increase their usage. **Randall A. & etl. (2020)** Explained that library staff faced challenges when transitioning from print resources to e-resources and compromised their responsibilities. **Sophia, O. M. &, Owuor, D (2015)** explained the effects of strategic planning activities on organizational growth. **Sreekumar, M G (2012)** noted that to complete the increasing demand for e-resources, libraries need to reform their process & procedure and need to participate in library consortia. He also stated that there is a need to adopt new strategies and techniques to manage e-resources. **Vasishta, S. (2013)** said that the main challenge of electronic resources is to manage them efficiently as users can find and access them easily. **Venkadesan, S & et al. (2004)** understood social and intellectual property rights issues and discussed on framework model of users' needs and satisfaction. **Wade, M. (2012)** explained that marketing and external relations are essential in the strategic planning of e-resources; he also said that shared services achieve operational resilience. **White, M. & Sanders, S. (2009)** explain that strategic planning requires leadership qualities to support libraries' strategic plan and highlight the team's unique ability. **Wright, J. (2014)** talks about the collection development of electronic resources and finds out the issues in the collection development of e-resources, related to the cost and benefits of e-resources. It concluded that issues in e-resources need to be solved before they become too big. **Yoose, B. (2017)** explores how libraries can balance patron privacy and data analysis. He said that e-resource management scattered in many pieces, this study assist librarian to cover all aspect of evaluation, acquisition, renewal, and cancellation of e-resources. **Zaugg, H. (2015)** said that strategic planning guides moving into an uncertain future and setting direction with the flexibility to manage the new issues.

Methodology

This study is based on descriptive and experimental methods; the analysis carried out by Hansa Mehta University Library (HML) about their planning of e-resource management. This study investigates planning and techniques of resources from the collection development to providing access and increases usage; this investigation is based on the interview of the university librarian, IT Team, and staff of the e-resources department.

Smt. Hansa Mehta Library, University Library of MSU.

Shrimati Hansa Mehta Library of the Maharaja Sayajiro University of Baroda, Vadodara, was established on 1st May 1950. Dr. Rajendra Prasad, President of India, inaugurated the footing stone of this library on 16th Nov 1954. From 1957 library has started to function as a university library named by Smt. Hansaben Mehta, first honorable vice-chancellor of this university.

This library has been ranked 15th among 180 libraries by UGC's Info net digital library system; it is in India's top ten best libraries.

As per the university library system, nine libraries work under one server using barcode technology.

The library started with a print book collection of 25000, and now it is 8 78,226. The library uses the library of congress catalog classification system.

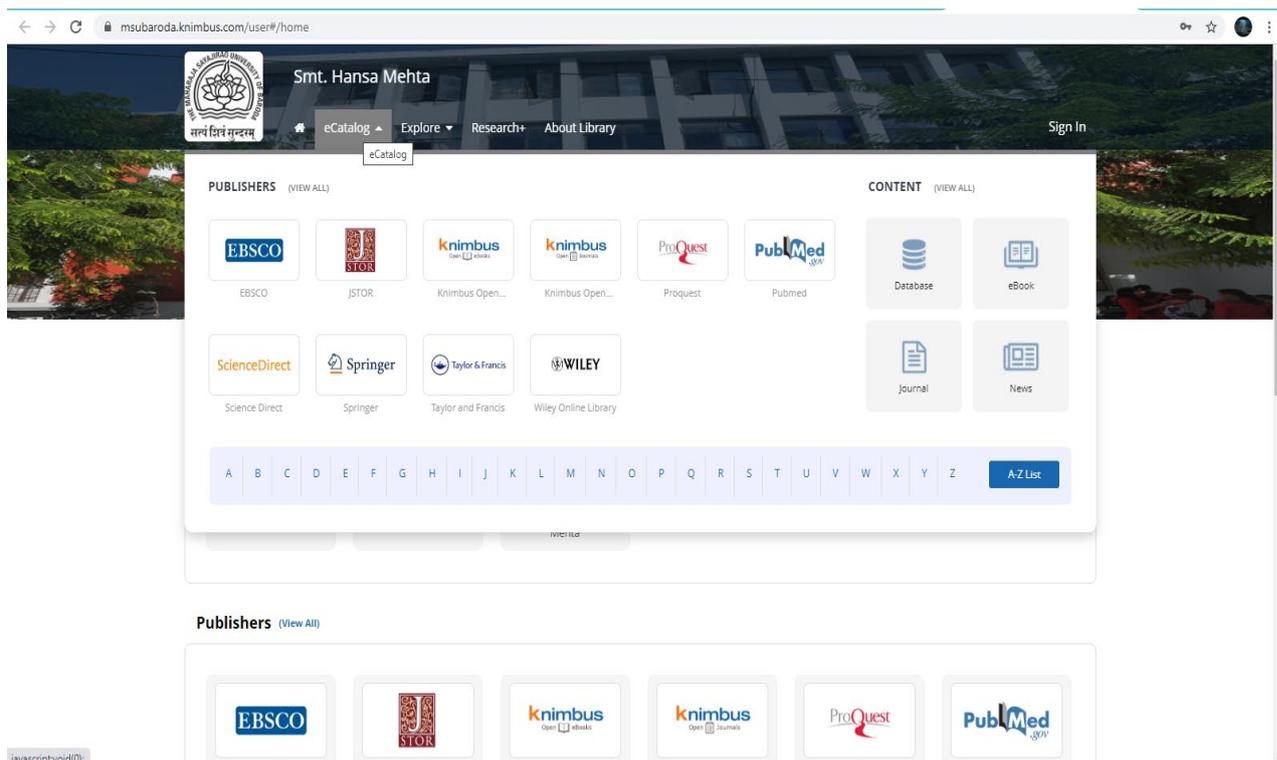
The library provides an accessible Wi-Fi facility to students and a spacious computer lab and remote access services.

