

UNIVERSITY LIBRARIANSHIP: ISSUES AND PERSPECTIVES IN NIGERIA

A Festschrift in Honour of
Professor Raphael U. Ononogbo



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Chapter 29

The University Librarian in Nigerian University System

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Introduction

University Librarian is the chief bibliographic officer of the University. He or she is a Principal Officer, member of senate and is responsible to the Vice Chancellor for the overall administration of the University library and its branches or faculty resource centres. He or she is a specialist in the administration and management of the University library. Over the years, there has been dispute about the place of the librarian in the hierarchy of Principal Officers. There has also been the issue of the correct remunerations for the University librarian in the light of the of the government and university Council approvals for principal officers in Nigerian Universities. This chapter discusses the issues that have arisen on the perceived and actual role of the University Librarian in Nigerian Universities. As part of this discussion, the following sub topics will be discussed. The person and office of the University Librarian, the University Librarian as a principal officer, duties and responsibilities of the University Librarian, privileges and remunerations of the University Librarian, The politics of the proper placement of the University Librarian in the University management hierarchy and the librarian's place in the organizational politics among others .

The Person and Office of the University Librarian

The University Librarian is the chief bibliographic officer of a university responsible to the Vice- Chancellor for the daily administration of the University Library and the co-ordination of the library services in the University and its Campuses, Colleges, Departments, Centres and other teaching or research units (Etim.2015). The University Librarian in Nigeria is a certified librarian, who is registered with the Librarians' Registration Council of Nigeria (LRCN). He or she must not be below the rank of a Deputy University Librarian. The University Librarian is appointed according to the relevant provisions of the enabling law for the appointment of Principal Officers. Specifically, the Librarian is an expert in the tools of 21st century scholarship, and can help students and faculty save time and enhance their research

with innovative methods. The Librarians works in **digitization**, preservation, open access and fair use makes **information** more accessible and **broadens** the users reach. Library partnerships and programmes expand **international access** to information, advancing the users reach and **helping to create positive changes** through the spread of knowledge around the world (Beasley, 2018).

Application Process

Interested and qualified candidate for the advertised post of a University Librarian normally forwards his or her application with several copies of detailed Curriculum Vitae (CV) along with the vision for the position. The number of copies to be supplied by an applicant is determined by the number of people that sit at the appointment panel of that university. The CV should provide information on the following: Full name, place and date of birth, home address, email address(es), sex, nationality, marital status, number and ages of children, permanent home address, e-mail and phone numbers, degrees (including dates, class of degree and institutions) and/or any other qualifications and distinctions (photocopies of certificates should be attached) and Statement of Experience including full details of former and present posts. The list of publications including current research are to be included as part of the candidates publications. In some institutions they are categorized as publications before and after the last promotion. Other activities of the candidates outside current employment are also to be stated. Extra-curricular activities and proposed date of availability for duties, if appointed are also required in some universities. The candidate may also include any other information that he or she considers important under 'Any Other Relevant Information'.

The candidate should state in clear terms of not more than 500 words, his/her vision statement for the University in the next five years with particular reference to administration, control and innovations in library services. This simply means that the person seeking to become a University Librarian should state in clear terms what he or she will do each of the five years if they were to be appointed a University Librarian in furtherance of the growth of the University library and by extension the mother institution. In addition to stating the names and addresses of three (3) referees, applicants should request their referees to forward references on their behalf directly to the university. For many universities the applications are to be submitted under confidential cover with envelop marked "Post of University Librarian", on the upper-left side of the envelope to the Vice Chancellor. In a few other universities, it is addressed to: 'The Registrar and Secretary to Council of that University'.

