

**PARTICIPATION OF STUDENTS IN IMPROVING STRATEGIC PLANNING
AND PERFORMANCE FOR ACADEMIC LIBRARIES IN KENYA: CASE OF
UNIVERSITY OF NAIROBI LAW LIBRARIES**

LILIAN JEPTOO

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF
LIBRARY AND INFORMATION SCIENCE, DEPARTMENT OF LIBRARY AND
INFORMATION SCIENCE, UNIVERSITY OF NAIROBI**

2020

DECLARATION

This thesis is my original work and has not been submitted for examination to any University.

Signature Date: Date 4.12.2020

Lilian Jeptoo

Registration Number: C54/89726/2016

This thesis has been submitted for examination with our approval as the university supervisors.

Signature..... Date 4.12.2020

Supervisor: Dr. Dorothy Njiraine

Department of Library and Information Science

Signature:  Date 4.12.2020

Supervisor: Dr. Elisha Ondieki Makori

Department of Library and Information Science

DEDICATION

This research project is dedicated to my husband and best friend Wesley Kiprop Lelgo and sons Rooney and Raphael and daughter Rihanna with love and God's blessings

ACKNOWLEDGEMENT

I acknowledge to my supervisors and lecturers Dr. Njiraine and Dr. Makori for their advice, guidance and contribution to this research project. To my family and friends, I thank them for having to cope with my absences especially during weekends and late in the evening. God bless all.

ABSTRACT

The aim of this research project was to investigate the participation of students at improving strategic planning and performance for academic libraries using the case of the university of Nairobi law libraries. The objectives of the research were: to assess awareness and level of student's participation at improving strategic planning and performance of academic libraries, establish the role played by librarians in enabling student participation, establish the benefits of student participation and propose a framework for implementation of student participation. The study approach used was both quantitative and qualitative methods using closed and open ended questions for students and interviews for librarians. It targeted a population of 1707 University of Nairobi Law students and librarians. It employed both probability and non-probability sampling consisting of simple random sampling, stratified and purposive technique to gather the data and the researcher used Yamane formula of 95% level of confidence and margin error of 5% to determine the sample size. Framework analysis and narrative analysis techniques were used to evaluate qualitative data and statistical package for social sciences was used to analyze quantitative data. Inter-rating was used to measure the level of consistency of data collection instruments and content test will be used to test instrument validity. The findings tabulated, condensed, analyzed, and inferences drawn. These processes lead to a deduction on how level of participation of students in strategic planning improve performances of academic libraries. Qualitative data analysis concept was applied to draw out patterns from concepts and insights. The study findings were used to support understanding of the study problem. Analyzed data were presented in form of tables and charts for appropriate dissemination and interpretation. The study findings revealed that participation of students in improving strategic planning had huge significant impact on the performance of academic libraries. It also revealed students' participation at improving strategic planning is less frequently practiced. This study therefore recommends that students should be frequently involved in the development of the strategic planning.

LIST OF TABLES

Table 3.1: Research Design Framework.....	25
Table 3.2: Sample Frame.....	29
Table 3.3: Operationalization of Variables	34
Table 4.1: Response Rate.....	38
Table 4.2: Year of study.....	45
Table 4.3: Descriptive statistics for Awareness and Level of Student Participation.....	42
Table 4.4: Framework Analysis Summary for Awareness and Level of Student Participation.....	43
Table 4.5: Descriptive statistics for benefits of student participation.....	45
Table 4.6: Framework Analysis Summary for Benefits of Student Participation.....	49
Table 4.7: Descriptive Statistics for Role Librarians do Play.....	52
Table 4.9: Framework Analysis Summary for the Role Played by Librarians in Enabling Student Participation.....	54
Table 4.10: Framework for Implementation.....	55
Table 4.11: Student Participation Framework.....	58
Table 4.12: Student Participation Implementation Process.....	60

LIST OF FIGURES

Figure 2.1 Kurt Lewis Theory of Change	24
Figure 2.2 Conceptual Framework.....	26
Figure 4.1 Gender of Respondents.	39
Figure 4.2 Age of Respondents.....	40
Figure 4.3 Level of Study.	42

LIST OF ABBREVIATIONS AND ACRONYMS

CLE: Commission for Legal Education

CUE: Commission for University Education.

ICT: Information Communication Technology

WIFI: Wireless Fidelity

UON: University of Nairobi

SPSS: Software Statistical Package for Social Science

QDA: Qualitative data Analysis

CHAPTER ONE

1.0 Introduction

This chapter offers discussion of background information to the study on participation, strategic planning, library performance, study context, problem statement, research objectives and research aims. In addition, the chapter sets out the assumptions, scope and limitations of the study.

1.1 Background to the Study

An academic institution comprises stakeholders who are major decision makers and enablers of efficient and effective delivery of services. A stakeholder is an individual or group of persons with particular interests in it (Benn worth, 2010:567). A stakeholder in our case is a student who is an important participant in the research environment. Modern academic libraries have been seeking to endure economical abilities in the shifting stakeholder environment through strategic planning and provision of quality information services in our institutions. Strategic Planning is defined as an organised formal method of analysing the situation of an organisation at the present moment or in future for purposes of reviewing the business strategy and possibly rereading it and as a result making a decision on what and how it should be done in the future. (Rosen, 1995; Bryson, 2018:23). Academic libraries have been seeking good performance in the changing environment to manage services through strategic planning and according to Bielavitz & Tom (2011:1), adoption of an administration process that interacts with their within and external models of change and permits inventiveness are what is expected of in strategic planning to meet user needs in future. A Harvard University library is an example of a global library affected by traditional strategies and are advocating for change through digital strategic planning Carr (2014:161). Carr (2014:161) study describes resource planning process to create changes in resource acquisition and decision making for student centered activities. Students form the greatest stakeholders in most of our universities and therefore involving them in our strategic plan to

champion on performance is vital because quality of service is experienced by the service receiver (Allison& Kaye; 2011:12). Both developed and developing countries are coming up with strategic planning initiatives including student participation as a move to improve library systems to meet standards globally. Cupito (2011:183) explains that in Egypt University in Africa, students should be welcomed to get involved in strategic planning to solve arising user challenges. The involvement of students as key stakeholders in strategic management of the libraries in organizations is therefore critical and should be embraced.

1.1.1 Strategic Planning

First development and use of strategic planning was in the realm of for-profit. This lead to early researches being conducted in areas related to business and applied the evaluation technique that were of benefit to those companies whose main goal was to make profit (Casey & Marie, 2015: 64). Commonly used research technique was surveys were managers of businesses were involved in determining their opinion on effectiveness of planning process and whether the plan met the set out objectives of the company (Casey & Marie, 2015: 66). Comparison of past financial rations (pre-strategic plan) with current rations (annual reports, publicly available Securities and Exchange documents) was also done this helped in determining whether the businesses have made any profits.

Cupito andLangsten (2011:183), states that reforms are evolving and are being applied swiftly besides forethought. Many academic libraries lack preparedness for this shift. Many are additionally in predicament on the way of reforming the process of management, systems and processes with the aim of coping.

1.1.2 Student Participation

Participation means, giving people a chance to air their views or being engaged (Doyle, Gendall, Meyer, Hoek, Tait, McKenzie & Loorparg, 2010:472). Students' participation also implies incorporating their ideas in the event of implementing library systems or improving the existing ones to suit their needs (Dole & Wanda, 2013:283). It means valuing their opinions and ideas and giving them control of their learning. The essence of all this points to the fact that, quality is determined by the service receiver and students being the clients for many Universities, stands a better chance to weigh its performance.

Doyle et al (2010:472) conducted a study on learner's participation in educational choices in Europe and its impact in making career choices they found out that most career choices are made through the involvement of learners. Another study done in Egypt (Elassy, 2015:123) on Student involvement in quality assurance system used a stakeholder model to determine efficiency in performance, initially the students were not aware of what is happening and most of their requests took long to be attended to, findings indicate decision making through involvement of student's leaders enhanced communication.

In Kenya, Student activities in public academic institutions such as leadership increases efficiency and according to the study findings, there is need for student involvement (Kaunda, 2013:30). The students played a crucial role in mentoring fellow students and involvement in various school activities. Student participation is thus an efficient tool to communicate and disseminate available information to library users.

1.1.3 Context of the Study

The University of Nairobi is an old university in the country since it started offering education, study and learning in 1956, and has remained a mother university in Kenya. The University of Nairobi has six colleges offering various programs and this research has been carried out at the

College of Humanities and Social Sciences within its Law Schools. The University of Nairobi Library is an academic library with its main branch centrally situated adjacent to the Education Building, 8.4.4 Building and the University of Nairobi Towers with campuses in Mombasa and Nairobi. The library is housed in the central department and it is here that all research and learning programs are offered. The Mombasa campus library is situated in the coastal area and the Nairobi campus is located at Parklands in Nairobi county.

1.2 Statement of the Research Problem

Libraries have been developed using strategic plans that are geared towards improving services and efficiency (Franklin, 2009:495). This has been successful through participation of stakeholders in order to have an input of all participants in the process. Students are key stakeholders therefore their input and awareness in the process is key to the planning process. If communication is done properly then their level of participation and their contributions implemented in the final strategic document will have a higher chance of improving general library performance, (Germano, Michael, Szhirley & Stretch-Stephenson, 2012:73).

Many libraries today have developed their own strategic plans which are geared towards improving their products and services (Gichohi&Maku, 2015:41). However, most of the problems arise when it is not user centered. This means that the strategic plan will be biased in a way of developing one side which is most probably the library staff working at the institution and leaving out the students side (Hijji, Khalfan&Zahran, 2014:12). The success in academic institutions is to involve the entire stakeholders. Participation of students and strategic planning are key in this research since strategic planning is a continuous process and requires a lot of time (Jadhav, 2011:17). Very few libraries can manage to have the process integrated for all stakeholders.

Very few studies have been done on the participation of students at improving strategic planning. For a very long time, there have been complaints by the council of legal education on low standard library services as a result of poor planning in law school libraries. It is important that this study documents the feedback of students towards participation so that it can inform the university, library management and form a base for further studies by answering the question of: how do student participate at improving strategic planning and performance of academic libraries?

1.3 Purpose of the Study

The purpose of the study was to investigate the participation of students at improving strategic planning and performance of academic libraries using university of Nairobi law libraries.

1.3.1 Objectives of the Study

The study objectives were to:

- i. Assess awareness and level of student's participation at improving strategic planning and performance of academic libraries.
- ii. Explore the benefits of student's participation in strategic planning and performance of academic libraries.
- iii. Determine the role librarians play in enabling student participation in strategic planning and performance of academic libraries
- iv. Propose a framework for implementation of student participation at improving strategic planning and performance of academic libraries.

1.4 Research Questions

- i. How does student awareness and level of student's participation improve strategic planning and performance of academic libraries?
- ii. What are the benefits of student's participation in strategic planning and performance of academic libraries?
- iii. What role do librarians play in enabling student participation strategic planning and performance of academic libraries?
- iv. What framework for implementation of student participation is in place to improve strategic planning and performance of academic libraries?

1.5 Significant of the Study

There are many factors that influence participation of students to improve strategic planning and performance of academic libraries but the study investigated those factors that necessitate the involvement of law students to improve strategic planning and that aims to boost performance of their library. This study is of importance to various stakeholders which includes University of Nairobi management which the library is part of it since it will highlight some of the levels of awareness of participation by the students in decision making. It also identified the key roles played by librarians to enable students improve performance if they participate especially in fighting for user needs. other researchers shall also find this study vital in their literature review for studies.