This library is fully automated with SOUL library software and facilitates e-resources, including all subjects & disciplines. All libraries function under the supervision and guidance of the University Librarian. The librarian conducted the strategic review and decided on strategic goals to make a strategic plan for e-resource management.

E-resources

The resources available in digital format or accessible electronically are known as electronic resources. E resources are digital media that focus on providing web-based solutions.

The Hansa Mehta Library has a rich collection of e-resources, procured several databases, and a consortia facility. This library provides a link for open access resources. The Hansa Mehta Library catalog the e-resources in a proper way displays all the information subject-wise, so it is easy for users to retrieve the right information immediatly



E catalog of HML

List of E-resources

Databases	Journals	E Books	News
CMIE	Knimbus Open Journals	Knimbus Open ebooks	152 subject news display on catalogue, gives access by pub wise year wise subject wise
ASTM Standards and Engineering Digital Library	EBSCO	EBSCO	
Capitaline	ProQuest	Access Engineering-McGraw Hill	
EPWRF	JSTOR	Cambridge University Press	
Economic and Political Weekly	PubMed	JSTOR	
Indian Citation Index	Springer	Bloomsbury	
India stat	Science Direct	Fiction eBooks	
Institute for Studies in Industrial Development (ISID)	Taylor and Francis	Knimbus Multimedia	
Manupatra	Wiley Online Library	Audio Books	

National Digital Library of India	Project Muse	ProQuest	
Sage	Oxford University Press (OUP)	Taylor and Francis	
Science Online	Emerald	Science Direct	
Web of Science	Institute of Physics (IOP)	Springer	
	BioMed		
	American Chemical Society (ACS)		
	Annual Reviews		
	Nature		
	Project Euclid		
	American Society of Mechanical Engineers (ASME)		
	Royal Society of Chemistry (RSC)		
	Sage		
	American Institute of Physics (AIP)		
	Journals		
	Society for Industrial and Applied Mathematics (SIAM)		
	American Physical Society (APS)		
	Bentham Science		
	Portland Press		
	Cambridge University Press		
	World Scientific		
	IEEE		
	ACM Digital Library (ACM)		
	J-Gate		
	University of Chicago		

Strategic planning for the process of E-Resources.

The first step of the strategic planning process is to look at the library's environment, recognize the need of the users, understand the organization's mission, and be committed to the institute's performance.

Selection & Collection Development Policy:

The library elaborates collection development policy, including all formats of learning resources focusing on providing the best resources in all disciplines. The library's primary goal is to select, collect, and provide access to appropriate information Barik and Sethy (2009) stated that there is a need to set specific rules and norms for developing a library

collection. The guidelines explain the scope of the group, the budget, and the responsibility of selection. Hansa Mehta Library allocated 77% fund of the total fund for the library for e-resources. The library raised funds from Revenue Grant, UGC Grant, Research Project Grant. The selection process follows standard tools like subject-specific bibliographies, review from authorized sources in a particular subject, comparison with other available e-resources, and checking the duplication of the content. The library considers the faculty's recommendation, vendor's promotion of resources in the selection process. Faculty recommended resources are kept on a trial basis and make aware the users about this. When the trial period is over, take feedback from all users, and evaluate it. If it is valid, take approval from perspective deans and proceed with the library committee's approval.

Procurement Policy

After selection, the e-resources price is the leading procurement factor, so a separate budget should assign for these resources. Negotiation with publishers or vendors is a challenging task for librarians. Many pricing models exist for the e-resources, so there is a need to adopt a suitable model. The decision should be based on the estimated usage and cost. Price considers the entry of the back issues, encircle period, perpetual access, rights to archive, copyrights, training session, awareness programs, access to users, usage statistics, concurrent access, etc. Hansa Mehta Library considers these factors at the time of procurement of e-resources. The library checks the technical feasibility like remote access or stand-alone access, authentication, compatibility, and capability of hardware and software, exporting and downloading, search and retrieval functionality.

Licenses and agreement

To manage the electronic resources efficiently, librarians should be aware of the contract law, so before signing, librarians carefully go through all terms & conditions. Sometimes copyright law is difficult to understand even with fair use, so librarians must understand it carefully. Librarians should carefully check the essential elements given below.

1. Remote Access
2. User Authorization (be sure to give access to visiting faculties)
3. Scholarly Share (can send the copy by mail)
4. Interlibrary loan
5. Copyright law
6. Course pack
7. perpetual access
8. payment terms
9. Subscription period
10. Terms and conditions for payment
11. Usage statistics.

