

Academic Library: A Managerial Review

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ABSTRACT

This paper Academic Library: A Managerial Review explores management of academic libraries. The paper looks at academic library as an information center established in tertiary institution to support the mission of their parent institutions, which has to do with teaching, learning and research with the available information resources. The paper further defines academic library management as an efficient utilization of library resources to achieve the organizations objective and also as a process of getting things done through an individual, a group or people, to accomplish set targets. The paper looks at an academic library management and states that the extent, to which the academic library is able to perform effectively, depends so much on its managerial competence. This paper discusses also the origin of academic library, library management in terms of its functions such as staffing, organizational structure, funding, collection development and challenges among others. The paper concludes with recommendations that funding library, training of library staff, and equipping the organization with modern facilities with the managerial competence of librarian will help for smooth functioning of library.

KEYWORDS: Library Management, Academic Library, Libraries.

INTRODUCTION

Academic libraries are libraries found in academic institutions above the secondary level. They are established to support the vision, mission, and goals of their parent institutions which include teaching, research and learning. These libraries serve duo purposes: to support the school's curriculum, and to support the research of the university faculty and students, therefore are known as the hub of the academic

life and regarded as the heart of the institution. They generate knowledge, equip people with knowledge in order to serve the society and advance the well being of mankind. It is a libraries situated within Higher Education Institutions (HEIs) or tertiary. They are largely dependent on their environment, parent institution and their users (Obille, 2007). Ogonu (2020) defines academic libraries as libraries found in educational institutions and whose main purpose is to serve the needs of the users

by providing all essential information resources and services. As stated by Budd (1995), 'the academic library is an integral part of its parent institution, whatever affects higher education, affects academic libraries'. Since academic institutions vary considerably in nature, range and scale of their activities, it is not surprising that their libraries too come in many different shapes and sizes and managerial strategies.

So academic libraries are patterned managerially like any other organization, which have to be planned, organized and managed using standard management principles, standard library procedures and techniques to be in line with the new method of library operations in this era.

The academic library in an educational institution also plays a part in supporting the research efforts and this role is stronger in academic libraries than in public libraries, the library helps to conserve the research potential of the university or college. Aguolu (2002) noted that the university library is the heart of the university. This is because, the academic health, intellectual vitality and effectiveness of any university depends largely upon the state of health and excellence of its library which is its lifeblood.

The nation Nigeria is reckoned with a good number of tertiary institutions ranging from colleges of education to polytechnics and universities. There are about 270 accredited institutions of higher learning in the country. This, according to National University Commission (NUC) listing, is made up of 40 federal and 39 state universities, 50 private universities, 21 federal colleges of education, 46 state colleges of education, 34 private colleges of education, 17 federal polytechnics, 22 state polytechnics and twenty two (22) private polytechnics. Most of these institutions have Library Schools with a view to producing competent information professionals capable of playing useful roles in the different types of libraries in the society.

According Akanwa (2017), academic libraries in Nigeria need to be managed on the basis of tested, tried and trusted principles of

management that guarantee effective and efficient development of suitable and quality library services, library resources (library personnel and library collection), trusted funding from the parent body and conducive library environment. Organization does not concern the staff alone it should also be reflected on all aspects of the library job. The author further stated in Ifidon and Ifidon (2007) "a high degree of frustration in physically locating on the shelves what has been bibliographically identified in the library catalogue is a common feature in Nigerian university libraries". Cataloguing can be done by using cataloguing software or manually. Catalogues are of different types such as author catalogue, title catalogue and subject catalogue. Proper organization of the library removes the stress involved in searching for information materials in an unorganized library environment. Besides enabling physical access to collections with the aid of the library catalogue, shelf labeling and bibliographic tools, libraries have to be organized for rendering information services such as instructions in the use of library catalogue and reading materials, reference service, information dissemination, among others. The extent, to which the academic library is able to perform effectively depends so much on its managerial competence.

Therefore, academic library management is the efficient utilization of library resources to achieve the organizations objective. It is the process of getting things done through an individual, a group or people, to accomplish set targets. Academic library management can also be seen as a process by which scarce library resources are combined to achieve set goals. This paper will discuss the origin of academic library, library management in terms of its functions such as staffing, organizational structure, funding, collection development and challenges among others.

