Library Philosophy and Practice (e-journal)   Libraries at University of Nebraska-Lincoln

Revolutionary changes in librarianship and the need for strategic planning for sustainable transformation of academic libraries

Oyemike Victor BENSON, Ph.D
FEDERAL POLYTECHNIC NEKEDE, OWERRI, NIGERIA, ovbenson@fpno.edu.ng

Obiageli F. MBAJIORGU
University of Nigeria, Nsukka, Nigeria, obiageli.mbajiorgu@unn.edu.ng

BLESSING N. EMUCHAY
FEDERAL POLYTECHNIC NEKEDE, OWERRI, blessingemuchay76@gmail.com

Uju Rosemary EWEAMA
FEDERAL POLYTECHNIC NEKEDE,

Revolutionary changes in librarianship and the need for strategic planning for sustainable transformation of academic libraries

Oyemike Victor BENSON, *Ph.D*
Department of Library and Information Science,
Federal Polytechnic, Nekede-Owerri, Nigeria
ovbenson@fpno.edu.ng, bensonoyemike@gmail.com,

Obiageli F. MBAJIORGU
Nnamdi Azikiwe Library,
University of Nigeria, Nsukka, Nigeria
obiageli.mbajiorgu@unn.edu.ng

Blessing N. EMUCHAY
Central Library, Federal Polytechnic Nekede, Owerri
blessingemuchay76@gmail.com

Uju Rosemary EWEAMA
Department of Library & Information Science,
Federal Polytechnic, Nekede-Owerri, Nigeria

Abstract

The paper is focused on the revolutionary changes in librarianship and the need for strategic planning for sustainable transformation of academic libraries. The narrative content analysis was adopted with extensive literature review. Explanations on basic concepts relating to the subject matter such as change, types of changes, strategic planning, and purpose of strategic planning, strategic planning process, and strategic management process were articulated. The paper further explores strategic planning in the context of librarianship; the rationalization for strategic planning in academic libraries; justification for effective adaptation to changes in academic libraries as well as identification of specific dimension of revolutionary changes in academic libraries; the key points for sustainable strategic planning were outlined.

Keywords: Academic libraries, Changes in librarianship, Strategic planning, sustainable transformation

1.0   Introduction

Change as a phenomenal is constant and it is part of our personal and professional activities. It is an inevitable factor that occurs within the context of our world of everyday life. Irrespective of our belief system and professionalism, change will always occur; however, the way we respond to these changes is what makes the difference. Change is an essential aspect of human life. What is permanent about life is change. If anything is certain in life it is change. Change is a dynamic-process that all societies are exposed to (Olorunyomi & Adedeji, 2012). A change process is always a challenge and its success need to be considered in multi-angled approaches as it affects all involved stakeholders. Moreover, the way changes are tackled is fundamental to the success and survivability of an enterprise (Karnouskos, 2015). Successful changes usually require sufficient resource to support the process. Also, planned organizational change involves a redeployment or redirection of scarce organizational resource towards a host of new activities including developing or strategy for implementing the change, communicating the need for change, e.t.c. (Fernandez and Rainey, 2006)

The pace of change in recent decades in economic, social, cultural, political, scientific and technological affairs in our societies has almost become meteoric in speed and as pointed by Ononogbo (2004), the consequences is that there are upheavals in nearly every aspect of world affairs . In the content of the fast changing information environment and universities aspirations to be recognized as leaders in the knowledge economy, library staff required a great deal of flexibility to anticipate changes and constantly think of new forms of services provision (Sukovic, 2011). For instance, as noted by Hauer (2017), the continuous dynamic development of ICT in education brings ever new tools and options. More over the rapid pace of change is probably the reason many people see technology as something that people are given, while the sense of the existence of such technologies or the sense their use in teaching and learning is not entirely clear.

All organization goes through change. However, while some organizations proactively opt to change to take advantage of new growth and opportunities, other organizations are forced to quickly change to survive and remain competitive (Otsupius & Otsu, 2016). In line with this, the academic libraries are not exempted from the ancient phenomenal called change. According to Smith (2005), change is good for academic libraries but its adoption requires tremendous input of physical, mental and emotional energy. Smith noted further that managing change within the academic library is essential about managing people since it is people that affect change. However, people who are such

a critical factor in change implementations can also be a stumbling block to the change process by resisting change. Strategic planning is the development of the organization (Haixia, 2016)

Strategic planning is a backbone support to strategic management and it is a major process in the conduct of strategic management. A strategic plan is an important management tool. It sets a clear direction for the organization, improves performance, help resolve current challenges and avoid future problems, and provide a framework for decision making. Austin (2020) citing Chang (2008) explained a strategic plan as a living document that includes policy direction, implementation strategies, actions and benchmark for implementation, monitoring and evaluation, as well as the expenditure framework which allows adjustment in areas for development saving implementation.

Libraries generally serve as important instrument for the attainment of the broad and specific objective of the academic libraries. However, the landscape of library and information services (LIS) has been one of constant change not only in Nigeria but elsewhere since the early 1980s (Ononogbo, 2008). Library and information services involvement in institutional strategic planning is not a well-developed and embedded activity (McNicol, 2005). No library can respond to every new trend in the field, but where are academic libraries generally placing their priorities right now, and to what extent are they responding to emergency trends? (Saunders, 2015).