Application deadline is usually stated and it is in the interest of the candidate to ensure that her or his application reaches the institution before the deadline expires. In this wise, it is advised that the application be sent with speed post or delivered by

hand if it is not too cumbersome for the candidate. It is also advisable that **the** candidate gives his referees a copy of his or her CV, application and an addressed **and** stamped envelope for the posting of the referees' letters. It may be also advisable **for** the candidate to offer to post the letter after it has been written by the referees, so **as to** ensure that the letters are actually sent. This is because normally the age of **such** referees is usually advanced and many at times they are very busy and dementia **may** have set in so that even though they promised to write the letter they may forget **to** write it or write it and forget to post it. They may also write it and post it with **the** 'snail mail' and it will not get to the destination in good time. So unless your referee has the paraphernalia of the office to accomplish this task, it may be wiser to play **safe** and post your letters by oneself. Also it may be in the candidate's interest to keep **and** carry sealed copy of the referees' letters to the interview.

Caring a copy of the referees letters become necessary for the candidate so that **when** he or she arrives at the interview venue and is told by the panel members that **they** have not seen some or all the copies of letters from the referees, the candidate **can** produce copies of these letters. For integrity sake, please resist the urge to open **and** read the letter it is *confidential*.

Qualifications of a University Librarian

A cursory look at the advertisements and conditions of services of many universities in Nigeria and over the seas has revealed that there are several shades of qualification requirements for the position of the University Librarian. For example, the University of Vanderbilt University, Nashville Tennessee, United State of America requires **the** following from their University Librarian, a combination of expertise and experience from both the academic discipline and library and information sciences. 'A graduate degree is expected, whether that is an advanced degree in a related discipline **along** with extensive library experience, or an Master of Library and Information **and** Information Science (MLIS) with a combination of relevant library and academic experience' (Meskill & Meskill, 1975; Gerald, 2018).

In one of the universities in the South East of Nigeria, the librarian must possess Master of Library and Information Science (MLS) or Doctor of Philosophy (PhD) **in** librarianship, plus a minimum of 15 Years' experience in the librarianship cadre (MOUAAU, Conditions of Service for Senior Staff, 2016). One of the universities in **the** South-South region in Nigeria requires a Doctor of Philosophy degree in Library **and** Information (UNIUYO Regulations Governing Staff Conditions of Service, 2016). **In** the case of one of the universities from the South-West, it is stated that 'The candidate for the University Librarian position must possess good honours degree(s) in **any** discipline and a Master degree in Library Information Studies from recognized

universities. The possession of a Ph.D degree in **similar areas** will be an added advantage.

In addition to the **academic and professional qualifications**, the candidate must possess evidence of **membership of library professional bodies** and registration with the **Librarian Registration Council of Nigeria**, which is the regulatory agency for the practice of librarianship in Nigeria. Of equal importance is that the candidate must possess sufficient evidence of **continual scholarship and contribution** to knowledge through publications in reputable peer reviewed journals and books, both within and outside the country. Above all, the candidate must possess **good managerial skills** and competences including a clear understanding of the **nature and dynamics** of the intricacies in deploying information technologies as tools for the management of information collections in line with **global best practices in contemporary University Libraries**'.

In terms of work experience, the **prospective candidate must have put** a minimum of fifteen (15) years of cognate work experience in **university library(ies)**. Ten (10) of these years must have been at **Library Management position**. A candidate occupying a position lower than that of a **Deputy University Librarian** need not apply. Furthermore the candidate should not be more than **65 years old** (University of Ibadan, 2017).

From the above, it is clear that in Nigeria, public **universities require** the following from candidates who aspire for the apex job in their **University Libraries**:

- i. The university librarian must have a good **honours degree** and at least a **Masters of Library and Information Science (MLIS/MLS)**. However, increasingly most Universities in Nigeria now **require their librarians** to have a **Doctor of Philosophy Degree (PhD)**.
- ii. She or he should have least 15 years **post qualification academic and professional experience** with minimum of **five years at the management level**.
- iii. They are expected to be **Information Communications Technology (ICT) literate** and certified librarian duly **registered with the Librarian Registration's Council of Nigeria**.
- iv. In addition to these requirements, most **universities require that the candidate for the post of the University Librarian must currently be at least a Deputy University Librarian with a minimum of three years' experience** at the post in a recognized university.
- v. In some universities they are required to be a **person of high integrity and moral character with excellent interpersonal relations**. They must be able to instill confidence in others and command **the loyalty and respect** of people under her or his supervision.