BRIEF HISTORY OF ACADEMIC LIBRARIES IN NIGERIA

Libraries and academic institutions existed initially outside each other for hundreds of years. At this time, the method of teaching revolved around a professorial lecture and

student recitation, though sometimes a lecture would be turned over to the university to be copied and purchased by students. As more lectures were copied and more copies of older lectures were reproduced, a storehouse for these materials took shape. By 1338, what is considered to be the first (ancient) academic library, the library at Sorbonne (University of Paris), contained over 1700 volumes of lectures. As more writing became available, universities saw the value in having books that could not be included into the course of studies. Sir Thomas Bodley, a benefactor of the University of Oxford took it upon himself not just to fund the library collection, but to travel the continent to buy books on many subjects (Budd, 1998).

By 1605, it was noted to have contained more than 5000 books and manuscripts. The number of universities aided by the advent of printing, continued to grow and their curriculums broadened, reflecting a rise in literacy and a trend towards scholarship. It was during this period in the colonies that Harvard University was established. In 1638 John Harvard donated £800 and 300 books to establish what we know as the first state-side academic library. In 1667 Harvard's first librarian was appointed. Use of the library was limited to senior members of the university and the library was only open from 11.00 am until 1.00pm, (Budd, 1998). Access was limited as no catalogue system existed until 1723 and even then they were usually arranged by size or donor. By the beginning of the 20th century there was definitely a shift from collection and preservation, to utility, and academic libraries began granting more access to faculty and some to students. The increase in use meant a need for more services, extended hours and more staff. As Institutions took a more active role in funding library collections and creating comfortable facilities, the library became less of a place to store dusty books and more of a place for dynamic learning. The first colleges in the United States were intended to train members of the clergy. The libraries associated with these institutions largely consisted of donated books on the subjects of theology and the classics. In 1766, Yale had approximately 4,000 volumes, second only to Harvard. Access to these libraries was restricted to faculty members and a few students: the only

staff was a part-time faculty member or the president of the college. The priority of the library was to protect the books, not to allow patrons to use them. In 1849, Yale was open 30 hours a week; the University of Virginia was open nine hours a week, Columbia University four, and Bowdoin College only three. Students instead created literary societies and assessed entrance fees in order to build a small collection of usable volumes often in excess of what the university library held.

The history of academic library development in Nigeria is interwoven with the history and development of higher education. Early higher institutions were the School of Survey established in 1900 in Oyo and the Yaba High College (now Yaba College of Technology) in 1934. These institutions had libraries but they were not adequately managed. Based on this flaw, the British government set up a commission to ascertain the pace of higher education in Nigeria. In their recommendation, emphasis was on the establishment of a university college which should be affiliated to the University of London. By 1948, University College Ibadan with its library was established. The library was stocked with about 8,000 titles which were inherited from the Yaba Higher College. One bemoaning factor, however, was the absence of commensurate collections to match the physical size of the institution.

Another unforgettable factor in the origin of academic libraries in Nigeria was the Second World War which brought about a significant change in official attitude. The declaration to advance the interest of the colonial people was a commitment by the British government to quicken the progress of colonial people towards a higher social wellbeing and ultimate self government. To achieve this, the need for indigenous leaders from the people themselves rapidly increased. It then became necessary to create facilities for higher education without which these leaders could not be adequately trained. In 1943 precisely, the British government appointed two commissions to enquire into higher and university education in the colonial empire. The first commission headed by Sir Cyril Asquith was concerned with the problems of higher education in the colonies

as a whole. The second one under Sir Walter Elliot was on the organization, facilities of the existing centers of higher education in British West Africa, and recommendations regarding future university development in the area. These commissions emphasized the essential role of libraries and the importance of building university libraries in the colonies to rank with university libraries elsewhere.

