

## ARE THE SCHOOL LIBRARIES PROFIT MAKING ORGANIZATION? : A STUDY ON SCHOOL LIBRARY FINANCE OF DIFFERENT SCHOOL BOARDS

Kartik Chandra Das \*

**\* Librarian**

D.A.V. Public School,  
Haldia, Purba Medinipur,  
West Bengal, India

**QR Code**



**Abstract:** - *Success and failure of an effective school library services is much more depends on its financial planning. Library finance, no doubt, is a very sensitive matter and proper utilization of library budget reach a library in optimum level. In this regard, financial management of school library should be discussed with great importance. A study was conducted among ten school libraries of different school boards in Haldia area to investigate the income, expenditure and profit of the schools. The result of the study shows that the school authorities mainly the private concerned are earning a large amount of money every year from their students by providing poor library services. They are transforming the school library as the profit making organization. So the urgent attention is needed from the government or affiliating body to keep the school libraries moral and effective.*

**Keywords:** School Library, Library Finance, Academic Library, Library Budgeting.

### 1. Introduction

Libraries are not profit making organization. The main component of the academic library is to provide services to its patrons in better way. But the libraries are obliged to manage the finance with great attention. Only the public library service is free because the government is liable to provide the required fund. In academic or institutional libraries, library services are rendered

to their user by receiving some amount of fund. As library fee received from the users is the chip revenue of income, so library managers are bound to answer for the finance. Carefully planning of budget, proper allocation of fund and overall control on budget is the prime requisite of library financial management. School library is such an organization which is non-profit or no loss sector. But nowadays school library authorities are

treating these as profit making business sector. Private school managements are earning money from the students in the name of fake library services. Current study regarding school library financial management reflects the woeful picture of the libraries.

## 2. School Library Finance

Fund is the prime requisite to run any kind of organization smoothly. Library is a service based non-profit organization and responsible to provide services to its patrons as their requirements. Sufficient fund is required for building library collection, render quality services and development of overall library activities. So collecting enough funds, preparing proper budget, allocation of fund in different areas and control over the expense is very important issue related to the school library finance. Careful planning of school library finance helps to achieve success and attain the policy/guideline.

### 2.1 Sources of School Library finance

The main sources of school library finance are

- **Library fee from students-** All the school libraries take fee from their students for library

purpose. This is the chip source of library finance in school libraries.

- **Grand from parent body-** Some libraries mainly schools run by private management or trusty board get fund from their parent bodies.
- **Government aid –** Government schools and government sponsored schools received aid from the state or central government.
- **Donation or endowment-** Sometimes school library receives donation or endowment from the person or society for library development or collection building.
- **Late fine/overdue charge from borrowers-** School library collects late fine or overdue charges from the library users.
- **Sale of old newspapers/magazines-** After a certain period school library sells old newspapers and magazines. From there school library collect some amount of fund for its financial management.
- **Miscellaneous income-** Sometimes library users lost a borrowed book or may damage it. In this situation library collect the price for lost/ damaged books.

## 2.2 Areas of Expenditure in School Library

There are two types of expenses in school library-  
Recurring expenses and Non-recurring expenses.

### 2.2.1 Recurring expenses

Recurring expenses of school library are-

- ★ **Purchase of new resources** –School library purchases books, periodicals, magazines, newspapers, multimedia, audio-visual documents etc. every year.
- ★ **Stationary and administrative materials-** School library purchase various registers, files, catalogue cards, papers, book processing materials etc. and prints required slips.
- ★ **Library activities and promotional materials-** Sometimes school library conducts quiz competition, debate, user orientation programme, book exhibition, various events, presents awards and publishes newsletters, user guides, posters, brochures etc.
- ★ **Expenses for library services-** School library expenses for various services e.g. photo copy service, internet service, bibliography service, reference service, newspaper clipping service etc.
- ★ **Book binding and maintenance-** Binding of frequently used books and preserving the library

collection is an important task of school library.  
So library expenses a certain amount for book binding and maintenance.

