

It is evident from table 3 that lamination, binding, cleaning and dusting of library materials, photocopying, shelving materials to allow for free air, provision of adequate security systems to prevent theft and use of insecticide were the most used preservation and conservation techniques for the library materials, followed by installation of air condition. Also, it could be seen that microfilming, de-acidification and encapsulation were not used by the libraries.

Research Question Three: What type of ICT are used for preservation and conservation activities in the special libraries

In order to ascertain the type of ICT used in preservation and conservation of library materials, various types of ICT strategies were listed for the respondents to choose the ones they use in their libraries. The result of the analysis is presented in Table 4 below:

Table 4: ICT utilization in preservation and conservation activities in the Special Libraries

S/N	ICT use in preservation and conservation activities	NITR	FCFRM	NWRI
1	Technology preservation (replicating any old configuration of hardware and software)	√	×	×
2	Refreshing (periodic copying from one physical medium to another)	√	×	√
3	Migration (transfer of digital materials from one generation of computer technology to subsequent generation)	√	×	√
4	Emulation	×	×	×
5	Encapsulating	√	×	×
6	Microfilming	√	×	×
7	Use of standard	√	×	√

√- Applicable ×- Not applicable

The findings from Table 4 revealed that NITR used all the ICT preservation strategies except emulation. On the other hand, NWRI used refreshing, migration and use of standards, while FCFRM does not use any of the ICT strategies for their preservation and conservation activities. This implies that the special libraries in Kaduna metropolis are yet to fully embrace technological innovations for the preservation, conservation and safety of library materials.

Research Question four: Do preservation, conservation and safety policies exist in the selected special libraries

The researchers attempt to find out if preservation, conservation and safety policies exist in the selected special libraries. Table 5 below presents the result of the analysis of the respondents.

Table 5: Preservation, conservation and safety policies that exist in the selected special libraries

S/N	Preservation, conservation and safety policies	NITR	FCFRM	NWRI
1	safety of library materials	√	√	√
2	Disaster recovery procedure	√	×	×
3	Use of library materials	√	√	√
4	Handling of library materials	√	√	√
5	Training of staff on preservation of library materials	√	√	√
6	Restoration of deteriorated library materials	√	√	√
7	Loan policy	√	√	√

√- Available ×- Not available

The findings arisen from Table 5 shows that safety of library materials, use of library materials, handling of library materials and restoration of deteriorated library material policies exist in all the libraries studied, except disaster recovery procedure which exist only at NITR library.

Research Question five: Constraints to the effective preservation, conservation and safety of library materials in the Special Libraries

In order to identify the constraints to effective preservation, conservation and safety activities in the selected special libraries, the researcher provided the respondents with 7 options to choose from. The results of the analysis are presented in Table 6.

Table 6: Constraints to the effective preservation, conservation and safety of library materials

S/N	Constraints to the effective preservation and conservation of library materials	NITR	FCFRM	NWRI
1	Lack of competent manpower in preservation and conservation	×	×	×
2	Lack of preservation and conservation policy	×	×	×
3	Inadequate infrastructure	√	√	√
4	Poor funding of the library	√	√	√
5	Administrative bottleneck	√	×	×
6	Harsh environmental conditions accelerating library materials depreciation	√	×	×
7	Inadequate power supply	√	√	√
8	Outdated or non -existed hardware, software and network connectivity	√	√	√

√- YES ×- NO

Table 6 shows the responses of respondents on the constraints to effective preservation and conservation of library materials. The findings shows that a good number of respondents agreed that inadequate funding, inadequate infrastructure, inadequate power supply and outdated or non-existence

hardware, software and network connectivity were major constraints to effective preservation and conservation activities in the libraries studied. Also, a harsh environmental condition was indicated as a constraint.

Discussion of Findings

The findings from the study revealed that broken spine of library materials, books becoming torn, changing of colour of image in photographic materials, wear and tear due to excessive photocopying, dust and particulate matters and bad shelving were the major causes of deterioration in the libraries studied, followed by mutilation and biological agents. The findings are in line with Adekannbi and Wahab (2015) assertion that dust, wear and tear, excessive photocopying, pests and excessive light, frequent use of materials, magnetism and biological agents are the causes of deterioration of library materials in the special and academic libraries studied. The least causes of deterioration were relative humidity, high temperature level and high acidity level. The result implies that as long as we have libraries all these agents of deterioration would live along side with these libraries.