1.6 Assumption of the Study

The study assumes that:

The study had the assumptions that University law students are aware of the strategy put in place by its administration that aims to ensure performance. There exist also challenges that the study

seeks to address and that the university students will accept to answer the set of question presented to them intended to solve the problem assumed to have existed in the chosen setting

1.7 Scope of the Study and limitations of the Study

Focus of the study was to investigate student involvement to improve strategic planning and performance of academic libraries and its population of study was University of Nairobi law students and librarians located in these Campuses (Nairobi and Mombasa).

1.8 Limitations of the Study

The Study was influenced by the Covid-19 pandemic, where it was difficult to gather data from respondents. There was insufficient time to cover all academic libraries in Kenya. In addition, there was a shortage of sufficient resources for money and staff, i.e. research assistants, and some data was classified as confidential.

1.9 Operational Terms and Concepts

Decision-making: Refers to taking the right action to solve a problem.

Evaluation: Refers to a complete assessment of long term effect on projects and exposes the work otherwise in future projects.

Monitoring: Refers to the routine checking of the performance of a system through record keeping or observation

Participation: Refers to action of taking part in a project within a community. Synonymous words for participation include; involvement, association and contribution

Strategy: Refers to making open to all the overall activities of an organization together and making proper use of available resources to maximize output.

1.10 Chapter Summary

The study is organized starting with the preliminary pages followed by the first chapter, which contains the introduction, background of the study, context of the study, problem statement, study purpose and study objectives, research questions, study assumptions, significance of the study, scope and limitations of the study, definitions of the terms organization of the study and chapter. This chapter is then followed by literature review in chapter two, research methodology in chapter 3, chapter four covers research findings, analysis, interpretation and chapter five highlights summary of the findings of the study, presents conclusions based on the study objectives and provide recommendations made from the study followed by chapter summary.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Introduction

This chapter aimed to present literatures relevant to the study on participation of student at improving strategic planning and performance of academic libraries and thereafter provides a theoretical framework. The chapter began with description of the concept student awareness and participation followed by investigating the relationship in variables leading to the development of a conceptual framework of the study.

2.1 Students' Awareness and Level of Participation

The success of academic libraries is largely determined by user involvement in planning process which at the long run improves credibility and effectiveness (Clayton, 2013). Strategic plan awareness amongst leaders operates beyond the guidelines of competition, allowing before unseen opportunities to be diagnosed in a well-timed manner. Kaunda (2013:30) explains that the interaction between supervisors and their managers is favorable for developing a collective nature and thought amid frontier employees due to the fact of their ability to apprehend strategic issues and possibilities and due to the fact they facilitate connections which is necessary for passing information in an organization from the top to the bottom.

According to Bell (2012), modern decision making is participative in nature and involves participation, consultations and delegations. Instead of telling and prescribing, the modern decision-making involves listening to real needs of students and responding to them. By doing so, strategic planning becomes effective. Learning institutions need to hand over some of their powers in decision making to the society, learners as well as tutors because they are the main beneficiaries of any decisions made by the institution. Wekesa (2017) explains that stakeholders are influenced by decisions taken due to the increasing awareness of the benefits of informed

feedback in decisions made by the administration. Tutors being the implementers of orders, executing policies made and co-organizing events in the institution with principals, are among the affected ones. Without prejudice, strategic planning means the participation of all stakeholders. The involvement of the larger public of every organization would be part of a well-designed strategic plan.

According to Kreitz (2009:532), middle managers exercising control over feedback, purpose setting, and social hints creates the expectation that front-line supervisors message can also extra without delay influence strategic recognition amongst frontier employees than senior management. In line with the experience giving theory, the organizational procedural setups and the proximity of managers in an organization could result to middle managers playing a pivotal role than the senior managers in the creation of awareness among the front-line employees (Solis et al, 2012:498). The current knowledge economy has raised the threshold for libraries in terms of performance. Therefore, for libraries to survive these turbulent times, they need to develop advanced and informed strategies for thriving. This will be achieved if the library management raises the awareness of user participation in strategic planning since they are the primary consumers of knowledge.

2.2 Levels of Students Participation

As pointed out by Morgan (2004), in any strategic plan, there is need to involve various stakeholders in some level to which students participate in decision making. Actively participating in strategic planning is beneficial to universities in several ways. As Balogun and Johnson (2014) indicate, in the creation and execution of strategy and policy, an efficient modern university is likely to include all main stakeholders. Academics should be at the center of their organization's strategy and decision-making and should be allowed to systematically contribute to producing positive educational and research results for their organization. Academics are also responsible for

being more involved members within their organizations. It follows, then, that scholars have a duty within their organizations of becoming actively involved and cannot be left out in decision-making process.

2.3.1 Active participation

For the purpose of ensuring broader feedback, mobilizing support for priorities, helping facilitate implementation and giving credible plans it is incredibly important to make sure that there is high participation in the process of strategic planning (Logan, 2004). Actively participating in strategic planning motivates the management to systematically think forward, forcing the organization to improve its policies as well as objectives resulting in better organizational effort coordination providing clear control standards for performance and helping companies to understand the way they can effectively compete in the future (Hamel & Prahalad, 2014). Hayward (2008) recommended participation of students in strategy planning in universities to enhance their success rates. Lerner (2019) explained that the benefits of actively participating in strategy planning in universities could include: creation of a framework that determines the direction the institution should take to achieve future success; providing a framework for competitive advantage; allowing arms of the university to take part and work collaboratively in goal accomplishment; raising vision of important participants, encourage their creative reflection on university's strategic direction, allowing dialogue between participants, improve understanding on the vision of the organization and foster a sense of ownership in strategic planning and feeling the sense of being part of the organization; being focused on aligning the university with the environment and also guide the institution in setting its priorities right.

Modern US higher education patterns have shown that higher education institutions have prioritized student engagement in strategic planning processes; however, there has been a lack of appraisal of such processes for their consequences for preserving institutional identity, image and

credibility. Higher education institutions also struggle to prepare for future capital needs; sustainability, development, and cost-effectiveness; and cost-cutting, often. As the population of students increases and staff members embrace innovative and efficient approaches to teaching and learning, institutions of higher learning are struggling to meet the said needs (Nguyen & Frazee, 2019). The solution to such a struggle in higher education will therefore be comprehensive plans through strategic planning.

Some Universities such as Strathmore University provides some platform where, students can actually share their views and opinions whereas some do not. In the event where there are no proper channels to be followed in order to be heard, the more we want changes Pearce and Robinson, (2015) suggests that strategic planning activities have to shift from forecasting to internal and external communication which are very important in enhancing participation, promote change and increase output leading to high performance.

This study of participation of students at improving strategic planning and performance of academic libraries noted that over the course of time, library services have evolved due to the advanced technology, transformation in corporate values but little thought has been given to what strategies could be used. Many libraries are in the predicament on ways they can transform their management techniques, practices and systems with the aim of coping. Academic libraries are also not certain of the underlying implications (Beinhocker & Kaplan, 2013).

2.3.2 Student demonstration and engagement

Students tend to use demonstration as a means of persuading the administration to listen to their grievances. In instances where the institution is structured in such a way there are proper channels that can be used or followed, in several cases, the student will mostly use the alternative mean to make their wish addressed through engagement with other stakeholders. The Universities of

Nairobi admit and endeavor to make provisions for platform where students can lay down their needs and requirements like, suggestion boxes, conferences as well as regular meetings that serve to minimize instances of demonstration.

2.3.3 Collaboration

Student Collaboration refers to when two or more students work collectively for common good of achieving academic excellence. Leadership in universities should not be exclusive but collaborative where all the stakeholders including the students should get involved. When we get students to get involved it means their views and opinions are valued, it is also a way for providing opportunities for students to express voicing and greater participation in wanting to be given quality services, help in increasing independence, developing skills and empowering experience for students to build courage and confidence in decision making.

Students collaborate and share on library matters and give feedback leading to knowledge management sharing and teamwork. It is important to appreciate group work in learning. When we allow students to work in groups and try to solve every problem, several challenges are encountered including feeling of them doing all the work, especially students on attachment and on internship. It requires togetherness to build socio skills and understands future requirements in academic institutions.

Collaboration involving students in learning library instruction and decision making is successful when students work in groups. When they come up with individual creativity and innovations of how to handle problems, students they become their own designers of their own futures.

However, engaging students help enhance discipline and acting responsibly. (Chih-Hung Chen, & Gwo-Jen Hwang. 2017:87-98).

2.4 Role played by librarians in enabling student participation

At the University level, the search for truth is based totally on the belief that reality is eventually one and can be greater thoroughly recognized through each belief and purpose (Ladwig, 2005:90). If what is held thru trust or what is held via cause seems to be in conflict, then something should provide way to reconsideration: one of the things held, or both, or perhaps the larger framework within which the obvious contradiction arose.

According to Elassy (2015:250), planners have to lay the forecasts of contemporary planned overall performance trends into the future over the same time horizon as the goals set for corporate overall performance highlights to measure possible overall performance gaps in the future. Just as the goals need to be agreed as set, forecasts ought to additionally be set as a choice, instead than some false attempt at individual levels (Lewis & David, 2007).

Strategic plans in universities are beneficial because they help in conveying set dreams to both individuals and stakeholders, according to Matthews (2005:12). Therefore, the mission, vision, purpose, aspirations and objectives need to be seen in prominent positions seen by all stakeholders. Therefore, faculty communications skills must be of high quality to disregard all faculty individuals, including professors, parents, learners and other related stakeholders in order to ensure that strategic sketch formulated is appropriate (Matthews, 2005:12).

Nutefall and Jennifer (2015:3) are of the opinion that verbal conversation need to flow from organizations top management to the bottom so that the opinion of all members is considered on ways of conceiving the strategic plans and the requirements. According to Ladwig (2005:90), conversation and shared grasp play a vital function in strategic planning. Particularly, with the presence of frequent vertical exchange, there is great strategic consensus and the performance of the organization is enhanced.

However, Communication inside the university has brought about the recognition in the students fraternity, (Piorun& Mary, 2011:54). These has multiplied University's visibility in relation to their departments, programs, peers institutes, facilities, partnerereng, students and alumni via a strategic and centered communications strategy. Communication of the growth on conferences guides in judging the performance measures of the University Strategic Plan which has stepped forward the development of departmental issues. (Kaunda, 2013:30).

According to Tiemo and Ateboh (2016:54), there is lack to contain university students in updating on how the library resources can have an effect on users' preference and their future intention to use the library particularly in the use of the on-line. Investigation suggests that more gain has been generated thru the evaluation on the users' pleasure with library assets and most specially in lending to users' as depicted in the way some customers come to the library and borrow reading materials.

According to Zhao et al., (2016:617) the effect of user journey on their needs was once performed by an evaluation among two user agencies over their desires from three elements – provider function, provider mode and records content. Findings indicated Current online digital sources which are accessed online or remotely are lots of assist to pupil in want of statistics as they are records services to meet these desires without searching for information facilities (Jadhav, 2011:17) provides that library professions are required to have library and statistics expert competencies and science abilities on how to search such records which is helpful in building a digital surroundings and modern-day digital libraries.