- vi. For some others, the candidate must have vision, proven academic distinction, managerial ability, integrity and requisite professional skill and competence. He or she must be innovative and should understand the nature and dynamics of the best practices in the provision of academic library services.
- vii. Having a strong evidence of substantial number of scholarly publications both in quality and quantum in reputable international and national, journals is required. The candidate must be capable of providing academic and administrative leadership.
- viii. The aspirant for the post of the University Librarian should not be below the rank of Reader Librarian/Deputy University Librarian and should not be more than sixty-five (65) years old.

In addition to the academic qualifications and other conditions already stated above, the candidate for the post of the University Librarian is expected to possess demonstrated

1. knowledge of key trends in Library Science, including the ability to evaluate emerging technologies.
2. success in recruiting, leading, and managing library staff, including instituting professional development opportunities. Superb written, oral, and interpersonal communication skills.
3. experience with budgeting, financial management, and resource allocation.
4. success in fostering diversity and inclusion.
5. knowledge of special collections and university archives.

Appointment of the University Librarian

The University Librarian is a principal officer in the Nigerian University system and like other management officers like the Vice chancellor, registrar and the bursar, In some climes like the United States of America, the American Library Association (ALA) have a guideline for the Appointment, Promotion and Tenure of Academic Librarians (ALA, 2010). In the case of Nigeria, most rules and regulations of the universities have been laid down in the Guidelines for the Appointments of their Principal Officers that include the University Librarian. For example, the University of Uyo Staff Regulations states that they are appointed following these steps:

- (i) a constitution of a Selection Board for the appointment of Principal Officers, consisting of:
 - (a) the Pro-Chancellor, as Chairman
 - (b) the Vice-Chancellor
 - (c) four members of the Council not being members of the Senate; and
 - (d) two members of the Senate who must be Professors.
- (ii) The functions, procedure and other matters relating to the Selection Board constituted under sub-section

(iii) of this section shall be as the Council may, from time to time, determine (UNIUYO, 2016).

The extant law regarding this issue is the "Universities (Miscellaneous Provision) Amendment Act 2012 section 3949 specifically provides that:

The "Bursar or the University Librarian should hold office for a single term of five (5) years only beginning from the effective date of his appointment and on such terms and conditions as may be specified in his letter of appointment"

The Law further states that:

"Notwithstanding subsection (4) of this section, the Council may upon satisfactory performance extend tenure of the Bursar or the Librarian for further period of one year only and thereafter, the Bursar or the Librarian shall relinquish his post and be assigned to other duties in the university."

This law was preceded by a decree 11 of 1993; and S.6(4) and (5) which provided for a renewal option of a second tenure of five years. The new law restricting the tenure of the University Librarians to a single term of five years has met with a lot of controversies, not just with the Librarians but also other principal officers like the Registrars and the Bursars. This resulted in a collective letters written to the National Salaries and Wages Commission on the 24th of October, 2014 to clarify the matters relating to the emoluments of former principal officers of Tertiary Educational Institutions. The reply reads as follows:

"where a person vacates a tenured position as a principal officer in a tertiary educational institution and chooses to return to a career position in the same institution or similar one, he should be placed on the salary grade from which he was appointed the principle office. Furthermore, he should be placed on the step of the salary structure that he would have attained by annual increment had he not been appointed to the principal office. Such an officer is not allowed to carry to the career position, the remuneration package that he had earned while occupying the principal office position."

Even though, the National Universities Commission (NUC) directed Vice Chancellors to implement this immediately, this circular has been trailed by a lot of disagreements and has become a subject for regular discussion by University Librarians at the biannual meetings of the Association of University Librarians of Nigerian University (AULNU, 2016). The University Librarian may be reappointed for a second tenure if the relevant provisions of the enabling law permit. At the expiration of his or her tenure, if he or she desires, upon the approval of the Vice Chancellor, he or she must be appointed to other duties in the university. Such a person must be computer literate (University of Uyo, 2016).