Today's library strategic plans resemble their business counterpart by privileging assessment and measurement, marketing, and centralized institution and management priorities (Leebaw, 2019). Hence, the need to examine some revolutionary changes witnessed in librarianship and the need for strategic planning for sustainable transformation of academic libraries. Specifically, the paper seeks among other things, to:

a. give explanations on basic concepts relating to the subject matter such as: change, types of changes, strategic planning, purpose of strategic planning, strategic planning process, strategic management process, etc;

b. highlight on strategic planning in the context of librarianship;

c. discuss the rationalization for strategic planning in academic libraries;

d. present justification for effective adaptation to changes in academic libraries;

e. identify specific dimension of revolutionary changes in academic libraries;

f. explain the present scenario and specific organizational changes; and

g. outline key points for sustainable strategic planning.

2.0 Conceptual Clarification of Key Terms

This section is devoted to explaining the basic key words and terms as it relates to this paper.

2.1 Change

Modern enterprises are constantly under change in the effort to enhance their internal operation and become more competitive in the market (Karnouskos, 2015). Olorunyomi and Adedeji (2012) citing Ford and Ford (1995) defined change as the differences between two or more successive conditions, states or moments of time. According to Omosor (2004), technology has greatly enhanced library and information services delivery. Moreover, stating that technology has undergone various level of development seems to be an understatement. Importantly, the library goal of providing information services and access to information resources is greatly improved by the use of information and communication technology. Egberongbe, Sen and Willett (2015) citing Nkanu and Okon (2010), Ogumdipe (2005) affirmed that Nigerian librarians have gone through changes in the last decades through the introduction of information and communication technologies. Furthermore, these changes have been accompanied by the development of a new system of government within the university system. According to Akinusi (1992) as cited in Olorunyomi and Adedeji (2012), change comes in several ways through contact, internal re-organization, upheaval, the rhythm of silence revolution, evolution, culturally adaptation and /or cultural borrowing.

Change has always been an issue for organization just as it has always been a common characteristic of human life. Change is definitely hard for humans to accept as it is something that pull people out from their comfort zones, which forces them to change their habits and makes them highly uncomfortable (Lorenzoni, Nicholson, and Whitimarsh, 2007 as cited in Hao, Yazdanifird 2015). All organization go through change. However, while some organizations proactively opt to change to take advantage of new growth and opportunities, other organizations are forced to quickly change to survive and remain competitive (Otsupius & Otsu, 2016). Change is occurring at a greater dimension than ever before. The volume, pace and complexity of change is increasing at an unprecedented rate (Smith, 2015). Robbins & Coulter (1999) as cited in Smith (2005) defines change as any alternative in people, structure or technology. Change therefore involved moving from the current state of things, the status quo, to a new state of things. It is therefore, the process of moving from what is known to the unknown (Smith, 2005).

2.1.1 Types of Changes

Smith (2002) citing several scholars such as Del Val and Fuentes (2003), Molaudi (2002), Graetz et al (2002), and Pugh(2000) explained the types of change to include.

1. *Evolutionary change:* although evolutionary change is incremental by nature. Incremental change is smooth and happens gradually in an organized and predictable way. An incremental change refers to small changes that leads to improvement but does not alter the operational structure of the library.

2. *Strategic change*: strategic change is synonymous with revolutionary or transformational change that culminates in radical transformation as well as changing the organizational structure. According to Molaudi (2002), transformational change trends to be very traumatic by nature, because it can be generated as a response to a major crisis or complete change in an organizational strategy or purpose.

3. *Discontinuous change:* this change is unique in the sense that established management practices are inadequate to deal with it; here, there is no model, paradigm or pool of experience that managers can fall back into. This change is described as turbulent, complex, traumatic, and uncertain and of a revolutionary nature which requires different management skills to survive, supported by highly trained, motivated, flexible and multi-skilled staff that can be redeployed quickly and effectively if necessary.

2.2 Strategic Planning

What is special about strategic planning? What are the factors driving the concept of strategic planning?

- The unprecedented changes associated with library practice as a result of technological development.

- The need to go beyond the physical space to the digital space: there is need to create comfortable and safe learning environment for library patrons. However, while pushing for digital space, the physical space should not be ignored, hence, the need to be strategic in library plans.

Planning provide a rational approach in achieving pre-selected objectives. It must be guided by the changing needs of the people and environment (Eze, 2015). Planning requires decision making, i.e. choosing a course of action amongst alternatives. According to Aman (2010), a good

plan is of no value if not implemented, regularly reviewed and evaluated. The purpose is to decide what needs to be changed, create a new plan incorporating the changes, and develop a tactical plan.

Strategic planning is the process of setting goals, it is also called goal directed planning, and it means deciding on action to achieve those goals and mobilizing the resources needed to take those actions. A strategic plan therefore describes how goals will be achieved through the use of available resources (Austin, 2020). Strategic planning may be seen as a process, which if effectively employed, can provide substantial reward to managers and administration (Badu, 1998). Strategic planning involves short term planning for what is to be completed in a particular period, whereas on a higher scale, it involves defining or outlining organizational mission objectives establishing guidelines, developing strategies and policies that should drive the organization in a long term. Strategic planning is an illustrative and common exercise in most academic libraries that draws directly on main stream business models (Leebaw, 2019).

According to Roberts and Wood (2012) as cited in Saunders (2015), "strategic planning is a systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them.