2.5 Benefits of Student's Participation

Effective strategic planning is inclusive, according to Hayward and Ncayiyana (2013:22), enabling major stakeholders, management, teaching and research personnel, supporting staff, students, the council and other stakeholders and participation of stakeholders. The effective

strategic planning by strategic planning committee isn't an exclusive feature. During the process of strategic planning, the successful involvement of all institutional sectors is most frequently related to the joint efforts of the strategic planning committee vice-chancellor and chair or head. Universities should promote the active involvement of many individuals possible, who include but not limited to admission, faculty, students and alumni (Hax & Majluf, 2016), in engaging them in current dialogue and including them in the process of strategic planning for the purpose of coming up with a strategic plan.

Hax and Majluf (2016:3) affirm that universities benefit from stakeholders engagement including students in the process of strategic planning in several ways. It provides a mechanism for deciding the path to be taken by a university in achieving the future that is required. It provides a forum for achieving competitive hedge and encouraging all university communities to engage and collaborate to achieve goals. The engagement of stakeholders increases the vision of all main players, allowing them to focus creatively on the university's strategic path. This encourages participants to dialogue to enhance their comprehension of organization vision and encouraging sense of ownership in strategic planning and being part of an organization. It guides the university in setting goals regarding strategic objectives is there is involvement of stakeholders in planning of strategies.

The actualization of library improvement and stronger development of library worth is the focal intention of involving students in Universities, (Rudasill& Marie, and 2015:154). Involvement of university students is envisioned to enhance process and decision quality. The manner of participation is additionally getting to know the opinion of all the parties that are involved especially if flow of records between parties is unrestricted. For university students, it is often the first ride of taking a vigorous section of the library undertaking the process of implementation (Matthews, 2005:12).

Motivating knowledge sharing by students and stakeholders with the management of the university library, it promotes choices that are informed better and reduces the probability of tasks failing (Matthews, 2005:12). It needs to be realized that knowledge is now not restricted to efficient professionals and management representatives, and that rational evaluation carried on in lack of knowledge of patrons' truth, may additionally well leave so detached from social truth, as a result can also be of little use to anyone, (Saunders, 2015:286).

Involving college students in library plans offers a wider perspective on certain processes, and involving them adds time for studying issues and increasing the process, enhancing credibility of choices made, fostering early identification of various perspectives on the issue of focus and the technology that can be applied to resolve the problem (Rudasill & Marie, 2015). Projects that are designed better avoid costly delays in appraisal and implementation and this can be achieved by early planning and consultation of students as well as their involvement. Proponents have explained that early involvement of students can have the benefits of reducing opposition in change implementation in libraries (Tennant, 2006:402).

The student zeal is probably a very powerful approach by libraries in implementing change in libraries (Solis et al, 2012:501). Involvement of students has the ability of complementing scarce institution monitoring, inspection, enforcement as well as resources. Involving students in strategic planning of libraries is a 'getting to know ride' which offers the learners understanding on the process of management. If they find the process to be good, it will motivate their cooperation in the future (Saunders, 2015:286).

2.6 Framework for implementation of student participation

According to Saunders (2015:286), recent fast trends in libraries is due to changing user needs, contemporary integration with information communication technology into library services, lack of ample money and competitions inside institutions of higher learning. This has resulted into

a want for quite number establishments to ensure that their library offerings meet the worldwide requirements which is a big assignment due to the large group of stakeholders' involvement.

According to two Zhao et al., (2016:618) any strategic change that objectives at enhancing the operation of specific enterprise or institution, needs to involve all the applicable goal group as alternate is always fantastic when it comes from inside than imposed from outside. In his learn about he talked about various challenges that typically arise when involving a larger group, as the lack of ability to reach consensus, which formed the groundwork of our study.

The University Culture, where a number policy statements core values and strategic goals from strategic plans are the norm of the day. We can also experience challenges in implementation thru Students attitudes in the direction of a range of adjustments mainly in library policies, (Saunders, 2015:286).

Johari and Zainab, (2017) in their study describe the University governance form reckoning out choice making as a result student may additionally or now not be worried in most decisions as the management assumes that they are represented by school members. However, Tennant, Cataldo, Sherwill-Navarro & Jesano, (2006:403), ascertain altering university tradition in making decisions and they suggest for empowering the postgraduate students in education to carry about reforms from training -based to personal initiated based learning

The success of any assignment is decided by way we deal with the challenges as they experienced, a framework consist of a sequence of interactive exercises meant to stimulate questioning thinking about improving performance in this case in the course of implementation of student participation (Tennant, 2006:403).

We can also have a representation of students through there governing body in library matters example in meetings, budgeting processes and review of library policies, (Ladwig, 2005:91). Both small and big companies/businesses find strategic planning to be crucial for their survival in

current dynamic economic environment. It is such a tough battle to craft and develop strategic plans. Nonetheless, completing the objectives of the plan requires the organizations to assign employees tasks to avoid the effort of duplicating (Ladwig, 2005:91).

The management should always rethink its goals and put together a device to review them especially when there are no goals being met (Tennant, 2006:403). In a college set up, to efficiently talk a strategic plan's objectives, administration need to designate personnel and student union responsible for enforcing key elements of the file (Tiamo & Ateboh, 2016:55).

Defining roles inside a university set up is essential to keep away from the effort of duplicating or neglect of tasks that require attention. One of the techniques is to sample the team for implementation which has both workforce and students in a college set up after a town council-manager shape of government, (Tiamo &Ateboh, 2016:55)Every organization requires corrective strategies so that they can get their plans straight. This is because based on an analysis by the administration of an organization, individual goals and those for the organization are different. If the performance of the organization is seen to be below the expectation, it is important to re-evaluate the initial goal (Tiamo &Ateboh, 2016:54).

However, the management of the university should make a distinction between the cause of discrepancy and the planned results. The committee in charge of management should use report against annual operation plans for the purpose of reviewing their progress in achieving their strategic objectives and aims. It is therefore crucial to make sure that those doing the work keep proper records in order to ensure there is efficient tracking of progress (Allison & Kaye, 2011). This means that at the implementation phase, clarity on whether systems and structures meet the expectation and provides the measures needed in determining the progress therefore providing the performance measures (Tiamo &Ateboh, 2016:54). Before a plan is completed, it is important to agree on the manner and the time of its review and monitoring and the data that will be needed by

committee responsible for management for the purpose of evaluating progress (Benneworth & Jongbloed, 2010:567). When reviewing development in line with attaining strategic pursuits and goals; the committee responsible for management makes sure that the things to be done are saved in the set parameters (Bielavitz & Tom, 2011:1).

Importantly, there is need to blame for finishing tasks. If the lack of overall performance is overlooked, or if no one verifies that tasks have been completed, personnel commence to agree with that their effort does no longer depend (Carr, 2014:152). Casey and Marie (2015:64) additionally contend that a fundamental precept of any nice exercise method to strategic planning is the building of a strong consensus among the pinnacle and ideally library administration committees.

2.7 Theoretical framework

The study was based on three theories, institutional theory, resourced based theory and theory of change. Theory of change is a critical thinking approach to management of institution. It's a road map, engine of change and blue print which requires action to implement (stein & volters, 2012). The theory explains the vision of having a meaningful social exchange and mapping out explicit steps to be taken by the library management towards achieving goals. It explains the basis and link between them especially when making decisions on long-term goals. It will help to decide if short terms are cost effective (Dennis, et al 2014). There are categories of change depending on the type of organization the Emergent change involves individuals and institutions who have to adjust to varying situations and try to enhance on what to know, to do and build on what is there while constantly learning and adapting. Transformative change takes place once an organization is stuck or is going through a crisis either naturally or through external factors. Another theory is resource based theory with Empirical implications of this theory of how an institutions resources and capabilities can affect its performance (Barner, 1996) resources are needed to enhance user

services. Thus, without effective management of resources, an organization will find it hard to move. This theory helps library management in making decisions of collection development, subscriptions of electronic resources and in preparation of annual budgets. Other theories include institutional theory and stakeholders which involves changes and advances in technology developments in the universe of knowledge. This theory acknowledges changes in institutions including how their services are created transformed and extinguished and also the Manner in which processes and systems interact to affect change. Stakeholders should interact with library management to ascertain issues of strategic plan helping to understand user future requirements that might be of great impact leading to greater user satisfaction. (Dacin et al, 2002).

According to Kurt Lewis, change is implemented in three stages freezing, unfreezing and change of process which means the students and librarians should all change as change is teamwork. Any issues affecting the team, affects individual staff and students. Therefore, the students or library staff needs to participate in the change process. Theory of change by Kurt provides a basis for analyzing to change to student participation by academic libraries.

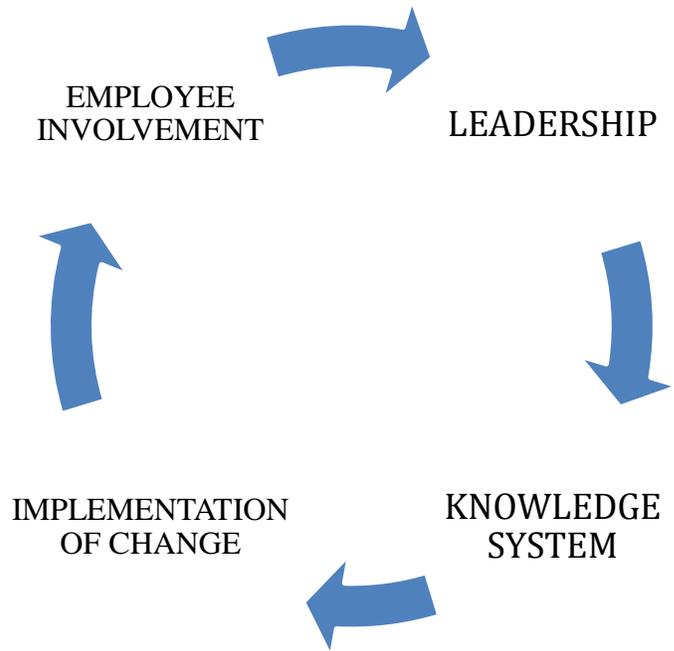


Figure 2.1: Kurt Lewis theory of change

2.8 Conceptual Framework

In this study, the conceptual framework illustrated the relationship between the student participation and its impact on improving strategic plan and performance of academic libraries. The independent variable was student participation which is broken down to student awareness of their participation, roles of librarians in participation, benefits of participation and benefits framework while the independent variable is the improvement of strategic planning and performance of academic libraries. Figure 2.2 describes the conceptual framework used.