A successful candidate for the post of a University Librarian shall hold office for a period of five (5) years from the effective date of appointment with additional **one (1)** year subject to a satisfactory performance as may be determined by appropriate University laws and the Governing Council of the University. The implication of **this** is that under normal circumstances, the longest a serving librarian can stay is six years and the shortest is five years. This is unlike the period before 2012 when there was a possibility of two tenures of ten years.

Duties and Responsibilities of the University Librarian

The duty of a University Librarian is administrative, academic and research orientated.

The Librarian as an Administrator

As an administrator, the University Librarian oversees collection acquisition and development, budgeting, staff, fundraising, the maintenance and formation of state, regional, national, and international partnerships, library services, physical space, information technology adoption and development, website development, and strategic planning. The ideal candidate is a collegial, visionary, experienced leader, with the proven ability to manage, develop, and forward the strategic vision of an academic research library, while successfully implementing operational details and managing staff. Specific Responsibilities include:

- i. *Support Teaching and Research.* The University Librarian will advance the research and teaching mission of his or her University by supporting the quest for new knowledge through scholarship, dissemination of knowledge through teaching and outreach, and creative experimentation of ideas and concepts.
- ii. *Service.* The University Librarian will foster a culture of service in support of his or her University students, faculty, staff, and the university community.
- iii. *Strengthen.* The University Librarian will strengthen all the divisional, faculty and departmental libraries within the university library system.
- iv. *Forward Internal Collaboration.* The University Librarian inspires and nurtures cross-disciplinary collaboration across the divisional libraries leveraging the diverse expertise that exists in liaison librarians that is the librarians in the divisions, faculties and departments.
- v. *Forward External Collaboration.* The University Librarian will serve as an ambassador and advocate for the library by developing partnerships with other academic research libraries, and regional and national library associations.
- vi. *Innovate.* The University Librarian develops a vision to ensure that the University Library symbolizes a model of modern librarianship.
- vii. *Collaborate.* The University Librarian will work closely with the university leadership and with deans and department chairs to prioritize and focus future library developments.

- viii. **Lead, Recruit, and Manage Staff.** The University Librarian has the duty of recruiting, developing, motivating, and evaluating a Library workforce in alignment with job expectations, professional roles, and the University mission. A central element of this responsibility will be to implement professional development and scholarship among Library staff.
- ix. **Assess.** The University Librarian has to establish meaningful, measureable goals for organizational accomplishment, assess outcomes on an annual basis, and develop a culture of accountability among direct reports.
- x. **Oversee Library Finances.** The University Librarian will function as the chief fiscal officer by monitoring financial and managerial reporting and by making sound fiscal decisions to the benefit of the University Library (Kumer, 1975).

The University Librarian as an Academic Staff and a Researcher

The University Librarian is involved in campus scholarly life, forming relationships with students, staff, and faculty across the undergraduate and professional schools. The university librarian belongs to the class of university staff called academics. He or she therefore engages such academic activities teaching and researches. Specifically, the role of the university librarian as an academic staff includes:

- **Engagement in Campus Life:** this will include teaching his or classes where there are library schools. It may include the supervision of post graduate students. For those that do not have library schools, they are still expected to give orientation to freshmen as well as to teach the students and faculty how to use internet based library databases (Nwokocha, 2017).
- **Research and publications.** The university librarian is expected to be productive as academic staff. In fact, in many universities he or she is required to fill the yearly Annual Appraisal form (APER) and state the number of publications before and after the last promotion. The implication being that for whatever it is worth the UL is still being appraised in spite of the numerous duties of that position.

The University Librarian as an equivalent of a Professor.