2.2.1   Purpose of Strategic Planning

According to Aman (2010) strategic planning serves a variety of purpose in organization, including to:

1. Clearly define the purpose of the organization and to establish realistic goals and objectives consistent with that mission in a defined time frame within the organization capacity for implementation;
2. Communicate those goals and objectives to the organization constituents;
3. Develop a sense of ownership of the plan;
4. Ensure that the most effective use is made of the organization resources by focusing the resource on the key priorities;
5. Provide a base from which progress can be measured and establish a mechanism for informed change when needed;
6. Bring together everyone's best and most reasoned effort that have important value in building a consensus about where an organization is going;
7. Provide clearer focus of the organization producing more efficiency and effectiveness;
8. Bridge staff and board of directors (in the case of corporation);

9. Provide the glue that keeps the board together (in the case of corporation);

10. Provide great satisfaction among planners around a common vision;

11. Increase productivity from increased efficiency and effectiveness; and

12. Solve major problems

2.2.3 Strategic Planning Process

The strategic planning process is a typical strategic choice model which is linear and flawed in that it does not take into account the views, inputs and capabilities of the stakeholders or agent within the environment (Bodhanga , 2009). Aman (2010) contends that from an operational point of view, strategic planning is considered a continuous process that involves several key step: environmental scanning, identification of the library stakeholders and analysis of the library strength, weakness, opportunities and threats (SWOT), formulation of the strategic plan, implementation of the plan, and evaluation of the plan. According to Miller (2018), there is no single right way to undertake strategic planning, rather, what matters is what works for the institution taking account of its culture, needs and organization. Komninos (2015) citing Young (2011) outlined the general steps constituting strategic planning process:

1. An "environmental scan" or a situation analysis of the strengths and weaknesses of one organization, including an analysis of external threats and opportunities (typically called a SWOT). This includes also a "stakeholder analysis", i.e., an analysis of persons, groups or organizations whose interests and concerns are of key importance to the overall strategic process.

2. The formation of vision for the future and an accompanying mission. Statement which defines the fundamental purpose of an organization, its values, and its boundaries.

3. The development of general goals, specific targets or objectives to gauge organizational progress.

4. A set of "action" strategies to indicate what will be done to accomplish the previous goals and objectives.

5. Detailed operational or tactical implemental plans that include staff assignments and schedules.

6. An evaluation component to monitor and revise the overall strategic approach as it unfolds.

In summary, the strategic planning process involves six steps;

- Developing a vision

- Developing a set of core values

- Conducting an environmental scan

- Developing goals and strategies
- Implementing and assessing the plan and
- Revisiting the plan.

2.2.4 Strategic Management Process

Strategic management is founded on the notion that external factors affect the organization that these can be understood and rationally addressed, and that managers must communicate the company plans among increasingly disparate groups (Knights and Morgan, 1991 as cited in Leebaw, 2019). Strategic management process consists of the following three (3) stages

1. *Strategy formulation:* development of a mission statement, identifying external opportunities and threats, determining internal strengths and weaknesses, establishing long-term objectives, formulating alternative strategies, and selecting particular strategies to pursue.

2. *Strategy implementation:* establishment of annual program objectives, devising polices, motivating employees, and allocating resources to ensure the successful execution of developed strategies, developing a strategy - supportive creature, creating an effective organizational structure, preparing budgets, and developing and utilizing information management systems.

3. *Strategy evaluation:* review of external and internal factors that are the bases for current strategies, measuring program performance and taking corrective actions.

3.0 Strategic Planning in the Context of Librarianship

The emergence of strategic planning in academic libraries was explicitly tied to corporate influence (Leebaw, 2019). Riggs (1984) defines strategic planning as the process of deciding on objectives of an organization, on changes in these objectives, on the resources used to attain these objectives and the politics that are to govern the acquisition, use and disposition of these resources. The very essence of developing strategic plans for effective library services is to enhance library services delivery. According to Aman (2010), strategic planning is the process of deciding objective or the resources used to attain these objectives and in the policies that are to govern the acquisition, use and disposition of these resources. Strategic planning therefore, deals with the future of current decision, identifies future opportunities and threats, exploits the former and avoid the latter; changes can be introduced as the need arises. According to Sa'ara (2019) from the perspective of library and information management field, librarians who embrace the latest strategic insight are able to scan an

environment to look for opportunity signs and predict challenges in librarianship future. Riggs (1954) as cited in Ononogbo (2008)states that a library's strategic planning process encompasses it mission statement, goals, objectives, alternatives and contingencies, policies and resources allocations and their implementation and evaluation.

The new face of libraries and librarianship requires strategic planning if librarians must keep abreast of changes in their profession (Ononogbo, 2008). Every institutional management needs a tool that has the potential to improve the successful management of educational institution and that tool is strategic planning. Strategic planning is important to any organization work performance because it determines the organization success or failure (Austin 2020).

Strategic planning in an academic library is not the same thing as planning in library and information center. What then distinguish a strategic planning in a library from planning in any other organization? Every library and information center plans their operation, and how to get things done. However, not all plans are strategic but all strategy is plan. For a plan to be strategic, it must be given a military or forceful approach of winning at all cost (Adeyemi, Awojobi & Orbih, 2014).

Strategic planning is fast becoming a popular and growing trend within the discipline of library and information management as a visible alternative institutional management tool for resolution of issues of library expansion (Adeyemi, Awojobi and Orbih 2014). Strategic planning therefore, involves shifting the leaders and managers' position so that they consider the overall context and aspects of their institution rather than one particular part, aspect, situation, or circumstance. For that reason, in academic institutions strategic planning is about identifying some common directions for the department, division, school or college based on needs of the external and internal stakeholders (Bassa, 2012).