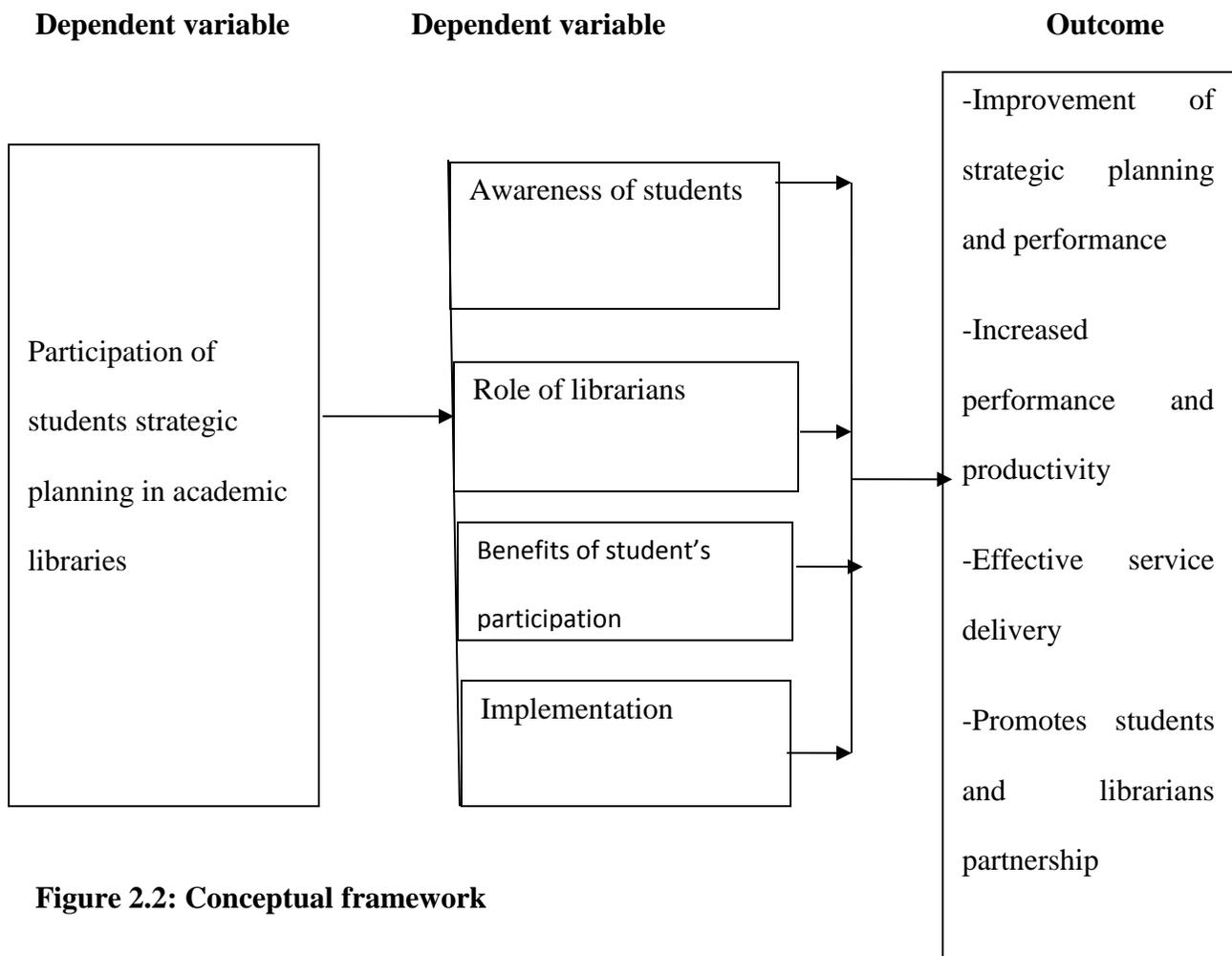


Figure 2.2: Conceptual framework

2.9 Chapter Summary

Literature analysis indicated that participation of student's needs to be adopted in making future strategic management and planning for library requirements. Although a high performance exists in academic libraries, it's extend and use differed from one library to another. Generally noted is a key relationship between student involvement, academic library performance and strategic planning.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter detailed the research methodology used in the collection and analysis of the data collected. It also included thoughtful description of the procedure and design used in data collection. Research design, target population, sample and sampling techniques, instruments of data collection and methods of analysis were discussed in this chapter.

3.1 Research Design

According to Cooper and Schindler (2010:138) a research design is a set of decision that makes up the major strategy requiring the approaches and processes for the collection and analyzing academic information. According to (Kumar, 2012:940) a research design is a strategy outlining how to obtain answers to research queries. The study is a descriptive research design as it is an academic research. The study aimed at getting information and opinions from the students and library staff who are the respondents on participation and its benefits in improving strategic planning and performance of academic libraries.

The study used both qualitative and quantitative method and the data were collected by use of both primary and secondary means where both closed and open ended questionnaires, recorded data and reports were utilized. These methods chosen enabled the researcher to assess students' opinions, views and experiences in the participatory procedure of strategic planning and performance of libraries at the University. Through the design, the study was in a position to explore how participation was done and why it's necessary for students to be involved in library strategic plans. The research framework is as shown in the Table 3.1.

Table 3.1: Research Design Framework

Research objectives	Research approach	Research tools	Sampling strategy	Sampling techniques	Data analysis tools
Assess awareness and level of student's participation in strategic planning of university of Nairobi law libraries	Quantitative and qualitative Approaches	Questionnaires	Probability sampling and Non probability sampling strategy	Random, stratified and purposive sampling	SSPS software, Narrative and framework
establish the role played by librarians in enabling student participation in strategic planning and performance of academic libraries	Quantitative and qualitative approaches	Questionnaires and interview schedule	Probability and Non-probability sampling strategy	Random sampling ,Stratified Sampling and purposive sampling	SSPS software ,Narrative and framework analysis
Propose a framework of implementation for student participation in strategic planning of university of Nairobi law libraries.	Quantitative and qualitative Approaches	Questionnaire & interview schedule	probability sampling strategy	Simple random sampling and purposive sampling	SSPS software, Narrative and framework analysis

3.2 Area of Study

The study focused on participation of students to improve strategic planning and performance of academic library a case of University of Nairobi law libraries. The study was carried out at the University of Nairobi, Mombasa and Nairobi Campuses.

3.3 Target Population

The target population refers to the whole community of persons, incidents or objects of concern to be studied. The research target population was according Creswell, (2013) and comprised 1707 librarians and law students who were taken as library users of Nairobi and Mombasa campus law libraries (University of Nairobi Student Nominal Roll, 2019 and UON Library Staff Register, 2019).

3.4 Sample and Sampling Techniques

Sampling refers to the selection of a few objects that are as representative as possible in order to create a small cross-section of all items that make up a population of samples (Cohen, West & Aiken, and 2014:131).

3.4.1 Sampling strategies

A sampling design is a clear plan for the collection of a sample from a given population and the size of such a sample. Kumar (2011) asserts that a sample design is a definite plan for obtaining a sample from a given population. It involves the strategies, techniques or procedures that the researcher used while selecting items for the sample and this is determined before data is collected. The study used both probability and non-probability sampling strategies for sampling as these would be appropriate because the population targeted was specifically law students and library staff working in this libraries. Probability sampling was used because it had less human judgement and allocated each member of the population an equal chance of being selected without bias. NonProbability sampling is quicker and more costeffective than probability sampling. Comp

ared to pople randomly chosen, the respondents respond quickly because they have a high degree of motivation to participate

3.4.2 Sampling Techniques

Sampling technique refers to the experiment carried out to provide a basis for the generalization of population results, it should be a sample. It is the procedure carried out to provide a basis for generalizing population outcomes. Stratified sampling technique was used for quantitative data for selecting the study sample as the technique gives participant an opportunity of being selected as the subject for data collection. Purposive sampling was used to collect qualitative among 9

Library Assistance, 2 Librarians 1 College Librarian and One

.After dividing the population into strata, the researcher drew a random sample from each subpopulation. It ensured that each subgroup within the population was adequately represented within the sample. Stratified random sampling thus offered greater population coverage among the students of law as all of them were included in sampling that was generated giving a representative of the population ensuring that all the groups were sampled. Purposive sampling was used because data obtained was manageable for analysis .The population of the staff was known.

3.4.3 Sample Size

Sample size refers to the number of items to be selected from the population to constitute a sample. The study adopted a purposive survey as the population under study was specific to those working in law libraries and to law students.

Using the Yamane formula (1967:129), you may change the sample size (n). Sample size can be measured at 3 percent, 5 percent, 7 percent and 10 percent accuracy (e) levels in this formula. This study applied the 10% precision (e) level. Confidence level used was 95% with degree of variability (p) equivalent to 50% (0.5).

The formula used is shown below:

$$n = \frac{N}{1 + Ne^2}$$

Where; n =Sample size

N =the size of the population (1707)

e =the probability error is 10% (0.1)

Therefore:

$$n = \frac{1707}{1 + (1707 * 0.1^2)}$$

$n=94.466$

Therefore, the sample size was 95 comprising of students and library officials in the University of Nairobi, Mombasa and Nairobi campuses.

3.4.5 Sample Frame

According to Kothari (2017), sampling frame is a list which contains the names of all the particulars of the population. The researcher is required to formulate and organize the list if the secondary data could not provide. Sampling frame is supposed to be precise, comprehensive,

correct and consistent. It is imperative for the source list to represent the target population as much as possible. In this study, the researcher acquired the sample frame from size of population consisting of 1707 librarians and law students. The list was acquired from UON library staff register and student nominal roll respectively.

The staff was selected using stratified random sampling and purposive sampling was used as only 13 out 101 of library staff were sampled to get 4 top library managers, 9 library assistants and 1694 law students.

Table 3.2: Sample Frame

Position	Population size	Sample size
Library management	4	4
Librarians	9	9
law undergraduate students	1563	67
Law postgraduate students	131	15
Total	1707	95

Researcher (2019)

3.5 Data Collection methods

Questionnaire was used to collect primary data and secondary information was gathered through already recorded data and reports while interview was carried out among the library staff.

3.5.1 Questionnaires

Comprised open ended and closed ended type of questionnaire which was used to give opinions and views of students on their participation at improving strategic planning and performance of academic libraries. The questionnaire was designed using simple language to allow respondents know and understand the questions to give precise feedback, (Flick, 2015:131). The study made use of nominal scale and organized questions in form of 5-point Likert scale. The Questionnaire was chosen because it was simple to administer and the respondents were able to answer within their own time. Questionnaires were hand delivered to respondents and this was done to allow explanation of hard to understand questions. But also due to COVID-19 government restrictions to movement, the researcher had to generate a questionnaire on Google forms which were the circulated to a number of respondents using emails that the researcher sourced from registrar office.

The questionnaire was administered to the law students from the two campuses, and the library service providers working in the chosen campuses within the University of Nairobi. The questionnaire had two parts; Part A covered the demographics and respondent's profile while Part B covered the study objectives on students' participation to improve on strategic planning and performance for law libraries in Mombasa and Nairobi Campus. A copy of the letter to the respondents is shown as Appendix II.

3.5.2 Interview

The study collected data through interview guides and administered to the librarians of university of Nairobi in charge of law libraries by phone calls. According to Cooper (2010:100), interviews help measure understanding or dissatisfaction of behavior, discovers importance or encourages accepted ways of communication. Interviews were done one by one according to the objective of the study of participation of students at improving strategic planning and performance of academic libraries to get opinions and views of librarians. The library staffs who will be interviewed include: The library director, college librarian, librarians and library assistants.

3.6 Research Instruments

3.6.1 Pilot Study

A pilot study involving the librarians and law students of Kenyatta University Library was carried out to assess the validity of the research instruments; a pilot study was also useful in assessing the reliability of the instruments. A sample of 5 library staff and 10 students participated. In this case, Kenyatta University Library was appropriate as they also have law libraries.

3.6.2 Validity

Validity is the extent to which a test measures what it implies to measure. A questionnaire was designed and used to collect data and information from the respondents. The questionnaire was guided by the objectives and research questions of the study. A pilot study was carried out and content analyzed to test validity of the instruments. The results of the pilot study was used in the main data collection process of the study as the instrument had been tested and confirmed to be reliable and accurate.

3.6.3 Reliability

Pretesting of the questionnaire was used as a measure of the degree to which a research instrument yields consistent results or data after repeated trials and this pretest technique was used to determine the reliability of the instruments. The researcher sought assistance and consultation from research assistants to do coding and analysis to ensure effectiveness and efficiency of the data collected using questionnaires.

