RISK COMMUNICATION AS A TOOL FOR INFORMATION RESOURCES AND SERVICES PROVISION IN UNIVERSITY LIBRARIES IN NORTHERN STATES OF NIGERIA

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Abstract

Risk Communication is an important tool for disseminating information and understanding about a risk management decision. This paper examines risk communication as a tool for effective information service provision in University libraries in Northern States of Nigeria. The type of media used for risk communication as well as the types of messages and information communicated to the library customers were identified and discussed. Survey research method was used and University Librarians; head of Divisions, Units and other operational library staff were the subject of this study. It was discovered that posters, meetings, sign/symbols, notice boards, library newsletter, and complaint/suggestion boxes were the common communication media used for disseminating risk related messages and information in University libraries studied. The need for university libraries to establish/appoint Risk Officers among their staff in all their branches and divisions with Library Risk Management Officer (LRMO) who will coordinate risk communication processes in all the branches and divisions of the library is highly advocated. The paper concluded that university libraries studied have realised the importance of risk communication as an integral element of library management.

Introduction

University libraries are established as integral part of a University system with the mandate to support teaching, learning and research functions of the university. The University library performs its roles by providing access to variety of relevant information products, services, facilities, equipment as well as creating a comfortable learning environment for its library customers. Thus, in carrying out its responsibilities, the library encounters different categories of risk. These risks category include among others the reputational risks; operational risks; information and communication technology risks; natural hazards risks etc. Umar (2014) discovered that power outages, shelving risk, theft of library resources, procedural errors, poor customer service, poor publicity, information service frustration, bibliographic risks, system malfunction and breakdown and severe hot/cold weather were among the type of risks the library customers are exposed to in the University Libraries studied in Northern States of Nigeria.

In order to manage the risks effectively libraries bear responsibility to ensure that useful information about the risks and benefits of their products, services, equipment and facilities are communicated using appropriate media. Fischhup, Brewer & Downs (2011) cautioned

organizations that failure to communicate risks can be costly to their corporate existence and development. They argued that the essence of risk communication is to address concerns and responds to emotions, thereby restoring some rationality to controversial debates. Needless to say, university libraries must be proactive and smart in identifying risks to their library resources, services, systems, facilities, equipment and users. This is because according to Weidemann, Clauberg & Borner (2011) either a lack of risk communication or errors in communication can easily develop into a crisis for the company. Thus, it can be rightly argued that the occurrence and reoccurrence of risk events in university libraries studied could be attributed to poor risk communication. Risk information and messages as well as the choice of media must be tailored towards library users' needs, interest and knowledge. It is therefore against this background this paper investigated risk communication as an important component for effective information services provision in University libraries in Northern States of Nigeria.

Research Questions

This study answered the following questions:

1. What types of media are used for risk communication for effective information resources and services provision in University Libraries in Northern States of Nigeria?
2. What types of risk message(s) are communicated to library customers for effective information resources and services provision in University Libraries in Northern States of Nigeria?

Objectives of the Study

The objectives of the study are:

1. To identify the types of media used for risk communication for effective information resources and services provision in University libraries in Northern States of Nigeria.
2. To find out the risk messages communicated to library customers for effective information resources and services provision in University libraries in Northern States of Nigeria.

Literature Review

Risk communication in general is associated with the identification of risks to the organisation and efforts to persuade the members of the organisation to adopt more successful, less risky behaviors in order to achieve the desired set goals and objectives. Thus, the use of notice boards, posters, signs and bulletins containing messages of the "dons" and "don't" of the library is a good example of risk communication. The essence is to inform and persuade library users on the safest and best practice of using library resources, systems and services. It is therefore important to note that through risk communication, the Library hopes to provide the stakeholders with information about the expected type of risk (good or bad) and magnitude (weak or strong) of an outcome from a behavior or exposure. Typically, it is a discussion about an adverse outcome and the probability of that outcome occurring.