3.1 Rationalization for Strategic Planning in Academic Libraries

Strategic planning generates the strategic plan document which forms the fulcrum for strategic management of the system (Austin, 2020). As buttressed by Owusu-Ansah, Rodrignes and Walt (2021), the success of every digital library project depends on the availability of policies and strategies to ensure the sustainability of its service and resources. As pointed out by Michalak (20120), transforming an institution with long tradition is difficult. Many features of the academic library have tremendous power to resist change- acres of print collection; ageing and inflexible

building, state and private institutional governance structure that include outface personnel and financial regulation etc

According to Ononogbo (2008), Nigeria university libraries are at the crossroads beset with problems of dwindling, resources, inadequacy of appropriate infrastructure and new information technologies for the provision of statutory services. Hauer (2017) concludes that the technological progress rapidly growing in the 21st century also asserted itself in the ways in which we create, distribute and evaluate knowledge, skills and information today. According to Austin (2020), strategic planning is seriously advocated for because many institution and organization now find themselves in circumstances where old methods of planning and management are no longer effective in dealing with both present and future challenges. In other words, it is used to provide the institution, stakeholder and administrations with a clearer future of how a rapidly changing environment is shaping the critical decision that their institution face and how it is conditioning the resources that the institution is likely to have to support its decision.

Smith (2005) citing Marcurm (2003) asserted that "what is clear is that new generation academic library users prefer the convenience of digital access above reliance on assistance from librarians. This preference for the internet poses a serious challenge to the academic library which has to move from a paradigm of the library as a physical entity to a library where the users do not have to come physically to make use of its services.

The benefit of strategic planning in academic library according to Aman (2010) are well documented, for instance a strategic plan allows a library to be proactive rather than reactive. Also by adhering to the strategic planning process, a library can identify the monetary technology and facilities resources, as well as the personnel and skill necessary to the development and maintenance of library programs resources and services.

Strategic plan itself could also serve not just as a tactical planning document, but also as a marketing tool to help to communicate how the libraries are supporting campus goals and perhaps leading some initiatives (Saunders, 2015). Strategic planning has the potency of moving you out of your comfort zone and also shift paradigms (Kaufman, Oakley,-Browne, Watkins & Leigh, 2003 in Saunders, 2015). The grand promise of strategic planning has been to increase the efficiency and effectiveness of organizations by improving both current and future operation. Baile (1998) noted further that strategic planning operations provide a framework for management vision of the future. Strategic planning will help academic library in achieving equilibrium between the library and its

turbulent environment; helping it to absorb pressures, demonstrating competence, reducing unpredictability and establishing the basis for subsequent performance monitoring (Adeyemi, Awojobi & Orbih, 2014).

Librarians can use strategic planning to plot a viable course towards greater accomplishments in the decade to come. Strategic planning methods provides assurance that university library can turn away from the present path of institutional paralysis and decline. The decision that emanates from strategic planning is likely to have scientific basis and its flexibility can accommodate changes in management and in the environment (Adeyemi, Awojobi & Orbih, 2014). According to Bass (2012), In this ever-changing academic landscape, an effective strategic planning practice is highly essential to obtain new opportunities and resource requirements with future prospects by better aligning these universities with their internal and external environmental forces. The ultimate benefit of strategic planning practice for these universities is helping them identify clearly appropriate strategies in line with their missions as well as take their campuses where they needed to go (i.e. towards their preferred strategic direction). Library and information centers have to keep up with the changing nature of society , globalization, competition, rapidly changing technology, diminishing level of funding and rising cost of library and information services, changing and turbulent nature of parent organization etc (Adeyemi, Awojobi and Orbih, 2014).

According to Rabiu (2016), today library and information service has drastically changed from the traditional library system, the librarians working and powering this library and information services ought to have change in their approach and out-put. In other words, they must adapt, embrace and learn not only the new value orientation towards services and new output. Obviously, since the dawn of history, the enlighten people believed that the pen is mightier than the sword, but the 21st century digital infrastructure used which makes the world a global village have automatically changed the perception of the contemporaries to migrates from traditional method of generating information and disseminating information into electronic-based method which deals with the use of computer and internet (Abubakar, 2011).

4.0   Justification for Effective Adaptation to Changes in Academic Libraries

The 21st Century is a fast growing/changing economy brought about by an expanding global digital information environment. The community of users that the library serves is now part

of a global community that does not rely solely on the library for information, this pose a greater challenge to librarians and the entire library profession to redeem its rightful position as the leading force in the organization and dissemination of information (Arumuru, 2020). As rightly observed by Emezie and Nwaohiri (2013), patrons no longer depend on the academic library as an essential part of their learning and research rather they are beginning to see the library as one of those facilities a university or college should have. Libraries must of a necessity strive to retain their patrons and be at the peak of providing information sources that suit the demands of present day information seekers. Changes in information technology and developments in the educational system are rapidly changing the expectations and demands of users and are having considerable impacts on the library's relevance. Academic libraries which are libraries attached to higher education institutions (university, polytechnic, or college of education) to provide information resources, sources, and services that support the teaching, learning, and research needs of the parent institution, are not immune from the ICT revolution (Adegoke, 2015 in Ilori et al, 2020). Similarly, Inyang and Ekpang (2016:177) states:

> Libraries still serve as was first possible to link authors with readers but beyond this, almost everything has changed. This change, which is really not very surprising in that this started when information was recorded on clay tablet and still proceeded to other medium.