The private collection of late Henry Carr and Herbert Macaulay contributed immensely in the development of Ibadan University library. The collection of late Henry Carr which was the largest library ever assembled in West Africa was mainly in law, arts and ethnology. John William Harris was the first librarian of the university. Thus, between 1952 and 1976 there was a rapid growth rate of higher institutional libraries which led to the development of the libraries of the Universities of Nigeria, Nsukka, Ahmadu Bello University (ABU), Zaria, Obafemi Awolowo University (OAU), Ife, University of Maiduguri, etc. These libraries drew some inspiration and guidance from Ibadan University library (the pioneer library) (Aguolu and Aguolu, 2002). Today, the number of academic libraries in Nigeria has increased as different academic institutions are being established, thus laying credence to the fact that a functional academic library is the backbone of education, the 'think-tank', 'brain' and 'hot pot' of any academic institution.

MANAGEMENT OF ACADEMIC LIBRARIES

Management generally refers to series of functions for the organization and administration of various activities and people in the organization. Management is essential for libraries organization because of limited resources. Therefore, Academic library management is the process of planning, organizing, directing and controlling the effort of library organization members and using all its organizational resources to achieve stated academic library organizational goals. It is concerned with proper organization of men, materials, machines and money in the academic library for the achievement of the goals. The head librarian otherwise known as university librarian, polytechnic librarian or college

librarian depending on the institution is responsible for getting things done through other people (librarians) and other library staff. The librarian directs human activities with the help of other resources, towards the achievement of those goals.

ORGANISATIONAL STRUCTURE

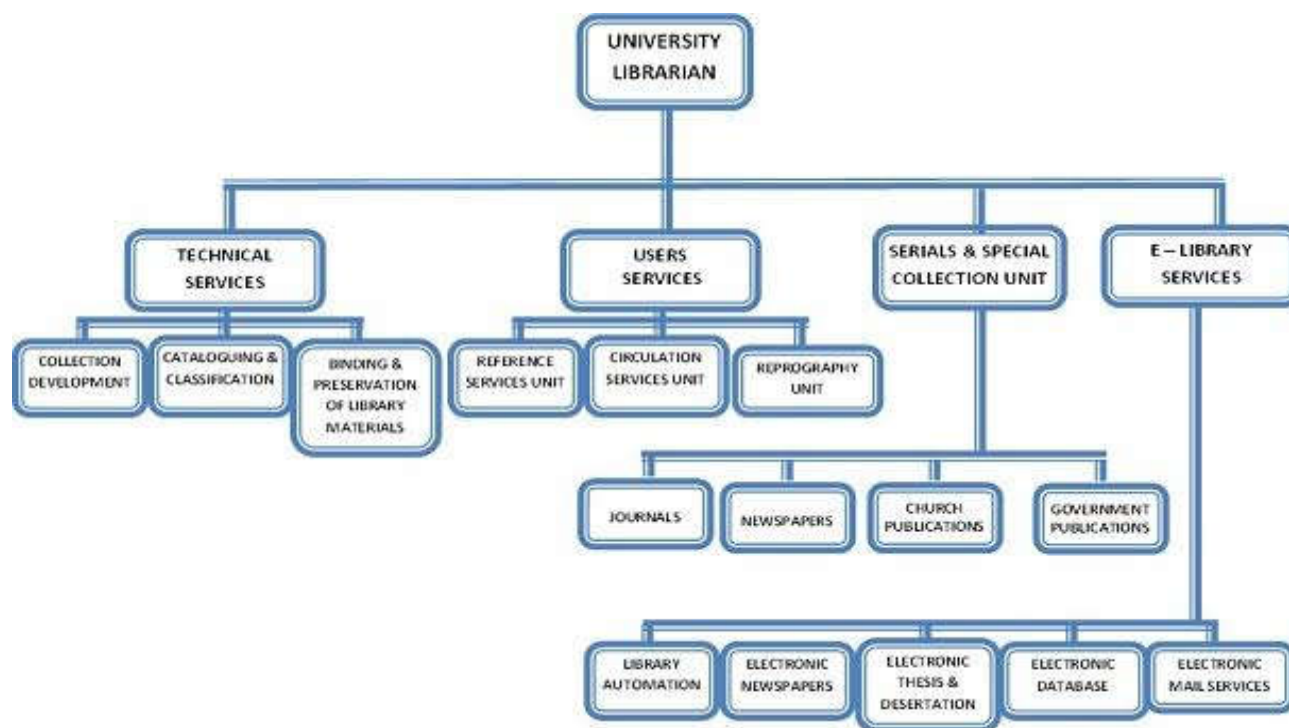
An organizational structure is a system that outlines how certain activities are directed in order to achieve the goals of an organization. These activities can include rules, roles, and responsibilities. The organizational structure also determines how information flows between levels within the company. In a centralized structure, decisions flow from the top down, while in a decentralized structure, decision-making power is distributed among various levels of the organization. Having an organizational structure in place allows companies to remain efficient and focused. An organizational structure is a specific hierarchy within an organization. A successful organizational structure defines each employee's job and how it fits within the overall system. Put simply, the organizational structure lays out who does what so the company can meet its objectives.