The study also revealed that the most commonly used technique in the selected special libraries were lamination, binding, cleaning and dusting of library materials, photocopying, shelving materials to allow for free circulation of air, provision of adequate security systems to prevent theft and use of insecticide, followed by installation of air condition, while microfilming, de-acidification and encapsulation were not used at all by the libraries. The findings are similar to that of Adamu, Babalola and Kasim (2018) assertion that cleaning and dusting of information resources, photocopying of printed documents, re-binding of books and periodicals, air conditioning of all spaces, microfilming of periodicals are the techniques used in the libraries studied.

On the use of ICT for preservation activities, the findings revealed that only one library (NITR) used all the ICT preservation strategies except emulation. On the other hand, NWRI used refreshing, migration and use of standards, while FCFRM does not use any of the ICT strategies for their preservation and conservation activities. This implies that the special libraries in Kaduna metropolis are yet to fully embrace technological innovations for the preservation, conservation and safety of library materials.

The findings equally revealed that security of library materials, use of library materials, handling of library materials and restoration of deteriorated library material policies exist in all the libraries studied, except disaster recovery procedure which exist only at NITR library. The findings are in support of Beagrie, et al (2008) who stated in their study that a preservation policy should include, a set of standards for storage, cleaning and handling of material, a programme of education for staff and users, a contingency plan for disaster recovery, a maintenance programme to clean and repair damage items, priorities for conservation treatment of all types and the use of surrogates to replace originals.

In addition, the findings identified the major constraints to effective preservation, conservation and safety of library materials as inadequate funding, inadequate infrastructure, inadequate power supply and outdated or non-existence hardware, software and network connectivity in the libraries studied, followed by harsh environmental condition and administrative bottleneck, while lack of policy and lack of adequate and competent manpower were not identified as a barrier. The findings is in agreement with Ogbodo (2011) study on the preservation of information sources in polytechnic libraries in South Eastern States of Nigeria that inadequate funding, harsh environmental condition, lack of good preservation policy and lack of competent manpower as constraints to use of preservation and conservation techniques. This implies that the factors listed hinder the effective preservation, conservation and security of library materials. Therefore, for effective preservation and conservation activities in the special libraries, all these factors must be tackled.

Conclusion

Based on the findings of this study, the researcher concluded that the special libraries in Kaduna metropolis are yet to fully embrace technological innovations for the preservation, conservation and security of library materials. Broken spine of library materials among others were identified as the major causes of deterioration in the libraries studied. The study equally revealed that all the techniques were used by the selected special libraries except microfilming, de-acidification and encapsulation. Furthermore, the study indicates that preservation policies exist in the libraries. However, several

factors such as inadequate funding, inadequate infrastructure, inadequate power supply and outdated or non-existence hardware, software were identified as major constraints to effective preservation and conservation activities in the libraries.

Recommendations

Based on the findings and conclusion reached, the following recommendations are made for improvement:

1. Preservation and security is the means by which library materials are protected for the use of present and future generations. To minimize the risk of loss of library collections and slowing down as much as possible, the process of physical deterioration which affects most library information resources, staff surveillance to check the movement of the library resources or the use of electronic security system is essential.
2. Management of these special libraries should provide standby generators for their libraries to serve as alternative to power source as such would support the efforts at preserving library materials
3. Management of these special libraries should carry out preservation exercise from time to time such as fumigation of the entire library building and employ the services of preservation professionals to train their staff on preservation activities.
4. Management of the special libraries should adopt the use of ICT in the preservation, conservation and security of library materials.

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Public Relations Activities in Academic Libraries: An Image Re-engineering Survey of Francis Sulemanu Idachaba Library, University of Agriculture Makurdi, Nigeria

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Abstract

One of the things that often need restoration in academic libraries such as university libraries is the image. This study was conducted to re-engineer the image of an academic library in Benue State through public relations activities. The study employed a descriptive survey research design. The area of study is Francis Sulemanu Idachaba, Library, University of Agriculture Makurdi, Nigeria. The population of the study was twenty nine (29) librarians. A total of 29 librarians constitute the study sample. The instrument for data collection was questionnaire. Data collected were presented in tabular form while descriptive statistics such as frequencies and mean were used for data analysis. Results show that librarians can ensure good perception of the Francis Sulemanu Idachaba, Library through building positive relations in order to streamline and improve library services. This can be made possible if librarians can ensure that the library identifying symbols can be used to enforce discipline on staff and users through jingoes on television and radio. Findings also reveals librarians engagements in carrying out needs assessment of users and deliberate effort of satisfying them as the major strategy for reengineering the image of the library. The study recommends among others that librarians should seek to adopt supporting lectures, concerts, and other events in which other colleagues are interested as another way of ensuring that the academic community has good perception of the library.