According to Arumuru (2020), the need to reposition the modern-day university libraries by introducing innovative services has gone beyond national (within Nigeria), regional (Africa) to a worldwide discourse due to the prevalent circumstance of the constant advancement of computers and its accompanying technologies in the creation, access and eventual dissemination of information to the end users in the 21st Century. However, with the new trends in libraries and information centres, it is imperative that pragmatic and proactive measures are put in place to ensure that the university libraries remain relevant in the educational domain. The digital library has come with new challenges and library managers in the university settings must braced up with these challenges, else the university libraries and librarians will be relegated to mere bookshops and book keepers. In other words, if there had been anytime that academic libraries require effective management of both human and Infrastructural resources, it is such a time as we already know as digital age.

Another visible area of changes witnessed in university libraries is the area of unprecedented increase in students' enrollment, in view of this, the leaders of university libraries have to accept the challenges of developing and providing quality services in their operations. However, this implies that university libraries are in need of resources to meet the demands of the growing populations of faculty and staff, to provide library and information resources for broader spectra of research areas, as well as upgrading of complex infrastructures.

According to Ijantiku and Babangida (2020), the rapid change in universities library setting has necessitated new tools for searching information, from manual public access to online public access and these change have effects on users' perception and demand of library resources most especially by undergraduate student. As concluded by Omagbemi and Tomori (2016), librarians like any other professional group, must come to terms with the fact that change is a permanent feature in human existence. Moreover, it must be realized that major change in the organizational structure of society will result in corresponding change in the organizational structure of librarianship and perhaps with new types emerging, new affiliation and a considerable resulting of responsibilities for particular services or functions.

5.0   Dimension of Revolutionary Changes in Academic Libraries

No doubt, the global world of book today is under the full control of technology. The various sectors of human endeavous are under the overwhelming influence of technological divine sweeping across the globe (Benson, Igbokwe & Onyam, 2020). According to Onuoha and Obialor (2015), the introduction of technology into the operation of a library has the potential to provide a window of opportunity - a series of activities and decision points which can if desired, frame organization and functional plans and changes which might otherwise be politically, financially or administratively extremely difficult to contemplate. Consequently, academic libraries should have strategies in place to deal with new technological advance and development (Malhan, 2006). Today, ICT is providing library with powerful new tools to meet their patron's information needs beyond their traditional printed materials. Moreover, with internet connectivity, university libraries can reach beyond their walls to provide patrons with resources available in their libraries (Omonsor, 2014).

New information technologies seem to have put a spanner in the works for traditional librarianship. The technologies have reformed librarianship, confronting it with new challenges and opportunities (Ononogbo, 2008). The term '*new media*" covers the entire field of computing,

computer technologies and the associated data contents, in the street sense; it only applies to computer digital technology-mediated communication (Hauer, 2017). Also, Hauer (2017), the proponent of technological determinism, argue that the society is influenced and shaped by technological development. Here, it has to adjust and adapt to new technologies and innovation. Advances in technology according to Elebu and Zachaeus (2020) have changed things globally especially in the area of information management, business and governance so much that the effective use of information technology makes a difference between success and failure. Moreover, Ononogbo (2008:3) writing on the growth of information and users increase as part of changes in libraries affirmed that the rapid growth of information worldwide suggests the impossibility of comprehensive collection by any library. Even though, the world economic trend does not even suggest that any library can be given such quantum of funding that can enable it to sustain itself independently.

Nevertheless, the specific dimension of revolutionary changes in academic libraries is evidenced with the infusion of new concepts through innovation and creativity. According to Emezie (2018), innovative services and practices are channels through which transformation takes place in the library. Innovative services and practices are the buzz words in today's libraries. Library and information professionals should be innovative and creative in the provision relevant and timely information services to the library users. No doubt, one of the hallmarks of modern librarianship is innovation and creativity. Today, quite a number of libraries have infused new concepts into library service delivery through innovative and creative thinking. Today, librarians talk about smart libraries, enhanced online service, digitization of library resources and services, deployment of mobile library app, embedded librarianship, short message service (SMS) notification and integration of quick response (QR) codes to library service delivery among others.

- **Smart libraries:** A smart library refers to a library built-in "smart library technology" that is able to be open library users without being staffed. The technology enables remote control of library buildings, including automatic doors, lighting, self-service kiosks and public computers. This allows us to significantly extend library opening hours, so more people can use the library at times that is convenient for them. A smart library is a library providing services which are interactive, innovative, informative, real, changing and international. The main purpose of smart libraries is to satisfy the information requests of a user through modern information technology.

-       ***Enhanced online service delivery (EOSD):*** as long as the online environment is safe and the users of physical libraries are gradually migrating to the online environment, librarians are taking practical steps it to ensure that library and information services delivery are provided to the users using the online environment.

-       ***Digitization of library services:*** The need for digitization of library and information services in academic libraries has been reinstated with the undeniable impact of covid19 during the covid-19 pandemic. A digitized library gives academic libraries the opportunity to still be up and about, making useful impacts, contributing to finding solutions, and delivering information services to clienteles in an era akin to the covid-19 pandemic period.

-       ***Deployment of Mobile App Library services:*** Mobile phone Apps is challenging the traditional way of delivering library services to users in terms of efficiency and speed which are no longer adequate in meeting up with conceptualizing information resources in libraries. No matter the kind of services available in a library, a mobile app can help get and sustain users' interest as the first port of call for users to search for information products and services online. It is believed that if a library service is available online and you have an app that users can download to their devices, the library will definitely be making good impression on the user. Mobile phone apps is a rather - new and very popular tool that enables users to communicate (Odu & Omini, 2017).

