
**RESHAPING THE LIBRARY
A MODEL TO BAIL OUT THE LIBRARIES DURING FINANCIAL CRISES**

Yasmeen Shah

*M.Phil Scholar, Department of Library and Information Science,
University of Karachi @ Karachi
Email: yasmeenshahlis@gmail.com*

Dr. Rafat Parveen Siddiqui

*Professor and Chairperson, Department of Library and Information Science,
University of Karachi, @ Karachi
Email: rafatps@uok.edu.pk*

ABSTRACT

This paper examines the financial situation of the university libraries of Pakistan. The study is based on the authors' personal experiences and observations. The authors of the study linked the review to relevant literature and discussed it with senior library staff from various university libraries. The issues identified during the literature review and discussion are as follows: the lack of interest in considering libraries as an essential section of higher education and research, the consequences of the financial crisis, and the provision of facilities and modern equipment to users, as well as the outdated practice of facing crises and challenges. The study proposes new methods to streamline library operations, providing essential equipment and modern tools to meet the needs and requirements of students and researchers.

Keywords: Library Staff Reduction, Financial Issues, Modern Tools and Technology for Libraries, Economic Measures, Self-Generated Funds, and a Bailout Package.

INTRODUCTION

The libraries are the potential collection hubs, providing and facilitating visitors with a reliable variety of information, books, journals, and documents needed for studies and research by students and research scholars. "The importance of a library as "central organ of the university" or a "core agency" is yet to be recognized in its true sense in this part of the world" (Haider, 2004). Students and scholars always need an environment and facilities where a reservoir or repository is available to support their studies. It is an essential hub for the bank to provide free access to the community, visitors, and students to a vast collection of books and journals, which supports and

promotes academic activities, literacy, and education. The library is the only place that keeps a wide range of digital and other resources, including materials and books. Students visiting libraries bring dynamic improvements to their academic careers, which helps institutions achieve their objectives as a national development organization, shaping the nation's future. Academic libraries recognize the importance of student engagement and retention, as well as the opportunity to demonstrate their contribution to institutional objectives. One of the earliest studies examined library borrowing data in relation to grades and retention rates of new students (Haddow, 2013).

The image of libraries as a knowledge hub was widely recognized in past but still the new researches believes that the libraries were a place of preserved documents, and “the number of documents was more essential than the information contained inside them. In other words, quality was prioritized in a library” (Singh, 2022).

However, the requirement for teachers to act as authors is becoming increasingly severe and important. This has impacted the system and management of libraries, which requires fundamental changes in the attitude of management, staff, and the infrastructure of the libraries.

The advents of the internet and later modern technologies have challenged the very fundamental existence of libraries, especially after the rise of social media. The libraries on one side were becoming a basic institution for accessing reliable information in one place, while the other faced difficulties and challenges from social media and the internet, which had provided an easy way to obtain information with a single click. This challenge was severe for the libraries. However, they began their journey towards scientific technology, which transformed libraries into institutions for reliable information resources with modern infrastructure and multiple modern tools, making it easy for visitors and providing an environment for study. "Our attitude toward library and information services, we are now more aware of user demands, the value of information accessible to us, and the comprehensive and timely distribution of information (Darnton, 2008).

Researchers and students are now very comfortable visiting libraries with confidence that the information or documents they require will be available in the library. In a research conducted by

Andreas Vårheim, professor of UiT the Arctic University of Norway, his article reports a "study of change in social trust among first-generation Mexican immigrants who participated in English as a second language (ESL) classes, computer classes, and civics classes in six US public libraries. These students displayed little trust outside their family and friends; however, after participating in library programs, they became more trusting of the library, the librarians, their fellow students, and other library users. These effects can be considered a starting point for a spiral of increasing generalized trust among the students" (Vårheim, 2014).

This has provided libraries with high regard in nation-building by playing a role in social capital. The researchers had proved by their research conducted in libraries as a think tank advising the state machinery and suggestions for problem resolution to the governments. "Recently, with their diminishing informational role combined with the economic downturn, libraries have had to reassert their relevance to communities in a period of severely reduced municipal budgets. One role that is often assumed but rarely examined in depth is the library as a generator of social capital (Johnson, 2010).

