



The Evolution of Academic Library Services: A Case Study of Visva- Bharati University

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Abstract

Purpose: This study traces the journey of the Visva-Bharati University Library (VBU Library), established in 1921 by Rabindranath Tagore, over the period 2000 to 2025. The objective of this study is to analyse the evolution of library and information services, focusing on the integration of advanced technologies, innovative practices and inclusive models of user-oriented service delivery in VBU Library. This study also discusses the internal and external factors transformable drivers and reflects on what academic libraries mean for Indian higher education today.

Methodology: This Case study approach adopted to identify the key milestones during the twenty-five years journey of the library. Initial data came through semi-structured interviews with library professionals who have served for over a decade in different roles to gather qualitative insights into the institutional strategies, challenges, and leadership approaches. Questionnaires were circulated to the library staff to suggest quantitative measures of service effectiveness, user engagement with the library, and perspectives of future direction in librarianship. Secondary data have drawn from annual reports of the library, library standard operating procedures (SOPs), institutional documents, and website to trace the milestone and the timeline.

Findings: The journey of the VBU Library represents a genuine blending of traditional and innovative practices by carrying out their legacy with the help of technological advancements. The evolution of library services at Visva Bharati University reflects a proactive response to changing user needs, technological advancements, and leadership-driven initiatives. The COVID-19 pandemic was a turning point, where digital transformation was enhanced, and adapting to remote learning needs and introducing AI-based solutions.

Practical Implications: This study emphasises the importance of visionary leadership, user empowerment, and best practices in building sustainable, inclusive, and future-ready library systems to serve the user community and strengthen their role within the university.

Keywords: Library Evolution, Digital Transformation, Academic Library, Library Evolution, Visva-Bharati University, Case Study.

Introduction

University libraries have never been static institutions; rather, they have reshaped continuously in response to shifting in knowledge systems, technologies, user expectations, and organizational demands. This evolutionary perspective explains why traditional technical services structures and service models often fall short in fast moving information landscapes, necessitating continuous reassessment and restructuring (Boissonnas, 1995). Technological advancement has been one of the most significant drivers of evolutionary change in university library services. Advancements in information and communication technologies (ICTs) have led to the development of library automation, integrated library management systems (ILMS), and discovery systems, significantly improving information organization, access, and retrieval (Blanco-Domingo & Tramullas, 2025; Viana & Maimone, 2025). The integration of artificial intelligence, robotics, and data-driven systems has begun to transform libraries into interactive and personalized knowledge spaces, a shift that raising real questions related to ethics, staff training, and LIS curriculum development (Tury, 2025; Williams, 2025; Cui et al., 2025). These changes reflect a broader shift from purely physical library spaces to hybrid and virtual service ecosystems. Parallel to technological change, the roles and requirement skills of library professionals have evolved significantly. New roles centred to equity, diversity, inclusion, and indigenous librarianship have also emerged, reflecting societal transformations and institutional responsibilities. The influence of artificial intelligence and the Fourth Industrial Revolution is expected to further redefine professional competencies, making continuous ongoing skill assessment and clear competency frameworks are becoming essential for sustainable library development (Williams, 2025). The transformation from traditional libraries to digital libraries and smart knowledge service systems further illustrates this evolutionary process. The evolutionary perspective in library and information services (LIS) views libraries as dynamic institutions that continuously adapt to environmental, technological, organizational, and user-driven changes. Drawing parallels from biological evolution, scholars have applied concepts such as natural selection, adaptation, and survival to explain transformations in library structures and services. Despite these changes, user-centricity remains a defining principle of library evolution. Several scholars argue that changes in library services are driven less by technological determinism and more by sustained dialogue between libraries and their users. An evolutionary lens emphasizes that libraries survive and thrive by responding to changing user needs. Adeleke (2025) and Baker (2025) observed that modern libraries are transitioning from being collection-centred to user- and community-centred learning spaces. The COVID-19 pandemic further accelerated this evolutionary shift, as illustrated by Nguyen and Suthiprapa (2024), who documented how academic libraries adapted services during crisis conditions through remote access, digital platforms, and flexible service delivery. While tools and delivery mechanisms evolve, the fundamental commitment to meeting user needs persists, resulting in a synthesis of traditional librarianship values and innovative service models (Kwanya, 2015; Fakoya-Michael & Fakoya, 2020). The diversification of user information needs has led to the adoption of e-

