Assessment of Service Provision in Five University Libraries of Ogun State, Nigeria

ESTHER ABOSEDE AWOJOBI*

Services and service provision of five university libraries in Ogun State, Nigeria were assessed using analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT). The findings revealed that the libraries had strengths in service provision (100%) but marketing and promotion of library services (39.5%) constituted weaknesses. Tertiary Education Trust Fund (TET Fund) intervention was an opportunity (60%) in government-owned universities, but became a threat to internal funding when over-relied upon. The study concluded that university libraries of Ogun State have more strengths and opportunities than weaknesses and threats in services provision. The study recommended that the libraries should form consortium, actively market and promote their services.

Keywords: *Service provision, Librarians, Strategic planning, SWOT analysis, University library*

1   INTRODUCTION

Libraries are the intellectual commons where users interact with ideas in both physical and virtual environments to expand learning and facilitate the creation of new knowledge (Association of College and Research Library, [ACRL][1]). University libraries provide access to traditional print collections (such as books and periodicals) as well as information in cyberspace.

The twenty first century university library has great challenges that affect their services. There are challenges of dwindling funds, low patronage, technology and competition from commercial information service providers and ever increasing demand of library users. Due to these competing factors, libraries have been subjected to a level of critical scrutiny regarding their relevance and impact. The place of the library in overall operation of educational

*   University Library, Olabisi Onabanjo University Library, Ago-Iwoye, Ogun State, Nigeria.

institutions is also in question as they are being asked to justify their existence and relevance (Lance, Rodney & Hamilton-Pennel[2]).

Evaluation according to Patton[3] is a process that critically assesses a programme. Evaluation of library materials and services are essential to knowing how well the library has helped the parent institution in achieving its mission. SWOT analysis is fast gaining acceptability as evaluative tool in every sector of human endeavour with laudable results. (Kumar[4]) posited that SWOT analysis provides an objective assessment as to whether the library is able to deal with its environment or not. The tool takes care of both internal and external environment of the library. Harris[5] posited that SWOT analysis, having organization environment as its core focus is appropriate for the current situation in academic libraries. Thomas[6] however opined that evaluation of library using SWOT analysis would assist the libraries to concentrate on services and programs in the areas where they are strong and where the greatest opportunities lie.

Libraries resources and services aid realization of mandate of the university's teaching, research and provision of community services. In addition, their rating by accrediting bodies such as National Universities Commission (NUC[7-9]), Librarians' Registration Council of Nigeria (LRCN[10]), Association of University Librarians of Nigerian Universities (AULNU[11]) and other professional bodies determine to a large extent the fate of academic programmes in universities

As a vital sub-system of higher education, university libraries interact within an environment characterised by growing alternative information providers, technology, dwindling budgets, changes in higher education, users' behaviour and demanding articulate value (Harris[12]). Incidentally, several studies have reported deplorable state of collection, infrastructure, personnel, services and funding in Nigerian university libraries (Aluko[13]; Zaid, Agboola). Due to these challenges, university libraries are not able to render satisfactory services to their users.Ogbuiyi and Okpe[14] reported that many academic libraries lack adequate and current materials to meet requirements for users' programme. This perhaps is a major reason for decline in library visits by students and lecturers (Martell).

These challenges have also undermined library performance during accreditation exercise. To buttress the vital role of libraries during the exercise, Okoro[15] asserted that if during accreditation exercise, the library scores less than 70%, the institution will either be denied accreditation or have partial accreditation. This goes a long way to show the pivotal place of libraries in academic institutions.Understanding of strengths, weaknesses, opportunities and threats could help in judicious allocation of scarce resources (Salman[16]). Nevertheless, extant literature shows that academic libraries rarely engage in

SWOT analysis which could help them take advantage of external opportunities, avoid threats, improve on strengths and minimise their weaknesses.

2 OBJECTIVE OF STUDY

Objective of the study was to find out the strengths, weaknesses, opportunities and threats of service provision in selected university libraries in Ogun State.

3 RESEARCH QUESTION

What are the Strengths, Weaknesses, Opportunities and Threats of the selected university libraries in Ogun State in terms of service provision?

4 LITERATURE REVIEW

41 CONCEPT OF EVALUATION

Since the 1960, hundreds of evaluative studies have been carried out in libraries. Lancaster[17] opined that Raganathan's fifth law (library is a living organism) provides the justification for evaluative studies in libraries. Libraries must be evaluated to know whether it is performing up to expectation or not. Reasons for evaluation include assessing the extent or level of performance of services that are now operating and how these services are effective to the users. The main objective of evaluation is to put into consideration feedback from the users and raise standard of existing facilities and services. The purpose of evaluation according to Knight cited by Emokiniovo and Ogunrobi[18] is to gather information on how library is accomplishing its objectives with a view to improving the delivery of library services. The practice of measurement and evaluation of library facilities and services is also essential for the library strategic planning (Mokhtar, Shaifuddin[19], Yu, Saman & Baba, 2018), accountability, knowledge production, marketing, enlightening and learning (Rudþionienë & Dvorak[20]).

