

Academic Libraries: Engine Breed Spurring Innovation for Competitiveness and Sustainable Economic Growth In Nigeria

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Abstract: The research was designed to unveil out how academic libraries have assisted institutions in bring up candidates to work in industrial capabilities towards the achievement of competitiveness and sustainable economic growth in society. This study was drawn from the extensive literature review and case studies to discuss the following economic value of accessing information using the library; innovation and services in academic libraries; initiatives, resources and activities that facilitate access to information in the library; FUTO Library and library responding to academic programmes. The following research questions helped ascertain what has made the academic libraries tick in this direction and to find answers to them; what status of people does the library have? To what extent material resources is provided and used by the library patrons? What ICT services are been offered by the library and of what purpose are they offered? What strategy development implied by the library to meet patron's needs? What are the obstacles the library may encounter in the process to achieve competitiveness and sustainability to serve library patrons? Frequency and percentages were deployed for the study due is within the study environment area. Collection of Data was through the use of questionnaire developed by the researchers. Ninety-five copies of the questionnaires were distributed to staff of FUTO Library, out of which 85 were returned and found useful. Finding was analyzed and results ascertained.

Keyword: Library, growth, process, ICT, resources, services, innovation

I. Introduction

Academic libraries: engine breeds spurring innovation for competitiveness and sustainable economic growth. This study took a research of Federal University of Technology, Owerri. This was carried out by thoroughly understanding the nature of academic libraries. And by this, the library has strategized and units created, that help provide broader outlets for an efficient and effective delivery of information services to meet with the challenges of the time rather than been myopic. This strategized and units created help provide the detailed means by which the library was successful [1]. It also highlights the economic value of accessing information using the library. It ascertained the ability of the library innovation as an example of the seriousness of activities. In view of the importance of efficient and effective information delivery, documentation and dissemination of knowledge strategized and units created, it is appropriate to identify with the factors because they are variables used for analysis of this study. They provided substantive approach of meeting the role of the academic libraries. Application of initiatives, resources and activities that reflects to academic programmes by FUTO, Library should be able to address the proper delivery of information services and identification of new approaches. This study has made relevance to the provision of some credible indices for comparison and for institutions libraries accreditation, for public / peer review assessment of role of academic libraries. The assessment is in no doubt a worthy contribution to the efforts of academic libraries and as well parents bodies in the quest of more rewarding attainments on local and regional recognition. The study and contents of the work are quite re-assuring as it addresses major aspects of the resources of academic libraries. It took account the public expectations of library service deliveries relevance in keeping with the information trends. The study triggers and stimulates positive reflections, stock taking and forward looking re-appraisal of academic libraries and its contributions to Nigerian society and economic growth empowerment. Academic libraries in Nigeria seem to have performed their expected roles in the economy by the acquisition and dissemination of knowledge – based on skilled manpower required for the economic and social transformation and development of the nation. It has also helped equip the recipient of the institutional education with the necessary tools to be useful productive and enterprising [2] [3] [4].

Wisdom would always attests that academic libraries are the engine breeds spurring innovation for competitiveness and sustainable economic growth through provision of an informed knowledge services in an institutions of learning. Academic libraries has always been looked down on as not been able to provide,

document and as well provide wider strategies for the dissemination of knowledge that reach out to societies. Consequently, most academic libraries in Nigeria however, are in a weak position to successfully play their roles in this regard. Also, the inadequate documentation and strategies for wider dissemination of knowledge from varieties of graduates researched projects and dissertations to reach out and made use for economic and development through research activities from institutions which could help transform societies and substances of overall existence. These have been a constant concern. Institutions of learning known to be centre of excellence for research and sustainable development built on a tripod of teaching, research, and community service is surrounded by the world of competitiveness that relies wholesomely on their academic libraries for information delivery. Documentation and dissemination of knowledge has not yet gained the importance that it should in institutions in Nigeria, leading to low levels of scientific outputs, low number of patent applications and trademarks registered and further under-development [6][7]

Economics of the world rely heavily on research activities from the institution for the transformation of their societies and substance of overall existence while the institution relies wholesomely on their libraries for information delivery. The role of academic library here cannot be over emphasized. Most libraries are still in a weak position to successfully play their roles in competitive economic growth. Still, they tied in the traditional role of providing access to information resources by only acquiring, processing and disseminating books. Situation has not changed as it was in the origin. Further, the rising costs of journal prices and inadequate and expensive distribution mechanisms on knowledge and innovation have also inhibited libraries to provide access to updated and relevant literature for economic growth. Journal subscriptions normally increase at rate of 11-16% every year, beyond the reach of many institutions particularly in Nigeria Nyika, (2006), every library in the world suffers from intolerable access limitations, no matter how wealthy. Thus, little technological innovation and knowledge is made available to the industry and research community in Nigeria [7]. This situation implies that research scientists in Nigeria continue to remain isolated and their research will continue to have little impact on economic growth and industrial development [4] [5].

Academic libraries are among the best developed libraries in Nigeria, and they can play a great role in serving the industry community. These libraries are well equipped and better resourced than other libraries in Nigeria. However there is a significant variation in their development and growth, both in quantity and quality, because support of the parent bodies and with even the funding and minimum subsidization they receive from government or other affiliations' Ocholla (2008) politic, bureaucracy and poor decision-making hinders the much progress of academic libraries. Despite the development of ICT, changing nature of information resources and information seeking behaviour, and the several efforts of adopting and applying ICTs in academic libraries, not much would have been achieved in these libraries. For the academic libraries to improve the quality of the information and knowledge services and support the industrial development in their institution and country, Raju (2008) suggested the following measures: reduce cost, seek alternative ways to generate income, sharing resources with other libraries, such as by forming consortia of academic libraries in the same country, rational staffing, apply ICTs in delivering library services and then reduce donor dependency to ensure sustainability of library services. It is thus important for academic libraries to provide innovative information and knowledge services in order to serve the university and industrial communities in the knowledge based society [5] [4] [3] However, Academic libraries can effectively document and disseminate foreign and local information knowledge to achieve competitiveness and economic growth. Creation, use, diffusion and management of new and emerging knowledge is a key driver in economic growth. As Juma and Yee-Cheong, (2005) put it "new knowledge drives economic systems". The availability of scientific and technological knowledge strengthens the capacity to produce new knowledge leading to patentable products Chetsanga (2010), and new services [7]. Introduction of various units and techniques designed for attaining the goals and objectives of academic libraries has helped fulfilling this demands in conjunction with the parents body own visions and missions

The essence of libraries in any institution is to explore, build the edges of possibility and probabilities needed to transform and improve upon the conditions of both the status of the parent's body and users of the libraries and community at large. Basic understanding and use of the library is essential in excelling an individual to the threshold of the self sufficiency through provision of all human, materials, political environmental, social and economic and technological information resources on how to achieve greater excellence to become a catalyst for all closely inter-related economic, social, cultural and demographic changes defined as national development. The library in an institution has the responsibility to assist the parents in the conduct to scholarship and scientific research necessary to generate new knowledge, innovation needed, train the leaders of tomorrow, lying of emphasis on integrative learning and the ability to apply knowledge and skill to real world setting. Effective and efficient timely realization in use of libraries and serious involvement in an academic works of the institution are the most functional, viable and sustainable means to achieve the political, economic, social and cultural transformation of societies as people learn to create new institution [4][2][1]

It is a well known fact that library of any institution is the back-bone of that environment helping to contribute in the real-time information material resources deemed the greatest contribution of an academic towards advancing civilization through knowledge management experts. Library services are important building blocks of economic growth. However, neither libraries nor the business community has accepted this reality. A study of Kansas public libraries in the USA showed that apart from the provision of traditional business reference services, public librarians did not know how to become more pro-active in facilitating business information services, while the business and industrial community did not recognize libraries as a source of such help Glass et al. (2000). Libraries often lack funds, expertise in business research, and a change of mindset toward outreach to the business community and creating a business-friendly organization Hamilton-Pennell (2008). Libraries must be involved in economic development, support for business and employment. Libraries are important part of the business-support infrastructure by adopting innovative strategies in the provision of their knowledge and information services [7]. The major role of libraries in knowledge and information management services is to articulate tacit knowledge and then to make it available for use by others.