FINANCIAL CHALLENGES TO THE LIBRARIES

The libraries established by educational institutions, including central/main libraries, as well as seminar libraries, are facing severe financial crises. These crises are not separate from the educational institutions but the colleges and universities are facing same crises. These crises have presented more serious difficulties for the libraries of institutions, and the same is true for public libraries outside institutions, such as community libraries. Public libraries aim to meet the information needs of their local communities and play a vital role in the nation's development (Khan & Zareef, 2023).

In case of public libraries, the government seems unserious for providing budgets and mechanism for managing libraries. There is no uniform policy for public libraries; even the Constitution of Pakistan is unclear regarding the establishment of a uniform law or policy for public libraries. The administration of the libraries is given to the local governments. The Constitution of Pakistan, 1973, establishes the local bodies' governor under Article 140-A, but there is no provision that public libraries fall under the purview of the local bodies. However,

the libraries are primarily the responsibility of the district councils, municipal corporations, and other local bodies' institutions. The libraries are not adequately supported by local governments, which suggest a lack of focus and poorly managed institutions. This resulted the libraries are just a source of financial corruption and abandoned buildings with absent staff and empty racks which discourages the visitors.

The libraries pursued under the administration of the colleges and universities are facing same challenges. The libraries of universities are more important as part of the institution. The studies of students and scholars would be severely affected if there were no libraries; however, libraries are often poorly administered and under-budgeted, with unclear priorities. "University libraries in Pakistan are beset with an abundance of problems in almost every aspect of academic library development. A great majority of these problems have never been more complex, nor needs their solution been greater. Also, the intensity of these issues is likely to be felt more seriously in coming years because of the expected rapid change in the overall structure of higher education" (Haider, 2004).

For over a decade, Pakistan's education sector has been facing financial setbacks. The government of Pakistan has argued that the country is facing a financial crisis. The government has fewer priorities for education, especially higher education. In every fiscal year, both the federal and provincial governments deduct funds and decrease the budgets of universities. As a result, "the education sector in Pakistan suffers from inefficiency in the implementation of programs and poor quality of management, monitoring, supervision, and teaching. As a result, Pakistan has one of the lowest literacy rates in the world, and the lowest among countries with comparable resources and social/economic situations (Pakistan Statistical Yearbook, 2004). Due to financial turmoil, various universities in Pakistan have reached the edge of shutting down to mitigate the intensity of the crisis. These universities were lacking in funds and were unable to run their academic affairs and disburse salaries to the staff. Other universities issued salaries in installments, which disrupted the regular academic activities of the institutions. The staff and faculty members were not able to pay financial liabilities of the family and the administration of the universities lost the grip over human resources.

In this case, university administrators found libraries and laboratories to be easy targets, which led to the suspension of book purchases and staff appointments. After the retirement of the staff, a vacuum was left, which the university administration did not fill. The infrastructure and provision of modern equipment and tools to meet the needs and requirements of students and scholars for their studies were severely affected. A study conducted by authors on the financial mechanism of libraries of Khyber Pakhtunkhwa (KPK) province of Pakistan found that "The university administration follows no specific norms in allocating funds for libraries out of HEC annual grants. University libraries in the province (of KPK) either do not have funding policies or are administered by the concerned establishments, where library and information sciences professionals have no role in the financial management of libraries (Khan & Bhatti, 2016).

The situation is the same throughout Pakistan. The administration of universities cuts off the budgets of less important sections to meet their more pressing financial liabilities; libraries are often considered a less important section of universities.

This situation in universities is exacerbating library conditions, as libraries face several crises that have become challenges for them to facilitate visitors and remain operational. The infrastructure is aging and deteriorating; the staff are either unprofessional or losing interest in their profession. The required modern technologies are unavailable, which poses a significant danger to libraries' survival and their usefulness to users. This will soon transform libraries into haunting houses.

