



PLANNING AND ADMINISTRATIVE METHODS ADOPTED BY ACADEMIC LIBRARY HEADS OF DIVISIONS IN BAYELSA STATE

Margaret N. NGWUCHUKWU (PhD)¹ & Edonkumoh V. EBIYE (MLIS)²

Department of Library & Information Science, University of Nigeria Nsukka¹,
Department of Library & Information Science, Niger Delta University, Bayelsa
State, Nigeria²

margareth.ngwuchukwu@unn.edu.ng¹, veedonkz4info@gmail.com²

Abstract

Purpose: This study explores the various methods adopted by academic library Heads of Divisions in Bayelsa State in planning and administration of their libraries.

Methodology/Approach: The descriptive survey design was adopted for this study using a questionnaire to collect primary data from the entire 66 academic library HODs including their head librarians in all academic libraries in Bayelsa State. Data gathered was analyzed using frequencies, simple percentage and mean score count.

Findings: Financial planning, personnel planning, information resources and infrastructural facilities planning were revealed as some of the methods academic library HODs adopts in planning and administration of their respective divisions. It also revealed inadequate funding, poor attitude of staff and poor statistical data from staff for proper planning as some of the factors that impedes planning and administration of academic libraries.

Practical Implication:

Originality/Value: The study recommends that academic library heads should provide adequate fund for library HODs to carry out effective planning and administration of academic library services in their respective divisions.

Keywords: Bayelsa State, Planning, Administration Methods, Academic Libraries, Heads of Division,

Introduction

The core work roles, duties and responsibilities of the modern academic librarians have long shifted due to the constantly changing needs of library user community. To remain vibrant and relevant to these changing needs within the university system, the head librarians and their sectional heads must effectively manage both the human and material resources under their disposal to meet the 21st century users' needs. Hoffman, (2012) posited that as the role of the academic library has changed; the library deans' role has gone through a similar transition. For libraries to continue to achieve their roles and purposes, they must respond to the digital, financial and societal changes by similarly challenging their own ways of working(Wade, 2012).This onerous task can be achieved through effective planning and administration carried out by the head librarian and corresponding Heads of Divisions (HODs).Planning, according to Mgbodile (2007) is a mental exercise of deciding in advance the

goals to be achieved and the means and strategies to be adopted to achieve the goals within an overall time frame. Administration on the other hand, is the ability to mobilize both human and material resources towards the achievement of organizational goals and objectives. Library administration is in control and supervision of a library or library system, including planning, budgeting, policymaking, personnel management, public relations and programme assessment with responsibility for results (Reitz, 2004).

Planning and administration of academic libraries have been the responsibility of university or college/chief librarian with the assistance of the various heads of divisions. They initiate plans, policies and programmes for the libraries in their respective areas in order to achieve the goals and objectives of the library. Their duties include fundraising, strategic planning, quantitative assessment, defense of library value to institutional administrators, and other skills beyond the traditional library school

education (Dewey, 2005; Long & Schonfeld, 2010). Library heads according to Ifidon & Ifidon (2007) have the prime responsibility to blend the library's resources and ensure their efficient use for the accomplishment of the library's objectives. To enable them carry out these functions effectively, the planning unit of each academic library as a matter of necessity will be staffed and headed by a well trained librarian with the right academic qualifications.

One significant feature of planning and administration in academic libraries is the departmentalization of essential services into divisions and sections. The university/polytechnic/college librarian assigns professional librarians to man each division/section. They take responsibility of planning and administration of their respective divisions/sections. The HODs carry out their planning and administrative activities in consultation with the university/polytechnic/college librarian through regular meetings. The HODs are in charge of administration of their various offices, interpretation and application of established regulations, funds and effective service management, distribution and maintenance of library physical infrastructures and facilities, staff and student information access management etc. In order to achieve the common goals and objectives of the libraries, they engage diverse methods or ways in carrying out planning and administrative activities within their divisions. This study is an attempt to investigate empirically, some of the methods academic libraries HODs adopts in carrying out planning and administration of academic library services in their respective divisions/sections in Bayelsa State. This forms the bases of this research.