According to Schwartz (2006) in Lwoga (2011)⁷, tacit knowledge can be externalized through interventions and representation methods in order to create explicit knowledge. The underlying concept within tacit knowledge is creativity and innovation. Creativity is seen as the production of new, novel and useful ideas (generating value and being seen as valuable); whereas, innovation is seen as the implementation of these creative ideas Mumford et al. (1997) in Lwago, (2011)⁷. Mbagwu and Osondu, (2011)⁸; Naido, (2002)¹⁰ creativity is a concept which internalized tacit knowledge by individuals management through the knowledge management issues of the implicit and explicit knowledge [8] [10] [7] [9] [10][11]. In other words, success is achieved on the ability of utilized information and taken advantage of knowledge of library staff to better serve the needs of the academic community. Lee, (2000) affirms this by noting that knowledge and experiences of librarians are the intellectual assets of any institution and should be valued and shared. Susania, Liu and Whiston, (2003) regretted that most times people felt not to share it and feared they might no longer be valued or deemed indispensable [8]

Transformation on the role and function of change to which institution must adapt is not an easy nut to crack by the academic librarians. Following also, the lack of well equipped education environment for the technological know-how to work effectively, managing central knowledge repositories for parents body, inadequate networks to collaborate effectively between academic librarians and IT experts, and lack of mechanisms for knowledge editing. Tertiary teachers are ranked number one in the scheme of academic library patrons and is considered successful on the basis of his or her research activities measured in two ways namely; the development of human capital and the contributions to science usually adjudged by publications in peer review journals with regard to evaluating his or her information gathering ability which the academic libraries are dedicated to promote. While results of these research activities are usually tailored towards finding solutions to the many problems of man and his environment that include; health, education, water, climate change, energy and food security, transportation, communication etc.

Consequently this yardstick (research) has become important to rank institutions in the world and by implication, the academic libraries that empowers these research fellows. Accordingly, individual and collective research efforts and innovations are used to categorize societies and their overall contribution to advancement of civilization and humanity which libraries took the lead to achieve through inspiration and motivational provision and thought to knowledge management, through pursuit of excellence and science, increase in human welfare with knowledge and skills and attitude needed for effective performance now and in future Iheam (2010) as cited in (Chigbu and Uzogbu, 2011)⁴. The knowledge driven attainment of the academic libraries and the guiding standards are measures of evaluation in the areas identified which necessitate some means for ranking academic libraries locally and globally.

Information and knowledge are keys to economic development. The economic value of accessing information using the library can be realized, where a much larger proportion of economic activity and the workforce are concerned with services rather than with agricultural, extractive or industrial production Loh and Britz (2010). Information and knowledge are viewed as sources of power and productivity, replacing land and capital, with an associated co modification of information or knowledge Webster (2002). Information and the ability to convert it into knowledge the single most important factor and ability needed to contribute to economic growth in the 21st century. The world has consequently moved from the age of hunter-gatherer, agrarian and industrialization to information/knowledge society/economy, thus shifting emphasis from manipulating material goods to manipulating knowledge. Given the fact that information economy/society is interchangeably used to refer to knowledge economy/society, it is important to define them, in order to assess their strategic importance to the economy.

Different terms are used inter-changeably to refer to information/knowledge society or economy, which include the following: the post-industrial society, the information society, information economy, knowledge-based economy, knowledge economy, post-industrial economy, service economy, knowledge society,

knowledge societies, etc. Most of them are combinations of two pairs of terms: knowledge based economy or knowledge society. The concepts of knowledge society and information society are closely related. The term, information society became a synonym of societal development since the 1980s. Information society, “is a society that uses digital revolution in ICTs for free flow of information, ideas and knowledge through the internet, wireless technologies and libraries in order to build a people-centered, inclusive and development-oriented information society, where everyone can create, access, utilize and share information and knowledge, enabling individuals, communities and peoples to achieve their full potential in promoting their sustainable development and improving their quality of life” Ocholla (2008) L. While, the term information society concentrates on the use of ICT in processing and distributing information, knowledge society is a broad and richer concept that focuses on content, by generating, distributing and using information and knowledge in society [7]

In conceptualizing knowledge societies, UNESCO (2005) defined them as the “capabilities to identify, produce, process, transform, disseminate and use information to build and apply knowledge for human development”. The knowledge society is a key resource for development because of the recognition of human rights, freedom of expression and empowerment, and poverty reduction initiatives. On the other hand, knowledge based economy, “refers to a society whose growth and development is based on continuous learning in which the stock of knowledge is continuously replenished and renewed. In such a society, extensive networks of and interactions among information sources and research actors ensures a continuous cycle of knowledge generation, acquisition, exchange and use. Innovation and change are spurred in this cycle and become a permanent feature of the society to drive economic growth and competitiveness” UNECA (2010). In general, human in the knowledge economy refer to substances or resources that can ‘flow’ within the economy such as capital or stocks as Loh and P Britz (2010) put it. In broad terms, knowledge society encompass more perspectives, such as social, political, legal, ethical and cultural, which are not evoked by ‘economy’ Thus, the shift to society/societies may comprise a broad picture of the concept on how knowledge is managed, and how innovation and change can play their role in economic growth. Loh and Britz (2010) also emphasized that knowledge “society/ societies” encompasses many more dimensions, e.g. social, political, legal, ethical and cultural, which are not elicited by ‘economy’. However, a large part of Africa is not well integrated in the global knowledge, industrial and technology networks World Bank (2011). There is a need to improve economic and institutional regimes, education and training, innovation system and information infrastructure in most African countries which Nigeria is one if they have to meet at least the basic requirements of a knowledge society. Libraries, particularly academic libraries, can play a fundamental role in building the knowledge society by supporting complete economic growth mainly by changing their roles and functions [7]

Libraries play a key role in documenting and providing access to information and knowledge for life-long learning, experimentation, creativity and innovation that contribute to a nation’s economic growth and (UNECA 2003). In any community, library play a major role in facilitating information and knowledge service in order to meet information needs of individuals, the provision of library services and resources has also been transformed to reflect the changes of technologies, information seeking behaviour, and nature of information Blummer (2007) in (Lwoga, 2011)⁷. The use of ICTs on library development can be felt at different level, including libraries services, administration, and user education, resource sharing and networking. The fundamental advantage of this implementation is mainly of the good quality of library services, adequate resources, and communication infrastructure [6]. By changing their roles and functions, libraries can become effective in facilitating the dissemination of information and knowledge that is necessary to facilitate technological innovation in the knowledge based society [6] [7]

Further, most librarians in the developed world are aware on the need to change their roles and functions in order to remain relevant in the knowledge-based economy. A survey of librarians from Australia and New Zealand, the USA, the UK, South Africa and Canada found an increased awareness among librarians of their potential contribution to knowledge management, with a high agreement on its positive implications for both individuals and the profession Sarrafzadeh, Martin, and Hazeri (2006). Indications are that most librarians in the developed world are aware of the importance of integrating innovative technologies and strategies in the delivery of their services, although the implementation of innovative technologies, such as web 2.0 is still uneven. The adoption and utilization of innovative strategies and technologies such as web 2.0 in libraries of developing countries is still low. The empirical evidence or theoretical studies emanating from the developing countries are still scarce. A study in one of the developing countries showed that only Really Simple Syndication (RSS) were integrated in two out of 52 academic, special, public and national libraries websites in Pakistan Qutab and Mahmood (2009). Another study in China also revealed that more than two-thirds of the 38 top Chinese university libraries apply one or more kinds of Web 2.0 tools through the basic functions of their web sites Han and Liu (2010). A study of all librarians in four universities in Kuwait also found that the librarians had a low level of familiarity with Library 2.0 applications mainly due to lack of training Al-Daihani (2009). It is clear that there is uneven deployment of these innovative strategies in the developed world.