-       ***Embedded librarianship:*** Embedded librarianship is a distinctive innovation that moves the librarians out of libraries and creates a new model of library and information works. Embedded librarianship, when fully developed, embraces strong, ongoing, working relationship between the librarian, team leaders, and other team members, and a sense of shared responsibility among all for outcomes and achievements. Here, the embedded librarians develop a sophisticated understanding of the team domain.

-   ***Short Message Service (SMS) Notification***:   through this service, library users can be provided with updates on the latest news, events and notice via SMS and MMS. Library users can be informed instantly with notification such as updates on new e-books, feedback, availability of new database, etc.

-   ***Specialized Online Information Delivery Services (SOIDS)!*** According to Akpom, Benson & Enem (2020), library and information professionals can offer specialized and classified

online information services to the public. This form of service can be provided through social media platforms such as facebook, Twitter and WhatApp groups.

- **_Integration of Quick response (QR) codes to Library Service Delivery:_** This two dimensional barcodes that direct users to desired websites can be used by libraries on a certain topic or subject area. QR codes is likened to mobile tagging. A QR code is a trademark for Quick Response Code and it was first developed by Densoware Corporation, Japan in 1994. It is a two-dimensional barcodes; they can contain hundred times more data/information than simple barcode (Singh, 2018). Libraries can integrate a QR code for its digital services to instant accessibility of e-information services over the networks anywhere, any time. Library services that can be provided through QR code are:

- Creating link to all the resources available in the library through QR code;
- Using it in library exhibitions like videos, audios, and websites;
- It can be used to provided text messages for library reference services;
- It can be used in locating library books, journals etc.
- Information transfer
- QR codes are used in the library catalog to save the title, call number and location of an item to a smart device.

6.0   Present Scenario and Specific Organizational Changes

The library profession according to Leebaw (2019), has been heavily influence by the mainstream management paradigms of the twentieth century. Hence, librarianship modeled its operation after industry from the early days albeit with a persistent time lag. As rightly noted by Makumbe (2016), the fast changing technological environment, workforce diversity, changing customers taste and preference as well as cut-throat competition are some of the business complexities confronting management today. Haghund and Olsson (2008), affirmed that the library has changed from being the place for researchers to visit for help with information searching and for picking up the actual information, to being the living room for undergraduate students making the researchers who visit the library feel outnumbered and sometimes unwelcomed.

As rightly expressed by Saunders (2015), academic libraries are facing enormous pressures that require them to respond and adapt in order to remain relevant. Saunders bluntly pointed out

that "what is reported as strategic planning in many libraries is less strategic and more of "a reactive form of long range resources allocation planning" that lacks leader-defined vision (and) does not apply competitive environmental analysis (in Nitecki, Livingston, Gorelick & Noll, 2013). As put forward by Smith (2005) "every sphere of the academic library is being affected by the ICT quite radically. No longer is the library the untouchable custodian of information. It is being shaken to its foundation; in fact the existence is being threatened."

As enunciated by Ijantiku & Babangida (2020), university libraries began to adopt current changes of these technologies but it seems that most of the undergraduate students are not aware of the existence of new technologies put in place by universities, which enhances access to available information, this could be attributed to lack of knowledge / skill of how to utilize search engines such as OPAC. As rightly put forward by Umunnakwe, Benson and Onyam (2020), the library environment of both developed and developing countries has been significantly transformed by the penetration of technologies. These transformation no doubt has changed the way library services are provided. Technologically innovations have undeniably penetrated the field of librarianship and the impacts are enormous with higher demands on the part of library and information science practitioners (Benson, Igbokwe & Onyam, 2020).

6.0   Key Points for Sustainable Strategic Planning in Academic Libraries

- Academics libraries must monitor both the trends in the library and information science field as well as those in higher education more generally in order to determine where to focus resources and efforts (Saunder, 2015).

- Collaboration: librarians must master the act of collaborating with individuals and groups across libraries.

- Academic libraries in Nigeria should embrace change and constantly think of new roles for librarians and innovative library services that will put the library users first in its agenda.

- Librarians in academic libraries should top up their game and assume more active and result -oriented roles such as an advocate for the library, collaborating with other sister information professionals, web site designing, education of library users on how to use different technologies in searching for information.

- Monitoring and evaluation of strategy implementation processes in higher education institutions are so important to check whether the performance practices of planned

initiatives and activities are being carried out as planned. According to Herbst (2007) as cited Basa (2012), good planning practice of the past was unthinkable without monitoring or performance measurement, as unthinkable as driving an automobile without looking where the car is heading and without steering to keep the vehicle on course or out of trouble.

7.0   Conclusion

Change is the only phenomenal that is constant. For academic librarian to keep abreast of events unfolding in the profession, they have to change their perception of service delivery, start thinking technology in terms of services, resources and staff training. The emergence of ICT is an eye opener and a wake-up-call for librarians to think strategically or risk being relegated to the background by co-competitors in the information industry. Consequently, librarians have to plan strategically on ways to bring back the lost readers or users, keep up with competition and make ourselves relevant in this technologically changing world because if nothing is done fast, the profession will be overtaken by related information providing agencies. Above all, to remain relevant, there is need for strategic planning in the area of service provision and delivery, being proactive and accept changes as they come and strategically plan to deal with the challenges as they come.