3.7 Ethical Consideration

A letter of introduction from department of library and information science was attached informing the respondents that they were assured that the responses would be treated with confidentiality and would be used for the purpose of the study only. Confidentiality of the respondents' identities was assured by letting them know that writing their names is optional on the questionnaires. An explanation informing respondents that filling the questionnaire is voluntary was available and the research is for the purpose of identifying ways of improving the library service to their benefit and future generations. Also, finally a plagiarism check was done and similarity index attached to the report showing the originality of the work and degree of honesty.

3.7.1 Data Collection Procedures

A request to carry out data collection was sought from the University of Nairobi where the research is based. The university then issued a research permit which the researcher used in getting the population of the study and approval to carry out data collection at its law libraries and among the librarians. A research recommendation letter is attached as Appendices IV.

3.8 Data analysis

The data collected must be analyzed and translated into results in order to be able to draw concrete conclusions in order to achieve the purpose of this research. Using closed ended questionnaires reviewed for completeness and cleaning by searching for data transcription, quantitative data was gathered.

The quantitative data collected was coded for ease of tabulation and processed using software Statistical Package for Social Science (SPSS) to give outcome and to generate statistics. Missing values as a result of unanswered questions was clearly identified as missing data. Descriptive analysis was then carried out. Measures of central tendencies and measures of dispersion mean, mode, median standard deviation and variance were used to analyse the key characteristics of the respondents.

Qualitative data analysis (QDA) concept was applied to draw out patterns from concepts and insights by use of narrations and frameworks given in designing the research frameworks and objectives of the study. Qualitative data was analyzed by the use of content analysis technique. Content analysis is a technique that allows examination of respondents views through social interaction. Data collected was analyzed to assess opinions and views of respondents on student participation at improving strategic planning and performance in academic libraries. For the researcher to gain a better understanding of underlying reasons and motivations and to provide

deeper insights into the research scope, qualitative data was analyzed by identification of emerging and recurrent themes and afterwards the tables was used to analyze content of the data for completeness and consistency.

The study also used Framework analysis which involved familiarization, identifying a thematic framework, coding, charting, mapping and interpretation of the feedbacks received from librarians. However, narrative analysis was also used which also involved the reformulation of stories presented by respondents taking into account context of each case and different experiences of each respondent. Operationalization of Variables aided in data analysis as described in the table 3.3.

Table 3.3: Operationalization of Variables

Variable	Type of Variable	Indicators	Measurement Scale	Type of analysis	Tools of analysis
Improvement of Strategic Planning and Performance	Dependent Variable		Interval Ratio	Descriptive	Frequency distribution tables, Tabulation & percentages
Student awareness	Independent Variable	Notice boards Orientation of new students Student emails Open days	Interval Ratio	Descriptive	Frequency distribution tables, Tabulation &

					percentages
Role of librarians in participation	Independent Variable	Student opinions Strategic choices Student expertise Democratic processes	Interval Ratio	Descriptive	Frequency distribution tables, Tabulation & percentages
Benefits of participation		Student learning Change acceptance Informed decisions Synergy in implementation	Interval Ratio	Descriptive	Frequency distribution tables, Tabulation & percentages
Framework of implementation	Independent Variable	Representation Trainings Engagement Collaboration	Interval Ratio	Descriptive	Frequency distribution tables, Tabulation & percentages

3.9 Chapter Summary

This chapter introduced the study's research approach focused on the goals of the study. The information in this chapter was used in the next chapter for data analysis using data collected from students and library students, presented in tables and charts analyzed and interpretation of findings made.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.0 Introduction

This chapter presents research findings, analysis, interpretation and discussions of the results based on the objectives of the study, research questions and literature review. The study used questionnaires for student respondents, interviews for staff and reviewed some relevant documents to obtain data and information. A 5-point Likert scale was used in collecting data and SPSS version 23.0 analyzing the data. The results were then presented in frequency tables, graphs and charts as appropriate followed by explanations in prose. Interviews were transcribed from the interview schedules and decoded in prose.

4.1 General Information

Due to the adverse effect of COVID-19 that has resulted to stringent government restrictions to movement the researcher encountered some challenges in finding the respondents physically to fill the questionnaire. The researcher therefore administered some of the questionnaires in Google forms which were circulated to a sampled list of students' emails. The student respondents who were within Nairobi region were contacted and given the questionnaires for filling. The researcher had to call the library staffs that were unreachable in the offices for interview.

4.2 Response Rate

The study targeted a total population of 95 respondents of whom 82 were students while 13 were top and middle level library staff. The response rate was as presented in Table 3.

Table 4.2: Response Rate

Respondents	Distributed	Returned	Percentage
Postgraduate	15	14	93.3
Undergraduate	67	52	77.6
Total	82	66	80.5

The questionnaires were distributed to 82 respondents. 15 of the total questionnaires were postgraduate students and 67 being undergraduate students. However, 14 questionnaires from postgraduate students and 52 from undergraduate students were returned. Therefore, 16 questionnaires were not returned. The researcher also interviewed 4 library management and 9 librarians. Therefore, the overall response rate of this study was 80.5% which was sufficient to make generalization of the results.

4.3 Demographic Characteristics of Responses

The study sought to determine vital background information of the respondents. The vital indicators were gender, age, level of study and year of study. The researcher focused on demographic characteristics in order to get a clear understanding of the respondents included in the study and analysis of the results based on the research objectives. This information was intended to test the suitability of the respondent in taking part in providing answers regarding to the participation of students at improving strategic planning and performance for academic libraries.

4.3.1 Gender Distribution of the Respondents

The respondents were asked to indicate their gender. The responses were as presented in Figure 2. The findings obtained indicate that male respondents were 39% (26) while female respondents were 61% (40). Therefore, the study established that the majority of the respondents in the study were female.

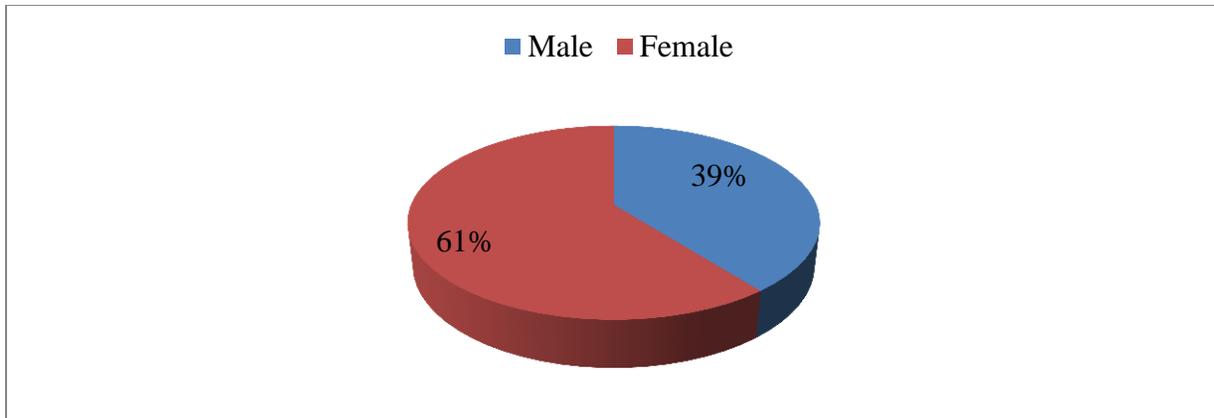


Figure 4.1: Gender of the Respondents

4.3.2 Age of the Respondents

The study sought to determine the age of the respondents. Therefore, the respondents were asked to indicate their age bracket. The responses were as shown in Figure 3.

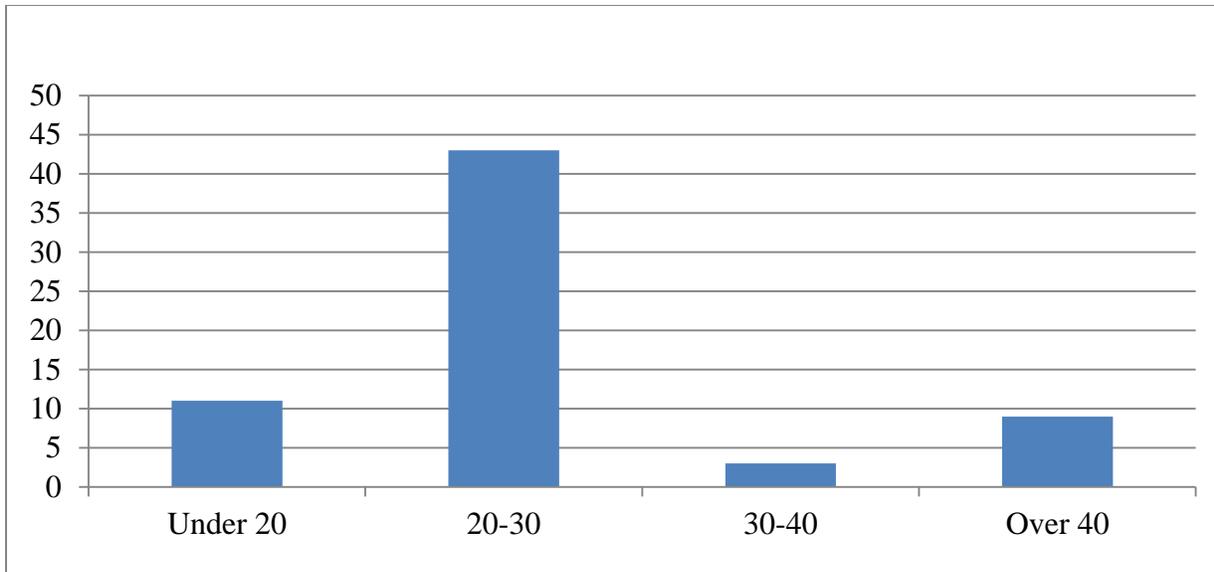


Figure 4.2: Age of the Respondents

The findings indicate that those who were between ages 20 to 30 were the majority and this represents 65.2% of the responses, followed by those who were under 20 at 16.7% and those over 40 at 13.6%. The lowest response was from the age group 30 to 40 represented by 4.5% as shown in figure 3. The results indicated in the study are attributed to the level of study of the respondents.

4.3.3 Level of Study

The respondents were asked to indicate their study level since this could reflect their understanding of the questions and the accuracy of answers given. The responses were as indicated in figure 4.