library platforms, institutional repositories, and smart knowledge services that leverage big data and artificial intelligence to enhance information discovery, organization, and use (Cui et al., 2025; Pinho, Franco, & Mendes, 2020; Hu, Hu, & Yan, 2014). However, successful adaptation depends not only on technology but also on staff competencies, cost management, and institutional readiness. Baker (2025) and Adeleke (2025) emphasized that the future of libraries will be shaped by digital transformation, inclusivity, equity, and information literacy. These trends reflect evolutionary pressures that require libraries to continuously reassess their relevance and social role. Service quality is now evaluated dynamically, focusing on support mechanisms, content relevance, and service outcomes. The reviewed literature collectively establishes that library and information services evolve through continuous adaptation driven by technological innovation, organizational restructuring, changing user needs, and professional development.

Accordingly, this study adopts an evolutionary perspective to analyze the development of Visva-Bharati University Library and Information Services, examining how historical foundations, technological transformations, organizational adaptation, professional roles, and user-centric practices have collectively shaped its present form. By situating the Visva-Bharati case within broader evolutionary frameworks of university librarianship, the study aims to contribute to a deeper understanding of sustainable library development in the academic context.

Objectives of the Study

The objectives of the study are:

1. To examine the evolution of library and information services at Visva-Bharati University Library from 2000 to 2025;
2. To determine the internal and external imputes of transformation in the library;
3. To identify innovative and inclusive practices adopted by the library.

Research Methodology

The study follows the framework of a qualitative-dominant case study based on mixed methods in order to examine the evolutionary change in the Visva-Bharati University Library across a long period of time i.e. 2000 to 2025. The tradition and modernity in the heritage universities like the Visva-Bharati require subtle analysis that maintains a balanced approach between the past and the present. The research is exploratory, analytical and descriptive in nature. The study describes the historical progression of library infrastructure, services, technologies, resources and organisational practices. It also explains the latent drivers of change, such as leadership, ICT adoption, personnel capabilities and user-focused practices. On the other hand, the study explores the emergent practices in the field of practical librarianship like digital scholarship services, AI-powered tools, and post-pandemic service models, which still need development in the Indian academic library setting in the 21st century. To ensure depth and reliability, the study

used various data sources which were categorised as primary and secondary. Eleven library professionals designated as University Librarian, Information Scientist, Deputy Librarian, Assistant Librarians and the professional staff with not less than ten years of service to the library took part in semi-structured interviews. The interviews focused on- technology adoption and transformation of libraries, challenges and constraints in service delivery, post-pandemic adaptations in libraries, institutional strategies and leadership initiatives, and the future direction of academic librarianship. A structured questionnaire consisting of open and close-ended questions was administered to 35 library staff members and out of them 21 positive replies were obtained. The core themes of the questionnaire are: Evolution of services, technological adaption, challenges regarding changes, anticipated professional growth and library scenario. The results of the questionnaires are a valuable bridging information between the documentary data and in-depth interview. Whereas annual reports offer quantitative and institutional legitimization of the change, and interviews are more experiential, the questionnaire data will be based on perceptions of service development among collective professionals. Participant observation was employed to gain first-hand knowledge about the library housekeeping operations, user behaviour, use of space, and workflow of various services. This technique enhanced the interpretation of the context and supplemented interviews and questionnaires. Secondary data were collected from multiple documented sources including previous annual reports, library profiles, Website, institutional records and policy documents. Thematic analysis was used to analyse qualitative data and themes like digital transformation, leadership, user-centricity, and inclusivity and staff competencies were determined and deciphered whereas quantitative data was analysed with the to determine the perception of library staffs towards future of the library. The documentary analysis also assumed in the research that triangulation was implied with the aim of augmenting the credibility, reliability and richness of findings.