42 SERVICES AND USAGE PATTERN OF UNIVERSITY LIBRARIES

According to Ifidon cited in Nwosu and Udo-Anyanwu[21], 'beautiful buildings, well trained staff and modern information storage and retrieval systems can only be appreciated if excellent services are given to users'. These services are performed via the workings of various library units/departments. Services include lending referral, reference services, selective dissemination of information, reprographic services, current awareness services, users' education, indexing and abstracting amongst others. Ability of libraries to provide such services to users' satisfaction or dissatisfaction will depend on resources at their disposal.

In both the print and digital era, critical issues relate to adequacy of resources, usage of resources and perception of library patrons on adequacy of library services. According to Popoola[22], information availability does not mean accessibility and utilization. This is corroborated by reports of low library patronage by Awojobi and Madu[23] and Ludwig & Star[24]. Among faculty members that use library resources, Awojobi and Madu also reported that there is no correlation between use and adequacy of library resources. A study carried out by Oyesiku and Oduwole[25] showed that users especially students do not consider the library important to their academic pursuit. As a result, they only make use of the library during examinations. The study also revealed that available resources were inadequate to meet users demand. Based on their findings, the authors recommended marketing of library facilities and services. A similar research carried out on users of Michael Okpara University library by Ugah[26], showed that majority of respondent,48.1% used the library 2 to 3 times a week, 36.4% used the library daily while 2.6% used the library once a month. Majority of the respondents, 50.6%, rated the library services and facilities as 'fair', 26% rated them good, 4.5% as very good, 'poor and very poor by 7.1% and 11.7% respectively.

Ogbuiyi and Okpe in a study of four private universities in Nigeria identified gross inadequacy of library resources and services, which translated into low utilization of same. Jagboro and Adewale[27] in a study of usage and adequacy of service points by undergraduate and postgraduate students reported high level of occasional users and low level of book borrowing. Of all the service points studied by these authors, reading rooms has the highest level of patronage. Nkamnebe, Udem and Nkamnebe[28] study on extent of library use, evaluated the use of library resources and services by students of Paul University, Awka in Anambra State, Nigeria. The findings revealed that students fairly use the library for their studies and use the library most during examination periods. It also revealed that available resources currently available are fairly adequate and fairly accessible to the students. Furthermore, the study revealed that users are satisfied with the services and facilities provided by the library. The study recommended amongst others that the habit of using the library should be inculcated into students through avenues such as organizing library display, library exhibition, library orientation, and inclusion of use of library as a course in the University's curriculum so as to attract students to the library.

Anyim[29] investigated the e-library resources and services in university e-libraries in Kogi State, Nigeria. The results revealed that improvement and innovation for effective access and retrieval of e-library resources are needed in information literacy training for academic researchers. It was recommended that universities should enhance and upgrade the e-library resources and services to facilitate access and retrieval of information.

The study of Aravind[30] on the usage of electronic resources among the students of engineering colleges in Dindigul district showed that majority of the respondents reported privacy problem as the prime problem in using electronic resources and they need workshop and classes for the effective use of electronic resources. Similarly the study by showed that users are attracted towards using the academic libraries due to amenities. Findings of their study showed that the users were satisfied with the library resources, services and facilities but the study further found that library resources and services were not being fully utilised by the users because they were not aware of available resources and services.

Adegun[31], Oyewumi, Oladapo and Sobalaje examined the effectiveness of library service and resources in an African university (Ladoke Akintola University of Technology, Ogbomoso, Oyo State, Nigeria). The results showed that majority; 73% of the respondents found the university library service effective and (53%) agree that its resources are adequate for their various information needs. The study concluded that the library resources provided were easily accessible and fairly adequate to meet the information needs of the users. Based on the findings, recommendations were made to improve the library services to meet the ever increasing demands of the users.

Despite the increase in undergraduate intake, Ross and Sennyey[32] observed that the use of reference services has not yet recovered to the 1990 levels. With the advent of the internet in the 1990s use of reference services were reported to have dropped significantly (ARL Statistics[33]). Martel[34] also collected data on library usage from ARL libraries and found that circulation services for each of the Ivy League libraries (Columbia, Harvard and Yale) only increased by 2% between 1995 and 2004 while Princeton experienced 46% decline. ARL academic law, medical and public university libraries experienced decline of 7%, 58% and 20% respectively. This according to him was in tandem with what operates in private universities under ARL.