The issues of libraries are not separate from the issues of universities, and until the financial issues are resolved, this issue will continue to affect universities. The universities of Pakistan have been in financial turmoil for a long time, until their governments change their attitude towards higher education or the country emerges from the crisis. The libraries in Pakistan are facing multiple crises, including the need for renovation of buildings and furniture to create a reading environment, updating infrastructure, providing necessary technological resources, and securing adequate funding. The libraries also face shortages of equipment, insufficient space, poor ventilation, and a flawed mechanism for appointing professional staff. In various universities, including the University of Karachi and the University of

Sindh, the clerical staffs of the departments are often nominated to oversee the day-to-day affairs of the libraries, which frequently results in a poor visitor experience, including mismanagement and discrepancies in bookkeeping. These staff members are not trained in IT skills, which make them unable to adopt new technologies. This is a result of the university administration's non-serious attitude, which is attempting to save budget by maintaining other loopholes that, according to them, affect the daily affairs of the university, including salaries, transportation, and electricity bills.

Within all four areas, library expenditure patterns have changed. The areas that have received the most significant cuts are Staffing and Information Resources, with Services and Infrastructure being the most protected. Non-replacement of staff and a freeze on recruitment are the main mechanisms employed to achieve cuts in staffing (Hickey, 2012).

The libraries need a new mechanism to meet both challenges of finance and provide modern tools to the scholars and students. The libraries will not achieve the ideal budget, and the government's serious attitude towards providing funds for renovation and modern equipment will not be realized until the government overcomes the financial recession.

The American Library Association last year (2024) confessed to the budgetary crises; in its study, the association published a paper: "Budget in the crosshairs? Navigating a challenging budget year?". Every librarian knows that funding is under threat for libraries in communities of all sizes and all across the nation. Unfortunately, these budget reductions are occurring at a time when customer demand for library services is on the rise. Every library is potentially in the crosshairs. As a library director or manager, what can you do about it? (Marrero, A., 2024).

The library has to struggle to stabilize its system, including renovation of infrastructure, acquisition of modern equipment, technological tools, and skilled professional staff, to attract students, users, and scholars to visit the library. The library must overcome the situation and arrange a budget within the system to stand on its own feet. The literature available worldwide has suggested various efforts to manage funds to support the library. It is better not to depend on the university administration for budget and funds to meet all the library's

needs in these modern times, when libraries around the world are evolving beyond just being book banks and replacing outdated technology with modern tools.

The donation policies are alternative ideas to collect the books and journals of new and updated research on new issues which had engaged scholars in their new research, and social, economic, health, and education issues, the political system of the day is facing, and new research is needed to resolve the issues of security and governance. Through donation policies, libraries can address the issues of purchasing and renovation.

DONATION MECHANISM

The library also accepts donations of books and materials. Students, teachers, and scholars must use the books and materials. The donors should follow the library's collection development policy. The donated books are evaluated based on their physical condition and the current academic needs. The material will be acknowledged at the time of presenting to the staff in written during writing the receipt. There is a vast number of libraries around the world that have developed their own frameworks for donations to meet the financial challenges they face.

The libraries shall establish a framework for transparency to foster trust among donors. This begins with asking about the category of gift books and materials. Thus, the donation policy should be clear and understandable. The books, generally, shall meet the criteria of the genre, condition, and demand of the time. The donors should contact the library management by email, but donate in person, which is crucial for the first time.

Library shall evolve the list of the demands and needs. Library staff shall assist with the logistics of the books to the donor. The necessary documents shall be available at the time the donation is once received. The donors shall be acknowledged, and a receipt shall be given to the donor with a note of thanks.

GRASSROOTS FUNDRAISING

Let us come to the point that the libraries in Pakistani universities will not be able to stabilize themselves and resolve the financial issues they have been facing for decades. Now the question is, if the government does not take severe and continuous steps to grant the

required budget, what will happen to the libraries? The university administration, which is already facing a budget deficit to maintain academic activities and staff salaries, is cutting the budget from the "Non-Academic and less troubled sections" of the university and will not agree to resolve library issues. In that case, libraries have to build a framework to meet the needs of their users/ visitors. The libraries shall adopt the same policies towards students' membership. The students of the department, in general, and the university, in particular, shall donate a book as a fee to get membership. This shall be mandatory for every student; however, poor students can be exempted if documentation is provided.