Scope and limitation of the study

The present study analyse the evolution of Visva-Bharat Library Network (VBLN) from 2000, focusing on institutional changes in relation to resources, services, technologies, infrastructure, governance processes, and professional roles and competencies. The empirical data is drawn from institutional documents, annual reports, and questionnaires response from library staff along with interviews with eleven senior library professionals, so that a longitudinal analysis of the situation becomes possible. Being a single-institution case study, the results cannot be statistically generalised but can be used analytically to other higher education libraries that are undergoing the same transitions. The research is mostly based on the perceptions of library staff; direct surveys to users beyond its scope. A financial/ cost-benefit analysis of library services is not provided in the study. The academic libraries constantly changing at a very high rate, especially with the emergence of new digital technologies, the findings are based on the current stage of the transformation process, as opposed to being its conclusive phase.

Visva-Bharati University Library and Information Services: A Case Study

A course on Visva-Bharati University library and information services presents a unique and historically rich case while studying the evolution of academic libraries. The genesis of the Visva-Bharati University Library dates back to 1901 with the establishment of the Brahmacharya Ashrama at Santiniketan, where Rabindranath Tagore emphasized the centrality of books in education and personally guided collection development. Over time, the library system expanded alongside the growth of the University, evolving from a single Ashrama library into a comprehensive Visva-Bharati Library Network (VBLN) comprising central library, sectional libraries, and seminar libraries.

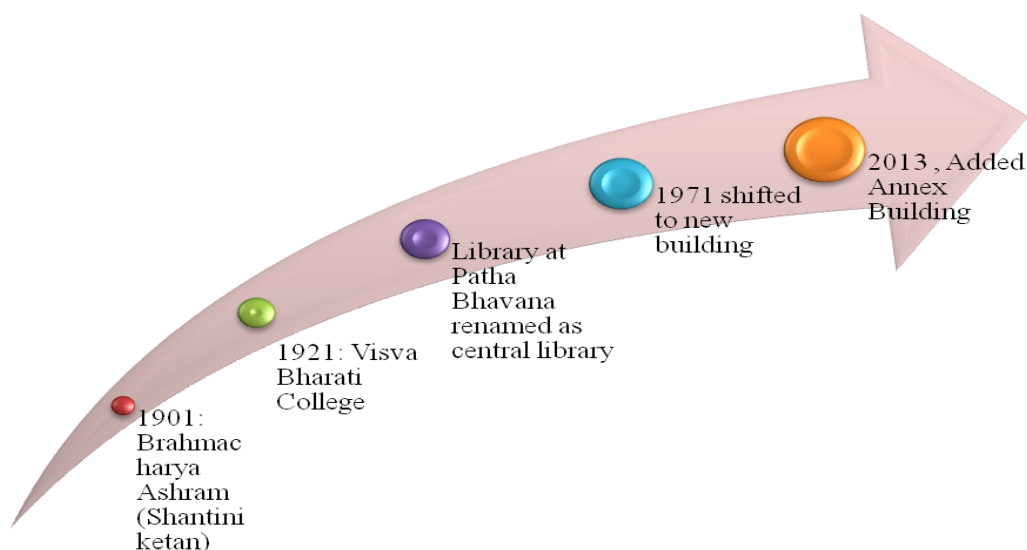


Figure 1: Infrastructural evolution of Visva-Bharati Library

Visva-Bharati Library is now a fully automated, digitally connected library network (VBLN) serving a large academic community through extensive print and digital collections, digitized rare materials, institutional repositories, inclusive services such as Braille library units, and collaborative resource-sharing initiatives. This traditional continuity combined with technological modernisation makes the library an ideal case for examining how evolutionary forces operate within a university library system over time.

Table 1

General Information

Name of the Library	Central Library
Location	Visva-Bharati, Santiniketan - 731235, Birbhum, West Bengal Email: cloffice@visva-bharati.ac.in
University Website	https://www.visvabharati.ac.in/home/
Library Website	https://vblibrarynetwork.in/
Year of Establishment	1921

Growth of Library Resources (Central library)

The result indicates the decking trend in print journal subscription whereas an exponential growth of electronic resources over the time period that represents a deliberate collection development strategy emphasising on digital substitution over the conventional form of library resources.