Activities in academic libraries are structured, separated and organized into departments or division and sections or units. These departments and sections function as sub-systems which are in turn centrally coordinated by the university, polytechnic and college librarian as the case may be. The major departments of an academic library are: administrative, technical services, users/readers' services, research and bibliographic services units while, the key sections include collection development, bindery, reprography, reference, information services, reserved book collection, circulation, periodicals or serials, special collection etc.

This structuring provides a library with a visual representation of how it is shaped and how it can best move forward in achieving its goals. Organizational structures are normally illustrated in some sort of chart or diagram like a pyramid, where the most powerful members

of the organization sit at the top, while those with the least amount are at the bottom.

The organizational structure of an academic library environment can be shown below:



Organogram of the academic Library

Organizational structure affects organizational action and provides the foundation on which standard operating procedures and routines rest. It determines which individuals get to participate in which decision-making processes, and thus to what extent their views shape the organization's actions. Organizational structure can also be considered as the viewing glass or perspective through which individuals see their organization and its environment.

The administrative activities fall on the university librarian, polytechnic librarian or college librarian, depending on the location of the library. He is recognized by law as a principal officer of his institution. Typical administrative activities include preparing and administering budget, selecting, training and supervising the staff (general staff development), creating and administering policies and regulations, planning library development programmes etc. In universities where there are departmental and faculty

libraries, all the sub-unit coordinators report to their different unit heads who finally reports to the head librarian.

Finance/Funding

Library funding is the act of providing or making available financial resources for use in developing and equipping the library, these funds are needed to provide library services, materials and development of human resources. Proper funding enhances the provision of beautiful building, well trained staff, modern information storage and retrieval systems which enables excellent services to users. In fact, funding has the capacity to bring about renewal, maintenance, and sustenance, nourishment, durability of university libraries. However the library is invariably a part of a wider university and its budget is negotiated with its parent organization. The parent body is therefore the proprietor that takes full responsibility for its funding. Academic libraries are financed from the budgets of their parent institutions. These funds usually cover only the current

expenditure. But sometimes, libraries are supported by government ministries particularly Ministry of Education, non-governmental organizations, donor agencies, Tertiary Education Trust Fund and individuals.

The American Library Association (ALA) (2006), opines that libraries of all kinds need money. Academic libraries require both recurring and non-recurring budgets. Funds available to an academic library determine the extent and quality of its functions and services. Funding is an issue that cannot be toyed with in order to ensure the success of any organization. Libraries require good funding in order to provide better facilities and services to users. Hence, library budget should be more elastic and generous. Funding models for academic libraries vary greatly and depend on, a particular state's budgetary regulations and funding formulas for higher education, the overall budgetary situation of each university and whether, the institution is private or public. The amount of funding that a library receives directly influences the quality of its services. Akanwa, (2017)

Sources of Fund

An academic library must be properly supported financially. Adequate funding should be considered a basic necessity for the effective development of academic libraries.

Ubogu and Okiy (2011) emphasis that it is absolutely essential for an academic library to possess the resources that will enable it meet its goals, like well trained staff, current information storage and retrieval systems in order to perform effectively.

Ifidon (1992) found that academic libraries derive the greater part of their funds from their universities, whose major sources of financial support is the government. An academic library have a clearly defined policy on funding, they are allocated 10 percent of the recurring annual budget of their parent universities, a result of the Federal Government and Academic Staff Union of Universities agreement of 1992. But, this 10 percent is not enough for academic libraries to performance its functions effectively,

this is where Tertiary Education Trust Fund (TET Fund) comes in to rescue academic libraries and universities in general. TET Fund is a substantial source of financial assistance to the various institutions in the country, especially in the commencement, completion or rehabilitation of capital projects embarked upon by institutions at the Federal, State and Local Government levels. Most of the recent capital developments in our tertiary institutions have been sponsored or financed by the fund, the fund from the Education Trust Fund(ETF), was used initially to support activities at all the levels of education but, major policy shift by TET Fund is now to fund only public tertiary institutions. TET Fund was the source of the special intervention of close to N42 billion to develop 6 universities, 3 polytechnics and 3 colleges of education into world class institutions (Bamiro, 2012).