In the second year of the studies, a student shall be responsible for purchasing a book for the central library, and the third year shall remain free. In the final year, upon graduation, the student shall donate \$1,000 to the seminar library.

LITERATURE REVIEW

The literature available on budgetary issues and crises in libraries, as well as possible and practical solutions for the survival of libraries and overcoming the challenges that academic libraries have faced for a decade in Pakistan. The primary focus of the literature review is on the impact of the financial crisis following the emergence of the current economic recession on Pakistan's budget and its adverse effects on academic library budgets. The literature available was carefully selected to inform ideas on how libraries have addressed financial crises and met the increasing demands of users. The literature comes from all over the world which had implemented alternative policies to face the recession.

Published in 2025, the author Freya Sampson, the book "The last library" is a novel reading that lead the reader to the its end, the main character of the Novel was an Assistant Librarian and it was showed that how she loves her job, library and by doing so how deep she is involved community, it was exciting to see how people push her back to live her life" the book has many phases showing the character of librarians who can change the whole scenario. If someone is determined, they can rebuild the infrastructure to meet the challenges; it's a journey of slow excavation and the romantic gain of self-confidence.

Michael Akenteng Wiafe (1988), in his study "Impact of donation on collection development in academic libraries: A case study of Balme Library, University of Ghana," critically analyzes the issues that even the donation-based collection can face. His study also provided insight into the potential importance and limitations of donation-based development. His focus was on the Balme library of the University of Ghana. His article focuses on the contribution of donations in helping the library overcome financial issues. The notable depth of the article is its "contextual relevance," an important struggle of Ghanaians, including all African university libraries, which were not considered in world library literature contributions.

The article, published in 1989, remains relevant for the libraries of the third world today, as its contents and issues covered are still applicable. He addresses the major issues and gap between lack of alignment and donation material and needs of libraries. He also stresses the mechanism of the budget, donation, and the role of administration.

A. J. Chisum, in his study, "Gift Policy Statements in US Academic Libraries (2020)," analytically analyzes the contrast and compares the content of gift policy in academic libraries in the USA. The author has chosen American libraries that budget cuts or fiscal deficits have not impacted to study the importance of university libraries. The study provided the single shot of the practices of the gift policy randomly sampling the statements from the websites of the libraries. The author coded the significant themes and commodities. The study held promise for the future, suggesting that the maximum impact of gifts could be achieved if used carefully by the administration to overcome budget deficits.

The ALA's Library Gift and Donation Policies: "Gifts and Donations" section emphasizes "practical and professional" guidelines for accepting and utilizing gifts and donations to make donations effective for the development of library funds. The study also aims to outline a mechanism between library administration and donors, as well as a strategy for utilizing the donations.

ALA (American Library Association) as an authoritative voice and toolkit, stresses physical donations, which are relevant to creating and updating gift and donation policies.

Andreu, F. (2015), RIT (Rochester Institute of Technology) is based on institution's library system. This is a system for monitoring and accepting gifts and donations. It outlines clear, concise and well organized policies for the organizations, institutions and individuals interested in donations and gifts for up healing the library financially.

In many cases donation is not a big deal, the individuals and institutions are open to fund the libraries to meet the demands of the students and researchers, but the related issue is always an evaluation and criteria for accepting and utilizing the gifts and donations, the donation and gift policies at "Hunter college libraries" are very clearly drawn the framework for accepting and handling the donated gifts for academic purpose. It prioritizes the broader and clear line of collection, management, and alignment of institutional priorities and needs. The donations are fixed for the academic support of the students.

The Author Paul Sturges of Loughborough University UK and University of Pretoria, South Africa in his article "Donation to Libraries: A problem in international cooperation"(2014) rightly analysis the issue of trust and management of the libraries. According to author "the donation of books and other materials to libraries in developing countries reveal the paradox that a gift can be more of a problem than a benefit" the author put an example that during the post colonial era, the well reputed organizations sent boxes full of books for libraries, the governments used these books for propaganda and religious/sectarian groups did otherwise. He asserts that that happens because of the lack of the mechanism of selecting and accepting the donation was not managed in past and its much organized in recent years. This experience with these donations and gifts is discussed in order to conclude new research that will bring a mechanism.