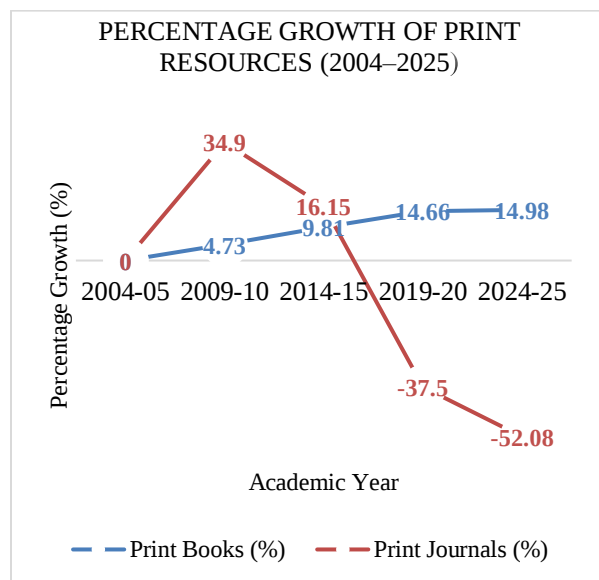


Figure 2: Print Resources Growth

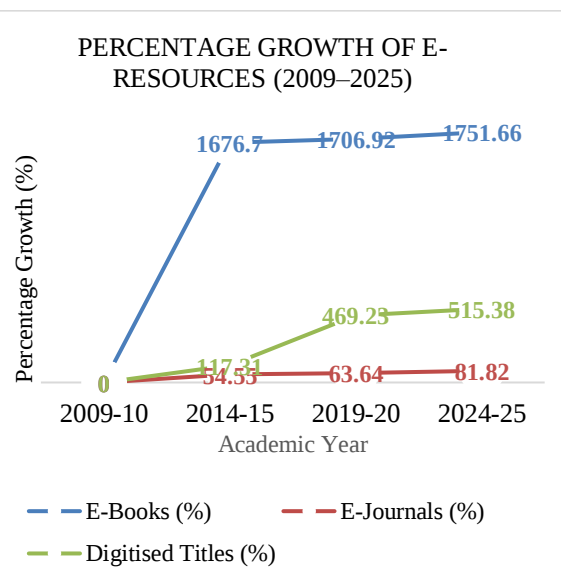


Figure 3: Growth of E-resources

Evolution of Visva-Bharati Library: Infrastructural aspect

Table 2 presents the evolution of library infrastructure at the Visva-Bharati Library Network over the time period, highlighting the transition from basic physical and network facilities to a comprehensive, digitally enabled academic infrastructure supporting contemporary teaching and research needs of users.

Table 2

Infrastructure Development of the Visva-Bharati Library Network (VBLN)

Infrastructural Component	Early Status	Transitional Status	Present Status	Evolutionary Assessment
Library Buildings	Central Library with reading rooms and sectional libraries; limited reconfiguration	Expansion and reorganisation of internal spaces; better zoning of reading and reference areas	Multi-building library complex with Central Library, sectional and specialized libraries; designated reading, research, and inclusive zones	Transition from basic physical infrastructure to functionally zoned academic spaces
Networking & Connectivity	University LAN (Gitanjali Net); limited internet access points	Campus-wide LAN connectivity extended to most sectional libraries	High-speed network connectivity across VBLN; internet-enabled access points in all major library units	Shift from localised connectivity to network-wide digital infrastructure



Computing Facilities	PCs and printers provided to Central library and some sectional libraries	Increased number of PCs, printers, scanners for staff use	Adequate number of computers for staff and users; barcode printers, scanners, document cameras	Movement from staff-centric computing to user-inclusive digital facilities
Library Automation	LIBSYS (Unicode); partial automation; retrospective conversion in progress	Web-enabled automation extended across libraries	Fully implemented KOHA-based ILMS across VBLN with WebOPAC, MOPAC	Evolution from partial automation to fully integrated automation systems.
Learning and Interaction Spaces	Reading rooms only	Limited interaction spaces	Discussion areas, seminar support spaces, relaxed reading zones	Evolution from silent reading spaces to collaborative academic environments
Preservation & Conservation Facilities	Traditional, physical preservation	Digitisation as preservation strategy	Dedicated digitisation and conservation planning; focus on heritage preservation	Shift from physical conservation to hybrid preservation strategies
Security & Monitoring	Manual supervision	Limited surveillance	CCTV surveillance and controlled access mechanisms	Enhancement of infrastructure safety and asset protection

Library Services and Facilities

Table 3 presents the evolution of library services and facilities in the Visva-Bharati Library Network, emphasizing the shift from traditional, location-specific services to a digitally empowered, research-focused, and user-oriented service environment.