Keywords: Academic libraries, University library, Public relations activities, Image Reengineering

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Introduction

Academic libraries are libraries attached to institutions of higher learning. Such institutions include universities, colleges of education, polytechnics, schools of nursing and midwifery, colleges of health technologies, colleges of advanced and professional studies, colleges of agriculture and other tertiary institutions of learning. These libraries are established and attached to these institutions to meet the academic needs of the community. Academic libraries are dynamic tool of education which enables academic institutions where they are found to effectively discharge their teaching, learning, research and community services functions. They are considered as the mirror of the institutions where they are found. They have their own image, ideas, reflections as well as appearance which they would like to present to the public. This image is usually an impression of the academic library as perceived by the general public. The image of an academic library could either be good or bad. This means that the image of an academic library fluctuates between good or bad depending on the way the library interact with its users, unique practices and its way of responding to issues that affects its public. The image of an academic library is therefore a kind of impression or what the outsiders or general public perceived about the academic library at a given point in time.

Often times, academic libraries need to send signals to their clientele to enable them shape their image. This is why Nwamuo (2011) articulated that every organization sends a message or signal regularly to its publics and whatever is communicated in the process helps shape the image of the organization. Academic libraries being part of such organizations, their image is often decided depending on their identity, services, reputation and track records. Academic libraries identities are the unique features that separate and distinguish academic libraries with other types of libraries as well as organizations. It is a strange or universal trademark, feature or character that is easily associated with academic libraries. Academic libraries image can be perceived through their logo, motto, slogan, method of acquisition, processing, organization, storage, and dissemination and information search.

Public relations according to Shidi and Sambe (2019) are the activities that are geared towards creating positive image and reputation of an individual, organization, institutions etc before the public. Library public relations activities

are described by Odede (2012) as a deliberate, planned, and sustained effort to establish and maintain mutual understanding between the library and the public's (users). In the context of this work therefore, library public relations is as a planned and sustained activities or functions of the management staff (librarians) to create and maintain mutual understanding between the library and their patrons in order to create a good public image.

Drawing from the above definitions, it is clear to understand that public relations activities are planned and executed for maintaining cordial relationship as well as understanding between libraries and the community of users they serve. The process of planning and executing public relations activities in academic libraries is based on those who are intelligent, dynamic and can persuade, as well as work hard to create a good image for the academic library. It constitutes a vital tool of communicating the image of the academic library.

Public relations in academic libraries are aimed at relating the library and their patrons for the interest of each other. Edom, Nwosu and Akanwa (2015) argued that the major aim of public relations is to cultivate a strong and positive image of the library among its stakeholders. Monitoring and promoting the image of the academic library is the task that involve librarians and all other persons working with the academic library. An academic library is judged based on the people associated with it. Similarly, Egwin, Edom and Nnadozie (2015) identified the purpose of public relations in the library as to create better understanding and relationship between the library and members of the public.

Public relations according to Baba (2012) ought to be an imperative vehicle and bridge between the government and the civil society in Nigeria. Odede, (2012) noted that public relation activities help to provide a coordinated effort to communicate a positive image of the library and promote the availability of the library's materials, programs, and services. In academic libraries, public relations is ought to serve as a life wire that connect the libraries with their users. It enables academic libraries to manage their corporate image, develop or build and maintain programmes that are continual and systematic in nature. It also helps in preventing conflicts and misunderstandings.

Statement of the Problem

In academic libraries most especially the Francis Sulemanu Idachaba Library, University of Agriculture Makurdi, Nigeria, the poor attitudes of some staff as well as students as observed by the researchers towards services delivery and utilization may affect the image of the library. This may need the attention of librarians who are public relations practitioners to tackle. The research has also thought it necessary to investigate the situation and proffer solutions.