References

Abbas, K. D. (2018). *The role of Nigeria university libraries, web-site in meeting needs of post graduate student,* In: Kwanya, T., Kiplang'at, J., Wamukoya, J. and Njiraine, D. (ed.). Digital technologies for information knowledge management, 412 - 421

Abraham , E. A. & Ozioko, R. E. (2016). Student attitude towards library users education program in universities in Benue state. *Nigerian Libraries,* 49 (1&2), 19 - 24

Abubakar, U. A. (2011). ICT skills and knowledge capacity building: the role of Professor Iya Abubakar community resource centre, North East zone, Bauchi. *The Information Technologist,* 18 (2), 147 - 160

Amam, M. M. (2010). Academic library management issues and practices school of information studies faculty books .l. https://dc.uwm.edu/sois.facbooks/l

Austin, S. I. (2020). Strategic planning: a remedy for the successful management of Nigeria secondary school system. *International Journal of Secondary Education*, 8 (2), 53 - 68

Badu, E. E. (1998). Towards an information provision strategy for university libraries in Ghana: the relevance of recent development in the United Kingdom to the needs of libraries in Ghana. A PhD Thesis submitted to the University of Sheffield

Baile, K. C. (1998). A study of strategic planning in federal organization. A PhD Thesis submitted to the Faculty of the Virginia Polytechnic Institute and State University

Bassa, A. B. (2012).The practice of strategic planning and strategy implementation in public university of Ethiopia. *Educational Planning* , 22(2),17- 34

Benson, O. V., Igbokwe, J. C. & Onyam, I. D. (2020). Towards repositioning libraries and information centres for the fourth industrial revolution era. Paper Presented at 2020 Conference and Annual General Meeting of Nigeria Library Association Anambra State Chapter held at Professor Kenneth Dike State Central E-Library, Awka, Anambra State 1st - c3rd December, 2020.

Bodhanya, S. (2009). The effectiveness of strategic management in the public service: a case study of the department of local government and housing in Limpopo provincial administration. A Master Degree thesis submitted to Leadership Centre, Faculty of Management Studies, University of Kwazuly-National

Echezona, R. I. (2009). Strategies for improving the management of special collections in federal and state university libraries in Nigeria. *Heartland Journal Library and Information Science,* 3 (1&2), 104 - 118

Egberongbe, H. S. (2020). An approach to the quality improvement of Nigerian university library services: a framework for effective quality management implementation. Information Development , 36 (1), 36 - 54

Egberongbe, H., Sen, B & Willelt, p. (2015). Quality management approaches in academic libraries: a pilot study of a Nigeria university library. *Qualitative and Quantitative Method in Libraries* (QQML), 4, 399 - 412

Elebu, A. T. & Zachaeus, C. M. (2020). Innovative library services (ILS) in Nigeria: challenges and the way forward. *International Journal of Research and Innovation in Social Science*, iv (vii), 87-

Emezie, N. (2018). Stepping up the ladder to meet user needs: innovative library services and practices in a Nigerian university of technology. *Library Philosophy and Practice (e-journal)* 1767. https://digitalcommons.unl.edu/libphilprac/1767

Eyo, E. B. E. & Nkanu , W. O. (2009). Assessment of librarians education and leadership potentials in the management of the human resource in Nigeria university libraries. *Heartland Journal of Library and Information Science*, 3 (1&2), 28 - 46

Eze, I. O. (2015) Towards planning public library and information services for internally displaced person in Nigeria. Proceedings of papers presented during 15th Annual conference of Nigeria Library Association, Enugu State Chapter, 22 - 27 Nov., p.66-77

Fernandez, S. & Rainey, H. G.(2006). Managing successful organizational change in the public sector. *Public Administration Review*, 168 - 176

Haghund, L. & Olsson, P. (2008). The impact of university libraries of changes in information behaviour among academic researchers: a multiply case study. *The Journal of Academic Librarianship, 34* (1), 52 - 59

Haixia, W. (2016). The strategic planning and implementation strategy of local university libraries in the new period. *International Journal of Liberal Arts and Social Science,* 4(9), 46 - 50

Hao, M. J. & Yazdanifard, R. (2015). How effective leadership can facilitate change in organization through improvement and innovation. *Global Journal Of Management And Business Research,* 15 (9), 1- 7

Hauer, T.(2017). Technological determinism and new media. *International Journal of English Literature and Social Science*, 2(1), 1- 4

Igum, S. E. (2013).Problems encountered by librarians in the utilization of ICTS in Nigeria university libraries. *Nigerian Libraries*, 46 (2), 87 - 101

Ijantiku, C. M. & Babangida , U. B. (2020). Undergraduate students perception of the online public access catalogue in universities libraries in Nigeria. *Journal of Applied Information Sciences and Technology* 13 (1), 136 - 145

Inyang, O. G. & Ekpang, P. O. (2016). ICT revolution in librarianship in Africa: the state of the art university of Calabar library. *Journal of Applied Information Sciences and Technology* 9 (1), 76 - 182

Isaac-Nnadimele, Ogbonna & Benson, O. V. (2021). Challenges of providing innovative information services towards realization of development agenda in the post Covid-19 pandemic era. Paper Prepared for Presentation at the 5th National Conference of Academic Staff Union of Polytechnics (ZONE D) held at ASUP Solidarity Complex, Federal Polytechnic Nekede, Owerri

Iyishu, V. A. & Nkanu, W. O. (2013). A survey of users satisfaction with reference, lending and users education services in academic libraries in Cross River State Nigeria. Nigeria libraries 46(2),102 - 113

Joel, A. P., Nwafor-Orizu, O. & Vandi, I. (2020). Availability and extent of use of electronic information resource by postgraduate student in federal university libraries in North-East Nigeria. *Journal of Applied Information Sciences and Technology* 13(1), 155 - 163

Karnouskos, S. (2015). Effective change management in modern enterprises. A Master Degree Project submitted to the Department of Informatics , Linnaeus University Sweden

Komninos, N. (2015). Strategic planning for the development of smart cities. A PhD submitted to the School of Architecture Department of Urban and Regional Planning and Development.