43 SWOT ANALYSIS OF LIBRARY SERVICES

SWOT analyses of services in university libraries have more of strengths than weaknesses. External influence on services is also minimal hence minimal opportunities and threats. At the University of Wisconsin library, King, Davis, Allen[35], Nelson and Palmini, reported satisfaction for service provision at the library to be 94% and 85% respectively for faculties and students respectively. This was attributable to the friendly disposition of library staff to their patrons. University of Malaya library have some distinctive areas of strengths which include cafes, printing services, prayer room, extended opening hours during revision and examination weeks, quick response for mobile access, Short Message Service (SMS) alerts and use of social media such as facebookwhich

impart positively on their services (Hazidah & Edzan[36]). Weaknesses in service provision mentioned by Ugah[37] was lack of proper and functional library card catalogue, displaying journals on the rack without cataloguing, classifying and indexing, leaving users to blindly browse through display racks and shelves. Also, Michael Okpara University library has a bindery with state-of-the art equipment which was supposed to be strength but due to underutilization was categorized as a weakness. Rapid development of digital technology can constitute a threat to library services as it was found to undermine the role of the libraries as users preferred to find information through the internet and on-line databases on their own. A survey at the University of Wisconsin library by King, Davis, Allen, Nelson & Palmini[38] reported that for 51% of students carrying out research, the library was not their first stop source of information. Emergence of specialised universities in Kerala was seen as a threat by the four university libraries studied by Kumar (2012) as their establishment may lead to reduction in the number of their potential users in the studied libraries. In Malaysia (Hazidah & Edzan[39]) noted the emergence of bookshops with attractions like interior decorations, allowing customers to read books in the café within the book store make the library less popular.

5   RESEARCH METHODOLOGY

Survey research design was used for the study. Population of study was the university libraries in Ogun State, Nigeria. Selected university libraries are; Federal University of Agriculture, Olabisi Onabanjo University, Tai Solarin University of Education, Babcock university and Covenant University libraries. A mix of questionnaires and observation checklist were used as instruments for data collection. Questionnaire was used to elucidate information from the librarians while the researcher made use of observation checklist. Total enumeration of librarians of the selected libraries was carried out. Percentage values of respondents' agreement to statements made in each section on 4 rating levels; (1). Strongly Agreed = SA, (2). Agreed = A, (3). Disagreed = D, (4). Strongly Disagree = SD was calculated. Percentage value for SA and A represent strengths, D and SD represent weaknesses for internal factors while SA and A represent opportunities, D and SD represent threats for external factors. Data obtained from the sets of questionnaires were subjected to descriptive statistics. The descriptive statistics include frequency counts and percentages. The structured checklist contains 5 items of observation on library collections. Observations were recorded on 3 points option scale (Meets Expectation = ME, Needs Improvement = NI, Not Observed = NO). The

research instruments for the study were developed by the researcher taking into cognisance Librarians Registration Council of Nigeria (LRCN[40]), National Universities Commission (NUC[41]) and Association of Universities' Librarian of Nigerian Universities (AULNU[42]) standards for Academic Libraries. Statistical analysis was carried out using the Statistical Package for Social Sciences (SPSS 2015). The names of the libraries were replaced with Library 1, Library 2, Library 3, Library 4 and Library 5 in no specific order.

6   RESULTS AND DISCUSSION OF FINDINGS

Research Question:What represents the SWOT of university libraries of Ogun State in terms of service provision?

This section answered the research question by identifying strengths, weaknesses, opportunities and threats of university libraries in Ogun State in terms of service provision.

Table 1 presents the results of the assessment of service provision by librarians in the study area. The libraries provide users centered services and open to users for long hours. The libraries web pages are available to users anytime, anywhere as long as they have internet access. Open access resources through technology are opportunities taken advantage of to strengthen services. Where it is not taken advantage of, it becomes threat. Use of social media for service provision ensures, promotion and marketing ensure users are informed about new services. The changing perception of users about the library as a threat can be attributed to alternative source of information provision brought about by technology. Library IV and V are counteracting this threat. Absence of catalogues cabinet at library V could not be regarded as a weakness to library service and use as the library started on a digital note.

Table 2 presents the observation on library services. Most service related observations met expectation in libraries observed. Areas where improvements are needed are; use of social media for service provision at library II, use of catalogue cabinet and online public access catalogue at Library III.

Strengths, Weaknesses, Opportunities and Threats (SWOTs) of university libraries in Ogun State in terms of services and use based on findings Tables 1 and 2 is presented in Table 3.