Statement of the Problem

Due to constant changes in the academic library space, heads of division faces several challenges in carrying out effective planning and administration in their respective libraries. A proper look at academic libraries in Nigeria especially Bayelsa State shows that the libraries are mostly understaffed with professional librarians. Head Librarians and HODs are always

complaining of inadequate funding as evidenced in non-payment of leave allowances, delay in payment of salaries and other fringe benefits common in such academic libraries in the State. The academic libraries HODs in Bayelsa State, needs material and financial support from their respective chief librarians. However, events and situations in most of the academic libraries also show that they do not receive adequate financial and material support required to execute lay down plans from their respective head librarians while some staff are not punctual and lack common work ethics. It is also speculated that Vice Chancellors and Provosts influenced the recruitment and posting of librarians. This has greatly affected the effective planning and administration of academic libraries by library HODs in Bayelsa State. Also, lack of commitment on the part of library staff, are often evidenced due to inadequate job satisfaction and are so often regarded as 'birds of passages'. Inaccurate statistical data submitted by staff in charge to the HODs also affects proper planning and administration in these academic libraries. These are indications that academic library Heads of Division in Bayelsa are facing some challenges in the discharge of their respective duties. This needs to be urgently addressed. Failure to address this situation will lead to the collapse of the academic libraries which will in turn affect the entire higher education system in the State greatly because academic libraries are the hub in which the wheels of higher education rotate. In light of the above, a research of this nature is invaluable and this is the motivation behind this study.

Purpose of the Study

The purpose of this study is to investigate the planning and administrative practices of academic library HODs in Bayelsa State. The specific objectives are to:

1. Find out methods academic Libraries' HODs use in planning and administration of their divisions.
2. Find out methods academic Library HODs plans and administer infrastructural facilities in their divisions.

3. Find out methods academic Library HODs plans for fund management of their respective divisions.
4. Find out methods academic Library HODs plans for personnel administration in their respective divisions; and
5. Find out problems affecting effective planning and administration of academic libraries by HODs.

Literature Review

Planning has been used at various levels to mean the process of determining in advance what is to be done, including classification of goals and objectives, establishment of policies, mapping out of programmes and campaigns, determining specific methods or procedures and fixing day-to-day schedules (Peretomode, 1998). The focal point of every planning is the effective application of resources for maximum benefit. Ugwu (2012) sees planning as deciding in advance the specific future course of action to be adopted with a view to optimizing the use of limited organization resources towards a desirable and specified goal attainment. It is obvious from this meaning that planning is a conscious, deliberate, systematic and rational decision making process designed to influence future course of action in an organization or any field of human endeavour in order to make the most out of limited resources for profit maximization. Having known a little about the concept of planning, it is also of equal importance to know little about the concept of administration because the two are interchangeable used in this study.

Administration has been defined by several authors. Ogbonnaya (2005) sees administration in its totality as a process which entails the utilization of human, financial and material resources in maximizing the realization of goals and objectives. It is the capacity to mobilize human and material resources towards achievement of institutional goals and objectives. Ogunsaju (1998) opines that administration is concerned with a variety of tasks. He however describes administration as the careful and systematic arrangement and use of human and material resources, situations and opportunities for the achievement of specific

objectives. From the foregoing, it is obvious to conclude that planning and administration are two sides of a coin that must work hand in hand towards achieving organization goals. Academic libraries are established to provide equal and undeniable access to all users, irrespective of their status. Their success now largely depends on proper service planning and administration on the part of the head librarians and their HODs. This brings us to the concept of academic library planning and administration.

Planning in academic libraries can simply be defined as taking decisions or mapping out strategies with regards to accomplishing library goals and objectives through effective use of human and material resources. According to Mgbodile (2004), educational planning is the systematic and intelligent preparation for achieving the envisaged goals and objective in education, determining courses of action and selecting the strategies for effectively implementing such actions and achieving the set educational goals. It is the total capability and capacity to delve into the future in ascertaining the prospects and challenges confronting education in order to achieve its aims and objectives for the common good of a nation. Asaya (2005) corroborate that educational planning is the exercising of foresight in determining the policies, priorities and cost at an educational system having due regard to economic and political realities for the system potential for growth and for the needs of the country. Academic library administration on the other hand is the component part of management that ensures the effective implementation of library policies and plans.