While signing the license or agreement copy, the HML checks the standard of a license, clauses of governing law, the obligation of the unauthorized use, interpretation of authorized users, and provision of fair use. It also considers, period of the agreement, terminations, and refund.

Providing access

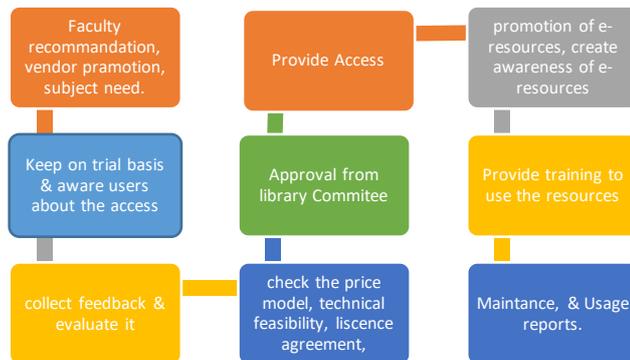
Accessibility is the essential factor of electronic resources, so it is necessary to check whether the content is accessible to all library users and check accessibility features. The easy access

attracts the users towards the e-resources. Librarians & the IT team make efforts to access all users with one click within one URL. While providing access to e-resources, there is a need to check the bandwidth for internet access, check the quality of the information, and consolidate all information on the web. Hansa Mehta library provides access services and cataloging, establishing links to various systems and services. Library provides open URL links, federated search applications library portals, A to Z list, subject guides, and links of the bibliographic record.

Promotional strategies:

Increasing the usage of the databases, the awareness of these resources is essential. Librarian uses various strategies to promote e-resources, arrange user awareness programs, library orientation, databases training sessions, database user manual, update the library website, flex, newsletter, social sites. Promotion of e-resources is a vital step for database management. The good promotional plan of e- resources is creating connection between content and users. Hansa Mehta Library need to increase information literacy programmes.

Given diagram explain the steps taken in e-resource management.



Consortia:

Hansa Mehta library has access to the 'UGC-E Shodh Sindhu consortium (ESS). In this 21st century, information is increasing day by day, and the library can't meet their user's needs and provide all international publications; this emerged the library consortia. Hansa Mehta library connects with E shodh-Sindhu digital library consortia & subscribes to the maximum number of e-journals & databases through consortia. It helps to develop the collection of e-journals and e-books. Due to consortia (ESS), many online resources, e-books, and e-journals are readily available for the users; this affected research activities in the university and increased the university's research activities.

Professional Skill & Technical knowledge.

Library & Information centre requires professional and skilled staff to manage all the library operations. User satisfaction is based on the services provided by the librarian. There is a need for digital literacy skills. The librarians should provide training for the staff and develop

their e-skills. Hans Mehta Library has a good team of professional & administrative staff with professional capabilities of required skill. staff have the technical skills, Knowledge of ICT, Knowledge of ERMS (Electronic Resource Management System), Computer knowledge & communication skill Library arranges e-database training sessions for library staff.

Findings:

The Usage of e- databases & librarians' experience finds out that the young generation of users was interested in e-resources, so they shifted their print resources to e-resources and developed the e-library.

For e-resource, procurement the HML has not established standard or uniform terms; procurement of e-resources is a new and challenging field.

Trial access of databases helps librarians to understand and interface users' choices and justify the e-resources.

Negotiation in cost with vendors or publishers is a difficult task for librarians in the procurement of e-resources. Library professionals needs a good communication and negotiation skills.

There is a need to establish an electronic resource committee, including subject experts who select the resources and choose the content. This committee also requires an IT expert who checks the technical availability and manages the technical issues and a legal adviser who understands all the legal terms in license, copyright issues, intellectual property rights, etc. Library professionals should also be aware of all this knowledge.

Procurement of e -resources require a license agreement; before purchasing or signing the agreement librarian should carefully review the deal and negotiate with terms and conditions if require. The contract should not restrict the need of their users.

The license of e-journals controls the access of the current year, back issues, and archival copies.

Access to e-resources is the main issue of e-resource management; while dealing with e-resources, one needs to give access to particular users only or by remote access through proxy set up.

After the initial access structure, librarians must arrange the routine maintenance of the e-resources, e.g., Temporary unavailability, problems in access, etc.

Availability of e-resources had a significant impact on research output; library consortia gives access to more scholarly journals, which highly affects university research activities.

Conclusion

E-resource management's strategic planning of e-resources increases the usage and enhances the user experience; this accelerates the development of e-resources. Librarians should take the initiative to communicate among groups to the collection of e-resources and library consortia. Library consortia help acquire more e-resources. Librarians play new roles in electronic resource management, correlative agreement, and aggregated collections, and making platform choices. This partnership includes public service staff, collection management group, publisher representative, and IT specialist. Smt. Hansa Mehta Library gives flawless and reliable access to electronic resources. ICT infrastructure of this library is robust and provides value-added services. To enhance the research, libraries need to increase awareness of e-resources and develop a resource guide for effective e-resources.

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