Table 1: SWOT of service provision of librarians in University libraries of Ogun State, Nigeria

S/N	Statement	I				II				III				IV				V				Cumulative			
		S F (%)	W F (%)	O F (%)	T F (%)	S F (%)	W F (%)	O F (%)	T F (%)	S F (%)	W F (%)	O F (%)	T F (%)	S F (%)	W F (%)	O F (%)	T F (%)	S F (%)	W F (%)	O F (%)	T F (%)	S F (%)	W F (%)	O F (%)	T F (%)
1.	Service of the library support goals and objectives of the university	23 (100)				13 (100)				8 (100)				16 (100)				16 (100)				76 (100)			
2.	Use of catalogue cabinet as reference tool	20 (87.0)	3 (13.0)			11 (84.6)	2 (15.4)			8 (100)				13 (81.2)	3 (18.8)			16 (100)				68 (89.5)	8 (10.5)		
3.	The use of Online Public Access Catalog or Web OPAC as reference tool	23 (100)				13 (100)				8 (100)				16 (100)				16 (100)				76 (100)			
4.	Majority of the stock are available for lending	23 (100)				12 (92.3)	1 (7.7)			8 (100)				16 (100)				16 (100)				75 (98.7)	1 (1.3)		
5.	My library provide services which enable users access to library resources	21 (91.3)	2 (8.7)			13 (100)				6 (75.0)	2 (25.0)			15 (93.7)	1 (6.3)			14 (87.5)	2 (12.5)			69 (90.8)	7 (9.2)		
6.	Promotion of library services is done on periodical basis	20 (87.0)	3 (13.0)			8 (61.5)	5 (38.5)			5 (62.5)	3 (37.5)			10 (62.5)	6 (37.5)			14 (87.5)	2 (12.5)			57 (75.0)	19 (25.0)		
7.	My library employ use of social media for service provision	21 (91.3)	2 (8.7)			5 (38.5)	8 (61.5)			2 (25.0)	6 (75.0)			10 (62.5)	6 (37.5)			13 (81.2)	3 (18.8)			51 (67.1)	25 (32.9)		
	Services provided:																								
8.	Circulation service	23 (100)				13 (100)				7 (87.5)	1 (12.5)			16 (100)				16 (100)				75 (98.7)	1 (1.3)		
9.	Reference and information service	23 (100)				12 (92.3)	1 (7.7)			7 (87.5)	1 (12.5)			16 (100)				16 (100)				74 (97.4)	2 (2.6)		
10.	Current awareness services	21 (91.3)	2 (8.7)			10 (76.9)	3 (23.1)			7 (87.5)	1 (12.5)			16 (100)				16 (100)				70 (92.1)	6 (7.9)		
11.	User education	19 (82.6)	4 (17.4)			13 (100)				7 (87.5)	1 (12.5)			16 (100)				15 (93.7)	1 (6.3)			70 (92.1)	6 (7.9)		

S = Strength; W = Weakness; O = Opportuny; T = Threats; F = Frequency
Source: Field

S = Strength; W = Weaknesses; O = Opportunities; T = Threats; F = Frequency
Source: Field survey

Table 2: Observation checklist on library services of university libraries

Legend: Meets Expectation = ME, Needs Improvement = NI, Not Observed = NO,
* No observations were made for ethical reasons
Source: Field survey

Table 3: SWOT of university libraries in Ogun State in terms of service provision

Internal Factors	**Strengths** 1. Services support the goals and objectives of the universities 2. Use of catalogue cabinet and online public access tool 3. Majority of stock are available for lending 4. Provision of circulation service, reference and information service and user education service 5. Library opening hours 6. Library web page	**Weaknesses** 1. Promotion and marketing of library services 2. Use of social media for library services delivery
External Factor	**Opportunities** 1. Use of other libraries 2. Open access resources **3.** Technology	**Threats** 1. Other information services' providers 2. Changing perception of users' on the role of the library 3. Lack of feedback from users' 4. Funding

Source: Field Survey

The research question was formulated to establish Strengths, Weaknesses, Opportunities and Threats of university libraries in Ogun State in terms of service provision. Strengths, weaknesses, opportunities and threats common to the university libraries studied in this research are presented in the SWOT quadrant in Table 3. All university libraries have strength of support for the goals and objectives of their institution. This agrees with the submission of Amusa, Iyoro and Ajani (2013) that in performing their functions, libraries contribute to the mandate of their parent institution. There are controversies over the role of academic libraries satisfying the mandate of information services to compliment teaching and research functions of their parent institution. The strength in terms of service provision in this study agrees with the 73% respondent rating of the effectiveness of library service (Adegun, Oyewumi, Oladapo, & Sobalaje[43]) at Oladoke Akintola University. It is however contrary to the report of Oyesiku and Oduwole (2004) that users especially students do not consider the library important to their academic pursuit. It is a requirement that services should support the goals and objectives of the university (AULNU, [44]) and be provided in relation to the mission and vision of the institution (LRCN[45].