RATIONALE OF THE LITERATURE REVIEW OF THE DONATION

The Georgia State University of the USA was founded in 1913 as a school of commerce, a branch of the Georgia Institute of Technology. It was promoted as a whole-fledged university in 1947. In 1950, the library was established through a collection built with donations from the staff, students, and faculty members of the mother institution, the University of Georgia, as well as the Georgia Institute of Technology. In this regard, the faculty and staff have collected a vast stock of books.

To implement the plan, various department, college and school of Atlanta campus some potential staff members were assigned to assess and select the books and material in first step. The faculty members were assigned and encouraged to suggest materials and books for this purpose.

The McDaniel College library is a centuries-old institution established by James T. Ward for the college. Over the centuries, it has developed its system, supported by the college administration. For decades, it has established a mechanism for collecting development funds, accepting donations of books, materials, and monetary contributions. The library has developed a system and mechanism to utilize and transparently display the donations offered by individuals and organizations. The Hoover Library is open for all, but primarily for students, teachers, and scholars. The library accepts funds, which, according to policy, "have far-reaching impact and we rely upon donors to help support and expand the resources and services available to students and scholars from the McDaniel community and beyond. The library utilizes the donation to purchase materials that enhance its already rich collection, new furniture, develop resources, and improve the services already available to students and scholars. The mechanism for funds is an official website that donors shall use, where they can find an online form to fill out and submit. The library officials are also authorized to accept gifts by transferring the funds to the account of the library or by offering a cheque.

RESEARCH METHODOLOGY

This research is based solely on a review of literature; therefore, a qualitative methodology was employed. As, Russel and Geogory asserted that: "document study (also called document analysis) refers to the review by the researcher of written materials" (Russell & Gregory, 2003).

These can include personal and non-personal documents such as archives, annual reports, guidelines, policy documents, diaries, or letters (Busetto & Gumbinger, 2020). This study examines the available literature on the basic and related current challenges faced by libraries, particularly in universities in Pakistan. The literature was deeply studied to explore and understand the basic issues and suggest a new model to help libraries come out from the financial issues and to

provide required services to the students and scholars of universities. The related literature was selected and studied to resolve the research question. The literature was examined in conjunction with models from around the world, which have been implemented in various universities, albeit in different models. This study proposes a model to address the issues faced by universities in Pakistan.

OBJECTIVE OF THE STUDY

To analyze the budget cut-off impacts on services required for the students, researchers, and visitors, and acquire the technology and other repositories of the libraries.

To find out and explore the innovative budgetary models and self-generating resources, by exploring the way forward for the commercialization of facilities, and propose a framework for the survival of libraries without seeking funds from the universities and government.

QUESTIONS OF THE STUDY

- Q. In what way does the budget deficit affect bringing the technology, modern upgrading tools, and maintenance required to both libraries and visitors?
- Q. What measures shall be taken to innovative models for self-generated funding practices, which can be helpful for libraries to meet the requirements of modern-day technologies in universities libraries?

RESULTS AND FINDINGS

Over the past two decades in Pakistan, libraries have seen a decline in their resources and have remained stagnant in response to the increased demands for user services. The first issue that is dire for the library administration in this context is the need to rethink which services are unavoidable or necessary to provide to the users and reduce or cancel others.

In that case, one of the fundamental questions of this study was: "In what way does the budget deficit affect bringing the technology, modern upgrading tools, and maintenance required to both libraries and visitors?" This question has multiple impacts on the services libraries provide to the students and scholars. The libraries in