Research Method

Descriptive survey design method was used for this study. Survey design is suitable for this study because of its ability to describe data collected in a systematic manner that portrays the way and manner the HODs in academic libraries in Bayelsa State carry out their planning and administrative practices. A self-administered questionnaire and interview was used to collect primary data from the entire 66academic library HODs including their head librarians in all academic libraries in Bayelsa State. No sampling was done since the

population was small, thus the whole population was used for better generalization of results. This group of respondents was considered because they are in better position to make positive and reliable responses on planning and administrative activities carried out in their various divisions. The instrument developed was given to two different research experts within Library and Information Science for content and face validation. The instrument

was administered to the respondents in their respective offices and collected immediately upon completion. The interview was conducted only with the Head Librarians based on several negotiations. All nine (9) Heads of academic libraries in Bayelsa State agreed and participated in the interview. Data gathered were analyzed using frequencies, simple percentages and mean score counts.

Results

Table 1: Distribution of HODs in academic libraries in Bayelsa State

S/N	Academic Libraries in Bayelsa State	No of HODs	Head Librarians	Total
1.	Niger Delta University Library, Amassoma	12	1	13
2.	Niger Delta University Teaching Hospital Library, Okolobiri	2	1	3
3.	Federal University Otuoke Library, Yenagoa	8	1	9
4.	Federal Oil and Gas Polytechnic Library, Ekowe	6	1	7
5.	Nigerian Law School Library, Yenagoa	5	1	6
6.	Bayelsa State School of Nursing Library, Tombia	6	1	7
7.	Bayelsa State School of Health Technology Library, Ogbia	6	1	7
8.	Bayelsa State College of Arts and Science Library, Yenagoa	6	1	7
9.	Isaac Boro College of Education Library Sagbama	6	1	7
	Total	57	9	66

Research Question 1: What are some of the planning methods adopted by library HODs in their divisions?

Table 2: Mean responses on the planning practices adopted by library HODs n=66

S/N	Items	SA F4	A F3	D F2	SD F1	\bar{X}	DECN
1	Recruitment of staff to their division	3	17	12	24	1.5	Disagree
2	Posting and determination of roles, job description of staff	32	26	6	2	3.33	Agree
3	Supervision of staff working under their sections	24	39	3	-	3.32	Agree
4	Disbursement and management of library resources/facilities within their division	41	9	6	10	3.32	Agree
5	Disbursement of fund and evaluation of the division's budget	11	4	30	21	2.28	Disagree
6	Receiving user statistics from staff and preparing reports for management meetings	33	19	10	4	3.32	Agree
7	Reporting staff performances and state of service delivery to the Head librarian	47	16	3	-	3.76	Agree
	Overall					2.97	

Key: \bar{X} – Mean, SA- Strongly Agree – A -Agree – D – Disagree SA – Strongly Disagree

Result in table 2 above revealed that, all the respondents agreed on the above items as some of the planning practices they carried out except items 1 with a cut off mean point below 2.50. However, items 7 (3.76), 2(3.33), 3(3.32), 4(3.32) and 6(3.32) were identified as the major

planning practices that academic library HODs adopt in the management and administration of their divisions/sections. The result of the interview responses were not far from the above. Six (6) out of the nine (9) Head librarians reported that they rely on their heads of Division in managing their libraries. They carry

out their planning and administrative functions by constantly communicating with them and holding regular management meetings. Their library planning and administration solely depends on the reports they received from sectional heads.

Research Question 2: In what ways does academic library HODs plan for distribution of infrastructural facilities for their division?