However, utilization of library 2.0 tools in academic libraries or other types of libraries cannot be over-emphasized. It is therefore important for libraries to change their roles and functions to adopt these innovative strategies and technologies where multimodal competencies are necessary to contribute to the industrial development and economic growth in their countries [7].

Nwogu has stated that there are several international efforts that provide the academic libraries including FUTO Library in Nigeria with a subsidized free access to the selected journals via: Negotiation with publishers has resulted in journals and databases being made available free or at low cost through programmes like Research for Life Programmes, which include HINARI, AGORA, and OARE. Coordinated by World Health Organization, HINARI (Health Inter-Network Access to Research Initiative) offers 7,500 health information resources (in 30 different languages) are now available to health institutions in 105 countries (WHO 2011). OARE (Online Access to Research on the Environment) is coordinated by the United Nations Environment Programme (UNEP), and it provides over 2,990 peer reviewed titles (as of 4/2009) in more than 100 low income countries (UNEP 2011). Led by the Food and Agriculture Organization (FAO), AGORA (Access to Global Online Research in Agriculture) provides a collection of 1900 journals to institutions in 107 countries (FAO 2011). Other initiatives include TEEAL, EIFL, JSTOR's African Access Initiative and PROTA. TEEAL (The Essential Electronic Agricultural Library) was established by the Cornell University's Mann Library, with a grant support from the Rockefeller Foundation in 1999. TEEAL is available for purchase at a low cost, and it offers a - collection of over 145 scientific journals onto an external hard drive that can be connected to a Local Area Network (LAN) to a more than 100 developing countries Cornell University (2011).

EIFL (Electronic Information for Libraries) is an independent foundation that strives to lead, negotiate, support and advocate for the wide availability of electronic resources by library users in transition and developing countries through a multi-country consortia basis, and national library consortia. JSTOR is a not-for-profit service that builds upon a wide range of content in a trusted digital archive of over one thousand academic journals and other scholarly content JSTOR (2011). PROTA (Plant Resources of Tropical Africa) is a not-for-profit Foundation in the Netherlands, and it provides access to a collection of 7,000 useful plants of Tropical Africa PROTA (2011) (University Education is the 21st century: Attaining the International Benchmark in Nigeria 2011)

Initiative is the Programme for the Enhancement of Research Information (PERI) through International Network for the Availability of Scientific Publications (INASP). The PERI programme offers access to over 14,000 journal titles from 11 publishers plus approximately 20 databases, with country licenses available in nine countries (Ethiopia, Ghana, Kenya, Malawi, Mozambique, Tanzania, Uganda, Zambia and Zimbabwe) INASP (2011). In general, these schemes provide researchers with virtually free access to papers in the selected journals. The drawback, however, is that, since the range of journals covered is limited, this will not necessarily provide as much exposure for the work of scientists within these countries as could, in principle, result from a policy of OA archiving Dickson 2005). Further, these initiatives are not likely to be long-term solution since they are generally dependent on grants or subsidies Chan, Kirsop, and Arunachalam (2005).

These initiatives do not necessarily deliver relevant information knowledge pertaining to context-specific issues in Nigeria, since most of their content is generated from outside the continent Murray (2010). Open Access (OA) movement offers many opportunities for the libraries to fulfill information needs of their information. For libraries, open access eliminates the barrier that originated from the spiraling costs of subscriptions to scientific journals Suber (2003). There are two basic strategies used to achieve the open access: (a) Self-archiving (making electronic pre-prints and post-prints available on author home pages or depositing them in digital archives and institutional repositories); and (b) OA journals are those journals that do not charge readers or their institutions for access instead the publishing costs are met by authors. In return, authors retain the copyright in their articles. OA is gaining its momentum. For instance, the Directory of Open Access Journals provide access to 6436 journals, where 2826 journals are searchable at article level, with a total of 558,085 articles DOAJ,(2011). Academic libraries in Nigeria can establish OA repositories to enhance access to local grey literature and research outputs to the institution community. DOA adoption in African libraries and institutions and Nigeria in particular is still very low due to the lack of awareness about the OA, digital divide, change of mindset, lack of technical expertise, and many other factors [7]

AJOL which is a not-for-profit company, is another initiative that hosts over 350 African-published, peer-reviewed journals from 26 countries. Sixty of the 350 journals on AJOL are currently Open Access. Evaluations of the AJOL programme show that research produced in African journals has been made more visible and accessible by the AJOL website [6]. However, a study by Ezema (2010) revealed that there are very few African countries (26%) represented in the AJOL database, with so many of them having not more than two journals. Nigeria and South Africa dominate the list of journals in the database. Medical journals are more represented [8] [7] [5] [6]. The Bio-line is the British Medical Journal (BMJ), SciDev.Net, Development Gateway initiatives. Bio-line International provides open access to 55 peer reviewed bioscience journals published in developing countries Bio-line International (2011). SciDev.Net also provides free Web access to science- and

technology-related information that affect the economic and social development of developing countries SciDev.Net (2011). Another initiative is the Development Gateway, which uses Internet to provide a gateway to development knowledge—including the technical, organizational and management, and policy knowledge Development Gateway (2011). Other organizations such as UNIDO, WHO and others also have developed websites with the knowledge that is available and useful to the business and industrial community. Libraries thus need to change their roles and become active in documenting these technological innovations and research outputs produced from within and outside Africa, and make them available to enhance innovation and industrial development in the continent [7][6]

Other in iterative include the WorldWideScience.org, Public Knowledge Project, SciELO project, and AST. The World Wide Science.org also provides one-stop searching of national and international scientific databases and portals World Wide Science (2011). This enables anyone with Internet access to launch a single-query search of 32 national scientific databases and portals from 52 countries. The Public Knowledge Project provides open access software for archive building in developing countries PKP (2011). The SciELO project, based in Latin America, is a collection of online journals from Brazil, Chile, and Cuba that publishes in Portuguese and Spanish and provides abstracts in English and French SCIELO (2011). INASP has compiled a directory of open access projects, key organizations, and related sites. Currently, there are 65 projects—individual journals, subject repositories, journal collections, and databases INASP (2011). Further, Google Scholar is a free indexing service that can be used by African journals to evaluate non-ISI indexed journals. According to Onyancha (2009), Google Scholar provides a variety of citation statistics that can be used to compare and evaluate different journals otherwise not indexed in any of the ISI's citation indexes. The Association of African Universities (AAU) Regional Capacity Mobilization Initiatives is another example of these encouraging initiatives. However, it is important for these initiatives to be implemented at the national level so that their impact in improving documentation and access to scholarly information for development can be realized [7]

The resources and activities of the library were conceived out of the need to place FUTO, and its products relevant in the world contemporary economy. Today, the library is a platform for knowledge sharing and the building up and expansion of the knowledge. The academic libraries in its nature has fashioned out ways of achieving innovations and competitiveness into global knowledge society and services, thereby enhancing economic growth. The quantum of knowledge is increased to students turn out good products of their institution and contribute meaningful to socio-economic development of the nation [4] [11]