The question now is how can librarians ensure that the academic community has a good perception of Francis Sulemanu Idachaba Library, University of Agriculture Makurdi, Nigeria in order to reengineer the image of the library? This is a question that needs to be investigated. If nothing is done to address this question the academic community may have a bad perception of the academic library and as such they may not make proper use of the library to support teaching, learning, research and community services. It is in view of this that reengineering the image of the academic library in Benue State through public relations activities becomes pertinent to the researcher

In spite of this it has been observed that the image of the academic libraries in Benue State particularly that of Francis Sulemanu Idachaba Library, University of Agriculture Makurdi, Nigeria may be fluctuating and public relations activities are not optimally employed to reposition the image of the academic libraries in the state. It is in view of the forgoing that this study becomes relevant.

Research Questions

The following research questions were formulated to guide the study.

1. How can librarians ensure that the academic community holds a good perception of the Francis Sulemanu Idachaba Library, University of Agriculture Makurdi, Nigeria as an academic library?
2. How can librarians ensure that the Francis Sulemanu Idachaba Library identifying symbols can be used to enforce discipline on staff and users?
3. How can librarians reengineer the image of Francis Sulemanu Idachaba, Library as an academic library?

Significance of the study

This study will be beneficial to library administrators and library users because it will reveal the importance of public relations as a tool for restoring and promoting the image of libraries in general and academic libraries in particular. It will enable library administrators to recognize and pay much attention to public relations in their libraries and reengineer the image of their libraries. This will present a good image of their libraries to the public and the public will as well have a good perception of the libraries and utilize them better.

Literature Review

Symbolic interaction theory (SIT) was conceived by George Herbert Mead in 1934 with Herbert Blumer as a core contributor. The theory was developed from practical considerations that allude to people's particular utilization of dialect to make images, normal implications, for deduction and correspondence with others. Social interaction argued that people's selves are social products, but that these selves are also purposive and creative. Social interaction theory is an assumption that communication takes place through the creation of shared significant symbols, whether verbal or written. Individuals or community can develop self-concepts through social interaction. Again, the theory posits that mental events or ideas cannot be understood or brought into reality except in the context of social interaction and that basically people give things meaning and that meaning controls their behavior towards those things or the environment. It has three basic premises namely:

- "Humans act toward things on the basis of the meanings they ascribe to those things."
- "The meaning of such things is derived from, or arises out of, the social interaction that one has with others and the society."
- "These meanings are handled in, and modified through, an interpretative process used by the person in dealing with the things he/she encounters (Blumer, 1969)"

The symbolic interaction theory is related to the study because it is based on human interactive relations which are also the concern of the present study. Again, the theory is related to the study because university libraries are social

institutions that cannot be separated from users (each other) for they are created through social interaction and one cannot exist and be understood without the other.

Public relations is a top management function which evaluates public attitudes, identifies the policies and procedures of an organization which are of interest to the public, and the effort to execute a programme of action likely to earn public understanding, appreciation and acceptance (Nwamuo, 2011). Nnadozie, Nnadozie and Okeke (2015) describe library public relations as activities designed with the specific and peculiar needs of the sum of distinctive management activities which implemented for the purpose of maintaining mutual lines of communication and understanding between the library and the publics that constitute the host community. Public relations activities in academic libraries are a philosophy and function of management. In order to achieve the goals and objectives of the academic libraries, the interest of the academic community must be represented in all matters pertaining to the library's conduct. The assumption of this philosophy is that an academic library should as a matter of fact carry its functions to serve the primary needs of its clientele who depend upon them for information procurement, organization, management and dissemination. According to Deale (n.d) it is true that you cannot proclaim one thing and practice something different; to this extent, of course, library staff is involved in public relations. Basic to a good public relations program is a competent and informed staff that understands the underlying policies of good service.

In realization that the image of the academic libraries is continually formed in the minds of the patrons, reengineering the image of the academic libraries does not need to wait for the reputation of the academic libraries to reach a point of no repute. This infers that it does not need to wait for the opinion that people have about what the academic libraries are, what they have, what services do they perform to reach a point of no opinion or description at all. If reengineering an image of the academic libraries has to do with the standards and service improvement or efficiency, practice and acceptability in view of modern thinking and practices, then process of reengineering the image of the academic libraries will be best addressed by librarians who are well groomed in

the art of persuading and influencing opinions through attitudes, behavior and diplomacy.