The University Librarian in a Nigerian university is usually an academic staff. His or her salary level is usually the same or even higher than those of professors. However, because some University Librarians do not possess a PhD before taking up the position of the University Librarian, they are regarded as less than a professor in the Nigerians university system. Such University Librarians with PhDs who teach at their Library and Information Science (LIS) departments, where they exist, are usually regarded as senior lecturers for the purpose of accreditation of the LIS programme. Also those who fall into this category are given directorates to head after their tenure. There has been few cases of University Librarians who possessed PhDs, are lecturing in the LIS departments and having sufficient publications and the needed tenure,

have had their Prima-Facie Qualification (PFQs) established, their publications sent out to external assessors. When these publications come back with positive assessment, they are appointed reader/associate professor(s) of Library and Information Science. These are Professor Librarians. For those universities with Library and Information Science departments, these crop of librarians automatically go back to the department at the end of their tenure like the Vice Chancellors. For this method to become operational, the matter must be approved by the Management, the Senate of that university and the Council of the University using due process.

Remunerations and Privileges of the Nigerian University Librarian

The wages of the University Librarian, like those of other Principal Officers in the University is consolidated. The implication is that the librarian's remuneration and other conditions of service are as applicable to the post of a University Librarian of all Nigerian Federal Universities and as may be determined from time to time by the Federal Government of Nigeria and the University Governing Council.

The other allowances that are accruable to other Principle Officers like a yearly wardrobe allowance of an amount to be decided by the Governing Council of the institution and a one-time furniture allowance, again as determined by the Governing Council of an institution. The librarian is also entitled to a vehicle usually as contained in the Bill of Act establishing that university. The advertisement normally states that 'The remuneration and other conditions of service are as applicable to the post of University Librarian of all Nigerian Federal Universities and as may be determined from time to time by the University Governing Council. Due to the differences in the remunerations of the Librarians and other Principal Officers according to the rules and regulations of their Universities or as decided by their Governing Councils, the Association of University Librarians of Nigerian Universities (AULNU) tried to streamline it with the following recommendations for serving and retiring librarians:

Allowances of Serving Librarians

The salary is approved by the Government and or the Governing Council of the University. The wardrobe allowance is given to the librarian so that he or she can kit properly since the exigencies of the office necessitates that he or she meet with important people and as such is an image maker of the institution. It ranges from one hundred thousand to a million in most of the universities in Nigeria. Accommodation should be rent free, furnished with electricity and gas bill, water and telephone bills paid by the university. In practice competitive rent is paid for the official quarter. Apart from the above allowances, there are other conventional entitlements that include, a free full residential quarters, one official car and duty car, four drivers on half daily routine schedule, one laundry man, one gardener, two cooks, two stewards, security guards for day and night at the University Librarian's residence. The

University Librarian could commute the salaries of entitled domestic staff to cash if he or she so desire. In addition, there are responsibility, entertainment, hospitality, housing and other allowances like entitlement to travel overseas for conferences with spouse and up to four children on annual basis. In practice however, a lot of these allowances are tied to the weans and caprices of the Vice Chancellors who decides whether there is sufficient fund to cater for these things when it concerns other principal officers, whilst the chief executive ensures that his entitlements and that of his family members are taken care of in spite of the economic challenges in the university system.

Proposed Allowances for Retiring Librarians

The ALUNU as the umbrella body of the University Librarians in Nigeria has recommended the following remuneration for the librarians that have successfully finished their tenures:

- Take all accumulated annual leave
- Take a sabbatical leave of 12 calendar months with pay
- Retain official vehicle and furniture as his private property or pay nominal amount for it.
- Annual terminal basic salary
- Annual transport allowance
- Annual rent subsidy
- Annual meal subsidy
- Annual entertainment allowance
- Annual utility allowance
- Annual salary of entitled domestic staff but not exceeding three

The above recommendations notwithstanding, remuneration and other conditions of service as applicable to the post of University Librarian of all Nigerian Federal Universities while uniform in the sense that they generally bear the same name are not the same in that the implementation varies as there are universities in Nigeria. It is usually a function of how much funds come into the university from the government and the internally generated funds and the sense of fairness of the chief executive to want do the right by all his principal staff, since the execution of this is usually dependent on his or her approval. The implication is that it is difficult to see any university where the librarian gets all the items purposed. Fringe benefits include a Pension Scheme in consonance with the Contributory Pension Scheme and appropriate allowances as may be approved from time to time by the Government or University Council.