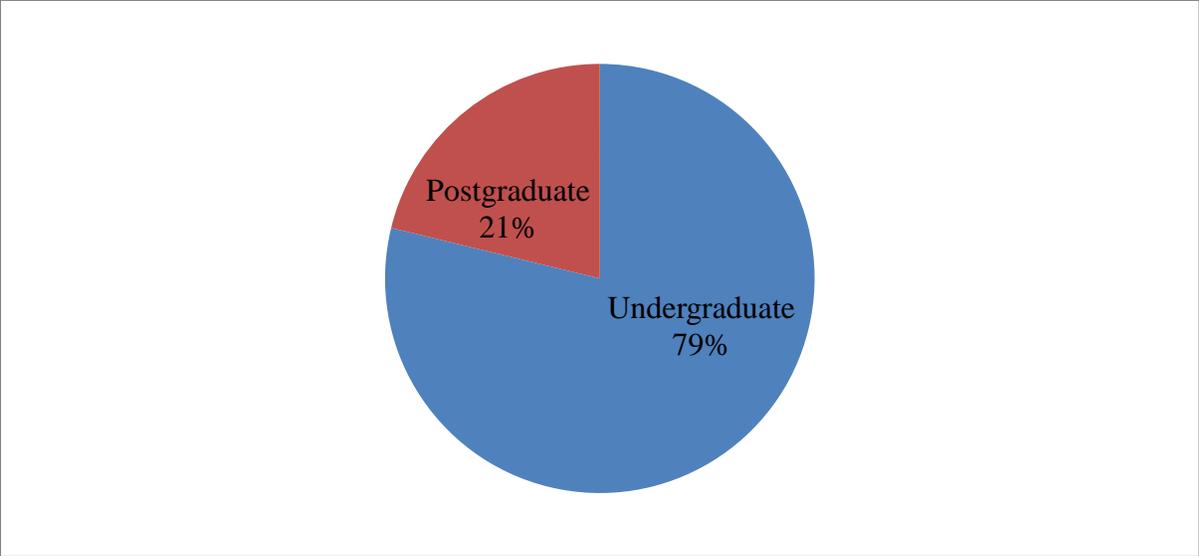


Figure 4.3: Level of study

From the above findings, it is noticeable that undergraduate students constituted the largest number of sampled respondents. This is true because the largest group of students admitted in the institution is undergraduate level forming 79% of the responses while postgraduate formed 21% of the responses. From this statistics, it is clear that majority of law students in University of Nairobi are pursuing bachelor’s degree in law than postgraduate students. The findings were significant since the undergraduate students tend to stay long in campus than postgraduate students and therefore they have a clear understanding on student participation at improving strategic planning and performance for academic libraries. This would be helpful during the analysis of the objectives by mining to understand divergent opinions

4.3.4 Year of study

Table 4.3: Year of study

Respondents	Frequency	Percentage
First Year	12	18.2
Second Year	22	33.3
Third Year	21	31.8
Forth Year	11	16.7
Total	66	100.0

The study sought to find out the year of study of the respondents who took part in the research. From table 4, it is noticeable that majority of the respondents were in their second and third year of study which represents 33.3% and 31.8% of the responses respectively. Those who were in their first year of study followed with 18.2% and finally fourth years which represents 16.7% of the responses. A substantial proportion of the respondents were in their mid-years of study which was a good sign of them being with a clear understanding of student participation in strategic planning and performance for academic libraries.

4.4 Awareness and level of student's participation

In this section, the researcher sought to assess awareness and level of student's participation at improving strategic planning and performance of academic libraries. Questions were issued to the respondents in order to facilitate the assessment. The responses were as shown Table 4

Table 4.4: Descriptive statistics for awareness and level of student participation

Awareness and level of participation	N	Mean	Std. Dev	Variance
I am involved in the writing of the strategic plan	66	1.7121	.89038	.793
I always attend all the meetings stated for the strategic plan	66	1.6061	.85717	.735
I have been fully involved in the development of the strategic plan	66	1.6061	.65348	.427
The strategic plan contains students welfare	66	1.8333	.71432	.510
There is little I can say about the strategic plan	66	3.8636	1.28765	1.658
Valid N	66			
Mean Score	2.12424			

The study found out that a there were little that the students would say concerning their participation in improving strategic planning and performance (mean=3.8636). This statistics implied that the students were not aware of their participation at improving strategic planning and performance. From the statistics above, a substantial proportion of the respondents disagreed there involvement in the writing of the strategic plan (mean=1.7121). It was also noted that very few students were fully involved in the development of library strategic plan (mean=1.6061). This agrees with Chih-Hung Chen, and Gwo-Jen Hwang (2017) that collaboration involving students in learning library instruction and decision making is successful when students work in group. When they come up with individual creativity and innovations of how to handle problems, students they

become their own designers of their own futures. Engaging students also helps enhance discipline and acting responsibly.

4.4.1 Content Analysis for Awareness and Level of Student's Participation

The interviewed staff noted that little has been done to involve students when writing a library strategic plan. The findings above agree with the researcher's sentiments of need for the library management to raise the awareness of user participation in strategic planning since they are the primary consumers of knowledge. On the staff being interviewed, they mentioned that due to ever-changing user needs and demands, responsibility planning is necessary therefore consideration must be given to the user community they serve. These therefore implied that library plans can be set based on user community demands and the established goals can be used as a basis for guiding libraries as they develop strategic plan. This agrees with Bell (2012) that learning institutions need to hand over some of their powers in decision making to the society, learners as well as tutors because they are the main beneficiaries of any decisions made by the institution. In addition, Wekesa (2017) explains that strategic planning means the participation of all stakeholders. The involvement of the larger public of every organization would be part of a well-designed strategic plan. Therefore involving students in strategic planning will result to a more successful strategy implementation.

4.4.2 Framework Analysis for Awareness and Level of Student's Participation

From the framework analysis of the interviewed respondents, the study identified four critical areas of students' awareness. Librarians were of the view that the school mostly used notice boards, students' emails, open days, and for the new students, orientation to increase awareness. One of the librarian said, "These strategies were not very effective especially with modernization and advancement in technology." Most (4 librarians) considered the strategies ineffective. From the framework analysis, Table 4.4 was developed which provides a summary of the findings.

Table 4.5: Framework Analysis Summary for Awareness and Level of Student’s

Participation

Theme/Codes	Extract from the transcript	Recommended approach
Notice boards	<p>Most of the students do not read the noticeboard hence the message being passed most of the time is never received</p> <p>With advancement in technology students appreciate more the use of technology to create awareness</p> <p>There are students who will always remove the notices placed before it is read by all the students</p>	<p>Introduce the use of online bulletin boards to convey information and also increase participation</p> <p>Graphically displaying information will catch the attention of students</p>
Orientation of new students	<p>Very few students attend orientation</p> <p>Students complain that the orientation process is boring</p> <p>Some students are never aware that orientation is ongoing</p> <p>During orientation students never pay attention</p>	<p>There is need for modification of orientation process to be more involving and interactive</p> <p>Develop other ways of making the process fun</p> <p>Ensure there is increased awareness on the importance of orientation and that all new students are aware of when it is to be held</p>

<p>Student emails</p>	<p>This is fairly effective because most students use technology and access their email anywhere they are</p> <p>Being auto generated and broadcasted messages, most of the time, they go to spam and most students don't read them</p> <p>It has been effective in passing information</p>	<p>It is important to encourage all students to regularly check their emails for any information from the school</p> <p>Posting information on schools website can also increase awareness</p> <p>Having online open debate can increase awareness and students involvement</p> <p>Schools should have working emails where students can air their views</p>
<p>Open days</p>	<p>This is rarely done, and when held it is dominated by few</p> <p>They are never student oriented and therefore discourages them from attending</p> <p>If planned well by involving students it can be effective in enhancing awareness among students</p>	<p>Involve students in planning and holding of open days</p> <p>Increase the number of times these open days activities are held.</p>

4.5 Benefits of Student's Participation

The researcher further explored the benefits of student's participation in strategic planning and performance of academic libraries. Various questions were posed to the respondents and the findings were as shown in Table 4.5.

Table 4.6: Descriptive statistics for benefits of student participation

Benefits of student participation	N	Mean	Std. Dev	Variance
Students involvement in strategic planning is meant integrate their suggestions on development of the library	66	4.7727	.54900	.301
Involving students in strategic planning is used as a training tool on the need of the strategic plan	66	4.6970	.52535	.276
Involvement help creates awareness on development process of the strategic plan by the university administration	66	4.8485	.36130	.131
Involvement is used as a tool to incorporate students in decision making	66	4.7576	.46610	.217
Communication flow between student and library management has improved due to student participation	66	4.8485	.36130	.131
Participation has harmonized relationships and created synergy in project implementation	66	4.8485	.36130	.131
Strategic plan vision and mission are shared to all through the manuals of the organization	66	4.6970	.55386	.307

During the orientation of first years, the strategic plan of the organization is normally said to the student to be familiar of it	66	4.6970	.63172	.399
Participation of students in strategic planning has eliminated resistance to changes	66	4.7576	.43183	.186
There is a culture week for students that students are made aware of strategic plan	66	2.7273	1.37612	1.894
Valid N	66			
Mean Score	4.56517			

The above analysis indicated that participation of students in strategic plan showed a positive and significant impact on performance for academic libraries. It was depicted that involvement help creates awareness on development process of the strategic plan by the university administration (Mean=4.8485). It also came out clear that student involvement in strategic planning benefits the library since it ensures integration of their suggestions into the plan (Mean=4.7727). The study also found out that student involvement has resulted to improvement in communication flow between student and library management (Mean=4.8485) and thereby eliminating resistance to changes (Mean=4.7576). A substantial proportion of the respondents disagreed that there is culture week for students that students are made aware of strategic plan (Mean=2.7273). This concurs with Hax and Majluf (2016) affirm that universities benefit from stakeholders' engagement including students in the process of strategic planning in several ways. It provides a mechanism for deciding the path to be taken by a university in achieving the future that is required.

4.5.1 Content Analysis for Benefits of Student's Participation

The library management interviewed asserted that student involvement in development of strategic plan enables the library to make informed and user-centered decisions. This therefore helps improve the performance of academic libraries. In addition, they explained that it provides a forum for achieving competitive hedge and encouraging all university communities to engage and collaborate to achieve goals. The engagement of stakeholders increases the vision of all main players, allowing them to focus creatively on the university's strategic path. This encourages participants to dialogue to enhance their comprehension of organization vision and encouraging sense of ownership in strategic planning and being part of an organization. It guides the university in setting goals regarding strategic objectives is there is involvement of stakeholders in planning of strategies.

4.5.2 Framework Analysis for Benefits of Student's Participation

While interviewing the librarians, the study sought to establish their opinion on what were the benefits of student's participation in strategic planning and performance of academic libraries. Through framework analysis, the study identified four themes which were student learning, change acceptance, informed decisions and synergy in implementation. Table 4.6 presents the summary of the findings.

Table 4.7: Framework Analysis Summary for Benefits of Student’s Participation

Theme/Codes	Extract from the transcript	Recommended approach
Student learning	<p>The level of involvement of students is very low</p> <p>If students were more involved, then there would learn and this would improve their performance</p> <p>Strategic planning that involves students is effective and can improve their performance through successful implementation of learning-related strategies</p>	<p>Effective participation requires the support of vice-chancellor and the chair or head of the strategic planning committee</p> <p>There is need to increase students involvement in learning</p>
Change acceptance	<p>With advancement in technology, schools are rigid to change and embrace new technology</p> <p>Adoption of modern strategic planning practices can improve benefits accruing from it</p> <p>The use of old library management tools discourage involvement</p>	<p>Early student involvement can have the introduced advantage of diffusing opposition to library changes</p> <p>Adopt the use of modern library management technologies that can encourage and facilitate increased involvement</p> <p>strategic change should involve all the applicable groups</p>
Informed	The opinion of students is rarely	Embrace modern decision-making

<p>decisions</p>	<p>sought even on decisions that directly affects them</p> <p>Decision making through involvement of student's leaders can enhance communication</p> <p>Most decisions made are focused on the wellbeing of the institution and not that of students</p>	<p>strategies that involves listening to real needs of students and responding to them</p> <p>Relinquish some decision-making powers and hand them down to students</p> <p>Academics should be at the heart of planning and decision making</p>
<p>Synergy in implementation</p>	<p>Failure of students implementation has resulted in failures</p> <p>Students who do not support strategies have resolved to demonstrations that have affected the institution, painting bad pictures</p> <p>Students supporting strategies will support its implementation</p>	<p>Ensure students are involved in designing of strategies and as a result will support them</p> <p>Always make sure that before a strategy is implemented, it is supported by all stakeholders</p>

4.6 Role Played By Librarians in Enabling Student Participation

In this section, the study was interested in seeking the roles played or ought to be played by librarians in enabling student participation to improve planning and performance in academic libraries. Various questions were posed to the respondents and the findings were as shown in Table 4.7

Table 4.8: Descriptive statistics for role librarians do play

Role ought to be played by librarians	Strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly agree (%)
Ensure the developments made on the strategic plan are always made when students are around	3.0	3.0	10.6	40.9	42.4
Ensure all the milestone made are always made known to the student fraternity through proper network	3.0	7.6	6.1	53.0	30.3
Ensure students signature always appear in all stages of the strategic plan development to show their involvement	1.5	7.6	10.6	42.4	37.9
Ensure the organization has a corrective measures to get plans back on track at all times	1.5	0	15.2	40.9	42.4
Ensure students participation is always recognized in all steps of	1.5	3.0	10.6	39.4	45.5

the strategic plan					
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From the findings, 53% of the respondents agreed that librarians should ensure that the developments made on the strategic plan should always be made with the presence of students who are the key stakeholders. 45.5% strongly agreed that librarians should ensure that the milestone made should be made known to student fraternity through proper network so that students are made aware. 42.4% alluded librarians should take a center stage in ensuring the organization has a corrective measure to get plans back on track at all times and also ensuring student participation is always recognized in all the steps of strategic plan. This concurs with Elassy (2015) that librarians being planners have to lay the forecasts of contemporary planned overall performance trends into the future over the same time horizon as the goals set for corporate overall performance highlights to measure possible overall performance gaps in the future.