With the establishment that the formation and reformation of reputation is in the mind of patrons, it will not be out of place to point out those public relations campaign tools for improving the image of the academic libraries. The process of using public relations as a tool to reengineer an organizations image which academic libraries are part according to Nwamuo (2011) involves a process referred to as RACE which means research, action/planning, communication and evaluation. Keghku and Chinsom (2012) identified such tools as communication skills, in house and external journals, translators, and the use of information and communication technologies. Similarly, Nwamuo (2011) identified reengineering tools as public opinions, advertising, special events, public relations publications as well as press and management luncheon. To reengineer the image of the library, Adewusi (2014) recommended that making libraries available to users, assisting students when they seek help, distribution of library handbook or guide to the library and its resources to the users and general public publics etc.

Methodology

The study employed a descriptive survey research design. The area of study is Francis Sulemanu Idachaba Library, University of Agriculture Makurdi. The population of the study was made up of twenty nine (29) librarians. The instrument for data collection was questionnaire. Data collected was presented in tabular form while descriptive statistics such as frequencies and mean were used for data analysis. Items 1-25 are opinion based with response options of SA= Strongly Agree, A = Agree, D= Disagree, SD=Strongly Disagree. The researchers considered the average mean of 3.25 - 4.00 as SA, 2.50 - 3.24 as A, and 1.75 - 2.49 as D and 1.00 - 1.74 as SD. This means that only means of 2.50 and above was acceptable while the mean below 2.50 is not acceptable.

Results

The results of the analysis of data obtained from administration of research instrument is summarized and presented below. The data are analyzed based on the research questions that guided the study. A total of twenty eight (29) copies

of instrument were administered to respondents out of which 28 representing 96% were filled and returned and were found usable for the study.

Table 1 presents responses on how librarians can ensure that the academic community has a good perception of the academic library. Data presented in the table show that majority of respondents agreed with items 1 to 6 as some of the ways librarians can ensure the academic community has good perception of the Francis Sulemanu Idachaba Library, University of Agriculture Makurdi, Nigeria with mean ratings of 3.25, 3.10, 2.85, 2.78, 2.60 and 2.60 and disagreed with items 7 and 8 with mean responses of 2.00 and 1.86 as ways of ensuring the academic community has a good perception of the academic library.

Table 2 presents mean responses on how librarians can ensure that Francis Sulemanu Idachaba Library identifying symbols can be used to enforce discipline on staff and users of the library. Results in the table show that all the items presented in the table are skewed to the affirmative with mean responses of 3.32, 3.21, 3.07, 3.03, 2.96, 2.85, 2.75 and 2.60 respectively.

Table 3 presents responses on how librarians can reengineer the image of Francis Sulemanu Idachaba Library, University of Agriculture Makurdi, Nigeria with affirmative responses of items 1 through 8 with mean ratings of 3.32, 3.25, 3.14, 3.03, 2.85, 2.82, 2.78 and 2.71) and a no affirmative response of item 9 with mean rating of 2.28. These mean respondents agreed with items 1 to 8 presented in the table as ways of reengineering the image of Francis Sulemanu Idachaba Library, Makurdi.

Discussion of Results

The results of this study are discussed based on the three research questions that guided the study. In search of how librarians can ensure the academic community has good perception of Francis Sulemanu Idachaba Library, University of Agriculture Makurdi, Nigeria, the study found out those librarians can ensure good perception of the Francis Sulemanu Idachaba Library, Makurdi through building positive relations in order to streamline and improve library service, creation of discussion forums (online) for users to err their opinion about the library, initiation of phone in programme on radio and visibility of librarians to users. Other ways include provision of handbook or guide to the

use of library and its resources to library users as well as competing with other campus activities in the area of exhibitions, book sales, and other special events. This agrees with Nwamuo (2011) who identified reengineering tools as public opinions, advertising, special events, public relations publications as well as press and management luncheon.

There are different ways librarians can ensure that the Francis Sulemanu Idachaba Library identifying symbols can be used to enforce disciplines on staff and users. The study in search of these ways reveals that librarians can ensure the library identifying symbols can be used to enforce discipline on staff and users through jingoism on television and radio, special events, public opinion, library website, advertising, press and management luncheon, electronic boards and properganda. This is in line with Nwamuo (2011) who identified reengineering tools as public opinions, advertising, special events, public relations publications as well as press and management luncheon as veritable tools for public relations.

