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Fee-Based Services as Panacea to Financial Challenges in Academic Libraries in Nigeria:Issues for Consideration

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Abstract

Academic libraries the world over depend on their parent institutions for their budgetary allocations. In recent times libraries are challenged by dwindling resources as government funding to tertiary institutions has been drastically reduced due to economic

Keywords

Fee-Based, Information Services, Academic Libraries, Financial Challenges

dislocation brought about by the impact of economic meltdown, information communication technology and globalization. Globally, economy is witnessing a steep in recession and the effect permeates all sectors of the society including the tertiary institutions. Libraries and particularly academic libraries in Nigeria are vulnerable to these changes in world economy because of greater reliance on public funding which makes them easy targets for budget cuts. These challenges have adversely impacted both in information services delivery and administration of libraries. This implied that academic libraries in Nigeria have to look beyond its present methods of budgetary allocations through fee-based information services delivery in order to live up to its mandate. Hence, fee-based library service is suggested as one of the strategies to improve library financial reductions brought about by budget cuts. The paper professes that fee-based library services can be utilized as internally generated revenue to complement the poorly allotted fund from their parent institutions. The paper is a contribution to the discourse and structured to cover the following, history of fee-based, justification, types services, benefits of fee-based services, among others, the paper concludes that the library of the future will harness the changes brought by the information age for efficient information delivery. These will be libraries prepared for greater access through fee-based information services deliveries. The paper recommends that there is need to introduce fee-based libraries services in other to augment the present financial cut from the funding bodies.

Introduction

The new trend in world economy had become global affairs which have truncated the financial affairs of the entire world especially the educational institutions. This challenge has compelled the information professionals to step out from their comfort zone of waiting for their parent body to allocate money to library that is now too slim because the university budget has been affect by the present economic realities of financial distress. Economic meltdown has opened a new chapter in service delivery through the paradigm shift of commercialization of information. Marketing and packaging of information product has entered the palace of information domain. This single concept will turn the profession around and will project both the profession and professionals to a greater height. This new innovation is evolving and will continue to be because of the critical roles of funds in information services delivery and the nation at large. Although, academic libraries generally have a crucial role to play in achievement of goals of their parent institutions, in recent times, they have been poorly funded due to economic dislocation brought about by the impact of economic meltdown, information technological innovations and globalization that

are imparting the entire world. Smith (2016) is another strong advocate of fee-based concept. He states that there is no such thing as free service; someone pays directly or indirectly for it. He, however, admits that what is difficult is arriving at the value and type of information served in the eyes of the seller and the buyer.

Abhinandan et. al. (2012) stated that the winds of globalization, information communication technology, marketing and privatization have been sweeping away the long-held political and economic beliefs of the entire world. These pandemic has caused Financial Deeping in many organizations including tertiary institutions. In view of these, governments and social sponsors have been propagating that social institutions be they hospitals, schools, colleges, and libraries become self-sufficient if they are to purposefully work and demonstrate their relevance and competence to their clients. In the context to the discourse, institutional excellence will now have to be achieved through competition, to the worldwide, rather than through rules, regulations and controls. The age-old generosity for the socially desirable institutions is drying up, because of the economic squeeze that the governments, donors, and sponsors are facing. Librarians and information managers, therefore, are to generate revenue to become self-sustaining as much as possible to augment poor funding. This is more so because libraries confront increased cost and expansion in the variety of materials. The increased competition and the impact of globalization and technological era are ever increasing number of courses and patrons in the various public funded tertiary institutions. Fee-based library service is presented as a rescuer and strategies to improve library finances and meet the challenges brought by economic meltdown. The dwindling financial crises the world over has intimately led to the inability of libraries of any type to sustain their services and even institute new program 'such' as acquisition of new resources, e-current awareness services, e-SDI services, mobile phone services etc.