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University Librarian and the University Management Hierarchy

The laws governing the Nigerian University system recognises the Vice Chancellor, the Registrar, the Bursar and the Librarian as the principal officers of any university with tenured appointment of a single term of five years (Miscellaneous Provision Amendment Act 2012). The University Librarian is a member of the University Management in any public university in Nigeria. Depending on the university, he or she in theory is listed after the Bursar with the Vice Chancellor being number one, the registrar two, the bursar three and the Librarian number four. However, in practice the Librarian is usually listed after the bursar, with the Deputy Vice Chancellors administration and academic who are part of the Vice Chancellors office listed directly below the chief executive. In some universities there is even a third Deputy Vice Chancellor in charge of Management Services. Whatever the case maybe, all the principal officers report to the Vice Chancellors directly and where they have cause to report to the Deputy Vice Chancellor, they do so when he or she is acting as proxy for the Vice Chancellor. The librarian, like the other principal officers sometimes has the opportunity to represent the Vice Chancellor at occasions. This is especially true in the areas where the competences of the librarian put him or her at advantage. There are also cases where the librarian sometimes deputises for their Vice Chancellors this is especially true in the universities in northern parts of Nigeria. The important point here is that the University Librarian must be well grounded not only in his or her discipline but the major and topical issues in the environment. He or she must also be confident, charismatic and a good team player who is ready to take on additional responsibilities at little or no notice from his or her Vice Chancellor.

The organisation "org chart." Libraries manage across and around these official structures through the use of committees, task forces, working groups, and other vehicles, which are no less important than the hierarchical structure. It is in the interest of the university librarian to give attention to the other forms of influence and social networks, both inside and beyond the library, that touch on its decision-making. Even though in the order of events, the university librarian is usually listed last among the core principal officers, the university librarian reports directly to the Vice Chancellor. However, the placing of the librarian last may not be unrelated with the fact the librarian is usually the only line officer that does not share the administrative building sometimes called the Senate Building in some universities. As it sometimes d among the line officers 'the librarian is off campus'. This should not in any way diminish the person of the librarian especially if the librarian is eminently qualified and knows hers or his onions. The other issue is that the librarian has the opportunity to control some funds that come annually from TETFund used to rattle some chief executives and the intimidate the librarian so that they can be cowed down so that they can squander the funds without the librarian blowing the whistle.

The University Librarian and Organizational Politics

In any organization, there is always the issue of the organisational politics, the university is no exception. The university librarian should not pretend that it does not exist because that will amount to living in delusion. In addition to the normal organisational politics, there is also the Nigeria factor which has different connotations for different people. For the purpose of this work, those things represent all the unethical things that are done in the Nigerian organisation by the chief executive officers because of the level of corruption and moral decadence in the society where the winner takes all and official misconduct is done with impunity because either the person can bribe his or her through or because of the persons position and 'connections', even if a report was made against him or her to a higher quarters (council) or to the law enforcement organs, justice will never be done, let alone to be seen to be done due to bribe taking nepotism or general lack of respect for rule of law that pervades the nation. This notwithstanding it will be foolhardy for the University Librarian to behave like the ostrich with its head in the sand and think no one is watching or that it is safe from the hunter's bullet. Where this is done he or she will just discover that at the end of the five tenure, little or nothing would have been accomplished in the university library. It could even be worse than this, when personal emoluments and allowances accruable to the librarian are not paid to him or her; and statutory allowances like wardrobe allowance could be reduced below what is approved by the university council when it come to the Librarian under the guise that the university cannot afford to pay all because of the difficult economic situations.

Therefore, borrowing from metaphor of four as posited by Jarret (2017) 'organizational politics can also refer to a variety of activities associated with the use of influence tactics to improve personal or organizational interests. Past studies such as Vigoda-Gadot and Drory (2008); Chris (2004); Schneider (2016) show that individuals with political skills tend to do better in gaining more personal power as well as manage stresses and other job demands, than their politically naive counterparts. They also have greater impacts on organizational outcomes (Schneider, 2016). Thus, the first step to feeling comfortable with politics requires that executives are equipped with a reliable map of the political landscape and an understanding of the sources of political capital. This will no doubt involve the mapping of the organisational political terrain.