Emphasis needs to be drawn to fund generation through external sources. Such sources like service model with income generation that does not affect users like earning rent from scholarly advertising inside library, service extended to non members on payment basis, collection development through open source archiving, and lending seminar halls for educational programs makes the library a service sector with fund raising efficiency and obtaining maximum sustainability.

A specific but highly-criticized standard source of funding is suggested by the Nigerian University Commission (NUC). The Commission recommends that 10 percent of the annual budget of a university should be allocated to the library of that institution as a recurrent expenditure. This standard prescription calls for criticism because 10 percent is never enough when compared with the gross devaluation of naira or its purchasing power in the book market and the range of services needed to be provided. Above all, it should always be borne in mind that funds are not carried over from one year to the next.

Staffing

Staffing is the process of hiring eligible candidates in the organization or company for

specific positions. In management, the meaning of staffing is an operation of recruiting the employees by evaluating their skills, knowledge and then offering them specific job roles accordingly. Wikipedia: *Staffing* is a managerial function which involves obtaining, utilising and retaining, qualified and competent personnel to fill all positions of an organization, from top to operative echelon. In finer terms, *staffing* is placing the right person at the right job. Vyas and Singh (2003) describe the library staff as the ultimate service deliverers and knowledge workers. Recognizing the role and importance of others and keeping large organizations fully staffed is a key aspect of management as well as a challenge in every organization or institution. Since the interest is on library services that are in line with the current technological trends, advertisement and interviews are mandatory before recruitment. This will enable the management to make accurate predictions about a candidate. Advertisement is placed after accurate number and level of needed staff as well as the money for the exercise has been determined by the librarian. The NUC recommendation on staffing for academic libraries in Nigeria emphasizes the quantity rather than qualification possessed by the personnel as follows:

- The ratio of professional librarian to non-professional should be 1:3
- Total library staff to student enrolment should be 1:50
- Professional staff to student enrolment should be 1:200

The realization of the issue of staffing in academic libraries calls for the adoption of a democratic management style. A democratic management style encourages welcoming the feedback of subordinates by the superior, inviting employees on an open forum to discuss the needs, plans and ideas, effective and healthy communication between the management and the employees and superiors to listen to what the employees have to say before finalizing a plan.

Ifidon and Ifidon (2007) note that one way of encouraging staff and facilitating the realization of the library's objective is by involving them in

decision making and recognizing their interest and abilities.

Therefore, Academic libraries must ensure that staffs are sufficient for the clientele they serve. In addition, the staff must be personable and competent, and must have opportunities for continuing education.

STAFF AND ITS RESPONSIBILITY IN ACADEMIC LIBRARIES

According to Oduagwu (2006) the category of staff consists of University/ Polytechnic/ College librarian, principal librarian, senior librarian, librarian 1, librarian 11, the para-professional: principal library officer, senior library officer, higher library officer, assistant library officer etc and non professionals are: assistant library officer, senior library assistant, library assistant and other support staff: system analyst, research officers, computer operator, computer assistants, technical assistants, proof readers, reprographic assistants, technicians etc.

The professional staff and their roles in an academic library

University/ Polytechnic/ College librarian: The head librarian must possess a first academic degree and a professional qualification in librarianship or a higher degree in librarianship, a working experience prior to his appointment must span between ten (10) to fifteen (15) years post qualification experience in an academic or research library, three or more of which must be spent in an administrative or management position. As a corollary, the head of institution library is required to have the penchant or ability to organize and undertake research and should also have publications in reputable library journals.

Deputy Librarian: Aguolu and Aguolu (2013) state the academic and professional qualifications of the deputy librarian are in parameter with the academic and professional qualifications of the librarian. Nevertheless, he is required to have at least twelve years post-qualification working experience in an academic or research library, three of must have been spent in an administrative or management

position. The librarian is also required to possess the ability to organize and undertake research and have publications in reputable library journals.