Table 3

Evolution of Library Services and Facilities in the Visva-Bharati Library Network

Service/Facility	Early Stage	Transitional Stage	Present Status	Evolutionary Interpretation
Circulation Services	Manual issue and return; limited-service hours	Automated circulation through ILMS; OPAC-based access	Fully automated circulation across VBLN with user self-service	Shift from manual, staff-mediated to user-enabled automated services
Access to Print Resources	Physical access only; stack-based browsing	OPAC-supported discovery	OPAC, WebOPAC, MOPAC, QR-enabled navigation	Movement from place-bound access to technology-mediated discovery
Electronic Resource Services	Not available	Access through UGC-INFONET and J-Gate	Extensive access to e-books, e-journals, citation databases, and remote access systems	Shift from print-dominant to digital-dominant service model
Reference & Information Services	Traditional reference desk; in-person consultation	OPAC-assisted reference; basic e-resource support	Advanced reference support including database guidance, citation help, and research consultation	Evolution from reactive reference to proactive research support



Digital Library & Repository Services	Not available	Digitisation projects initiated	Fully functional DSpace digital library with theses, rare documents, and institutional content	Institutionalisation of digital preservation and access services
Research Support Services	Not formally structured	Introduction of citation databases	Dedicated Research Assistance Cell, plagiarism detection, reference management support	Library transformed into a research lifecycle support unit
Remote Online Services	& Not available	Not available	Authenticated remote access, online forms, digital communication platforms	Transformation from on-site services to hybrid and remote services
Reading Room Facilities	Conventional reading rooms with fixed seating	Improved seating and extended reading hours	Zoned reading spaces including silent study, relaxed reading, and discussion areas	Transition from single-purpose to multifunctional learning spaces
Inclusive Services & Facilities	Not reported	Emerging awareness	Fully operational Braille Unit, assistive technologies, accessible formats	Shift from absence of inclusivity to institutionalised inclusive services
Support Facilities	Basic seating and lighting	Progressive improvement	Wi-Fi, charging points, digital display boards, help desks	Enhancement of user comfort and service accessibility

User Orientation & Training	Orientation programmes for new users	Periodic training	user	Regular database research methodology workshops	orientation, training, structured capacity-building programmes	Evolution from basic orientation to structured capacity-building programmes
User Engagement Facilities	Exhibitions and lectures	Outreach activities and library events	Library initiative, media newsletters, academic events	Friends social engagement, participatory engagement	Transition from passive to participatory user engagement	

Library Services and Facilities: Stratified Model

The Visva-Bharati Library Network (VBLN) is a collection of stratified academic service ecosystems rather than de facto functions. VBLN acts like a layered model where automated circulation, WebOPAC, Mobile OPAC, QR-based navigation, Wi-Fi enabled reading zones, and workstations collectively build the foundation level.