II. Structure Of Futo Library

The Federal University of Technology, Owerri, Library like any other university libraries is a growing one having been established in 1981 November 9. It started with the initial student population of 225; teaching staff 28 with 6 academic support staff. The initial library stock was 2,500. Today, the print collection consisted of about 75,000 book volumes; 77 journal titles; 3,200 documents and 148 maps. The library also has various electronic resources. Student's population as at the time of this study is about 17,000 with 822 teaching staff (that includes 80 professors in different field areas). The non teaching staff was 1,760. The floor space available to accommodate users is 15,52m² against the original floor space of 15,000m². In the process of strengthening and sustaining the academic programmes, the library is guided by the mission and vision goals. The mission and vision of the library is to assist the parent institution in maintaining excellence and high-level performance in its academic and/ or professional programmes. Based on this, the library seeks to provide the right materials and strive to maintain attractive environment in an aid to teaching, learning and research in collaboration with the institution. The library is obliged to promote:

- A. Teaching, learning and research, recreation through acquisition and preservation of relevant materials such as (on prints, electronics and light reading among others);
- B. The creation of strong information links between programme areas in the institute on one hand and between related programmes of other higher institutions and research institutes;
- C. The use of information resources through relevant users (formal and informal) education, seminars and workshops;
- D. Work environments through physical and structural development and maintenance of the library;
- E. The provision of adequate tools and equipment for effective service delivery;
- F. To ensure adequate staffing capacity and motivation; and
- G. Extension of frontiers of the library through staff activities.

With good application of the mission and vision statement, the library has been on top of their scoring card. Again, before any programme emerges in the institution and accreditation teams' visits FUTO library, they have something good to talk about the library. Before new acquisitions are made, the Librarian will embark on a book tour to collect on the spot books in the area (for example materials on programmes offered). Implied

here is that without which, teaching, learning, research and materials for relaxation and preservation of the institution will not be complete. It must be noted that at the recent time, acquisitions of print and electronic materials and as well human capacity building have significantly increased and have helped to promote the capability and abilities of the image of the library. It has also left a status of the institution to reckon with locally, internationally and have geared to achieve economic growth and competitiveness among others.

According to Nwogu, staff has enjoyed the privilege and opportunities to attained seminars, workshops, conferences in both national and international. The library is involved in consortium that is an association or a network of libraries established by formal agreement, usually for the purpose of improving services through resource sharing among its members (University Education is the 21st century: Attaining the International Benchmark in Nigeria 2011). They tend to meet the common needs of a group of libraries in the areas of collections, staff and user training, services like interlibrary loan, and processes like cooperative acquisitions and cataloguing (Dong 2009). Through consortia, libraries in individual countries such as South Africa, Nigeria, Kenya, and Botswana have managed to solicit funds and subscribe to online resources. For instance, the Nigerian University Libraries Consortium has negotiated with the Education Tax Fund to pay for the subscription to EBSCO for all higher education institutions in Nigeria from 2005 onwards [6]. Consortia in South Africa have made a good progress by organizing cooperative purchase of e-resource licences, common library management software, establish union catalogues, provide training, and design a common information literacy course for students (University Education is the 21st century: Attaining the International Benchmark in Nigeria 2011). The knowledge driven attainments is an indications of how FUTO Library played its role in upgrading the status of parent institution to a great standard by using what it has to assist staff, students and researchers in development capacity.

III. The Library Responding To Academic Programmes

Any scholar who cannot stoop low to see the obvious need to effectively maximize the information resources of the library will find the idea that brought him to higher learning difficult to conquer. Similarly, any system that does not encourage the regeneration of perpetuity of updating knowledge ends up undergoing extinction with time. The library and the parent institution work in perupasel with each other and their derivatives cannot be overemphasized. The importance of sustainable development is underscored by UNESCO describing activities of tertiary libraries as playing vital roles in shaping the way future generation learn to cope with the complexities of sustainable development. They nurture highly qualified graduate and responsible citizens who are able to meet the needs of all sectors of human activities; provide opportunities for higher learning and for learning throughout life; they advance, create and disseminate knowledge through research and provide as part of their service to the community, relevant expertise to assist in cultural, social and economic development; they help understand, interpret, preserve, enhance, promote and disseminate national and regional, international and historic cultures in a context of cultural pluralism and diversity; they help protect and enhance societal values by training young people in the values which form the basis of democratic citizenship; they contribute to the development and improvement of education at all levels, including through the training of teachers (University Education is the 21st century: Attaining the International Benchmark in Nigeria, 2011)

The academic programmes of FUTO has a stable calendar system involving fifty-two (5) calendar weeks in a year in accordance with the agreed plan of its parents body that that Aliu said it harmonizes the basic scheduling of classes, tutorials, lectures and examinations to evaluate and access students' knowledge and efforts alongside the circle, sessions, semesters or terms in each calendar year, periods within which students completes the course and goes out or rejected from the institution Adamolekun, (1989) as cited in an edited work ("reassessing the future of education in Nigeria" 2006). The operation is such that 17 weeks are provided for first semester, 17 weeks for second semester. The calendar system is fifty-two (52) calendar weeks in a year viz; total of 17 weeks for holidays, and 1 week to accommodate national public holidays. Thus 17 weeks in each semester are further divided such that 1 week is set aside for the registration, orientation and other pre-embarkation activities. 12 weeks for lectures, 1 week for revision and 3 weeks for examinations Eshett and Ubbaonu, (2010). The institution has six (6) academic departments and a total of 44 programme with a total enrollment students of 16, 164. With these deliberate stable academic calendar programmes in place and, the ensuring stability and product quality in keeping with the world's best practices, shows the little or no rest period for the library and librarians. This is so because they have to live a legacy to portray what they believed in doing well that help achieve societal value through service of humanity by through making their role significant. Academic programmes of FUTO are developed under these departments which exist under schools. Hence, the schools are:

1. School of Agriculture and Agricultural Technology (SMAT)
2. School of Engineering and Engineering Technology (SEET)
3. School of Health Technology (SOHT)

4. School of Management Technology (SMAT)
5. School of Sciences (SOSC) and
6. School of Postgraduate programme

The Schools award degree on Bachelor’s of Technology (B.Tech); Bachelor’s of Engineering (B.Eng) depending on the field of studies. Some programmes run in different Schools were accredited, some had interim accreditation others had none while some are yet to be accredited and others were approved by senate but awaiting verification by the National Universities Commission (NUC) ((University Education is the 21st century: Attaining the International Benchmark in Nigeria 2011). These imply that the library accommodates the services and queries of approximately 16, 164 enrolled students of the institution. These does not include staff, outsiders who may wish to use the library, neighboring institutions, researchers, communities and private individuals on research purposes, students on continuing Education and Open and Distance learning students programmes being hosted in FUTO. The library opens from Monday through Friday 8.00am to 6.00pm and on Saturdays 8am to 2pm. This is so because the institution is yet to have residential quarters for staff and the distance from town is about 4 kilometers drive.

Research Questions

The following research questions were formulated to guide in the study:

1. What status of people does the library have?
2. To what extent material resources is provided by the library and are used by patrons?
3. What ICT services are been offered by the library and of what purpose are they offered?
4. What strategy development implied by the library to meet patron’s needs?
5. What are the obstacles the library may encounter in the process to achieve competitiveness and sustainability to serve library patrons?