4.6.1 Content Analysis for Role Played By Librarians in Enabling Student Participation

The interviewed staff asserted that librarians are committed ensure a user-centered approach in all aspects of its programs and services when designing library strategic plan. One of the top library management pointed out that from time to time library ought to evaluate whether existing strategic plan continue to meet current needs of the user community and make necessary changes based on findings for necessary improvements. In addition, for the faculty to be able to formulate effective strategic sketch the faculty management must possess high quality communication abilities to overlook all the individuals of the faculty which includes teachers, parents, learners and other applicable stake holders

4.6.1 Framework Analysis for Role Played By Librarians in Enabling Student Participation

From interviewing the librarians, the study sought to identify their role in enabling student participation. Framework analysis was conducted on the responses obtained through the interview process. Four major themes were identified that explained the role that librarians played in enabling student participation in strategic planning and performance of academic libraries. These themes were Student opinions, strategic choices, and student expertise. Table 10 present summary of the findings on each theme and what they recommended can be done to improve each of those aspects.

Table 4.9: Framework Analysis Summary on the Role Librarians Play In Enabling Student Participation

Theme/Codes	Extract from the transcript	Recommended approach
Student opinions	Librarians have the responsibility of listening to students opinions Because they interact daily with students, they are in a better position to receive and air opinions of students to the administration	It is important to give librarians a chance to be part of strategy planning and implementation because they know what students opinions are A channel of effective communication should be developed so that students opinion can be delivered to the management of the institution
Strategic choices	Librarians being directly involved with library activities should be involved more in	The opinion of librarians should be put into consideration. Librarians should be in the fore front

	<p>strategy implementation</p> <p>They decide on what should be done and what improvements to be made</p> <p>Institutions fail to consider opinions given by librarians in strategy implementation</p>	<p>in developing and implementing strategic plans for academic libraries</p>
<p>Student expertise</p>	<p>Librarians provide expert opinion on students because they interact with them</p> <p>The level and effectiveness of librarian-student interaction is not very effective</p>	<p>Improve the level of interaction between students and librarians</p> <p>Consider the expertise recommendations during strategic planning</p>

4.7 Frameworks for implementation

The final objective of the study was to propose a framework for implementation of student participation at improving strategic planning and performance of academic libraries. Respondents were therefore asked whether various strategies can be used in developing the framework. Table 4.9 presents their level of agreement with the various strategies.

Table 4.10: Frameworks for implementation

Frameworks for implementation	Strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly agree (%)
Representation	0	0	3.0	37.9	56.1
Trainings	0	0	13.6	34.8	51.5
Engagement	0	0	7.6	28.8	63.6
Collaboration	0	4.5	7.6	30.3	57.6
Communication	0	6.1	3.0	34.8	56.1

In this section, the researcher aimed to identify frameworks to ensure implementation of student participation at improving strategic planning and performance of academic libraries. Various suggestions were posed to the respondents to give their insights and the findings were as shown in Table 4.9. From the statistics above, 56.1% of the respondents strongly agreed that the institutions students' body should nominate a person to represent in academic library matters. This was supported by another 34.8% of the responses who agreed on the framework while 13.6% were neutral.

On the University to offer frequently trainings for new set ups including change of systems to students to enhance understanding on library operations, 51.5% of the responses strongly agreed while 34.8% and 13.6% agreed and were neutral respectively. The researcher proposed establishment of a platform for students' engagement on matters relating to library performance and a substantial proportion of responses that is 63.6% and 28.8% strongly agreed and agreed respectively. On being asked if the university library to collaborate through consortia to handle issues affecting decision making in academic and other libraries, 57.6% strongly agreed, 30.3% agreed, 7.6% were neutral and 4.5% disagreed. The proportion who disagreed could be probably

because collaboration through consortia is a new venture for academic libraries as far as strategic planning is concerned. The researcher went further to suggest that the institution research department set up good communication strategies between staff and student example forums for networking and 56.1% strongly agreed, 34.8% agreed while 3.0% neutral and 6.1% disagreed. From the statistics collected after interviewing the staff, it was noted that both staff and students were positive with the mentioned implementation frameworks as far as student participation at improving strategic planning and performance of academic libraries is concerned.

This is in line with Zhao et al., (2016) that any strategic change that aims at enhancing the operation of specific enterprise or institution, needs to involve all the applicable goal group as alternate is always fantastic when it comes from inside than imposed from outside. It also agrees with Tiemo and Ateboh (2016) that defining roles inside a university set up is essential to keep away from duplicating efforts, or worse, neglecting tasks that need attention. This can be achieved by sampling the implementation team which has both workforce and students in a college set up after a town council-manager shape of government.

Guided by respondents' responses, the study proposed a framework for implementation of student participation at improving strategic planning and performance of academic libraries. The framework gave an overview of the current state of various measures of student implementation and what is recommended and the guideline on how the recommendations can be achieved. Table 4.10 presents the recommended framework.

Table 4.11: Student Participation Framework

Strategy proposed	Present situation	Areas to improve	Guidelines
Representation	We can also have a representation of students through their governing body in library matters example in meetings, budgeting processes and review of library policies.	Strategic plans have become crucial therefore, crafting and developing such strategic plans is only half the battle. To complete the plan's objectives, universities must designate individuals to perform specific tasks, which avoid duplicating efforts. This means having college library strategic planning committees	A student should be available in any of the library strategic planning committees at the school and college levels
Information literacy	University governance form reckons out choice making as a result students are not worried in most decisions as the management assumes that they are represented by school members	There is need for inclusivity of all students. Develop a framework consisting of a sequence of interactive exercises meant to stimulate questioning thinking about improving performance in this case in the course of implementation of student participation	Alter university tradition in making decisions Empower the postgraduate students in education to carry about reforms from training - based inform of information literacy to personal initiated based learning offer frequently trainings for new set ups including change of systems to students to enhance understanding on library operations
Engagement	Many libraries have developed their own strategic plans for improving their products and services but it is not user centered. They are biased in a way of developing one side which is the library staff working at the institution and leaving	Library staff should be willing to meet and engage students to get to know areas of information need. Participation of students and strategic planning are key	Invest in strengthening the participation and capacity of planners and implementers. Have a well-formulated engagement plan that establishes expectations for which university members will participate meaningfully in the planning and implementation

	out the students' side.		phases, and how and when they will participate.
Collaboration	There is the use of Because consortia in collaboration which is a new venture for academic libraries as far as strategic planning is concerned	Leadership in universities should not be exclusive but collaborative where all the stakeholders including the students should get involved	Staff should be able to communicate well to clients and above all to empathize with them. Create more opportunities for discussion and consensus.
Organizational support	The budget set aside by universities is low and therefore inhibiting the implementation of some of their strategies for students participation	Increase the budgetary allocation for libraries	The University should support the library by providing needed funds for purchase of needed information resources, staff remuneration and sustenance of library operations.

By following the guidelines highlighted, universities can be able to improve student participation. The Table 4.11 below shows the steps to be followed in achieving the student participation framework above.

Table 4.12: Student Participation Implementation Process



	Inform/create awareness	Consult	Involve	Collaborate	Empower
Student Participation Goal	Provide students with balanced and objective information to help them in understanding the problem, opportunities, an solution	Obtain students opinions/feedback on their analysis of the alternatives or the decisions	Work with the students throughout the process ensuring that students concerns are consistently understood and considered	Partner with students in every decision aspect including development of alternatives and identifying the solution preferred	Place the final decision-making on the hands of the students
University's role	Keep students informed	Keep students informed, listen and acknowledge their concerns and provide feedback on the way their input will influence decisions	Work with students to ensure their concerns are directly reflected in developing alternatives and providing feedback on ways their input influenced decisions	Look for students to advice and for innovations in formulating solutions and incorporating their advice and recommendations into decisions as much as possible	Implement what the students have decided
Example techniques	Open house discussion Fact sheets School's website	Student's meetings Focus groups Surveys Students comments	Polling Workshops	Participatory decision-making Consensus building Advisory committees	Delegated decisions Ballots Students juries

4.8 Chapter Summary

This chapter presented and analyzed data collected from the study and the findings presented and discussed based on the study objectives. Information in this chapter was used in making conclusions and recommendations in the next chapter.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter highlights a summary of the findings of the study, presents conclusions based on the study objectives and provide recommendations made from the study.

5.2 Summary of the Findings

The aim of the study was to investigate the participation of students at improving strategic planning and performance of academic libraries with a focus on University of Nairobi law students and librarians of Nairobi and Mombasa campuses. The researcher specially assessed the awareness and level of participation, benefits of student participation, role of librarians and framework for implementation of student participation at improving strategic planning and performance of academic libraries. The findings of the study are summarized as shown below.

5.2.1 Awareness and Level of Student's Participation

The first objective of the study was to assess awareness and level of student's participation at improving strategic planning and performance of academic libraries. The study found out that a there were little that the students were not aware of their participation at improving strategic planning and performance. It was also noted that very few students were fully involved in the development of library strategic plan. Collaboration involving students in learning library instruction and decision making is successful when students work in group. When they come up with individual creativity and innovations of how to handle problems, students they become their own designers of their own futures. Engaging students also helps enhance discipline and acting responsibly.

The study also found that little has been done to involve students when writing a library strategic plan. This agreed with the need for the library management to raise the awareness of user participation in strategic planning since they are the primary consumers of knowledge. It was also established that due to ever-changing user needs and demands, responsibility planning is necessary therefore consideration must be given to the user community they serve. These therefore implied that library plans can be set based on user community demands and the established goals can be used as a basis for guiding libraries as they develop strategic plan. Therefore, as the primary beneficiaries and implementers of the decisions taken, learning institutions should give up some of their decision-making powers and transfer them on to society, teachers, and learners.