Principal Librarian: For his position, the academic and professional qualifications do not differ from those of the head and deputy librarians already stated. In terms of working experience however, the person aspiring for the position of a principal librarian is required to, have at least, nine years post qualification experience, garnered some experience from headship of one of the major divisions of the library and also have undertaken library research culminating to publications in learned journals.

Senior Librarian: The position of a senior librarian requires some academic and professional qualification as other positions already stated above. The librarian is required to possess at least seven years post qualification experience. Headship of one of the units of the library for at least two years as well as knowledge of world languages is additional important prerequisites. Ekere, (2014) posits that **Librarian 1:** There is no radical departure of the academic and professional qualifications of librarian I from those of his colleagues already outlined. A first degree in the social or natural sciences with at least a lower second class needed. Five years working experience.

Librarian 11: As Librarian I above however, he is required to have at least three years post-qualification experience and may have at least two publications to his credit.

Assistant Librarian: He is required to possess a first degree in any discipline including librarianship and to have at least two years post-qualification experience and at least a publication. The assistant librarian and graduate assistant however can be deployed to various sections of the library within the first three years rotationally for the purpose of development.

The Para-professional staff and their responsibilities

Principal library officer: Who assist the Reference Librarian and preliminary cataloguing of books?

Senior librarian: Who can be deployed to any unit of the library?

Higher library officer: He is responsible for Kardex and Rotadex maintenance and preliminary cataloguing of journals.

Library Officer: He is responsible in filling of cards and circulation control

Non-professional Staff and their responsibilities: Elizabeth, (2014) outlines the duties of support library staff as:

Assistant Library Officer: He is responsible for Bibliographic checking especially for journals and record keeping.

Senior Library Assistant: He is responsible for Bibliographic checking, quick service collection and shelving.

Library Assistant: Shelving of books, preparing and pasting job, shifting of books, display journals etc as assigned by librarian/deputy/assistant librarian from time to time.

Library Attendant: He is responsible for checking, discharging, shelving and book finishing.

Other support staff:

Programme System Analyst: Programming of system software, application software, numerical computation and statistical application programming, web programming etc.

Research Officer: Analysis and interpretation of statistical data; preparation of reports, review memoranda, supervision of surveys/studies/price inspection in the fields; coordination of the statistical activities with the departments and outside agencies; preparation of survey schedules/studies etc.

Andrew (2016) further emphasizes the responsibility of non-professional staff such as:

Computer Operator: To attend to users private computers in the center; to permit the users to use computers; to load/remove software packages that students want on their machines; to format disc and take other appropriate action when software is computed; to inform maintenance engineer of hardware problems and verify that the engineer has solved the problems etc.

Computer Assistant: To look after the editorial academic and publication works; to provide

assistant in conducting various courses/training programmes and design input.

Technical Assistant: To assist faculties and research students in the analysis of samples, maintenance and upkeep of instruments, facilities and general supervision; to maintain and provide technical assistance to users; to guide students in data processing operation; to assist in the import of sophisticated equipment and accessories; to operate computer systems and perform input and output duties related to information and data base.

Proof Reader: To go through proofs and help the editor of publication in seeing the publication through the press.

Reprographic Assistant: To render assistance to all schools', reprographic work and to maintain equipments.

Xerox Operator: Xeroxing of materials required for research teaching purposes by the faculties of the university/ (polytechnic or college press), to maintain Xerox machine etc. David (2014) states the role of:

Statistical Assistant: Collection, compilation, maintenance/ upkeep and supply of all statistical information pertaining to the faculties and students in their research work data analysis etc as and when required.

Technician: To assist in laboratory/workshop; and to be able to handle tools and equipments etc. The various calibers of academic library staff provide these services and therefore needs to be adequately equipped through capacity building.

Staff Development Programmes

Academic libraries must strive to develop the staff needed to meet new challenges. The development can be done through in-house or on-the-job training, seminars, workshops, conferences etc. No wonder, the National Universities Commission (NUC) (1996) in its draft manual on university management emphasized the need for libraries to encourage and develop all their staff through conferences, seminars and workshop sponsorship. Continuing education, professional development, and retraining the staff currently in those positions are also some of the ways libraries can "grow" the staff they need.