IV. Research Methodology And Population Of The Study

Descriptive survey method was used for the study. This research study was carried out in the institution’s library, Federal University of Technology, Owerri, Imo State, Nigeria. The population for this study included all people working for the FUTO library, totaling ninety-five (95). There was no need for sampling since it is a study within the researcher’s environment. The population was above average indicating the quality of information gathered. The instruments for data collection were researcher’s developed questionnaire. It was used to elicit information from the respondents. Questionnaires were distributed among all the people working for the library. The research developed five research questions. Some questionnaires were collected back duly filled on the spot, some were collected later before the close of work while some were distributed and collected after a day and two days and one week later from the respondents by the researcher, all in the same manner it was administered. The administration and collection of the questionnaires was easy due to good cordial relationship existing between the researcher and the respondents. Total of Ninety-five (95) were distributed. Out of this, 85 copies were completely filled and returned. Data collected was discussed and analyzed using simple percentages and frequencies. Administration of Questionnaires:

TABLE 1: Participants in the questionnaire were

S/N	Questionnaire administered	No Administered	No of Returned %
1.	Librarian	23	20 (23.55%)
2.	Graduate Assistants	4	4 (4.70%)
3.	Paraprofessionals	10	7 (8.74%)
4.	Library Supervisors	10	8 (9.41%)
5.	Secretaries / Youth coppers	7	6 (7.06%)
6.	Persons on IT Attachment / Students Work Aid	5	5 (5.88%)
7.	Library Assistants / Officers	26	25 (29.41%)
8.	Supportive / Library attendants	10	10 (11.76%)
	Total	95	85 (100%)

Of the 95 copies of questionnaires administered to persons working in the library, 85 copies were duly and carefully filled and returned in the order represented in table 1 above.

V. Result Of Findings And Analysis

These results showed the status of people who work in FUTO library to provide services for patrons; provision of materials resources for library patrons and manner they use it by the patrons; ICT services offered and purpose why they are being offered, identification of strategy development implied by the Library to meet patrons needs and finally, the obstacles library may encounter in the process to achieve competitiveness and sustainability to serve library patrons.

R / Q no. 1: What status of people does the library have?

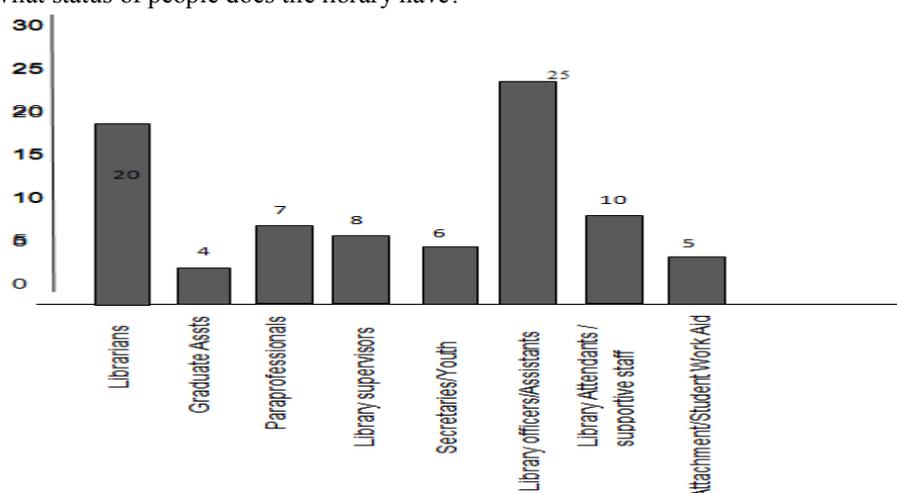


Fig. 1: Status of people who work in this library.

Assistants; paraprofessionals showed (8.24%); while those for library supervision were (9.41%); secretaries/youth coppers revealed (7.06%); library officers / assistants (29.41%); library attendants / supportive staff represented (11.76%) and also persons on IT attachment / students work Aid (5.88%) respectively. Indication shows that library officers / assistants and the librarians ranked highest in number. May be because the librarian is closer to the management cadre, they Head the Units of the library and help in generating ideas for library management decisions-making. Also, the library officers / assistants are the fire force in the library, they work tirelessly. The management uses this cadre exhaustively to achieve greater patron's services. Majority of them are abled young men and women. There are no doubt that the library is rich in human resources to help achieve the set objectives.

R/ Q no. 2: To what extent material resources is provided as well reasons for used by library patrons?

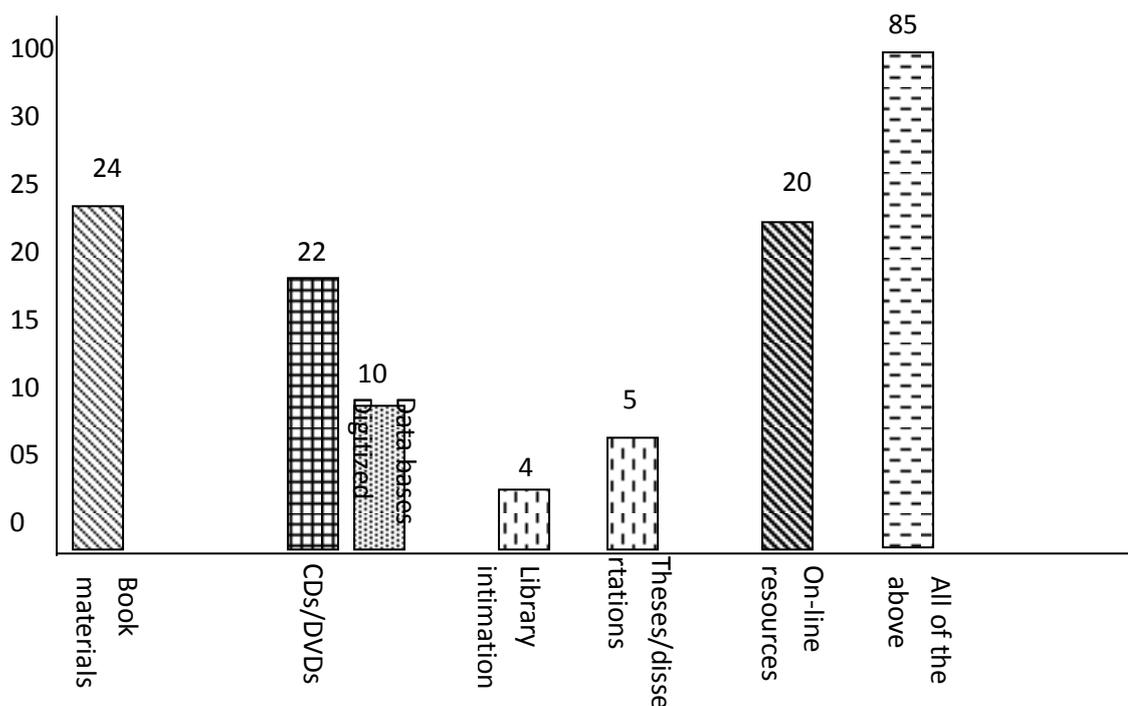


Fig 2: Extent of material resources provided by the library for patron

The respondents indications were presented below according the hierarchical order viz book materials represented (28.24%); CDs/DVDs (25.88%). On –line resources (23.53%), while Databases represented

(11.76%) library automation (5.88%) and digitized Theses/Dissertations (4.71%) in their frequency responses. Above all, the respondents responded to the “All of the above” option. Respondents agreed that all the options were been provided by the library. These are indications that the library has got what it takes to achieve competitiveness and sustainability in the institution and to foster economic growth of the nation. They were indications from those interviewed that, the library also acquire material on journals, newspapers, magazines, monographs indexes, abstracts, bulletins, annual/reports, patents, conferences/workshops materials or papers, and ephemeral, pamphlets etc. All these have knowledge contents that impact patrons and satisfy their needs and aspirations.

VI. Reasons For The Use Of Library Material Resources

Results of the respondents in question 2, shows that there was 85 representing (100%) all the options chosen by the respondents in responds rate of the questions asked viz; showed that patrons were very much aware of these resources and they as well make use of them, there are wider publicity/awareness, resource materials are current at strengthening capacity, easy accessibility/addressing immediate needs, Organizing, mobilizing and prompt to services by library staff and study environment is made conducive to great extent were reasons given why patrons maximize the use. All the options were unanimously chosen by respondents which represented 85 (100%).