- ★ **Cost of using ICT and software licensing cost-** For providing internet service school library pays internet charges and bear licensing renewal cost for library automation software.
- ★ **Communication and correspondence-** School library sent letters, notices and circulars for communication with various persons and body. So there is some expenses for correspondence.

### 2.2.2 Non –recurring expenses

One time investment or non-recurring expenses of school library are-

- ★ **Library building-** To set up a new school library, a building or area must be constructed first. A huge amount of fund is required for this purpose. Generally school authority or government provide or sanction the required fund for construct library building.
- ★ **Furniture or equipment-** Newly established school library needs furniture like reading tables and chairs, working tables for library staff, circulation counter, computer carrels, magazine stand, and equipment like book

shelves, catalogue box, almeries for keeping library records and registers. So there must be provision of fund for furniture and equipment.

★ **Infrastructural development-** Various infrastructural developments like lighting, air condition system, fire detection and safety system, interior design etc. are required in the school library. For this purpose a large amount of fund should be allotted.

★ **Initial collection building-** To start a library a large amount of fund invests to build a basic collection. On the basis of user's requirement school library procure textbooks, syllabus base reference books, general information books, board prescribed books and story books for various age groups.

★ **Automation-** Modern libraries are fully or partly automated due to some advantages. To make an automated school library automation equipment and software cost must be carried by the authority.

★ **Collection processing tools-** Library resources processing tools like classification schedule, cataloguing scheme, subject headings list etc. should be purchased

### **2.3 Importance of Financial Management in school library**

- School library finance helps to optimize the allocation of fund and utilize the resources.
- It makes a standard to measure the performance and efficiency of the school library.
- As school is a social institution, it is bound to answer its usefulness in the society. Library finance is such a matter that useful to the school authority.
- School library finance is useful to its patrons because their fees are the chip source of finance.
- Managers like librarians or principal of the school also depend on the library finance because their activities are based on adequate fund.
- It is helpful for decision making in the organization. The failure and success of a organization much more depend on finance.

### **3. Objectives of the Study**

The objectives of this study are-

- To discover the state of school libraries which are functioning in Haldia area;

- To investigate the financial condition of the libraries of the schools affiliated by different boards/councils;
- To clarify the school authorities are collecting same or much amount of fees for library purpose;
- To ascertain whether the school libraries expense the equal amount that they are collecting from the students for the library purpose only;
- To compare the expense per user of the school libraries of different school Boards;
- To know the libraries are allotting the library budget following the standard guidelines;
- To access whether the budget allocation formula is as per recommended norms;
- To make recommendations for future research in this area.

#### **4. Review of Literature**

Financial management is the most important component of the library but mostly neglected in the study in our country. Related literatures are hardly found in various sources. All the guidelines in national and international level have given importance on school library budgeting and finance. But only a few study reports have been found on the same. Frantsi (2002) reported that

Schools have a great deal of autonomy when it comes to deciding over their finances. Maintaining and developing the school library requires an annual budget that is for the library only. Jill Taylor-Roe (2010) suggested that bidding for library funds is a challenging and highly competitive process. IGNOU acknowledged that the library fee collected from students should be spent exclusively on books and equipment. The state government or any education authority administering the school should meet the initial expenditure on setting up of the school library including cost of new library buildings and the initial expenditure on fittings and books covering the basic stock needed as a nucleus for library activities. IFLA is the pioneer in library science field at international level and commented in its school library guideline (2005) "The school library must have adequate and sustained funding for trained staff, materials, technologies and facilities, and its access shall be free of charge". As mentioned in CBSE guideline (2013) Yashpal Committee Report (1993) sufficient contingency amount (not less than 10% of the total salary bill of the school)