Table 3: Percentage responses on the ways library HODs plan for the distribution of infrastructural facilities

n=66			
S/N	Items	Frequencies	%
1	Evaluating user needs and mapping out strategies that will meet their needs	4	6.1
2	Provision of conducive physical environment for both staff and users	10	15.2
3	Proper distribution and monitoring of computers and their accessories and internet facilities within their divisions	22	33.3
4	Taking statistics of facilities that requires repairs or replacement and report appropriately to the head librarian	14	21.2
5	Placing orders from suppliers for new facilities/equipment	-	-
6	Liaising with the school technical services unit via head librarian for repairs or servicing of faulty facilities/equipment	9	13.6
7	Recommending state of the art facilities that ensures international best practices to the head librarian	7	10.6
Total		66	100

The respondents were asked to indicate the ways they plan for the distribution of infrastructural facilities in their division. Result in table 2 above revealed that, Proper distribution and monitoring of computers and their accessories and internet facilities within their divisions 33.3%. Taking statistics of facilities that requires repairs or replacement and report appropriately to the head librarian 21.2%,

Provision of conducive physical environment for both staff and users 15.2% and liaising with the school technical services unit via head librarian for repairs or servicing of faulty facilities/equipment 13.6% were identified as the ways academic library HODs plan for the distribution of infrastructural facilities in their respective divisions/sections.

Research Question 3: How does the library HODs plan for fund management of their divisions?

Table 4: Percentage Responses on how library HODs Plan for Fund Management n=66

S/N	Items	Frequency	%
1	Disbursement of fund accruing to the division from head librarian	16	24.2
2	Supervision and auditing of divisional activities involving financial transactions	10	15.2
3	Generation of fund for overhead expenses	8	12.1
4	Keeping proper accounts of funds accruing to their divisions	12	18.1
5	Payment of staff salaries, emoluments and other fringe benefits	-	-
6	Organizing workshops/seminars on financial management for staff under their divisions.	5	7.6
7	Soliciting for financial sponsorship of divisional activities from external and internal collaborating agencies.	2	3.1
8	Reporting divisions' statement of account to head librarian	13	19.7
Total		66	100

In table 4, the respondents were asked to indicate how they plan for fund management in their division. The results revealed that they plan for fund management in their divisions by disbursement of fund accruing to the division from head librarian 24.2%, reporting divisions'

statement of account to head librarian 19.7%, keeping proper accounts of funds accruing to their divisions 18.1% and supervision and auditing of divisional activities involving financial transactions.

Research Question 4: What are some of the ways academic library HODs plans for personnel administration in their respective divisions?

Table 5: Mean responses on how library HODs plan for personnel administration n=66

S/N	Items	SA F4	A F3	D F2	SD F1	x	DECN
1	Advertising staff vacancies	2	4	12	48	1.39	Disagree
2	Undertake staff appraisal, promotion and disciplinary issues	23	33	7	3	3.15	Agree
3	Training and retraining of staff within their division/sections	17	15	21	13	2.64	Agree
4	Determining staff roles and duties as well as job description and conditions of service	40	23	3	-	3.56	Agree
5	Putting staff disciplinary measures in place	18	39	-	9	3.0	Agree
6	Ensuring that staff have access to welfare facilities regularly	11	17	32	6	2.5	Agree
7	Holding regular staff meeting for performance appraisal purposes	29	34	3	-	3.39	Agree
Overall						2.80	

In table 5, the respondents were asked to indicate their level of agreement/disagreement to the response items on the ways they plan for personal administration in their division. The result revealed that, the respondents agreed on all items as the possible ways they planned for

personnel administration in their respective divisions except item 1 (Advertising staff vacancies). The issue of advert placement for job vacancies is strictly out of their administrative responsibilities.

Research Question 5: What are some of the factors that impede effective planning and administration by HODs in their section?