Use of access tools (catalogue cabinet/ OPAC/WebOPAC) is strength of service provision in the libraries studied. This is contrary to the report of lack of card catalogue as weakness in the SWOT analysis of Michael Okpara

University of Agriculture, Umudike by Ugah[46] and non-availability of OPAC in all 17 Engineering Faculty Libraries in the Marathwanda Region, India by Veer and Kadem (2014). At UBCL, slow OPAC was a weakness (De Bruijn, 2000). Provision of circulation service, reference and information service and user education services are all strength of service provision in the university libraries studied in Ogun State. Availability of majority of stock for lending as required by LRCN (2019) is strength of all university libraries in this study. Assessment of different service area has not been deeply undertaken in previous university libraries SWOT analysis reviewed. Library opening hours was strength for service provision in all five universities in this study. This is similar to the finding for all four universities in the Kerala District of India studied by Kumar (2012). Library webpage was observed strength to services.

Promotion and marketing of library services as well as use of social media for library service delivery are classed as weaknesses from the findings of this study. Of all the literatures reviewed on SWOT analysis of university/academic libraries, only the study of Kumar (2012) examined the subject of marketing library services. Marketing of library services was a weakness in all the four libraries studied by Kumar (20112) which is similar to the trend observed in this study. Use of social media as weakness is contrary to its value as strength in the University of Malaya Library by Hazidah and Edzan (2011). In a SWOT analysis of social media use in libraries, Al-Salim (2017) reported use of social media more as strength at the Sultan Quabos University. Use of other libraries, open access resources and technology were rated by respondents as opportunities for service delivery. Research reports (Adam & Usman, 2013; Ossai, 2013) have observed that no library can provide all the needs of its clientele, hence the necessity for libraries to leverage on the opportunity of using other library resources to improve service provision. Most studies on academic/university library SWOT analysis (Haris, 2018; Kumar, 2012; Hazidah&Edzan, 2012; Veeramani&Vinayagamoothy, 2010; King, Davis, Allen, Nelson &Palmini, 2008) classed technology as opportunity to service provision. Other information services' providers, changing perception of users on the role of the library, feedback from users and funding are threats to service delivery. Though funding is a universal threat, it has been reported that university libraries have greater challenge than funding in the areas of changing perception of users, alternative information services provider and rate of change in the field of information (Veer & Kadam, 2014; Kumar, 2012; Hazidah & Edzan, 2011; Veeramani&Vinayagamoothy, 2010; King, Davis, Allen, Nelson & Palmini, 2008). Users now prefer to find information on their own through the internet and online databases. Feedbacks from users were not evaluated in most SWOT studies encountered. It is rated as threat by four institutions apparently because they are not getting feedback from users.

The effectiveness of the library as a whole can be inferred from its service provision (Onuoha, Omokoye& Bamidele, 2013). The greater strengths and

opportunities than weaknesses and threats in service provision in the libraries studied implies effectiveness of the libraries evaluated in this study in collection development, physical infrastructure, staffing and governance

7   CONCLUSION AND RECOMMENDATIONS

Findings on SWOTs of the university libraries in terms of service provision and utilization revealed that services and utilization of the libraries are in support of universities' goals and objectives. Access tools that enable users locate needed resources with ease, availability of stock for lending, library opening hours and 24 hours access to library web page anywhere at any time are strengths. Provision of services such as circulation, reference, current awareness services, and users' education are additional strengths. Use of other libraries, open access resources and technology are opportunities libraries are leveraging on to improve services and use of their libraries. Promotion and marketing of library services using social media are threats to services and use. Threats are also in the areas of competition from other information services providers, changing perception of users on the roles of libraries, feedback from users and funding.

SWOT analysis is an analytical technique that is gaining wide acceptability in different sectors. However, little is known about its application in libraries as there is a dearth of literature on such. This study revealed that university libraries in Ogun State have common strengths, weaknesses, opportunities and threats in service provision. Overall, the study shows that libraries in Ogun state have more strengths and opportunities than weaknesses and threats in service provision. With their strengths and opportunities, they can minimize weaknesses and eliminate threats.

Marketing is an important aspect of every business enterprise. Libraries should consider having marketing desk and a designated officer (librarian) with appropriate training background and skill. Definite marketing strategies should as such be put in place by university libraries. The library by this approach would overcome the threats of competition with other information services provider, users changing perception of the role of the library and inadequate feedback from users as discovered in this study.

REFERENCES

1. ASSOCIATION OF COLLEGE AND RESEARCH LIBRARIES (2011). Standards for libraries in higher education. Chicago, Illinois.

2. LANCE (K), RODNEY (MJ) and HAMILTON-PENNEL (C) (2005). Powerful Libraries make powerful learners: The Illinois study. Illinois: Illinois School Library Media Association. 55. Retrieved from http://www.islma.org on 4th September, 2014.