Contending to the above, Eteng **(**2018) submitted that while the developing nation is suffocating under the weight of economically unworkable terms, the library is cowed under harsh socio economic environment of lean development and stunted growth with devastating effects on her workers and non-workers alike. In libraries administrations, recession brings a decline in resource acquisitions, even books and journals acquisition is spiralling downwards and the downturn makes spending cuts to vital research materials and even cut to human capital inevitable. She also disclosed that changes and challenges in library profession are coming at a very fast pace both in magnitude and diversity due to economic treat that is imparting on the global world. (Aguolu, 2002) assert that tertiary institutions in Nigeria are facing a critical challenge in meeting new demands of the 21st century, with its ever increasing population growth, inadequate library facilities, resources and insufficient funding. Like the rest of the sector, however, academic libraries are now facing a renewed and intensified period of financial stringency. Libraries are being encouraged to explore the possibilities payment of fee; cost

recovery and profit potentials for their survival. Libraries must change according to changing marketing trends. Librarians need to achieve an imaginative design of service and products, and develop communication methods and a feedback mechanism to improve service. Though the concept of charging for information, particularly in developing countries is a difficult task, librarians must consider that funds can be generated this way.

These predicaments have made academic libraries to suffer untold neglect as the economy struggles; the library financial situations continued to deteriorate . Thus academic libraries are confronted with problems of cut in budgetary allocation from their parent body which have imparted adversely both in information services delivery and administration of libraries. Academic libraries are particularly vulnerable to changes in the world economy because of their reliance of highly-priced globally-sourced information products and dependence on expenditure allocations from parent institutions that are heavily dependent on government funding. It must be pointed out that libraries have not been isolated from the financial problems of their parent bodies. As such the libraries in tertiary institutions are handicapped in their promoting scholarship and reading culture in their parent institutions. The present realities must compel academic libraries to look beyond financial allocation and start re-thinking on return for information service investments.

In their own wisdom, Weinland and McClure (2011) are of the view that a declining budget environment combined with advances in information technologies has revolutionized the concept of library services and the topic of fees is integral to that revolution. Theyargued that changing condition, application of library fees may be economically justified and have specific implication for library management in the area of performance measure, critical factors analysis and costing mechanism of library situations. Achede (2012) analyzing Nigerian situation, stated that academic libraries in Nigeria have generally been poorly funded . University libraries have experienced dwindling budgetary allocations which hover around 3% of the total universities' annual budget. She stressed that in Nigerian University System, National University Commission (NUC) approved that 10% of the university approved recurrent annual budget should be set aside for library development, that students' library fee be applied to library development, and separate account be opened into which the library subvention should be paid and disbursement of this amount be made by the University Librarian and the Bursar. She argued that in most Nigerian universities, this policy is hardly implemented because some Vice Chancellors regard the library fund as part of their statutory control to ensure accountability as a prime accounting officer of the institution. So they often influence the University librarian to stand aside and watch while they spend library fund on acquisition of relevant and irrelevant material.Also an investigation of the initial effect of the downturn on Nigerian libraries was conducted by Ekpenyong (2010) who noted that libraries could no longer afford to acquire all the research materials needed for

their patrons because of inadequate funding.

Nwafor (2013) stated that some libraries suffer because their income was un-stable while cost climbed and the naira continued to depreciate from the 1980s to date. As if this afore stated position is not bad enough, the 10% of the approved recurrent budget set aside for library development in 1993 for Federal university libraries was abolished in 2001. What this means is that currently, there is no known minimum standard for financial support to Federal university libraries (NUC, 1993). Discussing the plight of academic libraries in Ghana, Ahenkorah-Marfor and Osei-Boadu (2013) confirmed that academic libraries in University of Ghana are confronted with structural challenges and a rapidly changing educational environment where majority of users are lamenting due to obsolete resources coursed by poor budgeting from the funding parents. Throwing more light on the above, they adduced that Ghana Universities Rationalization Committee in its report of 1988 recommended that, that is still operational, stated that public universities should allocate ten per cent (10%) of their budget to the university library for its operations. Even at that academic libraries in universities in Ghana continue to struggle with the implementation of this recommendation. What is more, even the percentages given in the various university libraries have been dwindling. They also noted that universities in Ghana have generally not been financing their libraries to the quantum that has been recommended by the Universities Rationalization Committee in Ghana and university libraries have experienced dwindling budgetary allocations which hover around 0% of the total universities' annual budget. As such the University libraries are handicapped in their promoting of scholarship and reading culture in their respective institutions. The assertions should compel academic libraries especially in developing countries to create professional visibility through fee- based services for ingenious quality service delivery for its patrons. The position of Chin and DeAngelis (2015) was that in times of drastic cuts in public funding and shrinking budgetary support, educational institutions must, as a matter of survival; look for ways to generate income consistent with their institutional mandate.