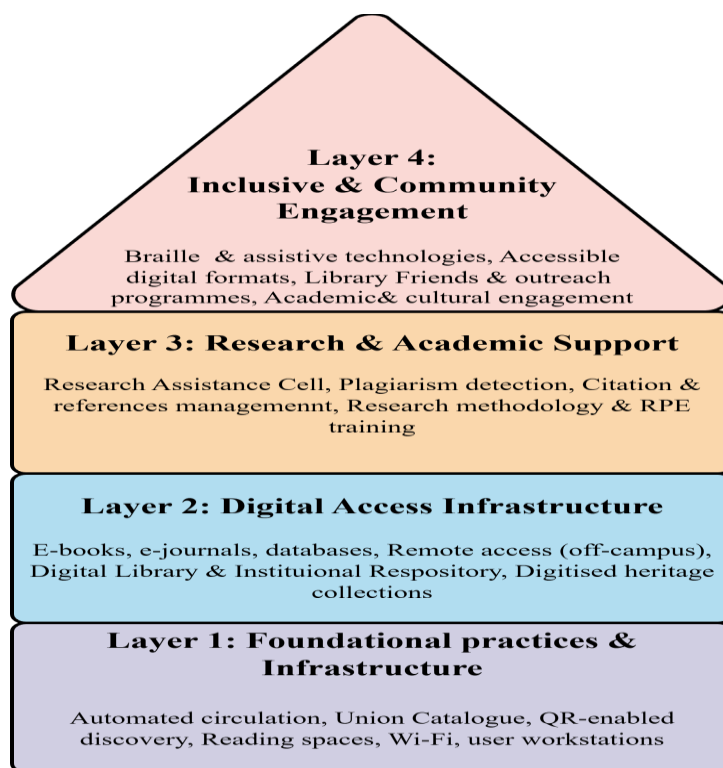


Figure 4. VBLN service model

The enormous volume of e-resources, remote access authentication, and an institutional repository designed on the DSpace platform transforms the library into a round-the-clock service platform, are the foundations upon which digital empowerment is carried out. At the third higher level, VBLN is gradually adopting the subset of the research ecosystem by offering structured research support services, including Research Assistance Cell, plagiarism detection software, citation and reference management tool, and research methodology training to the PhD course work. The library aims at inclusivity and participation at the highest level of service maturity assisted by assistive technologies, Braille services along with accessible digital formats and user engagement schemes like Library Friends, academic events and digital outreach programmes. These four layers, in totality, elucidate that VBLN has evolved to be an academic service ecosystem supporting to teaching, learning, and research activity of the university.

Mapping of Core Evolutionary Areas with Interview Evidence (n=11)

Table 4 presents the core evolutionary areas identified through interviews with eleven library professionals, synthesizing their perceptions of institutional change across service philosophy, professional roles, governance, technology mediation, and capacity building.

Table 4

Interview Evidence

Core Area (Qualitative Indicator)	Initial Codes (Derived from Interviews)	Interview-Based Insights (Synthesised)	Evolutionary Interpretation
Service Philosophy	‘Shift from collection to service planning’; ‘focus on user needs’; ‘library as support system’	The majority of interviewees noted a clear shift from ‘collection-centred work’ to ‘service planning and user support,’ particularly after 2014 and post-pandemic. Several professionals highlighted the growing expectation to proactively design services rather than merely maintain collections.	Confirms transition from collection-centred to user- and service-centred philosophy
Role of Librarians	‘Research guidance’; ‘training scholars’; ‘academic collaboration’; ‘policy work’	Interviewees described role expansion from technical routines to research guidance, training delivery, policy implementation, and academic collaboration. Senior professionals emphasised their	Demonstrates professional evolution from custodial staff to academic partners

		involvement in teaching research methodology and advisory roles.	
Governance & Policy Orientation	‘SOPs’; ‘NAAC/NIRF reporting’; ‘standardized workflows’; ‘audit readiness’	Respondents reported increasing formalisation of workflows through SOPs, compliance reporting, and institutional documentation, especially linked to NAAC, NIRF, and internal audits.	Indicates maturation from informal practices to policy-driven governance
User Engagement	‘Workshops’; ‘feedback’; ‘Library Friends’; ‘orientation sessions’	Interview data highlighted increased interaction with users through feedback systems, workshops, orientation programmes, and participatory initiatives such as “Library Friends.” Professionals observed improved user awareness and responsiveness.	Reflects shift from passive service provision to participatory engagement
Inclusivity	‘Braille unit’; ‘assistive software’; ‘support for visually impaired’; ‘accessible formats’	Several interviewees emphasised for the expansion of services for visually impaired users, noting that inclusivity has become an institutional responsibility rather than an optional service.	Marks transition from implicit exclusion to institutionalised inclusivity
Technology Mediation	“Automation”; “ILMS”; “digital platforms”; “QR services”	Professionals viewed technology as a mediating tool that reshaped workflows and user interaction, requiring librarians to function as facilitators between systems and users.	Reinforces socio-technical nature of academic library evolution
Research Integration	‘Plagiarism checking’; ‘citation support’; ‘database training’; ‘thesis	Interviewees consistently identified research support as a major new responsibility, including plagiarism checking, citation support, database training,	Confirms evolution of library into a research lifecycle support unit