5.2.2 Benefits of Student's Participation

The second objective was to explore the benefits of student's participation in strategic planning and performance of academic libraries. The study found out that participation of students in strategic plan showed a positive and significant impact on performance for academic libraries. It was depicted that involvement help creates awareness on development process of the strategic plan by the university administration. It also came out clear that student involvement in strategic planning benefits the library since it ensures integration of their suggestions into the plan. The study also found out that student involvement has resulted to improvement in communication flow between student and library management and thereby eliminating resistance to changes. The study also found out that respondents disagreed that there is culture week for students that students are made aware of strategic plan.

Universities benefit from stakeholder's engagement including students in the process of strategic planning in several ways. It provides a mechanism for deciding the path to be taken by a university in achieving the future that is required. The study also established that student involvement in development of strategic plan enables the library to make informed and user-centered decisions. This therefore helps improve the performance of academic libraries. In addition, it provides a forum for achieving competitive hedge and encouraging all university communities to engage and collaborate to achieve goals. The engagement of stakeholders increases the vision of all main players, allowing them to focus creatively on the university's strategic path. This encourages participants to dialogue to enhance their comprehension of organization vision and encouraging sense of ownership in strategic planning and being part of an organization. It guides the university in setting goals regarding strategic objectives is there is involvement of stakeholders in planning of strategies.

5.2.3 Role Librarians Play In Enabling Student Participation

The third objective of the study was to determine the role do librarians play in enabling student participation strategic planning and performance of academic libraries. From the findings it was revealed that librarians should ensure that the developments made on the strategic plan should always be made with the presence of students who are the key stakeholders. Librarians should also ensure that the milestone made should be made known to student fraternity through proper network so that students are made aware. They should also take a center stage in ensuring the organization has a corrective measure to get plans back on track at all times and also ensuring student participation is always recognized in all the steps of strategic plan. Therefore, librarians being planners have to lay the forecasts of contemporary planned overall performance trends into

the future over the same time horizon as the goals set for corporate overall performance highlights to measure possible overall performance gaps in the future.

In addition, it was established that librarians are committed to ensure a user-centered approach in all aspects of its programs and services when designing library strategic plan. Also, from time to time library ought to evaluate whether existing strategic plan continue to meet current needs of the user community and make necessary changes based on findings for necessary improvements. In addition, for the faculty to be able to formulate effective strategic sketch the faculty management must possess high quality communication abilities to overlook all the individuals of the faculty which includes teachers, parents, learners and other applicable stake holders.

5.2.4 Framework for Implementation

Finally, the fourth objective of the study was to propose framework for implementation of student participation at improving strategic planning and performance of academic libraries. The researcher established that the institutions students' body should nominate a person to represent in academic library matters. The study found that the university should offer frequently trainings for new set ups including change of systems to students to enhance understanding on library operations. A portion of the responses rejected the idea of University library to collaborate through consortia to handle issues affecting decision making in academic and other libraries. The study also supported the proposed establishment of a platform for students' engagement on matters relating to library performance. It was also established that the university library collaborate through consortia to handle issues affecting decision making in academic and other libraries. The study also noted that both staff and students were positive with the implementation frameworks as far as student participation at improving strategic planning and performance of academic libraries is concerned.

Therefore, any strategic change that aims at enhancing the operation of specific enterprise or institution, needs to involve all the applicable goal group as alternate is always fantastic when it comes from inside than imposed from outside. Also, defining roles inside a university set up is essential to keep away from duplicating efforts, or worse, neglecting tasks that need attention.

5.3 Conclusions

The study found that awareness and student participation were responsible for improving strategic planning. Based on the findings, the study has identified the need to involve student in strategic planning in order to ensure significant improvement in performance of academic libraries.

The study found several benefits of involving students in strategic planning. The study therefore concludes that improving students' participation in strategic planning is responsible for improving their academic performance.

The study found that when librarians are involved in strategic planning, there is a higher chance of academic performance improving. The study therefore concludes that the library management plays a very big role in ensuring that student participation is guaranteed in strategic planning process and this ultimately improves performance of academic libraries.

The study found that there is need to develop a framework to guide in the implementation of student participation. Therefore, raising awareness and level of participation of students in strategic planning process helps the library management and staff involved to make informed decisions and create synergy in implementation process.

5.4 Recommendations

Based on the study findings, the study makes the following recommendations guided by the objectives of the study: There is a need to involve student in strategic planning in order to ensure significant improvement in performance of academic libraries. In addition, the library management should have a focus in ensuring that student engagement in strategic planning is optimized and is implemented in all student decision making processes. The study also noted that Student participation is an essential practice as it ensures user-centered approach as far as strategic planning development is concerned. The Librarians however, should take a center stage to ensure students are involved and participate in strategic planning with an aim of improving performance of academic libraries. Finally, a further study should be taken on student initiatives in improving library performance of academic libraries in Kenya.

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APPENDICES

Appendix I:

Letter of Introduction

Lilian Jeptoo

University of Nairobi

Mobile Number: 0710551427

E-mail: lilianjeptoo31@gmail.com

Dear respondent,

Greetings!

I am a postgraduate student taking Master's Degree in library and information studies at the University of Nairobi. I am carrying out a research on participation of students at improving strategic planning and performance of academic libraries a case study of University of law libraries, Kenya. The objectives of the research are to: to assess awareness and level of student's participation at improving strategic planning and performance of academic libraries, establish the role played by librarians in enabling student participation in strategic planning and performance of academic libraries, establish the benefits of students participation in strategic planning and performance of academic libraries and propose a framework for implementation of student participation at improving strategic planning and performance of academic libraries. As one of my selected respondent, you are humbly requested to take 15 minutes of your time and respond honestly to the questionnaire. Taking part in this voluntary exercise is highly appreciated as it will enable successful completion of my course. The information given will be treated with a lot of confidentiality and shall only be used for academic purposes.

Thank you very much for taking part.

Yours Sincerely,



Lilian Jeptoo

Appendix II: Questionnaire

Kindly tick (✓) or answer appropriately the questions given. The information provided will not be published without your discretion, and as such will be treated as confidential.

SECTION A: BACKGROUND INFORMATION

Kindly indicate your gender

Male b. Female

Please tick appropriately the category of your age

Under 20 b. 20-30 c. 30-40 d. Over 40

What is your level of study?

Undergraduate b. Postgraduate c. Other *Please specify.....*

What is your year of study?

Year 1 b. Year 2 c. Year 3 d. Year 4 e. Other *Please specify.....*

SECTION B: RESEARCH QUESTIONS ON THE STUDY VARIABLES

Awareness and level of student's participation at improving strategic planning and performance of academic libraries

Please indicate using a tick the extent you agree with the statements on the participation of the students at improving library strategic planning. Tick appropriately on a scale of 1 to 5 where 1-Strongly Disagree (SD); 2-Disagree (D); 3-(Neutral (N)); 4-Agree (A); 5-Strongly Agree (SA)

S/No	Statement	SA	A	N	D	SD
.						
1.	I am involved in the writing of the strategic plan					
2.	I always attend all the meetings stated for the strategic plan					
3.	I have been fully involved in the development of the strategic plan					
4.	The strategic plan contains students welfare					
5.	There is little I can say about the strategic plan					

Benefits of student participation in strategic planning and performance of academic libraries.

Please indicate using a tick the extent you agree with the statements on the benefits of the students at improving library strategic planning. Tick appropriately on a scale of 1 to 5 where 1-Strongly Disagree (SD); 2-Disagree (D); 3-(Neutral (N); 4-Agree (A); 5-Strongly Agree (SA)

S/No	Statement	SA	A	N	D	SD
.						
1.	Students involvement in strategic planning is meant integrate their suggestions on development of the library					
2.	Involving students in strategic planning is used as a training tool on the need of the strategic plan					

3.	Involvement help creates awareness on development process of the strategic plan by the university administration					
4.	Involvement is used as a tool to incorporate students in decision making					
5.	Communication flow between student and library management has improved due to student participation					
6.	Participation has harmonized relationships and created synergy in project implementation					
7.	Strategic plan vision and mission are shared to all through the manuals of the organization					
8.	During the orientation of first years, the strategic plan of the organization is normally said to the student to be familiar of it					
9.	Participation of students in strategic planning has eliminated resistance to changes					
10.	There is a culture week for students that students are made aware of strategic plan					

Role librarians ought to play in enabling student participation at improving strategic planning and performance of academic libraries.

Please indicate using a tick the extent you agree with the statements on role librarians ought to play in enabling students' participation at improving library strategic planning. Tick appropriately on a scale of 1 to 5 where 1-Strongly Disagree (SD); 2-Disagree (D); 3-(Neutral (N)); 4-Agree (A); 5-Strongly Agree (SA)

S/No	Statement	SA	A	N	D	SD
1.	The developments made on the strategic plan are always made when students are around					
2.	All the milestone made are always made known to the student fraternity through proper network					
3.	Students signature always appear in all stages of the strategic plan development to show their involvement					
4.	The organization has a corrective measures to get plans back on track at all times					
5.	Students participation is always recognized in all steps of the strategic plan					

Framework for implementation of student participation in improving strategic planning and performance of academic libraries.

Please indicate using a tick the extent you agree with the statements on framework for implementation of the students at improving library strategic planning. Tick appropriately on a scale of 1 to 5 where 1-Strongly Disagree (SD); 2-Disagree (D); 3-(Neutral (N)); 4-Agree (A); 5-Strongly Agree (SA)

S/No	Statement	SA	A	N	D	SD
1.	The institutions students body nominates a person to represent in academic library matters					
2.	The University offers frequently trainings for new set ups including change of systems to students to enhance understanding on library operations.					
3.	There are established platform for students engagement on matters relating to library performance					
4.	The university library collaborates through consortia to handle issues affecting decision making in academic and other libraries.					
5.	The institution research department has set up good communication strategies between staff and student example forums for networking					

Appendix III: Interview Schedule

1. Please specify your designation in the library
2. Which is your branch library?
3. What is level of students' participation?
4. Are you involved in writing strategic plan?
5. What policy is available for implementation?
6. Is the policy being adhered to?
7. Is there a user awareness program for student participation?
8. How is communication done on student participation?
9. What do you understand by student's participation?
10. What are some of the benefits of students' participation?
11. Does participation help in streamlining processes?
12. What value is there to the top management in getting students involved?
13. Who is responsible for students' initiatives?
14. In your view, what do you suggest for the librarians to do in order to promote student participation in improving strategic planning and performance of Law Libraries?
15. What are appropriate frameworks that can be adopted to promote student participation?

Appendix IV: Research Recommendation Letter



**UNIVERSITY OF NAIROBI
FACULTY OF ARTS
DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE**

Telephone: +254 20 318262, Ext. 28095 P.O. Box 30197-00100 GPO Telegram: Varsity Nairobi,
Kenya. Fax: +254 20 2245566 dnjiraine@uonbi.ac.ke

Our Ref: UON/CHSS/DLIS/303/C54/89726/16

Date 29/08/2020

TO WHOM IT MAY CONCERN

Dear Sir/Madam

RE: RECOMMENDATION FOR LILIAN JEPTOO-REG NO: C54/89726/16

The above named is a bonafide student at the University of Nairobi undertaking a Master of Library and Information Science (MLIS). She is currently in the process of collecting data as part of the requirements for the course. Her topic is “Participation of Students at Improving Strategic Planning and Performance of Academic Libraries: Case of University of Nairobi Law Libraries”.

Any assistance accorded to her will highly be appreciated.

Regards,

Dr. Dorothy Njiraine Chairperson, Department of Library & Information Science (DLIS)