Consequently, the poor funding of academic libraries and epileptic implementation of annual budget for many academic libraries in developing nations have affected the quality of library resource, access, services and use. To this end, libraries most address these challenges by embracing fee-based information services. According to Anyaoku (2012) the recent decline in funds to libraries and the change in the concept of information from a free resource to a marketable resource in the information age have necessitated the re-evaluation of free services in the libraries. Also the resultant underfunding of the libraries has become perennial and may remain so if the national economy does not improve significantly. Latimer (2012), the librarian at Queens University London, shared his experience by stating that, the fee based service at Queens University has enabled them to offer a service to Architects, planners, and others that they

would not otherwise have been able to serve. He stated thus ' it brings us in a useful amount of extra income that is ploughed back into the library service wherever it is needed be it for equipment, additional book within the library or faculty libraries in the university'. He concludes that, from experience, other environmental professionals notoriously unwilling to spend money on information are willing to spend money to save time and get satisfactory result. He avers his support for fee based library services and encourages other academic library managers to do same for the sake of their users.

The realities of the present dispensation are that librarians should adapt to changes/challenges being born out of economic constraints, digital innovations, globalizations and social discontent. The situation on ground has become imperative for academic libraries to look beyond whatever percent allocation for additional sources of funding for their numerous engagements. In response to paucity of funds in academic libraries, library professionals have been compelled to introduce fee based library services to augment the short fall in budgetary allocation. In the light of the above, the paper seeks to identify services that can be marketed to generate income to enhance effective and efficient information provision to users. So the aim of this study is therefore to create awareness among the librarians on imperative of fee-based services for internally generated revenue to complement the allotted fund from their parent institutions.

History of Fee-Based Library Service

A comprehensive literature review is outside the scope of this paper. Nonetheless, the literature of fee-based library and information services delivery has definitely paid attention to the issue in question. A significant percentage on development of fee-based library services due to economic dislocations, information communication technology innovations, and impact of globalizations were discussed by erudite scholars. Charlotte and Henrik, (2014) trace the evolution of the concept in European libraries as far back as 70s. The major contribution to the debate on fee-based library services was an appeal to consider how actual library users perceive and utilize them. They also introduce a way of thinking about fees in libraries from the viewpoint of the distinction between core and peripheral library services. In terms of specific guides lines for charging fees on user, Webb (2013) presents a broad manual for implementing and operating a fee-based service, while Prentice (2011) talks about fee-based services within the context of identifying and pursuing new sources of income for libraries. In her manual she draws on her own experience as the head of Purdue University's Technical Information Service and advise other academic libraries looking to replicate it. For example, in Great Britain, some public libraries … were compelled to gather voluntary user's fees. … In the United States several public libraries established rental collections containing primarily light fiction" (Savolainen, 2015). After World War II libraries began to place copying machines in their premises and charged for photocopying. In 1970 computer-based information retrieval services were introduced in

1970s. Libraries were at that time the victims of serious budget cuts, in addition to the evolution in information technology, information marketing, and the paradigm nature of information in digital age that has usher in the diversification of information as a product servicing.