	support’	and thesis-related assistance.	
Access Philosophy	‘Remote access’; ‘digital repository’; ‘24×7 availability’; ‘anywhere access’	Respondents stressed the importance of remote access, digital repositories, and anytime-anywhere availability, particularly following COVID-19.	Shows movement from place-bound access to platform-based access
Change Perception	‘Gradual change’; ‘post-pandemic acceleration’; ‘learning over time’	Most interviewees perceived change as gradual and adaptive, with acceleration during key phases such as automation expansion and the COVID-19 period	Indicates a culture of adaptability and evolutionary change
Capacity Building	‘Staff training’; ‘skill upgradation’; ‘learning new technologies’	Interviewees stressed continuous training, refresher courses, and self-learning as essential for coping with technological and service-related changes. Capacity building was perceived as institutional rather than individual responsibility.	Highlights human capital development as a driver of sustainable transformation

Findings and Discussion

The findings back up the assumption that the VBU Library has indeed gone through a slow but decisive transition of a traditional print-based repository to a hybridised knowledge hub. This transformation is reflective of trends at the global level as indicated in LIS literature where academic libraries are rebranded as providers of learning, research, and knowledge production as opposed to its repository. The transformative is highly supported by the responses obtained through the questionnaire by the staff. It is also a shift in paradigm which is in line with the global best practices because the focus on digital collections, automation and online services is unanimous. This substantiated previous research work that suggests that academic libraries have more value in their service provision, their accessibility, and their point of contact or interaction with the users rather than in the size of their collections. Notably, they appear in the case of Visva-Bharati where it can be seen that heritage institutions do not necessarily lose their cultural and archival essence in modernising but also maintaining the existence of rare collections and the growth of digital services will be a continuum and change in balance.

- **Technology can be an Enabler but not a driver:** Although the application of technology has become one of the striking aspects of library development, the findings indicate technology worked as an enforcing factor more than a driving force behind the transformation. The shift of the manual systems to integrated library management systems, which were then replaced by open-source systems, enhanced efficiency and visibility of the services. Nonetheless, the staff responses provide evidence that effectiveness in technology was strongly dependent on the institutional readiness, competence of staff at work and the leadership support. The analysis of the questionnaires will show that although the current services are highly appreciated, there were reported training gaps and financial constraints that respondents claimed to be persistent issues.
- **Organisational Culture and Leadership as Catalysts:** Significant changes in automation, digital service, and user engagement were accompanied by initiatives involving the leadership, which were supported by the data provided during the interviews and the opinion of the staff. The respondents also reported collaborative decision-making, willingness to new experiment, and sensitivity to user needs as the good leadership traits. It appears that the organisational culture of VBU library has been re-moulded into participatory and adaptive librarianship by involving staff in the service planning and assessment. This cultural change is incidental to institutional resilience and the long-term sustainability.
- **User-Centricity and Engagement:** User-centricity is one of the features that is rhetorically discussed in LIS literature and presented as a practical and functional reality in the present case study. Open access stack, research assistance, feedback mechanism, and the introduction of digital communication tools indicate that certain attempts are made to coordinate the services according to the expectations of the users. A majority of the respondents are concurring that the library is effective in pursuing research needs. However, the staff responses are also indicative of evolving expectations, especially towards high end research support, personalised user services, and digital scholarship initiatives. This is a pointer to a larger shift in academic library function, to be more of a research partner than an access provider. Incorporation of user feedback mechanism in library strategic planning dwells on excellence in the dynamic academic environment.
- **Inclusivity and Social responsibility of Academic libraries:** Inclusivity can be introduced as a relevant aspect of the library change. The availability of assistive technologies, Braille collection, zoning and safety solutions point to the deliberate attempt to suit the needs of various users. The perceptions of the staff also give an indication of inclusivity to extend beyond the physical provision and include the digital provision, as well as special user support. This is in line with newer trends in global discourse that perceive academic libraries as social justice and democratic practices in accessing knowledge. Digital transformation at the Visva-Bharati University Library was a booster in COVID-19 pandemic. Remote access services, online communication

services, and digital user support systems implemented in this timeframe have carried on since the crisis which points to institutional-learning as opposed to adaptation.