Table 6: Percentage responses on the factors that impedes effective planning and administration by Library HODs

		n=66	
S/N	Items	Frequency	%
1	Lack of sufficient fund for carrying out administrative functions	15	22.7
2	Incessant interference by head librarian	8	12.1
3	Lack of cooperation on the part of staff	11	16.7
4	Inadequate statistical data for planning divisional activities	9	13.6
5	Lack of succession planning	8	12.1
6	Delays in payment of staff wages and emoluments	-	-
7	Internal wrangling and infighting amongst senior colleagues	5	7.6
8	Corruption and diversion of fund meant for divisional operations	3	4.6
9	Delays in sending statistical data to HODs on the part of staff	7	10.6
Total		66	100

In table 6, the respondents were asked to indicate the major factors that impede effective planning and administration in their respective divisions. The results revealed that, lack of sufficient fund for carrying out administrative functions 22.7%, lack of cooperation on the part of staff 16.7%, inadequate statistical data for planning divisional activities 13.6%, incessant interference by head librarian 12.1% and lack of

succession planning were identified as the major factors that impedes effective planning and administration of HODs in their respective divisions. The HODs did not regard the issue of corruption and diversion of fund meant for divisional operations and delays in payment of staff wages and emoluments as problems facing planning and administration

Discussion of Results

Planning and administrative practices adopted by HODs

The result revealed that the academic library HODs adopts some planning and administrative practices which includes personnel planning, financial planning and infrastructural facilities planning of their respective divisions. Similar findings were made by Dewey, (2005); Long & Schonfield, (2010) that some of the duties of academic library deans includes fundraising, strategic planning, quantitative assessment, defense of library value to institutional administrators, and other skills beyond the traditional library school education. This is in line with Mgbodile (2007) position that unfamiliarity with variety of plans causes a lot of difficulties in the effective implementation of educational plans in Nigeria.

Ways Library HODs plan for Distribution of Infrastructural facilities

The result revealed that library HODs plan for the distribution, arrangement, space management, usage and general safety and maintenance of infrastructural facilities in their sections by identifying user needs and distributing relevant facilities and equipment such as computers hardware/software and internet facilities within their divisions. They also take statistics of facilities that requires repairs, replacement or upgrade such as computers/accessories, internet connection/connectivity issues, sectional furniture and fittings and report appropriately to the head librarian for immediate action. Depending on particular campus needs, academic libraries may use this space for public computers, large group-study tables, individual desks or study carrels, comfortable seating, cafes, or instruction rooms (Dewey, 2008; Lin, Chen, & Chang, 2010). This is very imperative because keeping such essential facilities and equipments properly working attracts users to library resources and services.

Ways Library HODs Plans for Fund Management in their Division

The results showed that the HODs plan for financial management of their sections. This finding also corresponds with that of Ogbonaya

(2005) who posited that the financial management of schools is the direct responsibility of the school heads. The university/college/polytechnic together with the library HODs is responsible for annual auditing of sectional accounts, keeping accurate accounts of overheads and other financial transaction within the library. Library Director/Dean should have authority to apportion funds and initiate expenditures within the library budget and in accordance with institutional policy (ACRL, 2004).

Ways Library HODs Plan for Personnel Administration in their Division

The result showed that all the HODs plan for personnel administration by training and retraining of both professional and non-professional staff, assessment and appraisal of staff, promotion and disciplining of staffs within their sections. This finding is worthy of note because it revealed that personnel planning is an important issue in academic libraries which places emphasis on determining personnel needs and requirements of various sections. Library HODs are also concerned with determining the modes of recruitment of staff, their roles and duties and responsibilities (job description) as well as their service conditions.

They also encouraged the establishment of functional departmental libraries and assigned staff that oversees them and report to them accordingly.

Factors that impede effective planning and administration of academic libraries by HODs

The findings revealed that several factors such as inadequate fund for carrying out administrative functions, incessant interference/instability, insufficient data and delays in sending timely information to HODs by staff impedes the effective planning and administration of academic library. This finding also indicates that library HODs lacks adequate funding from their head librarians for the effective management and administration of their section. Inadequate funding has been the major challenges bedeviling planning and administration of academic libraries in Bayelsa State. Government-owned university libraries according to Nwezeh and Shabi (2011) are

suffering from a low budgetary allocation for education. Most library staff do not keep proper records/statistics and some often times send inaccurate data to the HODs while others often times delay in sending such records which definitely affects proper planning and administration of academic libraries. According to Mgbodile (2004) the success of any educational planning depends very much on adequate funding and adequate statistical data in any given country.