McDaniel and Epp (n.d.) stated that as libraries in tertiary institutions begin to address their over-dependence on tuition, they seek alternative revenue sources. Large research libraries across the country such as Rice University, UCLA, George Washington University, and the University of Wisconsin–Madison have led the way in establishing fee-based services. In the early 1980s, institutions offering fee-based information services established a discussion group of the Association of College and Research Libraries, called Fee-based Information Services for Colleges and Libraries (FISCAL). Its 1988 directory listed eighty-three fee-based services, and its 1992 directory listed 550. This discussion group shares policies and procedures with members and prospective members, and sponsors workshops at national library meetings on how to establish, market, and expand fee-based information services. In addition to supporting like-minded institutions and professionals, it advocates a new way of thinking about information services in today's technological and information-based business environments. Since then, however, while the debate about the ethics of fee-based services has certainly not gone away, additional emphasis has been placed on the "why" of the question, and from then, on the "how." Jaeger (2014) provided a solid overview of how the morals and economics of fee-based library services have been discussed throughout the 1980's and 1990's, noting interestingly, that "arguments for both sides have remained fairly constant, so that one could read a position paper in 1997 and see significant similarities to one written in 1977." Ibegwam and Ogunyade (2018) revealed that majority of the library services and products were free in Ibadan and Lagos medical libraries. They indicated that the most common fee-based services are photocopying and reprographic services which are not traditional library service. They however indicated that new products and services that medical librarians would want to introduce to their libraries in order to generate funds include indexing and abstracting services. In the same development, charging of fees in the library helps to improve the standard of library service to users. Furthermore, value is usually added to any services that have a price tag, so fee-based services in library is institution and among the community of users' thereby increasing opportunities for improved usage Okeke (2013). A survey conducted by Kwadzo and Amekuedee (2017) indicated that types of fee-based services provided by libraries in agriculture related special libraries in Ghana included online bibliographic search, photocopying, Email, CD-ROM searches and training. They gave varied reasons for the fee-based services offered. The reasons are mainly to make up for the shortfall in government subvention, to improve quality of service and to recover cost of service.

In addition, though, Jaeger raised the issue that in at least some cases, the potential or expected promise of fee-based library services has not been met by their

actual implementation. Since then, information delivery has taken a new dimension, and will continue until information managers especially in developing nations, realized that the environment in which they operate has moved from traditional setting of free to fee based information services deliveries. Based on this conceptual clarification the debate is still on fee-based versus free information. Meanwhile, competition for limited funding from the parent institutions entails that academic libraries must look out for ways of selling some of their products and services to generate revenue to finance their activities.

Justification for Fee-Based in Libraries Services

In Anyaoku's (2012) wisdom, one of the justifications for fee-based services, is the underfunding of the libraries that has become perennial and may remain so if the economy remains stagnant. As such the academic libraries will continue to be handicapped in promoting of teaching, research and reading. Ifidon and Ifidon (2012) stated that the situation in the state university libraries is even more ridiculous as to compare to federal universities. This of course leads to the situation described by the Guardian newspaper editorial of March, 2001 when it wrote,

> *Libraries, one of the hallmarks of any centre of learning are bereft of the latest intellectual output. What line the shelves, it maintain are dust caked and dog - eared textbooks and journals with painfully outmoded content. Consequently, the poor funding of academic libraries and epileptic implementation of annual budget for many Nigerian universities has affected the quality of library resource, access, services and use. As such the academic libraries are handicapped in their promoting scholarship and reading culture in their parent institution. p.3.*

As a matter of necessity, fee-based library services has become optimal and imperative considering the fact that funding for library resources and infrastructure has remained very low thereby necessitating the need to augment by charging fees for services. Dina (2003) in corroboration started that despite the fact that revenue generation falls outside the primary function of academic or any other type of libraries, it has become necessary to embark on fee-based so as to help lessen the problem of poor funding to some extent in Nigerian academic libraries. These therefore, will go a long way in sustaining academic libraries in Nigeria. Moreover, libraries need to be self-sustaining, financially; hence the importance of fee-based services will now stand as a rescuer. In the same development, commercialization of services will augment the poor funding in libraries.

Bok (2011) stated that in libraries prices of books and journals are rising relentlessly, thereby imposing demands for library management to sit up. As a matter of fact, fee-based library services has become imperatives considering the fact that funding for library resources and infrastructure has remained

very low thereby necessitating the need to augment by charging fees for certain services. Moreover, libraries need to be self-sustaining financially in order to situate themselves and continued to be relevant in this digital age. Taylor-Roe, and Francis (2015) noted that a change of approach became apparent now that ICT, globalization and internet, www, particularly is making available online services, and the rapid take-up of these services, alerted information managers potential for improving service and providing access to a far wider range of source material than before, but also to the very real possibility of a rapid escalation of costs. Unlike the one-off purchase price associated with buying a reference book, or the annual subscription to a journal, both allowing subsequent unlimited use at no extra cost, the online service usually raised a charge each time it was used. There were a few databases that offered a fixed annual subscription rate, but these rates were often quite high unless considerable use was made of them. There were also high costs for telecommunications, technical infrastructure and support, which led to a higher level of overheads.