Mapping the political terrain according to Jarret (2017) includes four metaphoric domains: *the weeds, the rocks, the high ground, and the woods*. Each has different rules for skillful navigation. Navigating these domains requires awareness of two important dimensions. First is the level that political activity takes place. Political dynamics start with the individual player and their political skills. These can evolve into group-level

behaviors. At the other end of this dimension is the broader context, where **politics** operates at the organizational level. The second dimension of the political landscape is the extent to which the source of power is soft (informal) or hard (formal). **Soft** power is implicit, making use of influence, relationships, and norms. Political activity based on "hard," formal, or explicit power draws upon role authority, **expertise**, directives, and reward/control mechanisms (Jarret, 2017). These two dimensions of power can provide us with the tools to navigate the four metaphoric domains.

The weeds' according to Jarret (2017) is a dynamic that grows naturally, without **any** maintenance. It can be a good thing. However, if left unchecked, can also form a dense mat through which nothing else can grow. To deal with the weeds, the Librarian should get involved enough to understand the informal networks at **play**. Identify the key brokers, as well as the gaps if any, or ally with the brokers, so **that** you can increase your own influence. Conversely, if the brokers are doing more **harm** than good, you can try to isolate them by developing a counter-narrative **and** strengthening connections with other networks.

The Rocks: Power in "the rocks" rests on individual interactions and formal (or "hard") sources of authority such as title, role, expertise, or access to resources. It might also include political capital that arises from membership of or strong ties to a high status group such as the finance committee, a special task force, or the senior management team. Navigating the terrain here relies on drawing on formal sources of power, rather than fighting against them. Your best bet is to redirect the energy of a dysfunctional leader, either through reasoned argument or by appealing to their interests. This can be exemplified in a divisional head who will not implement the decisions reached at the library management meetings because of self interest in form of making money from the reprographic unit under his or her division which he or she spends on personal things under the guise that his or her respond to the needs of library users in that division. In fact, it was this sort of political behavior and misuse of power that inspired Max Weber, a sociologist an early organizational scholar, to write the classic book *Bureaucracy*, where he argued that bureaucracy was the most rational and best way to organise and co-ordinate modern corporations(Shaikh,etal,2018). This leads us to the next metaphoric domains which is the high ground.

The high ground combines formal authority with organizational systems; This according to Jarret (2017) is the term used to describe the rules, structures, policy guidelines, and procedures that form the basis of political activities in that organisation. The benefits of these rules and procedures are that they provide a check against the whims of individual level, charismatic or autocratic individuals. Thus, the 'high ground' provides guide rails for the rocks. It is a functional political process that

uses structures of control systems, incentives, and sanctions to keep members the organization in compliance. However, as many executive know, rules and procedures can also lead to the firm becoming overly bureaucratic, where rules are used as a political device to challenge interests not aligned with the bureaucrats, or to prevent innovation and change.

If the Librarian finds himself or herself stranded on the high ground, lesson should be taken from one company that used feedback from clients, customers, and end-users to highlight difficulties and make the case that the current structure was constraining the organization. Since organizations where the high ground is a problem tend to be risk-averse, you can also try emphasizing that not changing can be even be riskier than trying something new. This has become the bane of most government institutions in Nigeria, where a simple process like awarding a contract for a good that is above two hundred and fifty million naira can take up to six months to effect in the name of following due process. You can also argue that a separate group, task force or committee needs to be set up to examine an issue. It creates a working space outside of the mainstream structures, norms, and habitual routines of the organization, providing an alternate source of power. Such groups can also revitalise innovation and change. Where this does not work, there is also the wood.