Kpakiko , M. M. & Aliyu, M. (2015). Institutional digital repository as gateway to web presence for Nigeria universities. *Ebonyi Journal of Library and Information Science*, 2 (1), 70 - 80

Lampert, C. K. & Vaugharn, J. (2009). Success factors and strategic planning: an academic library digitization program. *Information Technology and Libraries, 2*8 (3), 166 -1.36. https://digitalscholarship.unlv.edu/lib_articles/328

Leebaw, D. (2019). Participatory and ethical strategic planning: what academic libraries can learn from critical management studies. *Library Trends*, 68 (2), 110 - 129.

Makumbe, W. (2016). Predictions of effective change management: a literature review. *African Journal of Business Management*, 10 (23), 585 - 593

Malham, I. V. (2006.) Strategic planning for developing Indian university libraries into knowledge resource and service centre. Paper Presented at World Library and Information Congress :72nd IFLA General Conference and Council, 20 - 24 August 2006, Seoul , korea

McNicol, S. (2005). The challenges of strategic planning in academic libraries. *New Library World*, 106 (1218/1219), 496 -509

Michalak, S. C. (2012). This changes everything transforming the academic library. *Journal of Library Administration,* 52, 411- 423. Dol:10.1080/01930826.2012.700801

Miller, L. N. (2018). What is helpful and not in the strategic planning process? an exploratory survey and literature review. *Library Leadership and Management*, 32 (3), 1- 27

Nwabueze, A. U. & Anike, A. N. (2016). Mentoring strategies in use for professional development of libraries in South-East federal university libraries. *Journal of Applied Information Sciences and Technology* 9 (1), 183 - 208

Nwosu, M. C. (2007). The imperative of quality assurance in the management of the libraries of Abia state university Uturu and Michael Okpara university of agriculture, Umudike Ummahia. *The Research Librarians,* 1(2), 35 - 52

Olawore , O. P. & Ajayi, T. B. (2016). The emergence of private universities in Nigeria and their various challenges. *Journal of Applied Information Sciences and Technology* 9 (1), 31 - 38

Olorunyomi, G., F. & Adedeji, A. E. (2012). Library development and the challenge of capacity building: the imperative of change. *Middlebelt Journal of Library and Information Science*, 10(1), 9 - 19

Omagbemi, C. O. & Tomori, O. O. (2016). Freedom of information act (FOIA) and librarianship in Nigeria. *Journal of Applied Information Sciences and Technology* 9 (1), 1 - 101

Omosor, U. A. (2014). Effect of technology on librarians in academic libraries in Nigeria. *Journal of Information and Knowledge Management,* 5(2), 203 - 212

Ononogbo, R. U. (2004) University autonomy and the survival of university libraries in Nigeria. *Qwena Journal of Library and Information Science,* 1(2), 20 - 30

Ononogbo, R.U. (2008). Strategic planning and its sustainability in Nigeria universities. *Communicates Journal of Library and Information Science,* 1o (2), 1-12

Onuoha, J. A. & Obialor, D. C. (2015). The impact of information technology on modern librarianship: a reflective study. *Information And Knowledge Management ,* 5 (11), 52 - 59

Otsupius, A. I. & Otsu, P. A. (2016). Organizational change management: a strategic approach for organizational effectiveness. *International Journals for Research in Business Management and Accounting* 2 (7), 1- 12

Owusu-Ansah, C. M. M., Rodrigues, A. D. S. & Walt, T. V. (2021). Going the full distance strategic support for digital libraries in distance education at the university of education Winneba in Ghana. *Journal of Library and Information Science,* 53 (1), 3 - 15

Rabiu, A. M. (2016). Librarians' perception of evidence based on library and information practice (EBLIP) and information society as vital tool for national development. *Journal of Applied Information Sciences and Technology* 9 (1), 63 - 72

Sa'ari, H. (2019). Antecedents of strategies thinking among academic librarians in driving innovation and leading change. *International Journal of Modern Trends In Social Science,*

Saunders, L. (2015) Academic library strategic plans: top trends and under recognized areas. *The Journals of Academic Librarianship,* 41, 285 - 29l

Smith, M. Q. (2005). The impact of information and communication technology change on the management and operations of the academic libraries. Thesis submitted to the department of Library and Information Science, University of the Western Cope

Singh, B. P. (2018). Digital transformation of library services in the mobile world: the future trends. https://www.researchgate.net/publication/329609554_Digital_Transformation_of_library_servi ces_in_the_Mobile_World_The_future_trends

Sukovic, S. (2011). Strategically creative: A case of the library planning process. *Journal of Organizational Transformation and Social Change,* 8 (3), 261- 279

Umunnakwe, G. C., Benson, O. V. & Onyam, I. J. (2020). Opportunities and challenges to electronic resource sharing in university libraries: Empirical evidence from Nigeria. *Journal of Applied Information Sciences and Technology* 13 (1), 277 - 287