Competition between electronic information providers and the introduction of generic web-based delivery have moderated some of these increases. These competitions in terms of its cost and non-availability of funds has deeply imparted on information harnessing. The present conditions have brought about the need for libraries to introduce multiple source of financial backing so as to meet up with the new trends in educational, social, globalizations, technological and research in the present information age.

These developments have resulted to the desires for fee-based library services in libraries especially academic libraries. Ifijeh (2010) asserts thus: although the library is not profit-oriented, the reality of today's world in terms of the cost of acquisitions and services makes it inevitable that the library will have to charge users for services rendered. The position of Chin and DeAngelis (2015) is that in times of drastic cuts in public funding and shrinking private support, educational institutions must, as a matter of survival; look for ways to generate income consistent with their educational mission. Coffman (2015), as director of a fee-based information service at the County of Los Angeles Public Library, addresses the ongoing “fee or free” dialogue, and provides a robust defense of the value of such services. According to him, attitudes within the information professionals have moved on, and in 2003 the notion of charging for some services is more widely accepted than it was in the 1980s because of its numerous benefits. Webb (2013) in her contributions agreed that a fee-based information service may provide different levels of service such as a faster response to information services deliveries that will add additional income. Ifidon and Ifidon(2012) noted that fee-based library and information services is not new, even in the highly industrialized countries such as the United States, when it was introduced in 1967 has increased the library income.

The augment that user fee will assist libraries to survive in today’s market driven economy is a well

stated fact. Various authorities have advocated that so many factors such as poor economy, legal i.e. intellectual property rights, ethical, political, social, managerial and professional have adversely impacted into libraries management, hence, they argued in favour of fee based services in libraries. Commenting on its justification, Ekoja (2014) pointed out that those who are arguing for fee-based library services are winning the debate because of 'many compounding variables which compelled libraries to look beyond their traditional sources of funding so as to raise additional funds to sustain the level of services which hitherto, normal funding was able to take care of. So the justification or response to paucity of funds in academic libraries have made it necessary for libraries to adapt fee based library services in order to provide and sustain quality library services to users (Ishola,2014). Latimer (2012) avers his support for fee based library services and encouraged academic librarians to work out policyon the type of fee-based services that will suit their libraries.

Types of Fee-Based Services

It must be carefully considered which services can have only a token price, which can cover a reasonable proportion of cost, and which can generate revenues. For instance, a survey conducted by Kwadzo and Amekuedee (2017) indicated that types of fee-based services provided by libraries in agriculture related special libraries in Ghana included online bibliographic search, photocopying, Email, CD-ROM searches and training. They gave varied reasons for the fee-based services offered. Some of the reasons are mainly to make up for the shortfall in government subvention, to improve quality of service etc**.** Ekoja (2014) stated that libraries have become clients of commercial databases on the www and other search engines, in other to be able to deliver services effectively and efficiently. Therefore if libraries can further strengthen the provision of these internet services for fee, there is tendency that their financial base will improve.

These points are further buttressed by Leisner (1995) although the contribution of Leisner is obsolete but still apt to the discus, which holds the view that increased customer satisfaction will result in increased willingness to pay for the services offered by librarians. For instance, Diamond Law Library provides two types of fee-based services for non-academic institutions, businesses men/women, private individuals, researcher, lawyer's doctors, and individuals desiring access to its collections. Among those collections are superseded statutes, current and historical treatises, hard-to-find international and foreign materials, and sought-after titles such as the Martindale-Hubbell Law Directories, from 1868 to the present day. The Document Delivery Service is a pay-as-you-go program for firms, nonprofits, and individuals not affiliated with Columbia University. Most Law Library materials can be scanned or copied (within limits of United States copyright law) and sent quickly as PDF attachments via email. The Subscription Service provides its many New York metropolitan area law firm and corporate members with quick and easy access to the Law Library and to circulating materials from many on-campus libraries.