could be placed at the disposal of heads of schools for purchase, repair and replacement of pedagogical equipment which could become part of the library. KVS drafted a guideline (2012) and indicated that In order to ensure unhindered resource development and functioning, proper finance for the library is very important. There shall be an exclusive budget allocation for the library. Another report (NLNZ, 2003) shows that well-resourced library has a direct and positive effect on student achievement. It is important that input and decisions regarding the library budget and expenditure are carefully planned and managed. Kachel indicated that the school administrators need to be presented with the facts and needs. He also added that the school authorities can determine funding priorities and unless this information the library program will surely be bypassed when funds are allocated. Britton (1938) in his study mentioned that there is positive impact of school library on student's success and success of library depends on adequate fund. Brophy (1992) opined that clearly expenditure is incurred to enable the library to achieve its objectives.

## 5. Problems

The school library has been recognized as an essential component of a standard school. It plays a vital role to make the reading habit among the school children and helps to build a responsible future citizen of the country. But the painful picture has been seen in the school libraries all over India. School libraries are suffering from the inefficient collection, poor library services, and shortage of trained library professional and less activities. All sorts of problems are arising from the lack of finance. Millions of our school children are studying in public schools or government aided schools are paying large amount of library fees but they are receiving minimum library services and facilities. Schools are making profit from the students in the name of library. They are either not following the standard guideline or not providing services for which they are collecting money from the student. As a working professional in a school library for a long time, I have seen that the school libraries are profit making organization. The school authorities of the private concern are running the business

year after year. This pathetic picture has been reflected in this study.

### 6. Research Design

The data was collected from the school librarian or library in charge using the questioning technique. A set of questions related to the school library finance were prepared to take the interview. The librarians were asked these prepared questions during the interview session. The librarians were requested to provide the data relevant to the session 2018-19. The collected data are presented using various types of tables and graphs e.g. column, pie, bar, etc. The data are analyzed by using percentage and displayed by using various chart in MS-Excel software package.

### 7. Research Methodology

The study report is prepared based on the survey. To collect the data regarding the school library survey method was followed. A set of questions was prepared to take librarian’s interview for collecting data related to their libraries. The question paper was divided into few parts- the first part is about library number of library users both students and staff. The second part is about

the total income of the library. The third part is about the areas and amount of expenses. Total ten schools from different school boards were selected for this study. Two schools from CBSE board, two schools from ICSE and six schools from WBBSE participated. Only the students from class 5 to 12 and the staff are the users of these libraries and they were counted as the population for the study.

Boards	Students	Staff	Total Users
CBSE (n=3)	3527	162	3689
ICSE (n=3)	2245	83	2328
WBBSE (n=4)	5268	215	5483

Table-1: Boars wise total number of users

### 8. Data Analysis and Discussions

#### 8.1 Total income of the libraries

Boards	Total students	Library fees (Rs.)	Total income(Rs.)	School wise average income
CBSE (n=3)	3527	300	1,058,100	352,700
ICSE (n=3)	2245	300	673,500	224,500
WBBSE (n=4)	5268	30+(15000 Government aid)	218,040	54,510

Table-2: Income of finance of the schools

Table -2 is related to the total and average income of the schools. The collected data shows that all the CBSE and ICSE schools collect Rs.300 as the

library fee from their students. WBBSE schools collect Rs.30 from the students and they get Rs.15000 grand from the State Government for procuring books. So the average income of CBSE schools is Rs.352,700 and ICSE schools are Rs.224,500 whereas average income of WBBSE schools is Rs.54,510. The following figure is showing the average income of the schools.

### 8.2 Recommended budget

Boards	Students @Rs.50	Staff@Rs.150	Total budget	Average budget
CBSE (n=3)	3527x50	162x150	200,650	66,883
ICSE (n=3)	2245x50	83x150	124,700	41,566
WBBSE (n=4)	5268x50	215x150	295,650	98,100

Table-3: Recommended budget

In India there is no such standard school library guideline what the school librarian can follow. Only CBSE has drafted one guideline *Organizing School Libraries: Guidelines* in 2005 which was revised in 2013 and published as *Library as a Resource Centre* for its affiliated schools. Both these edition recommended budget formula Rs.50 for the students and Rs.150 for the staff. So in the light of CBSE guideline the average budget for CBSE schools is Rs.66,883; for ICSE schools is 41,566 and for WBBSE schools is Rs.98,100.