universities and colleges are a part of the university, and the relevant departments are responsible for their management and allocation of funds provided by the university. The libraries do not keep any separate allocated budget from universities, except for the central library. However, seminar libraries are managed by the department head, who allocates funds. This proves that the libraries are not independent and autonomous which are getting regular and fixed budget. Suppose the institutions are facing a budget deficit that impacts the libraries. This deduction had an impact on the renewal of infrastructure, the purchasing of books, and the up-gradation of equipment. For example, in 2006, the University of Sindh's budget was approved. The Director of Finance of the university stated that a Rs. 200.523m deficit was caused by a cut of Rs. 154.523m in the annual budget by the Higher Education Commission (HEC) and a 15% raise in salaries. The university authority, as it was discussed in the introduction, has only one solution to meet salary and pension expenditure: to cut off the library budget. As he stated, the university will take measures to reduce the deficit and announced that the additional allocations of Rs. 53.495m for faculty development books and chemical glassware would be withdrawn. From the estimated budget, if the university did not receive an additional grant from HEC.

This is not a measure of the University of Sindh, but it happens everywhere. For the university administration, salaries are important because they cause trouble for the Vice Chancellors. On the other hand, the budget disbursed to the seminar library is not used for library renovation or book purchase, but rather for overall departmental expenses. In a report published in news paper concludes that the central library of University of Karachi is losing its charm, the news paper called it a treasure trove of Knowledge is fast losing its luster due to alleged negligence of the administration. The same library in the past was abuzz with activity as students studied, researched, and even debated important scholastic topics. A student was unable to control his emotions and wrote an open letter to the Vice Chancellor, requesting that he acknowledge a significant problem confronting students: the library is not well-maintained, and most of the books are either unavailable or have been stolen. Swera Ijaz said the students are facing an immense problem in their studies.

The above issues indicate a decline in the quality of university libraries. This is very difficult to adjust the issues of the libraries and the adjustment became an affliction of libraries to function."The next question of the study is more important and deals with sensitive factors in the operation of the university libraries". The impact of the second question is a result of the first question, which carries all the difficulties associated with its successful operation.

The financial issues of libraries should be considered a serious matter, particularly in relation to government funding or the disbursement of funding by universities for seminar libraries and central libraries, which seem difficult in the future. Governments are allocating low budgets to address their own financial issues, while other priorities, such as education, health, and the social sector, take precedence. Meanwhile, university administrations are reducing the budgets of non-productive sectors, including libraries, which suffer as a result.

The measures to resolve the issues in libraries are numerous, which require a broader perspective and effective management. The libraries generate their own financial resources from within their own premises of authority. The libraries mostly rely on the budget provided by the university administration, as mentioned above in the results section. However, the administration often cuts the libraries' budget. The libraries are facing multiple issues, including the recruitment of new and professional staff on merit, the up-gradation of infrastructure, the acquisition of required technology and tools to meet modern study methods, and the renovation of buildings, including the purchase of books and journals.

An inadequate budget has created a dire situation, so libraries must consider serious steps before the system collapses. Furthermore, the freezing of recruitment has led to a severe reduction in staff, making operations difficult. Almost 35% of seminar libraries are administered by clerical staff, which is an unpleasant situation.

DISCUSSION

Science curricula often require students to collect, record, and describe experimental observations and results, as well as to conclude (Zohar, 1998). This study reaches the point that Syed Jalaluddin Haider concluded, asserting that "since the 1990s, there had been an

unprecedented growth in universities, particularly in the private sector. However, strangely enough, the university libraries as a group suffered most in these recent years for lack of planning, politicization of campuses, declining budgetary allocation, ever-rising inflation, outflow of the cream of library workforce to oil-rich countries of the Middle East and North Africa, etc" (Haider, 2004).

As concluded by the author, the budget deficit of Pakistan as a state will definitely affect every institute and department of the government. Since the government of Pakistan does not prioritize education as a core aspect, universities are in a difficult phase. According to University World News, a website dedicated to universities, three universities in the capital of Pakistan, Islamabad, are facing financial crises. The website reports on 8th March 2025, among the three universities were the Quaid-i-Azam University & International Islamic University Islamabad, and the Federal Urdu University of Arts, Science and Technology (Sohaib, 2025).