In furtherance to the above payment of an annual fee, members receive expedited customer relationships, branding, corporate identity card and personalized library number. Ward (2013) stated that even an institution as venerable as the New York Public Library operates express fee-based service in other to make additional fund. He concluded that as at 1993 survey Association of College &Research Libraries (ACRL) identified over 450 organizations throughout the U.S. that provide some sort of fee-based reference service to the broad unaffiliated public.

Types of Services

Ezeh (2018) highlighted the types of information services that can be considered to be used as money generation in the practice of fee-based library services as thus:

- Current Awareness Services (CAS),
- Bibliographies Services,
- Training in (Moy's Classification and information marketing),
- Cyber- Netting,
- Information Repackaging,
- Indexing and Abstracting Services,
- Current Searching of Literature,
- Document Delivery Services,
- Reference Services,
- Microfilming Services
- Statistical Data Analysis Services,
- Reading List,
- Public Relations,
- Repackaging of information,
- Consultancy services,
- Reprographic services,
- Cyber café/Internet Browsing Services,
- Advertising,
- Promotion/Advocacy of Information's,
- Sales of weeded materials,

The above and much more are the services that librarians can exploit to make additional money. Hence, the realities of the present dispensation is that Librarians should adapt to changes/challenges being born out of economic dislocations, digital innovations, globalizations and social discontent from the above constraints. Also being able to adapt and think creatively will enable academic libraries to develop valuable initiatives that will become long lasting and beneficial to the libraries especially in Nigeria.

Benefites of Fee Based to Libraries

Ahenkorah, Marfor and Osei-Boadu (2013) confirmed that responses received from a survey on sale of some aspect of their services as a possible source of additional income indicated that it exists in some academic libraries in university of Ghana. According to them, information collected from Kwame Nkrumah University of Science and Technology, University of Ghana and University of Cape Coast proved that a potential source of additional funding to all three university libraries have helped them in purchasing current materials.These benefits include income generation, boosting library image and creating new relationships within the parent organization. Ilo, Idaerefama and Fufuri (2016) agreed that fee-based services place monetary value on the provision of specific services as against the conventional trends of free information and services provision in libraries. The fees charged on the services are used to

ensure consistency in the procuring of some library resources.

Webb (2013) believed that fee-based information service may provide different levels of service such as a faster response. She advised that librarians should be mindful of turnover increases, so as not to draw staff away from services to the primary constituency of the library. I It is important to note that there should be no hidden resource made from the fee-based service from the parent organization as this will cause conflict and resentment that will tend to undermine the stability of both services. Cartmill (2013) summarized the benefits of fee-based services thus:

- Fees limit the waste and over consumption of library services.
- With fees, the clients feel that they have acquired something that add value and is of high quality.
- Fees are justifiable because most library patron does not realize that government be it state or federal are the one responsible for those free information's they souring free.
- The demand for fee based services is as a result of shot falls in library subventions from its funding institutions.
- Increasing costs of both management of library and acquisitions of equipment and current resources make user fees a necessity.
- With fees, many new services can be introduced such as commercialization, advertising, marketing and public relations.
- People pay user fee for a number of public services such as in motor parks, museums, bridges and toll gates/ highways, although they are tax supported.
- They should also pay for information services that help to developed and enrich their existence.
- Fees have the long-term effect of augmenting university support for libraries.

In harmony to Webb's assertions, there are numerous benefits and positive effects associated with fee-based library services, not only do these services add to the revenue of the library, it go a long way in attracting patrons to the library thereby drawing patronage, goodwill and projecting the good image of the library.

- One of the benefits will leads to improved quality of library services thereby making the Library to serve its users to their satisfactions.
- Library will benefit from Fee-based information services because it will increases library resources by bringing additional funds to the library
- The awareness created to attract users will enhances library visibility by letting the user to know aboutthe introduction of new services in the library.
- This will bring increases library patronage which will also increase the financial aspect of the library.

As the information professional released the situation on economic meltdown, they should also understand that the time to move away from traditional library function isnow and embraces the

new innovation of fee-based information service delivery in other move the library forward.

Furthermore, Ilo, Idaerefama, and Fufuri (2016) conclude that fee-based services place monetary value on the provision of specific services as against the conventional trends of free information and services provision in libraries. The fees charged on the services will be used to ensure consistency in provision of information. In line to the above

THE WAY FORWARD

Academic libraries have a mandate to fulfil in their parent institutions. In order that they do not renege on this mandate, they can also make patrons the target for sale of information products. This way, selective dissemination of information (SDI) can be done for good returns. Libraries can search and package the information needs of patrons in the area of research, teaching and learning etc.