### 8.3 Existing budget

Boards	Total Existing Budget (Approximate)	Total no. of schools	School wise average exp.
CBSE	150,000	3	50,000
ICSE	120,000	3	40,000
WBBSE	100,000	4	25,000

Table-4: Existing budget

Table- 4 is showing the total and average annual expenses of the libraries. The existing average annual budget of the CBSE school libraries is Rs.50,000; average budget for ICSE school libraries is Rs.40,000 and average budget for WBSSE school libraries is Rs.25,000.

### 8.4 Recommended budget vs. existing budget

Boards	Recommended budget	Existing Budget (Approximate)	Ratio (%)
CBSE (n=2)	66,883	50,000	74.75
ICSE (n=2)	41,566	40,000	96.23
WBBSE (n=6)	98,100	25,000	25.48

Table-5: Recommended vs. existing budget

Table-5 is presenting the recommended budget and the existing budget of the school libraries with the ratio. CBSE schools expense 74.75% of its recommended budget, ICSE schools expense 96.23% whereas WBBSE schools expense only 25.48% of the recommended budget.



**8.5 Expenditure per user**

Boards	Annual Budget (Approximate)	Total users (Students+ Staff)	Expenditure per user (Rs.)
CBSE	150,000	3689	40.66
ICSE	120,000	2328	51.54
WBBSE	100,000	5483	18.23

Table-6: Expenditure of the schools per

user

Table-6 reveals the library expenditure per user. CBSE schools expense only Rs.40.66 per user where they collect Rs.300 from their students for library purpose. ICSE schools expense Rs.51.54 per user where they collect Rs.300 for the same purpose. WBBSE schools collect Rs.30 from the students and expense Rs.18.23. Only the ICSE schools are reaching to the mark of guideline. WBBSE schools are far away from the recommended budget. Figure-2 is representing the comparison of the schools by the expenditure per user.

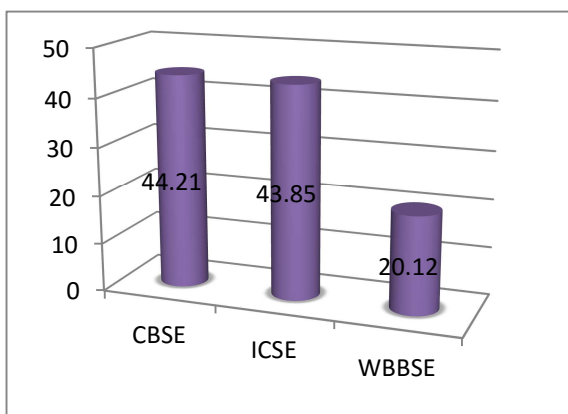


figure- 1: Comparison by expenditure per user

**8.6 Area and ratio of expenses**

Budget formula	Recommended (%)	CBSE	ICSE	WBBSE
Books	50 %	45 %	47 %	85 %
Periodicals/ Newspapers	10 %	25 %	23 %	5 %
Library Stationary	10 %	8.33 %	7.5 %	0 %
Library equipment and stacks	20 %	16.66 %	22.5 %	10 %
Binding and repairing	10 %	5 %	0 %	0 %
Total	100 %	100 %	100 %	100 %

Table-7: Budget formula for expenses

CBSE guideline also allotted the areas for distributing the budget. The school libraries are spending the major amount for procuring the books, subscribing the periodicals/newspapers buying the equipment. Library stationary, book binding and repairing areas are quite neglected. The following figure (figure-3) is showing the recommended budget formula for different areas for the school libraries.