- **Imputes of Change:** The findings revealed that the transformation of Visva-Bharat Library Network has been influenced by the interaction between the internal institutional input and the external environment factor. Leadership vision, policy-driven planning, capacity building and demographical aspects like location, user base, turned out to be the most significant drivers of change within the organisation. Documentary reports and interview outputs indicate that those decisions regarding automation, integration of networks, service expansion, and research support were significantly influenced by internal reviews of academic demands and service deficits. The role of human resource and organisational learning as agents of internal change is also reflected in the emerging role of librarians in strategic planning, training and research facilitation. The external inputs were equally relevant in the pace of transformation. The national policies, accreditation process and technological developments significantly influenced the priorities of services and the infrastructural development of the library. NAAC, NIRF, even the National Education Policy (NEP-2020) prompted the notion of giving more emphasis on digital access, research support, inclusivity, and quality assurance to enhance library services. In addition, the development of national consortia, existing open-access services, and the COVID-19 pandemic were also external stimuli, and it resulted in an immediate response of introducing remote access services for the users. These internal and external factors together show that the evolution of libraries at VBLN could be explained by the efforts of the institutional agency in the broader policy and technological frameworks.
- **Incorporating the Staff Impressions into Strategic Planning:** A significant contribution made by the study is the foregrounding of staff views as a very important element of library evaluation. The response data indicates that there is a high degree of professional awareness regarding the future trends, skill requirements, and service gaps. The stated demand of training in new technologies, research support and leadership development presupposes the need to include human resource planning as a part of library strategy. This leads to an argument that libraries must invest in technology, individuals, and organisational culture simultaneously.
- **Best Practices:** The results also reveal that Visva-Bharat Library Network has embraced a variety of new and discriminatory practices that are not limited to the traditional academic library services. The following table summarises the core best practices emerging from the longitudinal analysis of VBLN, highlighting transferable strategies for sustainable academic library transformation.

Table 5
Best Practices of VBU Library

Best Practice	Evidence from Case	Transferable Insight
Digital Transition	Gradual shift from print dominance to e-resources & digitisation	Adopt substitution-based digital strategy
Integrated Library Network	Unified ILMS, centralised discovery across units	Build coordinated multi-library systems
Research Integration	Research Assistance Cell, plagiarism tools, RPE support	Embed library in research workflows
Inclusive Infrastructure	Braille Unit, assistive technologies, Restroom	Institutionalise accessibility
Technology Mediation	Automation + professional facilitation	Use tech as enabler, not replacement
Heritage Knowledge Preservation	Special collections on Rabindranath Tagore at Rabindra Bhawan Library, including works <i>by Tagore, on Tagore, and for Tagore studies</i>	Preserves institutional intellectual heritage
Policy Accreditation	& NAAC/NIRF/NEP alignment	Institutional legitimacy
Participatory User Engagement	Library Friends, outreach, workshops	Foster user co-creation
Leadership & Service Innovation	Strong leadership visibility, no-fine policy, RPE classes, research assistance cell, health initiatives (Fit & Read), user psychology-driven services	Develop visible, empathetic, and user-driven leadership practices

Extension Services	Outreach activities through Palli Develop community-
	Sangathan Library, supporting rural oriented extension
	and community engagement services

Capacity Building	Continuous staff training & skill up Invest in human resource
	gradation development

Generalisation and Concluding Remarks

Although this research work is only composed of a single case study of an institution, it is strong in analytical, but not in statistical generalisation. As elucidated in the case, the most effective transformational responses within the library will entail a step-by-step and customised assimilation of digital adoption alongside professional capability-building, administration framework and the constant engagement of users. The study sheds light on the fact that technology does not play any significant role in libraries; rather, the transformation occurs when the technological change is enabled by human knowledge, organisational learning and policy congruence. The experience of VBLN has shown that heritage universities can effectively reorient their library systems without losing a cultural identity as long as change is a planned and controlled process that incorporates inclusivity as a key service principle. Since the research is longitudinal and is carried out through the mixed-methodology and as a case study, the study can be taken as an addition to LIS literature, offering a grounded and a practice-based model of academic library development, which can substantiate the argument that libraries are adaptive socio-technical organizations operating within the contemporary milieu of higher education.

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