TABLE 2: Library coverage

Option	Frequency	Percentages
Wider publicity/awareness	-	-
Resource materials are current at strengthening capacity	-	-
Easy accessibility/addressing immediate needs	-	-
Organizing, mobilizing and prompt to services by library staff	-	-
Study environment is made conducive to great extent	-	-
All of the above	85	100%

R/Q 3: What ICT services are been offered by the library and of what purpose are they offered?

Fig 3: The results shows the ICT services been offered by the library in order to achieve excellence.

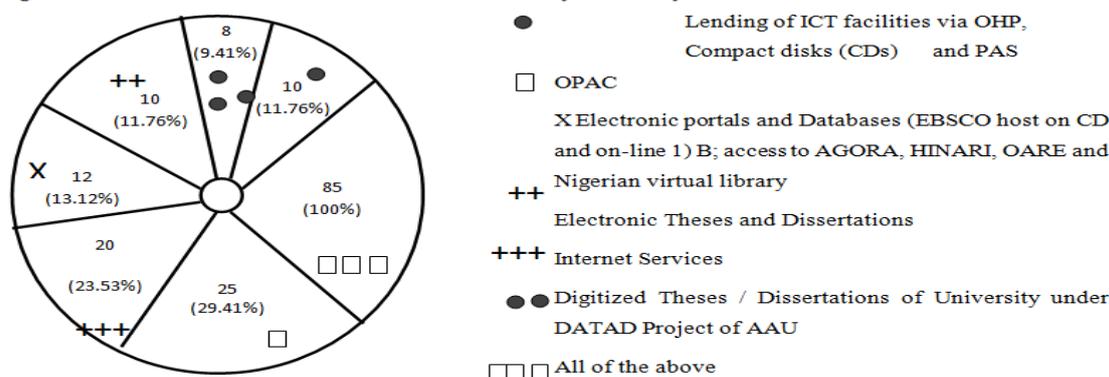


TABLE 3: Purpose ICT services were been offered

R / Q no. 3: Purpose ICT services were been offered

Purpose	Frequency	Percentages
For retrospective conversion from manual catalogue cards to machine readable form	10	11.76
For online public Access (OPAC)	30	35.3
Data entries	15	17.64
Search	10	11.76
On-line search	10	11.76
Off-line search	5	5.88
Browsing	5	5.88
Others (please specify)		
Total	85	100

Table 3: Shows 85 (100%) for purposes of establishing the ICT services of the library for effective and efficient information delivery. Other representations were retrospective conversion 10(11.76%), on-line public access 30 (35.3%), data entries 15 (17.64%), where as search had 10 (11.76) on-line search 10(11.76) and browsing and off-line search had 5(5.88), 5(5.88) respectively. Fig 3, also shows an unanimous agreement that all the ICT series listed out on the options were been offered by the library indicating the total of 85 (100%). But regrettably, the international respondents revealed that not all the services been offered meets up to expectation (For examples,

lending of ICT facilities like OHP attracts prolonged and strike checks due to the few in number (1), compact disk for long now have not been serviced, CDs, the rate of borrowing them is not encouraging, i.e. one at a time. The reasons were because of the fragile nature of CDs, inconsistency in power supply that may end up not accessing before the due time of return. Some patrons fear borrowing the CDs to go out of the library units for the fear of damaging, cracking. This is because, were any of the above occurred the patron is sub charged to pay a fine or replace it with respect to same version, edition, packing and ISBN etc. The penalty goes across any like resources on loan.

Use of the OPAC is also negatively affected due to irregular power supply. Many often the stand-by generator is broken down. This is a major challenge of accessing the OPAC. University library portal has an open and accessible address rather most patrons are not familiar with it. This calls for the need of awareness to be created for such patrons to be aware as to maximize the use. Access to databases has been on hold with respect to subscription and other political and financial challenges. Though some can be accessed and are available at the bonfire departments such as the AGORA, OARE can be found at Agricultural and Environmental Department respectively. With the library contact addresses, it can no longer be accessed with it for now. Please see representations of ICT services offered in the figure 3 shown above. Electronic theses and Dissertations are available but not accessible to patrons on loans rather, they make consultations in ICT unit. This check may be to avoid pregalism or piracy of the project, misuse and theft. It is rather preserved and digitized for uploading and upward deliveries to AAU who now make them accessible online and as well preserve them as indigenous content in Africa. Frequencies of the respondents were ascertained, indicating that OPAC had the lead. OPAC is a retrospective conversion of hard copy catalogues of the library materials resource holdings output. Patrons avail themselves immense opportunities access as many materials as possible. OPAC represented 25 (29.41%) in both table 3 and figure 3 to have the highest options from respondents. ICT helps the computerization of the activities of library that help keep tab on advertisement of relevant to priority areas. It helps form consortium of information and exchange ideas, collect and offer information from and to others on information or services that helps disseminate issues of interest and services queries.

R/Q No. 4: What strategy development implied by the library to meet patron's needs?

The respondents were able to identify the major strategies used to foster development in FUTO library. Results are shown below. Respondents identified strategy developments made by library management in the areas of (a) Human resource development on building capacity (b) Materials resource development / Acquisition efforts of the library / book donations (c) ICT services / computer – driven / databases for automation (d) library building (space and good reading environment) (e) Repositories of international organizations. The activities and practices are represented herein:

1. Human resource development on building capacity:- Staff have attended conference, seminars, workshops (national & International); Library sponsored to workshop in Addis Ababa (May 2008) by Association of African University (AAU); AAU on Database of African Theses and Dissertation (DATAD) in Kenya (July, 2007); IFLA conference in South Africa (August, 2007); IFLA conference USA (June, 2010); NLA Conferences/Seminars within the country (2006-2010); Advancement in MLS Programmes; Advancement in PhD. Programmes; Students Work Aid Scheme for FUTU indigent students
2. Materials resource development / Acquisition efforts of the library / book donations:- Print volumes 75,265; Journal titles 642; Documentation 6,623; Maps 996; Electronic resources 1,042 Book donations:- Book Aid International formally called Ranrafurly; FUTO Alumni Associations in Diaspora that is basically in engineering; Oil companies examples Shell and Chevron in areas of mining, geology, civil, mechanical s well as petroleum engineering; Professor Cajetan Akujobi of Alabama State University, USA.
3. ICT services / computer – driven / databases for automation:-
 - a. ICT services/Online Resources - Conversion of manual catalogue to computer driven; Conversion of database for eventual automation; Lending of ICT facilities (OHPs, Compac Disc CDs, and PAS); Online Public Access Catalogue (OPAC); Services on electronic portals and databases (EBSCOhost on CD and Online databases <http://search.ebscohost.com> ; Access to Global Online Research in Agriculture (AGORA)- www.aginternetwork.org.; Access to Research Initiatives (HINARI)- www.healthinternetwork.net; Online Access to Research in Environments (OARE) <http://www.oaresciences.org> ; Nigerian Virtual Library; Electronic Theses/Dissertations; Internet search services; Digitization of Theses/Dissertations of institutions' undergraduate under the DATAD project of AAU; Internet Network for the Availability of Scientific Publication (INASP) <http://www.inasp.info>; JSTOR database and most trusted sources for academic content <http://www.jstor.org> ; Internet facilities powered by Open Society Initiative for West Africa (OSIWA) and funded by Mr. George Soro a U.S-based philanthropist. The ICT Cybercafé is open to all library users at highly subsidized rate; Library

automation started with Alice for Windows software and the resources database in OPAC can now be accessed.