SERVICES RENDERED BY ACADEMIC LIBRARIES

Library services are professional guidance and assistance offered to users, Ifidon (2012). These services vary in accordance with the type or category of both the library and the users. Some of the services are:

(i) User Orientation Services: User education or orientation is service necessary for those users of academic libraries who lack the knowledge of how to use the libraries, new in the institutions of higher education. It is through user orientation programmes that the new students or users are instructed on the existence of these libraries in the institutions, thereby, assuring them of library services and facilities. The objectives in giving user education, instruction and orientation, is to help the users make the best use of the overall library resources. Also, to create a general awareness of the library resources, and to emphasize that, in addition to material resources, there are library staff who are available to assist users at their various points of need.

(ii) Inter-library Loan Services: According to Ekere (2014), academic libraries are responsible for providing the required connections by organizing library networks, in order to ensure that the academic library users have enough library materials to enable them, get information material from other libraries. It is believed that no libraries, however large or comprehensive, can possess all the resources it needs to satisfy the needs of its users. So lending scheme is a must in library operation.

(iii) Bibliographical Services: These services are to assist users of academic libraries particularly, the researchers, to be able to identify and locate materials relevant to their work. Academic libraries render bibliographic services to their users, as another way of instructing or educating them on how to locate any material in the library, by providing bibliographic instructions, which are compiled lists of materials on a particularly subject.

(iv) Cataloguing Services: The users of Academic libraries receive the services of using the catalogues, which are complete lists of records of library materials in the library's collections. Through the use of the catalogues, academic libraries assist their users to

understand the extent of the collection of materials in any particular library. The users also benefit on a wider scope, from the cataloguing services of academic libraries, when they are assisted to understand the extent of library collections in other academic libraries, through the medium of a union catalogue.

(v) Abstracting and Indexing Services: These are part of the responsibilities of academic libraries; Indexes enable user to locate the books that are available in the subject areas they need; and Abstracts provide summaries of the contents of reading materials in the library, thereby, serving as time-savers for the library users.

(vi) References Services: According to Elizabeth (2014), there are different kinds of references services depending on the demands of the users. References librarians in academic libraries offer professional assistances to users in the location of materials. References are usually provided at the circulation counter/desks in the libraries. There are also reference services which require limited or extended search for information.

(vii) Information Services: Information is knowledge of facts which must be systematically organized, and subsequently given out or disseminated for application where necessary; in order to advance learning, problem solving requires information. Therefore, academic libraries as the authentic and established sources of information render information retrieval services in various ways, to the users who require information for the solution of academic problems.

(viii) Circulation services: Users of academic libraries receive services, by means of registration, charging and discharging, shelf guides, current awareness services (CAS), bindery services, displays and reservation of library material/documents, The Internet/Computer services, Reprographic Services etc.

COLLECTION DEVELOPMENT

Library collection development is the process of building the *library* materials to meet the information needs of the users (a service population) in a timely and economical manner using information *resources* locally held, as well

as from other organizations. *Collection development* is at the heart of what *libraries* do. It is in being able to meet the needs of individuals with the "right stuff" that we fulfill our missions.

Collection development and management are two important programmes of any academic library must be driven by goals and objectives. The aim of collection development is to carry out a library's mission of creating a repository or gateway to information for scholars and capturing the intellectual heritage of the prevailing culture in order to benefit present and future learners and thinkers. On the other hand, the motive of collection management is to add value to collected information sources so as to increase their accessibility and use by the clients. Despite their differences, the concept of creating a repository and a gateway to information is indeed important to the process of collection development and management.

Academic library collections are grouped into print and non-print resources or works. The print resources could either be published or unpublished. Government publications, journals, newspapers, monographs, textbooks, reference works, are the print works, while unpublished works include; dissertation and theses, research and progress reports, etc. AV resources include charts, maps, television, radio, reliaetc while CD, CD-ROM, DVD's, DVD-ROM, e-journals, e-books, e-dictionaries, e-thesis and dissertations, blu-ray disc, among others constitute the e-resources. Collection development and management in academic libraries are complex and important part of providing an infrastructure in which academics and researchers can acquire the information they need. This requires the formulation of clear goals and policies which must be in keeping with the goals and mission of the library and institution as a whole. The ultimate responsibility for collection development rests with library bibliographers (collection development librarians) who are assisted in their decision making by academics.