3. Patton (MQ) (1987). Qualitative research evaluation methods.1987. Sage Publishers. Thousand Oaks, CA.

4. Kumar (SPK) (2012). University libraries in Kerala: SWOT analysis for marketing. Library Philosophy and Practice, Paper 787. Retrieved from https://digitalcommons.unl.edu/libphilprac/787 on 15th September 2015

5. HARRIS (SY) (2018). SWOT analysis of Jamaican academic libraries in higher education. Library Management, 39 (3/4): 246-278.https://doi.org/10.1108/LM-07-2017-0068. Retrieved on 15th March, 2018.

6. THOMAS (HM) (2014). Library SWOT analysis. Retrieved from http://library.ehow.com/library-swot-analysis.html on 10th May, 2019. =

7. NATIONAL UNIVERSITIES COMMISSION (2012). Benchmark/Minimum academic standard. Retrieved from http://nuc.ngon 14th July, 2018

8. NATIONAL UNIVERSITIES COMMISSION (2018). Monday Bulletin. Retrieved from http://nuc.edu.ng/25th.june-2018-bulletin/ on 16th July, 2018.

9. NATIONAL UNIVERSITIES COMMISSION (2019). Full list of ranking of Nigerian Universities by NUC. Retrieved from www.nigerianinfopedia .com.ng/nuc- ranking-top-100universities/ on 5th June, 2019.

10. LRCN (2019). Standards and guidelines for academic libraries in Nigeria. Librarians' Registration Council of Nigeria. Retrieved from www.lrcn.gov.ngon 27th December, 2019

11. ASSOCIATION OF UNIVERSITY LIBRARIANS OF NIGERIAN UNIVERSITIES (2016). A compendium of Association of University Librarians of Nigerian Universities (AULNU) and Nigerian university libraries. Balarabe, A.A., Anunobi, C., Nkiko,C. &Idiodi, E.O (Ed.). Ahmadu Bello University Press Limited.

12. HARRIS (SY) (2017). Top trends and issues in Jamaican academic libraries. *Information and Learning Science*. 118(1/2): 17–47. Retrieved from http://dx.doi.org/10.1108/ILS-10-2016-0069 on 15th February, 2019.

13. ALUKO (O), YOUDEOWEI (T), NNACHI (E), CHARLES (J), BAKAM (A), BOSUN (T), OLUBEMI (A), BABALOLA (A), OLORUNSOGO (D), CARSMIR (O) and DADA (P) (2019, May 6). State of public varsity libraries worrisome, says ASUU president. Punch Newspaper, p. 2.

14. OGBUIYI (SU) and OKPE (IJ) (2013).Evaluation of library materials usage and services in private universities in Nigeria. *Kuwait Chapter of Arabian Journal of Business and Management Review.* 2(8): 33-41.

15. OKORO (CGC) (2019). The librarian: Information gate keeper, advocate and priest. 30th Inaugural Lecture, Babcock University, Ilishan-Remo. Pp 65.

16. SALMAN (AA) (2009). Appraisal of academic library standards as measurement for Nigerian academic libraries. Retrieved from www.unilorin.edu.ng/.../

17. LANCASTER (FW) (1993). The measurement and evaluation of library services, 2nd Ed. 1993. Information Resource Press. Arlington, Virginia DC.

18. EMOKINIOVO (KA) and OGUNROBI (SA) (2012). Evaluating the use of faculty libraries in Nigerian universities: A case study of university of Benin. *Nigerian Libraries*. 45(2): 1–7.

19. MOKHTAR (WNHW), SHAIFUDDIN (N), YU (H), SAMAN (WSWM), and BABA (N) (2018). The importance of measurement and evaluation works in academic libraries. *International Journal of Academic Research in Progressive Education and Development*. 7(3): 363–377.

20. RUDZIONIENE (J) and DVORAK (J) (2014). Public administration approach: What do libraries need for consistent information services evaluation? *Library Management*. 35(6/7): 495 – 507. Retrieved from http://doi.org/10.1108/LM-02-2014-0019.

21. NWOSU (CC) and UDO-ANYANWU (AJ) (2015). Collection development in Imo state Nigerian: Status analysis and way forward. *International journal of advanced and library and information science*. 3(1):126-135. Retrieved from https://www.researchgate.neton 30th June, 2019.

22. POPOOLA (SO) (2008). Faculty awareness and use of library information products and services in Nigerian Universities. *Malaysian journal of Library and Information Science*. 13(1): 91-102.

23. AWOJOBI (EA) and MADU (EC) (2005). The use of library resources in Olabisi Onabanjo University library by lecturers in the faculty of science and college of agricultural sciences, Olabisi Onabanjo University, Ago-Iwoye, Nigeria. *Gateway Library Journal*. 8(1/2): 50-59.

24. LUDWIG (L) and STARR (S) (2005). Library as a place: Results of a Delphi study. *Journal of Medical Library Association*. 93(3): 315-326.

25. OYESIKU (FA) and ODUWOLE (2004). Use of an academic library: A survey on the Olabisi Onabanjo University Libraries. *Lagos Journal of Library and Information Science*. 2(2): 96-101.