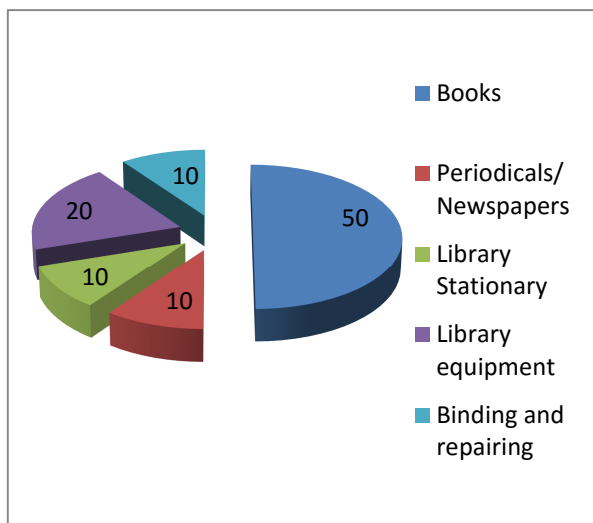


Figure-2: Recommended distribution of fund

### 8.7 Profit from the library

Boards	School wise average income	School wise average expenditure	School wise Profit
CBSE (n=3)	352,700	50,000	302,700
ICSE (n=3)	224,500	40,000	184,500
WBBSE (n=4)	54,510	25,000	29,510

Table-8: Profit of the schools

Table-8 is the balance sheet of the of the school libraries related to the profit and loss. The CBSE schools save average Rs.302, 700 from the library fees, ICSE schools save Rs.184,500 and WBSSE schools save Rs.29,510 from the library fees. This can be considered as the profit of the schools.

Figure-3 is showing the average income, expenditure and profit of the schools.

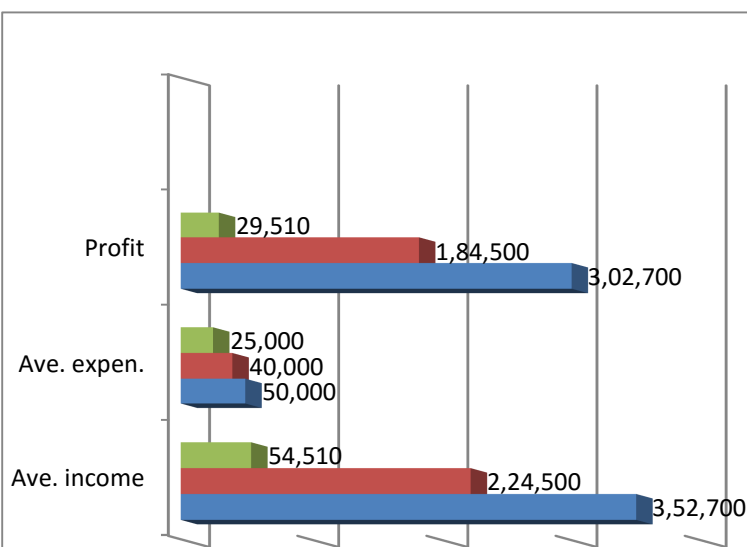


Figure-3: Average income, expenditure and profit

### 9. Major Findings

- ⇒ CBSE school libraries expense 74.75%, ICSE school libraries expense 96.23% and WBBSE school libraries expense only 25.48% of the recommended budget.
- ⇒ Expenditure per user in CBSE school libraries is Rs.40.46, in ICSE school libraries Rs.51.25 and in WBBSE school libraries Rs.18.23.
- ⇒ For procuring the book ICSE schools expense 45%, ICSE school 47% and WBBSE schools 85% of their total existing budget.