Conclusion

Planning and administration is an essential part of academic libraries. Planning and administrative practices can be regarded from the study as all the managerial processes involved in making and executing decisions geared towards the attainment of academic library goals and objectives. This study was an attempt to investigate such practices carried out by the entire sixty six (66) academic library HODs in Bayelsa State. The study reviewed some related literature centered on curriculum planning, personnel planning, financial planning, and school environment/facilities. The research findings showed among others that academic libraries' HODs adopt some planning and administrative practices in the day-to-day running of their respective sections which

includes financial planning, personnel planning, information resources and infrastructural facilities planning.

Recommendation

Following careful analysis based on the findings of the study, the following recommendations were made:

1. Academic library heads through their parent institutions within should provide adequate fund for library HODs to carry out their administrative duties and such funds should properly be monitored by the head librarians to avoid misappropriation and embezzlement of funds.
2. Unnecessary interference on the sectional activities by library heads should be avoided for sustainability of library policies and programmes in the State.
3. Effective policies should be put in place by the library HODs to ensure adequate provision of statistical data by staff in other to assist them carry out effective planning and administration of sectional policies and programmes within the State.

Reference

- ACRL (2004). Academic Library standards. <http://www.ala.org/lalacrl/standards/guidelines>.
- Asaya S.A (2005). *Essentials of educational management*. Ibadan: Ambile Press Ltd.
- Dewey, B. I. (2005). Leadership and university libraries: Building to scale at the interface of cultures. *Journal of Library Administration*, 42(1), 41-50.
- Hoffman S., (2012) The Preparation of Academic Library Administrators; A Dissertation prepared for the Degree of DOCTOR OF PHILOSOPHY UNIVERSITY OF NORTH TEXAS December 2012. Available at: http://C:/Users/NITDA4/AppData/Local/Temp/WPDNSE/SID-%7BCDDDD0001,,15971909632%7D/Dissertation_Aproved_20130411.pdf
- Ifidon, S, E and Ifidon, E.I. (2007). *New Directions in African Library Management*. Ibadan: Spectrum Books.
- Lin, P., Chen, K., & Chang, S. (2010.) Before there was a place called library: Library space as an invisible factor affecting students' learning. *Libri: International Journal of Libraries & Information Services*, 60(4), 339–351.
- Long, M. P. & Schonfeld, R. C. (2010). Ithaka S+R library survey 2010: Insights from U.S. academic library directors. Retrieved from Ithaka S + R website: <http://www.sr.ithaka.org/sites/default/files/rep-orts/insights-from-us-academic-library-directors.pdf>
- Mgbodile, T.O (2004). *Fundamentals in educational administration and planning*. Nusukka: Magnet Business Enterprises. 2004.
- Mobodile, T.O (2007). *The dynamics of educational planning* Onitsha: African Fep Publishers, 2007.
- Nwezeh CMT & Shabi IN (2011). Students use of academic libraries in Nigeria: a case of Obafemi Awolowo University library, Ile Ife. Lib. Retrieved from: <http://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=1634>
- Ogbonnaya, N.I (2000). Educational planning and administration in Nigeria: An Appraisal. *Nigerian Journal of Empirical Studies in Psychology and Education Vol. 1 p.2*
- Reitz, J. M. (2004). *Dictionary for library and information science*. London: Libraries Unlimited.
- Wade, M (2012). Re-inventing the Library – the role of strategic planning, marketing and external relations, and shared services at the National Library of Scotland. *Paper presented at the 78th IFLA General Conference And Assembly, Helsinki, Sweden* Retrieved from <http://conference.ifla.org/ifla78CFM>. Accessed 28th November, 2008. Retrieved from: <http://conference.ifla.org/past-wlic/2012/ifla78.htm>