26. UGAH(AD) (2007). A SWOT analysis of the university library of Michael Okpara University of Agriculture, Umudike, Nigeria. *Library Philosophy and Practice*. 1-7. Retrieved from http://unllib.unl.edu/LPP/ on 23rd October, 2014.

27. JAGBORO (KO) and ADEWALE (TO) (2009). Usage and adequacy of service points: A case study of Hezekiah Oluwasanmi library, Obafemi Awolowo University, Ile-Ife. *Ozean Journal of Social Sciences*. 2(1): 55-63.

28. NKAMNEBE (EC), UDEM (OK) and NKAMNEBE (CB) (2014). Evaluation of the use of university library resources and services by the students of Paul University, Awka, Anambra State, Nigeria. *Library philosophy and practice (e-journal)*. 1147. Retrieved from https://digitalcommons.unl.edu/libphil/prac/1147 on 12th November, 2015.

29. ANYIM (WO) (2018). E-library resources and service improvement and innovation of access and retrieval for effective research activities in university e-libraries in Kogi State, Nigeria. *Library Philosophy and Practice (e-journal)*.1647. Retrieved from https://digitalcommons.unl.edu/libphil/prac/1647 on 13thNovember, 2019. =

30. ARAVIND (WO) (2018). E-library resources and services: Improvement and innovation of access and retrieval for effective research activities in university e-libraries in Kogi State, Nigeria. *Library Philosophy and Practice (e-journal)*. 1647. Retrieved from https://digitalcommons.unl.edu/libphil/prac/1647 on 12th October, 2019.

31. ADEGUN (AI), OYEWUNMI (OO), OLADAPO (YO) and SOBALAJE (AJ) (2015). Effectiveness of library service and resources in an African university. *Information and Knowledge Management*. 5(3): 54 -59. Retrieved from https://www.iste.org on 20th May, 2019.

32. ROSS (L) and SENNYEY (P) (2008). The library is dead, long live the library, the practice of academic librarianship in the digital revolution. *The Journal of Academic Librarianship*. 34(2): 145-152.

33. ASSOCIATION OF COLLEGE AND RESEARCH LIBRARIES (2005). ARL statistics (2003-2004).Washington, DC retrieved fromhttp://www.arl.org/bm-doc/a l-stat04.pdf on 15th January, 2016.

34. MARTELL (C). (2000). The Absent User: Physical use of academic library collections and services continue to Decline 1995-2006. *The Journal of Academic Librarianship*. 34(5): 400-407.

35. KING (M), DAVIS (K), ALLEN (G), NELSON (N) and PALMINI (C) (2008). University of Winsconsin library final SWOT. Retrieved from https://www.scrid.com/doc.on 12th July, 2016. =

36. HAZIDAH (NA) and EDZAN (NN) (2012). The SWOT ANALYSIS: Marketing and promotional strategies used at the university of Malaya library. In: International Conference on GenNEXT Libraries; 8-10 October, 2012. Retrieved from http://eprints.um.edu.my/5031/ on 23rd July, 2014. =

37. UGAH (AD) (2007). Evaluating the use of university libraries in Nigeria: A case study of Michael Okpara University of Agriculture library. *Library Philosophy and Practice*. 152: 1-9. Retrieved from http://unllib.unl.edu/LPP/ on 10th January, 2019.

38. ABUBAKAR (BP) (2007). Resource sharing among libraries in Nigeria. *Trends in Information Management*. 3(2). Retrieved from http://ojs.uok.edu.in/ojs/ on 23rd September, 2015.

39. ADAMS (B) and NOEL (B) (2008). Circulation statistics in the evolution of collection development. *Collection Building*. 27(2): 71-73. DOI: 10.1108/01604950-510870227

40. ADAMU (IA) and USMAN (I) (2013). Resource sharing services in academi library services in Bauchi: The case of Abubakar Tafawa Balewa University and Muhammadu Wabi libraries, Federal Polytechnic, Bauchi. *Merit Research Journal of Education and Review.* 1(1): 001-005. Retrieved on 11th October, 2015. From http://www.meritresearchjournals.org/er/index.htm15.

41. ADEYEMI (JA) and AWOJOBI (EA) (2015).Librarians' attitude towards marketing of library services in academic libraries in Ogun State. *Benue Journal of Library Management and Information Science*. 5(1): 185-200.

42. AINA (LO) (2013). Information, knowledge and the gatekeeper. An inaugural lecture delivered at University of Ilorin. *Ilorin: The library and Publication Committee, UNILORIN.*

43. AMUSA (OI), IYORO (AO), and AJANI (OF) (2013). Work environment and job performance of librarians in the public universities in South-West Nigeria. *International Journal of Library and Information Science*. 5(11): 457-461.