- b. Hardware/Software development of the Library; Creation of DATAD Sub Unit; Renewal of bandwidth subscription and general maintenance; Acquisition of CD's and Databases; Automation and Digitization; Twenty-three (23) computers; Forty (40) Ups; Forty (40) stabilizers; Two (2) flat bed scanners; EBSCOhost CD of an online Database containing periodicals in Academic, General, Business, Biomedical reference and Encyclopedia Britannica Online Resource subscription by the library
 - c. Acquisition of Database information and Digitization (CDs/DVDs)-: Agricultural 23, Engineering 302, General 67, Management 77, Science 182, Health 35, Theses/Dissertation 233.
 - d. Database storage devices containing materials for many disciplines-: DATAD 2005, 272 was uploaded to AAU via 216 in batch one 52 in batch two respectively while, scanned and indexed into Endnote waiting for the upload to AAU is 277; Current DATAD CDs containing over 20,000 records from 13 Institutions in 11 African countries (Uni. Jos, Ile-Ife, Obafemi Awolowo Univ, Ahmad Bello Uni. Zaria, FUTO; Essential Electronic Agriculture Library(TEAL) Demo of four Agricultural Journals in full text format.
 4. The Library has a new building just completed and activities are going on there. The equipment is powered by the Education Trust Fund (ETF) of N3b Intervention to FUTO with the Library having the lion share. Among the features of the new library building is an ICT Unit. By this new development, accommodation problem has eased to a reasonable extent.
 5. FUTO Library as a Repository of International Organizations-: i. a repository of International Maritime Organization (IMO), ii. Central Bank of Nigeria, USA Consulate, Oil Companies (Total, E & P. Nig. Ltd.) and Chevron Nig. Ltd. etc.
- R/Q no. 6: What are the obstacles the library may encounter in the process to achieve competitiveness and sustainability to serve library patrons?

It requested respondents to reason out what obstacles library face would in order to survive. Here, indications revealed by respondents' shows massive obstacles. Some of the obstacles are inevitable, while some can be checked to reduce the negative effect as the library progresses. Reasonable numbers of the respondents reasoned out at least one or more challenges ranging from via:

- a. Non-recognition of models of the dynamic of library services, models of the dynamic of patron, models of information gathering behavior and unrealisation of marketing models of consumer preferences in library series
- b. Charging fee
- c. Non effective use of library feedback mechanism.
- d. Lack of attention to retrieval system whether they work effectively.
- e. Utility obstacle
- f. Lack of evaluation always
- g. Not having interest on survival and adoption
- h. Quality and quantity neglect
- i. Unresponsiveness nature of patron to the library
- j. Non salient attitude to sensitivity of demand from patrons
- k. Neglect of library resources to scatter, decay and or inertia
- l. Effects from diffusion to make decision and attained to responsibility
- m. Entertaining displacement, approximation and supervision
- n. Practicing the philosophy of librarianship
- o. Practicing the value-free techniques
- p. Practicing – laden activity
- q. Influence of both pedagogical value and political forces
- r. Rigid adherence to censorship
- s. Inability to preserve digital materials be it analog collections or are born digital due on health maintenance culture.

Looking at the above obstacles the researcher testified threatened as to what will become of the library when these obstacles are not checked or handled with upmost interest. The academic libraries whose watch word is to render effective and efficient services should rise up to fight these obstacles before it is down [7].

VII. Summary Of Findings, Conclusion And Recommendations

The main conclusions and recommendations of the study on achieving competitiveness and sustainability economic growth in the institutions of learning (A case study of Federal University of Technology, Owerri (FUTO) Library, Imo State Nigeria. The researcher need to point out that the study must not have taking care of all the issues in these library activities. Hence, the need for more analytical and other

forms of studies to make this vital library, the success we all want it to be. Much of the revelations was based on already existing sources of information especially resources and activities of the library. Hence the data used should be used with caution. Be that as it may, the researcher summarizes the main findings, conclusion and recommendation of the study in a coherent and accessible manner.

VIII. Conclusion And Recommendations

Libraries have a critical role to play to facilitate access to information which can foster innovation as a critical ingredient for sustainable competitive economic growth in Nigeria. Creativity and innovation are becoming more important elements for competitiveness and significant resources for institution development in the knowledge society. Academic libraries are not well equipped to serve the diverse needs of the institution community. The changing information and knowledge delivery setting, the new participatory approaches/ community engagement programmes, the need to convert information into knowledge, to contribute to knowledge creation and the support for technological innovation, necessitate that the library remains relevant and contribute towards economic growth in Nigeria. It is within such a context that libraries moved through three phases of development, which include provision of “information about the library” on the web or physical library online, and “digital libraries” or “virtual libraries”, to innovative library services characterized by web 2.0 technologies, or also called as, “library 2.0”. The recent development is dominated by the innovative library 2.0 services, where libraries offer user-centered services, interactive, and participatory information and knowledge services by using social media tools and services as well as physical services.

Libraries have to adopt innovative strategies and technologies such as web 2.0 technologies in order to facilitate knowledge construction and delivery of knowledge and information services in this knowledge era, where multimodal literacy skills are needed. The user becomes both a collaborator and contributor of library services and content, which means that library services are constantly updated and re-evaluated to best serve the industry community. This paper has attempted to provide current trends of the basic concept of libraries and information services, and their significance for industrial development in the present knowledge-based society. The paper has outlined the success, failures and lessons learnt for further improvement of the libraries and information services for sustainable industrial development in Africa.

Recommendations are, therefore, made for libraries networks (which includes national libraries, associations and library schools), on the one hand, and governments, regional and international bodies, on the other. The library networks need to strengthen the following:

- (a) Library policies. Establish policies which clearly indicate the role of the library in supporting economic development initiatives in the community.
- (b) Involvement of relevant stakeholders in the management and delivery of library services. Restructure library bodies to comprise representatives of the community including business and industrial community, universities, researchers etc).
- (c) Educate industries to either establish special libraries within their structure, or utilize the existing ones.
- (d) Capacity building of library staff and associations. Among other skills, librarians should take basic business courses to learn the language of business and entrepreneurship. Staff should be recruited with business, economic and marketing backgrounds. LIS schools in Africa should incorporate basic business courses, and innovative library technologies such as web 2.0 in their curriculum. The library should create internship opportunities for business students and young entrepreneurs. They also need to contribute to continuing education programmes, so as to assist in the sustainability of in-country training.
- (e) Establish awareness, outreach and community engagement programmes. This programme should focus on changing the negative attitude towards library services, and it should aim at increasing the visibility of the library services to the community that it serves. The librarians must engage with communities in order to market library services, and involve communities as contributors and partners in knowledge construction through the following: organize business breakfast sessions, sponsor seminars and conferences in economic development issues, attend meetings of economic development groups/ business groups, and serve on committees, visit with community leaders, such as mayor, get yourself appointed to a board or commission as a citizen and then use your librarian skills, provide spaces for community meetings and a home-based business “office” space. For marketing purposes, the libraries should publish brochures and guides on specific topics, participate in exhibitions, and use media, such as radio, newspapers, post announcements and testimonials on library websites.
- (f) Conduct regular information needs studies; libraries should conduct regular user studies in order to provide relevant services to users, as well as meeting their disparate needs. Libraries should also use environmental scans, stakeholder’s analysis and community profiles to generate data for community segmentation and widening of demographic groups that use library services.