Covello (1992) defines risk communication as "the exchange of information among interested parties about the nature, magnitude, significance, or control of a risk". This simply meant that it is a two-way, interactive and long-term process, one where the public and risk communicators are engaged in a dialog, rather than acting as senders and receivers (Bradbury, 1994). In a library setting, risk communication is expected to be a mutual exchange in an interactive manner in which the library stakeholders are regularly engaged in a discourse/dialogue as the case may be on issues that centres on the management of the library. The National Research Council (1989) describes risk communication as "an interactive process of exchange of information and opinion among individuals, groups, and institutions". These messages seek to induce behavioural change by presenting a threat and describing a behaviour or behavioural change that may alleviate the threat.

However, risk messages should be clear and simple, appeal to reason and emotion, and offer solutions to problems (Freimuth, Linnan, & Potter, 2000). They seek to inform the public and change behaviour in ways that protect and improve the public health and safety. University libraries

therefore need to imbibe such character in ensuring that risks are well communicated at the right time using the right medium. This is why according to Tricker (2008) risk management will not be embedded unless an organisation regularly promotes communications with its stakeholders.

On this note, Seeger, Sellnow and Ulmer (2003) argued that these communication processes are designed to reduce and contain harm, provide specific information to stakeholders, initiate and enhance recovery, manage image and perceptions of blame and responsibility, repair legitimacy, generate support and assistance, explain and justify actions, apologize, and promote healing, learning, and change. To achieve this, risk communicators should develop listening skills. The communicators must acknowledge people's concerns and respond to opinions, emotions, and reactions. They act as a bridge between the organisation and the public. Generally, risk communication can be broken into four areas (Covello & Allen 1988): (1) information and education, where people are informed and educated about risks and risk assessments in general; (2) behaviour change and protective action, which encourages risk reduction behaviour by trying to influence the perceptions of the audience; (3) disaster warnings and emergency information, which provides direction and behavioural guidance in disasters and emergencies; and (4) joint problem solving and conflict resolution, which involves the public in risk management decision-making and in resolving health, safety, and environmental controversies.

Also, Kasperson, Golding, & Tuler, (1992) identified five goals of risk communication. They are: (1) diagnosing and creating trust; (2) creating awareness strategies; (3) understanding why concepts are hard to grasp and finding ways to overcome the problem; (4) developing mediating skills; and (5) motivating the public to act.

To this end, there are many forms of media by which risk communicators can disseminate information, e.g., public meetings, newspaper, radio, television, and even the Internet. It is best to use multiple media sources while remembering that the basic information on each risk message must be consistent. Audience analysis can assist with the selection of the most appropriate forms of media. Communication channels also should be selected to make the best use of resources while still meeting overall objectives. Direct techniques of communicating with individuals include: brochures, information packets, newsletters, videotapes or slide shows, advertisements, fact sheets, and press releases. Interactive forms of communication include community meetings, community advisory groups, group presentations, educational activities with schools, face-to-face meetings, and telephone interviews (Santos 1990).

In general, planning a risk communication strategy includes the following steps: Determine the goals of the communication effort; identify communication restraints; identify the audience(s); identify audience concerns; identify what the audience(s) knows about the issues, both correct information and misinformation; design the message(s) to be sent out to the community; design the "channels"/choose the best methods to reach people; anticipate communication problems; evaluate the program; and modify program as needed.

Methodology

Survey research design was adopted to conduct this research. This is because survey design could be conveniently used in the study of large and small population without sacrificing efficiency, time, cost and accuracy, Aina and Ajiferuke (2002) as cited in Umar (2010). The research instrument used for the study was questionnaire. The population of this study consisted of the University Libraries in Northern States of Nigeria. According to National Universities Commission (2017) there are a total of thirty one (39) Universities in Northern States of Nigeria. This figure excluded those universities that were established less than five years ago due to the fact that they are not properly stabled to warrant any investigation of this nature.