The university administration is hardly handling the non-academic expenditure of universities, i.e., salaries, transport, security, fuel, and other expenses. The governments have instructed universities to generate funds by introducing professional degrees and a fee structure. The issue with public universities is that they offer all the degrees necessary for every section of life without considering the earning potential. The budget deficit has severely affected universities; a considerable number of universities are facing salary shortages and other financial issues. Universities, in that case, prioritize their expenditure and cut the budget of non-profit departments and sections of universities.

On the other hand, the 34 universities of KPK are grappling with financial crises. The Times of India, citing ARY News, reported that the financial crisis is due to a significant disparity between the universities' income and expenditure. The total expenditure of the universities is PKR 34 billion; the income is merely PKR 18 billion (The Times of India, 19 October 2024).

As reported by *The Times of India*, over 34 universities in Pakistan's Khyber Pakhtunkhwa grappling with financial crisis (19th October 2024) <https://timesofindia.indiatimes.com/world/pakistan/over-34-universities-in-pakistans-khyber-pakhtunkhwa-grappling-with-financial-crisis/articleshow/114368080.cms>

The same is true for many universities in Sindh. This situation is interrelated to the economy of the country which is deteriorating every second of the day. The situation indicates that the economic disturbance will take time to stabilize, and this will impact every aspect of life, particularly university budgets and the quality of education. The university libraries are a accurate reflection of the university's financial crisis, and this affects the services that students and scholars require.

This needs to be adequately addressed so that the libraries can begin their journey to survive; the solution to the crisis should be taken, understood, and resolved correctly. The study shows that financial crises in countries are complex to stabilize quickly, so libraries must introduce new models of stability and financial self-generating methods and resources to face these crises. They need new technologies, updated infrastructure, and modern facilities. These tools are essential for students to utilize in adopting new methods of study. The authors posit that, in the face of the most serious crises, libraries cannot afford to wait for bailout packages. Therefore, libraries must build their own resources, which can be helpful for their budget. Universities around the globe and in Pakistan are seriously considering self-generated funding. For this, every library is assessing its needs and the methods of achieving funds within its setup.

In South Africa, the libraries of the University of Pretoria and the North-West University Library had begun to develop their own mechanism for collecting funds and books, in Pakistan, the Akhuwat College library, and in the USA library of the University of Pittsburgh, but the universities in Pakistan need proper funding to change their outdated outlook and buy the modern tools for the students. It's clear now that universities only can provide the salaries to the staff; libraries have to arrange other materials by themselves. The study involves preparing the new methods and models for the library fund rising. The new models are practical, so let us learn from them!

RECOMMENDATIONS

Four-year plan: The Library shall make its own method of running the library, and for that, an annual list of books and journals shall be prepared by the librarians to buy for the library. The list shall be provided to every member of the library at the time the students and

scholars get membership. The member should be independent to buy any book mentioned in the list in the lieu of the membership fees, in second years of his education he shall buy a book for central library, the membership of the students for both libraries shall be made compulsory, in third and final year he shall be made responsible to pay an annual fees of the membership for the seminar library.

Multiple financial add tasks: Beside this, the central library administration shall rent out its auditoriums, portions and other vacant parts of the building for the seminars, debates, discussions and for other social events.

The libraries shall initiate a campaign to attract donors who already have libraries at home and wish to donate some books to the libraries operating for the study purposes of students and scholars.

The libraries shall also meet with the publishers and request that they provide copies of their published books, journals, and other publications.

There should be a library committee at the university, which should be authorized to oversee the issues and operations of all university libraries. The committee should meet to the individuals, publishers and also the university's competent authorities to convey the difficulties and needs of the libraries.

CONCLUSION

The libraries are at two extreme positions, one when they have to face the internal challenges posed by their visitors, the requirement in the shape of a new generation and new tools which have become new and unavoidable, besides the training of their staff to operate and handle the tools and technologies at the other hand the financial crises are heinous issues to handle all this. The training and equipment, including infrastructure upgrades, also require a proper, sustainable budget to meet the challenges. Libraries are facing multiple issues that can only be addressed if library budgets receive a significant boost, which seems very hard given the country's financial conditions and universities' budgets.

The libraries shall take new and potential efforts to save their importance, sustainability, and meet challenges; these efforts can be self-generation of funds and sponsorship in training the staff members.

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