44. ASSOCIATION OF RESEARCH LIBRARIES (2014). Libraries and Information Networks. Retrieved from https://www.acu.ac.uk/membership/professional-networks/libraries-information-network/.

45. BOZIMO (DO) (1980). Co-operation among university libraries in Nigeria: Problems, perspectives and implications for national planning. 1980. Columbia University. (D.L.S. Thesis).Retrieved from http://trove.nla.gov.au/version/38666816.

46. EKUOYE (O) (2002). Taking advantage of interlibrary lending/library cooperative among private law firm libraries in Nigeria: The role of the libraries. *Nigerian libraries*. 34(2): 22-25.

47. FOLORUNSO (O) and FOLORUNSO (FJ) (2010). Resource sharing, networking and consortia in Africa. *Journal of Innovative Research in Management and Humanities*. 1(1): 43-48.

48. GANG (DZ) (1980). Towards a widen library resource sharing. *International Library Review*. 12(1): 3-6.

49. GBAJE(ES) (2007). Implementing a national virtual library for higher institutions in Nigeria. *LIBRES (Library and Information Science Research Electronic) Journal*. 17(2): 1-15. Retrieved from http://libres.curtin.edu.au/ on 14th October, 2017.

50. GENSLER RESEARCH (2014). Why do students really go to the library? Retrieved from http://www.gensler.com/design-thinking/research/future-of-the-academic-library on 4th September, 2014.

51. IBRAHIM (U) (2006). New approaches in library resource sharing in the digital age. Paper presented at the Nigerian Library Association 4th annual national conference and Annual General Meeting, Abuja. Pp 18-23.

52. MOHAMMED (Z) (2016). Coping with the information needs of the emerging digital academic community. In: BALARABE (AA), ANUNOBI (C), NKIKO (C) and IDIODI (EO) (eds.). A compendium of the Association of University Librarians of Nigerian Universities (AULNU) and Nigerian university libraries.

53. NWEZEH (CMT) and SHABI (IN) (2011).Students' use of academic libraries in Nigeria: A case of Obafemi Awolowo University library, Ile - Ife. *Library Philosophy and Practice*. Retrieved from http://digitalcommons.unl.edu/libphilprac/602.

54. ODINI (C) (1991). Problems and prospects of resource sharing in developing countries African. *Journal of Library, Archives and Information science*. 1(2): 93.

55. OGUNDIPE (OO) (2005). The librarianship of developing countries: The librarianship of diminished resources. Ikofa Press. Lagos, Nigeria.

56. OKEAGU (G) and OKEAGU (B) (2008). Networking and resource sharing in libraries and information Services (LIS): The case for consortium building. Information.*Society and Justice.*1(2): 266-262

57. ONUOHA (UD) and OPEKE (RO) (2012). Online social networking as correlate of Job performance and carrier Success among librarians in Nigerian university libraries. *African research and documentation*. 119: 3-14.

58. OSSAI (NB) (2010). Consortia building among libraries in Africa and the Nigerian experience. *Collaborative Librarianship*. 2(2): 74-85. Retrieved from http://digitalcommons.du.edu/cgi/viewcontent.cgi?article=1257 on 24th April, 2014

59. RABIU (AM) (2012). The roles of library and librarian in Information resource sharing in emerging information society. *Information and Knowledge Management*. 2(7): 79-85.

60. TOWNLEY (CT) (1992). College libraries and resource sharing: Testing a compact disc union catalogue. *College and research libraries*. 53(5): 405.

61. TURNER (SF), CARDINAL (LB) and BURTON (RM) (November,2015). Organizational research method. 1- 28. Retrieved from on 16th January, 2019.

62. TROLL (D) (2002). How and why libraries are changing: What we know and what we need to know. *University Libraries and Research Paper*. 64.Retrieved from http://repository.cmu.edu/lib_science/64.

63. VEER (DK) and KADAM (SD) (2014). SWOT analysis of engineering college in Maharashtra: with special reference to Maharashtra Region. *India Journal of library and information science*. 8(2): 181 – 185. Retrieved from www.researchgate.net on 13th January, 2020

64. VEERAMANI (M) and VINAYAGAMOORTHY (P) (2010). A study on the marketing techniques for academic Libraries in Kuwait. *International Journal of Educational Research and Technology*. 1(1): 77-83. Retrieved on 12th October, 2015 from http://www.soceagra.com.

65. YA'U (ZY) (2003). Towards a virtual library for Nigeria. Retrieved from http://portal.unesco.org/en/ev.phpon 4th May, 2016.

66. YEASMIN (S) and Rahman, (KF) (2012). 'Triangulation' research method as the tool of social science research. Bangladesh University of Professionals (BUP) Journal, 1(1), 154 – 163.

67. ZINT (M) (2013). Evaluation: What is it and why do it? Retrieved from www.meera.snre.umich.edu/...evaluation/ on 7th April, 2014.