The library is the university's central organ; and it follows that it must be properly supported financially by its parent organisations, adequate funding should be considered a basic necessity for the effective development of academic libraries. In this respect, it must be recognized that funds are needed for the materials and services which are provided for library users. They should be accepted policy implementing on the packaging and sale of information products to actual and potential patrons.

Proper feasibility study should be carried out by a team of professional librarians carefully selected, especially those that have knowledge of information marketing, on the type of fee-based library services and the type of patrons so as to know all it takes to start and its operational exercises will be carried out.

There should be adequate planning and policy formulation on how to handle the resources to be marketed. The head of the fee-based section should everything, and will be reporting to the University Librarian. Also, it will be necessary to create job description among the staff on who should handle particular functions.

Library sections/units responsible for the fee- based resources should look for the research interests or profiles of researchers in other to provide quality services to them. Also re-training programme must be organized for library staff on the issue of information marketing so as to enable them avoids the mixing up of library service with fee-based library services. They should also be trained in the area of business skills. How to handle fee-based services department should be mapped out and staffed managed by libraries with entrepreneurial skills.

In addition to this, the library patrons should be given serious orientation on the operations of fee-based library services especially what they stand to gain through the use of library thought by General Studies Department of the university. Also, the library should create awareness of fee-base services through various outlets such as library bill board, educational what Sapp groups, face book, LinkedIn, internet, conferences and hosting of workshops to reach out to other patrons.

Academic libraries in Nigeria universities should take advantage of this potentially means of income

generation ie fee- based, through Library Committees that should comprise thus: V. C representative, faculty representatives, university librarian, acquisition librarian, circulation librarian and other library staff as desired by the librarian to push for a paradigm shift in this new innovation.

Also Vice Chancellors in Nigerian Universities should implement the 10% allocation to academic libraries and allow the librarians to spend the funds on the library development instead of undue interference. Similarly, University librarian should be bold to introduce fees based services but must ensure that the right pricing policies are adopted for pricing of these fee based library services so that the primary function of the university library will not be compromised.

Conclusion

In conclusion, one may be right to state that academic libraries in Nigerian university are challenged by dwindling resources as government funding to tertiary institutions has been drastically reduced due to economic dislocation brought about by the impact of economic meltdown, information communication technology and globalization. Based on the discussions, academic libraries in Nigerian university highly depend on their parent institution for the survival. Hence, the obvious and popular solution is to seek alternative funding to solve the problems of paucity of funding in academic libraries in university in Nigeria. So fee based library services have been advocated. Furtherance to the above, fee-based library service is presented as one of the strategies to improve poor financial allocation of academic libraries in Nigeria university brought by economic meltdown.

Although, fee-based library services has been in practice in many university libraries such as photocopy and reprographic service but in an unorganized and unprofessionally manner especially in developed countries. It is imperative to understand in summary that although numerous authorities in librarianship hold the view that fee-based library services are of great and positive effect on the library, but academic libraries in Nigeria university are yet to fully tap into these benefits, which fee-based can offer to the totality of information service delivery. So the paper has revealed that fee-based services in academic libraries in Nigeria University are still at their low stage.

Furthermore, there are numerous benefits and positive effects associated with fee-based library services. Not only do these services add to the revenue of the library. These also include income generation, boosting library image and creating new relationships within the parent organization, attracting philanthropists to the library thereby drawing patronage, goodwill and projecting the good image of the library.

The study also conclude that libraries should continue to join in the struggle for improved funding of the university, but the Vice chancellors should respect the 10% allocation to library development and allow the librarians to spend the funds on the library development instead of undue interference. For sustainability of academic libraries in Nigerian University in the present dispensation, they should be bold to

introduce fees based services where required but must ensure that the right pricing policies are adopted. Bearing in mind that academic library of the future will be libraries that will harness the changes brought by the information age for efficient information delivery. These will be libraries prepared for greater access through information marketing, ie “Fee-Based”.

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