- (g) Assess and map of the local/indigenous knowledge (IK) sources; knowledge maps should be used to identify IK holders so that the local businesses and industries can easily locate knowledge sources in the communities, and utilize IK to improve their production.
- (h) Provide opportunities for users to acquire and create knowledge and social intelligence through informal channels, patron interactions and social networks which are embedded in the web 2.0 tools. The library can facilitate information transfer and the process of connecting individuals to the full portfolio of resources available in the community. Community networks are about cultivating human networks and human interaction even when the focus is economic, social or cultural development. Libraries should use innovative web 2.0 technologies to enhance participation, interaction and user engagement in knowledge construction and delivery of library services. Libraries should use web 2.0 tools to those users who are more comfortable with the new environments. They will need to examine their environment and culture for effective utilization of the web 2.0 technologies. Technology should be used as a supporting tool to improve library services, and not the driver. Thus, the adoption of L2 should be determined and formed by librarians and library users.
- (i) Develop local indigenous content. Libraries need to capture, preserve and disseminate local indigenous content in the appropriate format, language and subjects. Given the background that most African industries lack access to information and knowledge from libraries, local indigenous content becomes a key resource of information. Librarians must value indigenous and traditional knowledge. They must also integrate local knowledge with the knowledge to which 'access' is provided. Thus, librarians should not only motivate, teach, interpret and facilitate 'access' to knowledge, but also listen and learn. Open access publishing has opened many possibilities for reducing and even eliminating entirely the cost barriers to scientific publications. Libraries can provide access to indigenous content, together with global open access materials in their collections, create tools for their organization and preservation, building and maintaining institutional repositories, creating awareness of the available information resources including open access, and right to information, and participating in advocacy for fair and equitable access to information. According to (Juma and Yee-Cheong 2005), "open access regime for academic journals raises interesting possibilities for extending the concept to technological fields. Every year thousands of patents expire, bringing into the public domain new knowledge that had been available only upon royalty payment. This knowledge represents an important reservoir of ideas that can be used to meet development needs. Little attention has been paid to this fund of knowledge. Inventors are increasingly interested in making their ideas available free of royalty for use in meeting the needs of poor countries. Only a handful of mechanisms are designed to promote such activities. Extending the open access model to technological information would be a natural extension of current efforts to broaden the space for human creativity". The library should play a key role in this by creating institutional repositories.
- (j) Adopt a mix of appropriate ICTs: These technologies can include establishment of repositories, automation of library functions (i.e. cataloguing, circulation, acquisition etc), increasing proportion of e-resources collections, such as development of websites with a gateway to internet resources, implementation of online reference services (such as email, online chat, webcam, web help desk etc), use of web 2.0 to enhance promotion and delivery of library services, establish electronic bulletin board service for contract opportunities, job openings, tax regulations, consumer information, statistics, etc.
- (k) Expand business and economic development services: Provide services that correspond to the information seeking behaviour of business, that is, personal contact. Libraries must establish personal information networks or value chains.
- (l) Create a small business information center/ corner in the library or at least a kiosk that offers basic business information and lists of local resources. Implementation of the subject librarian is also important to meet the disparate needs of industry community. The subject librarian will be responsible to collect information of the subject developments, latest progress, new books and other information, and disseminate this information appropriately to users through library website, email, and web 2.0 technologies such as social networks, blogs, wiki, social bookmarks and so on.
- (m) Creation of learning societies. Libraries can create learning societies through information literacy programmes, lifelong learning, apprenticeship, voluntarism, research, innovation and publications; offer workplace literacy programs. Further, libraries can provide a web-based instruction and learning space to meet the diverse needs of users. Thus, libraries can enhance access to the very limited information resources through information literacy programmes in order to equip individuals with the ability to access, retrieve and process data of relevance to concrete problem-solving and decision- making.
- (n) Partnerships among libraries, both public and private sectors, and international organizations. Libraries should assist economic development in partnership with local communities, educators, researchers, the Chamber of Commerce, Business Associations, Economic Development Office and other relevant

stakeholders. Libraries should provide resource materials for these organizations. Each library must be part of the provincial, regional or sectoral resource sharing networks.

On the other hand, Nigerian governments can improve library and information services by developing national knowledge and information policies and update existing ICTs, R&D or science and technology policies. Library issues should be one of the priority areas of these policies. These policies should focus on the improvement of library services, increased provision of funds for library services, knowledge creation (R&D and innovation), protection of intellectual property rights and the licensing of information products and services, right of free access to knowledge and information, affordability and availability of information generated by the public and private sector, recognize and improve library and information services, enforce industrial communities to establish special

The institution library has been seen as a necessity in any institution that supports teaching, learning and research. Evidences have testified the high competition between institution libraries and information centers within and outside institution environments. Libraries should strive more to provide human and material resources and equip these with skills and competencies. There will make any library patron carry out their academic work successfully and to make them maximize the benefit and purposes by which institution libraries was created. Considering the obstacle, the libraries might face as was revealed from this study, provision of all what is needed to achieve success will be to the benefit of those who hunger for information and knowledge, and help the library stand strong in the business. Need to also re-organize the economic productive activities within the libraries and their units to make them more competitive. An urgent call is relevant in institution libraries in Nigeria and devoid of any serious complete exploit in the global economy whose development have that for long remained fragmented and fragile and the following are recommended:

1. To profitably compete and be able to cope with the emerging obstacles of globalization therefore, libraries in Nigeria and libraries in institution must of necessity, take advantage of the concept of human and material resources development as a one area strategy for sustainable growth of libraries and information provision and dissemination.
2. The vision and objectives of the institution libraries aimed at applying innovative strategies to achieve rapid growth and survival. The strategies will aim at creating collective concentration of owned library product and services and libraries alike that offer opportunities for other to emerge and grow through facilitating specialization and collective efficiency of libraries.
3. The lack of collaboration with some libraries has resulted to the inability of the inability of libraries to fully and effectively harness strategies to foster growth in the libraries.
4. It is relevant to involve all stakeholders by making sure they take ownership of the library projects, the need for any administration to without reservation solidly build upon the already led good foundation to bring the fruition, the dreams and aspirations of objectives of libraries in an institution. Effective and maximum use of institution libraries by staff and students and researchers all over the world can transform the human capacity, national economies through provision of employment opportunities, creation of wealth and poverty deduction. As a matter of responsibility, the Nigerian library Association (NLA) should rise and live up to expectation and demands implying all available strategies to foster expansion and growth of libraries. One of the objectives of the library is to facilitate mainstreaming of strategies among others; therefore, achievement of this objective will result in allocation of resources by parent body, government, stakeholders, interest groups, philanthropies etc for the growth of the entire activities of the library, enabling the sustainability.
5. Having formed librarian's consortium is a good development that must be sustained, collaborating around functional niches, establishing close linkages and working alliances to improve collective competitiveness. It may be noted that the cornerstone of collaboration is trust among librarians. These may involve joint leaving, sub contracting etc resulting to promote specialization, joint procurement, joint information marketing, linkages to academia and government to collaborate and form collective efficiency to improve productivity, enhance quality of library products, processes, services and achievement of competitiveness. Based on the findings of this research study, the following recommendations were made:
 - a. Libraries in institutions of learning should not relent to engage the services of the librarians who are in the position to give advice to management decisions. Also, of other rank and files, the library management should employ able men and women (preferably the youths) these are the fire force group the library uses to decompose strong events in the library.
 - b. Wider publicity, regency of materials, easy accessibility and prompt to services by staff were strategies interventions. The library should try to sustain this tempo.
 - c. There are no ways information material resources of the libraries in institution could be adequate in any manner. The libraries should continue to acquire materials that are recent and timely.
 - d. Since majority of services offered by the libraries are light powered, therefore, libraries should make sure there is regular power supply in the library.

- e. Libraries in an institution should in conjunction with the NLA, parents' body, interest groups, government, philanthropies live up to expectations and demands implying, all available strategies in an addition to develop more too foster expansion and growth of librarians of an institution.
- f. The obstacle that libraries may face in order to survive must not be isolated and overlooked

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