In search of strategies for reengineer the image of the Francis Sulemanu Idachaba Library, University of Agriculture Makurdi, Nigeria, the study reveals the major recommended strategies as conducting needs assessment of users and attempting to satisfying the needs, awareness creation on the existing resources and services of the library, incorporating virtual library services such as online reference services, more visibility and approachability of librarians as well as offer network and workgroups collaborations with other academic libraries in the same area to access to databases. Other recommended strategies include establishment of lifelong relations with users by assessing their changing needs, librarians need to be very welcoming on orientation days so as to create awareness of services availability and creation of innovative information services environment that connect and attract the academic community or users. This is in line with Adewusi (2014), who reveal the strategies for enhancing effective public relations as making libraries available to users, assisting students when they seek help, distribution of library handbook or guide to the library and its resources to the users and general public etc

Conclusion

One of the things that often need restoration in academic libraries such as university libraries is the image. This is because of its fluctuation based on the way the libraries interact with users. To ensure good perception of the academic library such as Francis Sulemanu Idachaba Library, librarians must build positive relations in order to streamline and improve library service. This can only be achieved when librarians ensure that the library identifying symbols can be used to enforce discipline on staff and users through jingoos on television and radio. Therefore, librarians must be engaged in carrying out needs assessment of users and with the intention and effort of satisfying the needs.

Recommendations

Based on the findings of the study, the following recommendations are made

1. Librarians should seek to adopt supporting lectures, concerts, and other events in which other colleagues are interested as another way of ensuring that the academic community has good perception of the library.
2. Participation in campus activities such as those sponsored by student and organizations should also be adopted by librarians as a way of ensuring that the academic community has good perception of the library.
3. Librarians can ensure that the library identifying symbols e. g. a badge can be used to enforce disciplines on staff and users through social media platforms.
4. Librarians' interaction with faculty members must not always as other informal way could be devised as a strategy for reengineering the image of the library.

Table 1: Responses on How Librarians can ensure the Academic Community has a Good Perception of Francis Sulemanu Idachaba Library, University of Agriculture Makurdi, Nigeria

S/N	Items	SA	A	D	SD	\bar{X}
1	Building positive relations in order to streamline and improve library services by librarians	13	11	2	2	3.25
2	Creating discussion forums (online) for users to err their opinion about the library	8	15	5	0	3.10
3	Initiating phone in programme on radio	10	9	4	5	2.85
4	Librarians should make themselves visible or available to users	9	9	5	5	2.78
5	Provision of handbook or guide to the use of library and its resources to library users	13	6	5	4	2.64
6	Competing with other campus activities in the area of exhibitions, book sales, and other special events	11	7	8	2	2.60
7	Supporting lectures, concerts, and other events in which other colleagues are interested	3	7	5	13	2.00
8	Participating in campus activities such as those sponsored by student and organizations	0	8	3	11	1.86

Table 2: Mean Responses on How Librarians can ensure the Francis Sulemanu Idachaba Library Identifying Symbols can be used to Enforce Discipline on Staff and Users

S/N	Items	SA	A	D	SD	\bar{X}
9	Through jingoes on television and radio	15	5	3	2	3.32
10	Through special events	13	8	7	0	3.21
11	Through public opinion	11	10	5	2	3.07
12	Through library website	12	7	5	3	3.03
13	Through advertising	7	10	11	0	2.96
14	Through press and management luncheon	10	9	4	5	2.85
15	Through electronic boards	5	13	8	2	2.75
16	Through propaganda	5	10	5	5	2.60

Table 3: Ways Librarians Could Reengineer the Image of the Francis Sulemanu Idachaba Library, University of Agriculture Makurdi, Nigeria

S/N	Items	SA	A	D	SD	\bar{X}
17	Librarians in academic libraries should carry out a needs assessment of what their customers need and attempt to satisfy these needs	18	5	3	0	3.32
18	Create awareness of the library existing resources and services	13	11	2	2	3.25
19	Librarians should incorporate virtual library services such as online reference services	13	8	5	2	3.14
20	Librarians should be more visible, approachable and inquisitive	12	7	5	3	3.03
21	Offer network and workgroups collaborations with other academic libraries in the same area to access to databases	10	7	8	3	2.85
22	Establishment of lifelong relations with users by assessing their changing needs	10	8	5	5	2.82
23	Librarians need to be very welcoming on orientation days so as to create awareness of services availability	9	10	4	5	2.78
24	Creation of innovative information services environment that connect and attract the academic community or users	6	10	11	1	2.71
25	Interaction with faculty members must not always be formal and/or scheduled	5	5	11	7	2.28

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