In addition to their formal processes and guidelines, organizations also have implicit norms, hidden assumptions, and unspoken routines and that is where we get into "the woods." The woods can provide cover and safety for people in your organization; or they can be a bewildering place where good ideas and necessary changes get lost. Thus, here it is important to understand the woods from the trees as you can miss the former if you focus on the symptoms rather than the hidden barriers to strategy execution. Understanding the political terrain that is the power brokers in your university can help the university librarian fight dysfunctional politics. But it is also important to recognise that each landscape also contains positive dynamics. For example in some universities in Nigeria, the librarian acts on behalf of the Vice Chancellor, while in some others even the dean of postgraduate school is preferred over the University Librarian. In either case, the librarian should try to understand the drivers (that is, the Pro Chancellor, and Vice Chancellor,) rather than just judge their behaviours. This action of preferring the Dean of Postgraduate School and the Dean of Deans over the University Librarian can sometimes be traced back to the history of the university or even the previous University Librarians who in the past had the highest qualification of master of library science degrees. Many of them were not well published and they gave excuse that they were too busy to publish. A situation that led to some times watering down of academic standards for the librarian, thereby making them seem like lesser academics. The Librarian will also do well by ensuring that he or she knows the trade, so that they are able to give informed advice and

comments when it is sought from the chief executives so that they do not appear to be mediocre that only look after old books in a dusty library shelves'. University librarians who do this can avoid the hidden traps of political dynamics, defend themselves against the dark side of politics, and use what they know to support wider university goals and therefore find it easier and get more skilled at engaging in positive political behaviours at all levels of the organization. However, if for any reason these four metaphors do not apply to the organizational politics in your system, it is in your interest to find what will work for you. Whatever happens, the Librarian must not pretend that there is no organisational politics. He or she should not sit by the fence, as this may work against the University Library at the end of the day. Where the librarian is in the wrong camp of the organisational politics, it may not only affect the library adversely, but also earn him or her unnecessary disciplinary actions from the chief executive officer.

Disciplinary Action against the University Librarian

Only Council may take disciplinary or punitive action (including dismissal from office or service) against a member of staff who is a Principal Officer of the University except the Vice-Chancellor. Council may suspend with half pay, such staff member from duties; and may issue instructions limiting his or her access to any offices in the University or enjoin him to make himself available to any Body of Enquiry or University Authority from time to time, pending investigations into his or her conduct or the completion of any other appropriate action connected with his or her case. Where the librarian is found culpable, he or she may have to disengage from the institution.

Method of Disengagement

There are several methods of disengagement from the service of the university. These include resignation, withdrawal of services, transfer of service, retirement, termination of appointment and dismissal from service. The university librarian can leave the service of the institution by giving a minimum of six (6) months notice before the date of the exit or refund the salary of six months in lieu of notice. The letter will be addressed to the Chairman of Council through the Vice Chancellor. Where the termination of appointment is initiated by the university through the Vice Chancellor the Librarian has the right to appeal.

Right of Appeal

Without prejudice to the provisions on procedure for disciplinary action, any aggrieved member of staff who is disciplined or punished under the appropriate regulations shall have the right of appeal through the necessary channels. In the case of the University Librarian he or she can appeal to the Council of the university if he or she believes that injustice is being meted out to him or her.

Summary

This chapter has attempted to discuss the Person and Office of the University Librarian.

The procedure for Appointment of the University Librarian and the tenure of the UL were also discussed. The required qualifications, application process, duties and Responsibilities of the University Librarian were also highlighted. The remunerations and privileges of the office of the Nigerian University Librarian was discussed with mention made of the salary and conditions of service, allowances for serving librarians and proposed allowances for retiring Librarians as is purposed by CULNU. The role of the University Librarian as an academic staff and an administrator was mentioned. The place of the Librarian in university management hierarchy was considered. The University Librarian's role in the organizational politics of a Nigerian public University is debated.

It was established and therefore concluded that the University Librarian is a principal and management staff, with consolidated salary scale. The office of the University Librarian is a tenure done of five years in the first instance, with the possibility of being given additional one year by the University Council on successful completion of the tenure.

It is recommended that all University Librarians should have at least a Doctor of Philosophy Degree. He or she should be familiar with the events in and around the university environment. The librarian should be a good team player, who is assertive when the need arises and ever willing to take additional responsibility from the Vice Chancellor at very short notices.

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