Sources of Collection Development

There are many sources academic libraries can develop their collections such methods as

purchase, gift and exchange, bequests, donations, inter-library loan, legal deposit, subscription and by forming a consortium that is mapping' cooperative collection development activities. Consortia are a buying club programme that distribute and empower cooperating libraries to maintain to high standard resources or collections on a given subject area with the intent of sharing with each other when the need arises. In India for instance, some special libraries and organizations established consortia to share electronic access to journal literatures although the concept is still new to them. One of the new developments and trends in acquisition for Asian academic libraries is the forming of consortia for acquisition to create value and bring maximum benefits to all participating libraries. Although forming consortia for online resources is not new among libraries in Asia, the situation is different in Nigeria. Academic libraries in Nigeria are not in a position to subscribe to all the required textbooks, journals and databases as a result of financial constraints. There is therefore the need for them to form a consortium.

There are many advantages for libraries to participate in a consortium. Beside maximizing their budget and improving their workflow, it encourages unity in diversity, close working relationship with the supplier in getting the books at the most cost-effective manner and fastest possible speed. The professionalism and state-of-the-art vendor system will also greatly enhance the duties of collection development and acquisition librarians. Although there is no single definitive standard relating to collection size or materials budgets for academic libraries, the ACRL standards over the years can serve as general guidelines against which to evaluate research collections. Another commonly used method of evaluating collections is the conspectus method. In order to plan meaningfully for the future of collections, it is important to know the current state of the collection as well as what the desired level of strength is (Akanwa, 2017).

PROBLEMS OF ACADEMIC LIBRARY MANAGEMENT

Academic library management is hampered by some challenges such as:

Lack of fund

Financial predicament of libraries has made it impossible for them to order information materials from developed countries. Library budget the world over is not keeping pace with the growth of information and the increasing demand for it. Akanwa and Udo-Anyanwu, (2017), stated that it is without controversy that every good collection with corresponding services is an expression of adequate and sound financial backing, and no collection development can achieve this objective if it is financially handicapped. Libraries require adequate funding particularly in the recruitment of professionals, procurement of book and non-book materials, Okoro (2000) expresses in rational terms that, there is a direct bearing between the level of funding and the growth of library resources and services. He further explains that the stronger the funding. The higher the growth of the library resources, the weaker the funding, the lower the growth of the resources. Njoku (2013) asserts that libraries are starved of vital funds that should be used in developing their resources. The budget allotted to most libraries remains static and shrinking every year due to financial constraints. If a library does not have an adequate budget for library resources that are needed to fulfill its functions, there will certainly be a negative impact on its image and sustainability.

Lack of effective human resources development programme

Employee training should be the focus of any organization in order to be abreast with the competitive nature of business all over. This will help the worker's skills to real performance. According to Banjoko in Ekere (2014) librarianship requires skill from the days past and the present. And this skill are learnt through training especially this era of information communication technology (ICT) a librarian needs training on web design, mining,

search engine, other cyber and system expertise to fit in this day library profession.

Lack of Technology/Modern Facilities

Very few libraries in developing countries are automated, so it is difficult to carry out library operation with archaic tools without the knowledge of computer. Information Communication Technology, which is based on on-line access to library operation, has reduced the drudgery associated with library in developed countries which has in turn affected the service delivery in the libraries. This equipment ought to be purchased and managed by Academic Libraries.

CONCLUSION AND RECOMMENDATIONS

Academic library is an aspect of librarianship that focuses its operation on tertiary education. Its major role is to support the mandate of the parent institution which has to do with teaching, learning and community service. The success of library in achieving these goals depend on the managerial ability of the university, college or polytechnic librarian in projecting the role of the library in the academic advancement of the user community. And libraries have ever being confronted with problems ranging from funding, staffing and staff development, collection development and service delivery. Therefore an academic librarian, should have management acumen in order to be productive and in realization of the objectives of the parent organization. Also funding, training, modern library facilities should be provided adequately for smoothly management of the library.

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