- ⇒ CBSE schools 25%, ICSE schools 23% and WBBSE schools only 5% expense for subscribing the periodicals and newspapers.
- ⇒ For the purpose of equipment and furniture, CBSE schools expense 16.66 %, ICSE 22.5% and WBBSE schools only 10%.
- ⇒ WBBSE schools do not spend any fund for library stationary whereas CBSE spend 8.33% and ICSE spend 7.5%.
- ⇒ No such schools expense recommended budget for binding and repairing the books.
- ⇒ The average annual profit from the library fees in CBSE schools is Rs.302,700; in ICSE schools Rs.184,500 and in WBBSE schools Rs.29,510.

## 10. Recommendations

In a nutshell, the findings include:

- ☞ The school libraries should expense the whole amount that they receive from the students as library fees.
- ☞ There should be annual budget for library development to meet the minimum standard for a school library.
- ☞ The Principals of the schools should release of funds timely for the purchase of reading material, equipment and necessary tools required to technically process of reading materials.
- ☞ The school management should realize that school library is not a profit making organization.
- ☞ Parents of the students must be aware for the optimizing school library fund that should be expense for their awards.
- ☞ The school boards are supposed to draft the library guideline for their affiliated schools.
- ☞ Government should increase the amount of donation or aid for the government aided or sponsored schools.
- ☞ Regular inspection of school library and checking the library finance can be effective school library finance

## 11. Conclusion

School is social organization and a part of large education consortia. School library plays an active role in teaching-learning process by providing current and relevant resources and supports the school curriculum. Sufficient and timely released fund helps to cater the sufficient resources and deliver the quality services. The findings of the study indicate that it is the prime time for thinking about the school libraries. School libraries of different school boards in Haldia area need urgent attention. Authorities of the schools have to come forward with open mind to solve the problems. They have to realize that libraries are not the profit making organization. At least they should stop earning money from the students for badly provided library services. The amount which is receiving for the purpose of the library, must invest for development of library and quality services. Recommendations of various boards, commissions, committees and standards regarding school libraries finance are supposed to follow to keep their existence in the society.

## References

- Britton, J. (1938). An initial budget for a high school library. *Bulletin of the American Library Association*. 32(7), 445-448. Retrieved from <https://www.jstor.org/topic/schoollibraries/?refreqid=excelsior%3Afea4d0906860497674ade910a9a8e861>
- Brophy, P. (1992). Budgeting in academic libraries: the polytechnic perspective. *Serials*. 5(1), 35-41. Retrieved from [https://www.google.com/search?biw=1366&bih=618&ei=Xa6YXOmrEZniz7sPo\\_6m6AU&q=+finance+and+budget+for+academic+library&oiq](https://www.google.com/search?biw=1366&bih=618&ei=Xa6YXOmrEZniz7sPo_6m6AU&q=+finance+and+budget+for+academic+library&oiq)
- Central Board of Secondary Education (CBSE). (2005). *Organizing school libraries: guidelines*. Retrieved from <http://www.cbse.nic.in/circulars/circular23.doc>
- Central Board of Secondary Education (CBSE). (2013). *Library as a resource centre*. New Delhi: CBSE.
- IFLA/UNESCO. (2002). *The school library manifesto: the school library in teaching and learning for all*. Retrieved from <http://www.ifla.org/VII/s11/pubs/manifest.htm>

International federation of Library Associations and Institutions (IFLA). (2015). The IFLA school library guidelines. Retrieved from <https://www.ifla.org/files/assets/school-libraries-resource-centers/publications/ifla-school-library-guidelines.pdf>.

Kachel, D. (n.d.). Advocating for the school library budget. Retrieved March 23, 2019 from <https://www.questia.com/magazine/1G1-521876849/advocating-for-the-school-library-budget>

Kendriya Vidyalaya Sangathan (KVS). (2012). Library policy 2012: equipping the learners for 21<sup>st</sup> century. Retrieved from <http://www.kv3bathinda.com/public/unipage/16011.pdf>

The National Library of New Zealand (NLNZ). (2003). School library budget. Retrieved March 22, 2019 from <https://natlib.govt.nz/schools/school-libraries/leading-and-managing/managing-your-school-library/school-library-budget>