However, the subjects of the study were University Librarians; head of Divisions, Units and other operational library staff. A survey of the University Libraries in Northern States of Nigeria showed that there is One Thousand and Twenty (1020) library staff. A proportionate stratified

random sampling technique was adopted. Based on this, a total of ten (10) University Libraries were selected to represent the three zones. Also, a total of One hundred and fifty six (156) library staff were selected randomly as sample size.

Findings and Discussion

Out of the 156 copies of the questionnaire distributed to the library staff, a total of 137 (87.8%) copies were returned duly completed and found usable for this study. The data collected for this research were presented and analysed frequency distribution tables and simple percentages were used. Below is the analysis of the responses:-

Type of Media used for Risk Communication in the Provision of Information Resources and Services in the University Libraries in the Northern States of Nigeria

In order to find out the types of media used for risk communication among stakeholders in the provision of information resources and services in the University libraries in Northern States of Nigeria, a research question was asked with respect to this and subsequently the library staff were asked to indicate as many types of media used in their respective libraries as found relevant. Below is table 1 showing the media used for risk communication in the University libraries in Northern States of Nigeria:-

Table 1: Media used for Risk Communication in the University Libraries in Northern States of Nigeria

Media used for Risk Communication	Names of Libraries																				Total	
	KIL, Zaria		AFUL Sokoto		UMYUL Katsina		FUTL Minna		UNIJOS, Library		NSUL Keffi		UNILORIN, Library		Ramat Library Unimaid		IBB Library, Yola		GSUL Gombe			
	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%
Signs/symbols	65	90.3	7	70	4	80	7	77.8	4	57.1	6	75	7	100	6	85.7	4	66.7	5	83.3	115	83.9
Posters	45	62.5	5	50	4	80	8	88.9	5	71.4	7	87.5	6	85.7	5	71.4	5	83.3	6	100	96	70.1
Seminars/workshops	17	23.6	4	40	1	20	2	22.2	6	85.7	1	12.5	2	28.6	5	71.4	0	0.0	0	0.0	38	27.7
Dept/faculty visits	14	19.4	6	60	0	0.0	5	55.6	3	42.9	4	50	0	0.0	4	57.1	4	66.7	4	66.7	44	32.1
Discussion forums	0	0.0	0	0.0	2	40	4	44.4	0	0.0	0	0.0	4	57.1	0	0.0	4	66.7	0	0.0	14	10.2
Meetings	67	93.1	8	80	5	100	8	88.9	7	100	6	75	5	71.4	7	100	5	83.3	5	83.3	123	89.8
Notice boards	70	97.2	9	90	5	100	9	100	7	100	7	87.5	6	85.7	7	100	5	83.3	5	83.3	130	94.9
Library webpage/website	56	77.8	3	30	0	0.0	2	22.2	0	0.0	0	0.0	2	28.6	2	28.6	0	0.0	0	0.0	65	47.4
Telephone contacts	0	0.0	2	20	0	0.0	2	22.2	0	0.0	2	25	4	57.1	2	28.6	0	0.0	0	0.0	12	8.8
Campus radio	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Library newsletter	57	79.2	5	50	0	0.0	1	11.1	5	71.4	0	0.0	5	71.4	6	85.7	5	83.3	0	0.0	84	61.3
News bulletin	0	0.0	1	10	0	0.0	2	22.2	0	0.0	2	25	2	28.6	0	0.0	0	0.0	0	0.0	7	5.1
Social media sites	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	2	28.6	1	14.3	0	0.0	0	0.0	3	2.2
Complaint/suggestion boxes	66	91.7	8	80	4	80	8	88.9	6	85.7	5	62.5	6	85.7	4	57.1	6	100	5	83.3	118	86.1

Key:

KIL: Kashim Ibrahim Library
AFUL: Abdullahi Fodiyo University Library
UMYUL: Umaru Musa Yar'adua University, Katsina
FUTL: Federal University of Technology Library, Minna
UNIJOS: University of Jos Library
NSUL: Nasarawa State University Library
UNILORIN: University of Ilorin Library
RAMAT Library: University of Maiduguri
IBB Library: Modibbo Adama University of Technology Library, Yola
GSUL: Gombe State University, Library Gombe

The above table 1 showed that out of the 13 media for risk communication identified, the University Libraries studied in Northern States of Nigeria employed the use of mostly 6 types of media for risk communication with their numerous stakeholders with highest frequencies of over 60% scores respectively. The media include: posters, meetings, sign/symbols, notice boards, library newsletter, and complaint/suggestion boxes. This finding corroborated the finding of Santos (1990) and Umar (2010) who found that complaint boxes and notice boards were the communication media used in selected University Libraries in the North West Geo-Political Zone of Nigeria. In another dimension, Hordon (2001) and Farnum, Baird, & Ball, (2011) discovered that University libraries had several avenues such as suggestion boxes, personal contact with any aggrieved reader and library users panels through which complaints were channelled from the library stakeholders.

The responses of the university libraries studied varied on the use of seminars/workshops, dept/faculty visits, discussion forum, library webpage/website, and library newsletter as media for communicating risks to their stakeholders. For instance, at KIL, seminars/workshop and dept/faculty visit recorded least frequencies of less than 30% scores while at UNIJOS Library, RAMAT Library, and AFUL such media recorded the highest frequency scores of over 55% scores respectively. However, a majority of the university libraries studied do not use telephone contacts, campus radio, library website/webpage and news bulletin for risk communication considering their frequency scores of less than 15% scores. This perhaps might be connected to the fact that telephone contacts and campus radio were not available and easily accessible to the library management.

The non utilisation of seminars/workshops and discussion forums as media for communicating risks by the library management could be attributed to the lukewarm attitude of some library managements on the need to discuss and consult with the stakeholders about risks events and their likely impact on information resources and services provision. So therefore, it is the opinion of the researcher that the media used for risk communication in the University libraries in Northern States of Nigeria were grossly inadequate and ineffective to ensure smooth flow of risk communication among the stakeholders. This situation might inhibit effective and efficient flow of information across the university libraries which could compromise their ability to manage risks effectively. Louise and Haase (2006) opined that "in the absence of timely and valid communications, organisations cannot function effectively under the urgent stress of disaster. By implication, library staff and customers may know little information or nothing about the library processes, operations and functions and as a result of this, they may become indifferent about the progress, or success of the library. "This can lead to heavy losses with regards to the organisational goals and objectives as employees may concentrate on their individual goals and objectives to the detriment of the organisation", (Mohammed, 2004)

It has been discovered that dept/faculty visits and social media sites such as facebook, twitter, myspace, skype, Youtube etc were not exploited for risk communication by the University Libraries studied despite the prevalence of their utilisation by the majority of staff and students in the Universities. This finding agreed with that of Stuart (2010) who lamented that user engagement on libraries' social networking sites is low. Libraries' Twitter accounts only got a few followers and users' input is very low on libraries' Facebook fan pages (Jacobson, 2011). This situation might perhaps be as a result of the inability of the University libraries studied to establish their presence on any social networking sites by creating a fan page account. It is therefore, incumbent upon the ICT unit of the library to create such account in order to facilitate exchange of information between the libraries and their customers. The implication is that the university libraries studied may not be able to reach their numerous customers to illicit relevant risk related information that might be helpful in the management of risks in information resources and services provision. Zakaria, Watson and Edwards (2010) observed that social media applications have already being

accepted by younger generations as a platform to socialise, collaborate and learn in an informal and flexible manner.

In the light of the above findings, it can be concluded that meetings, notice boards, signs/symbol, posters, complaint/suggestion boxes and library newsletters were the popular media used for risk communication among the stakeholders in the provision of information resources and services in the University libraries in Northern States of Nigeria. The high use of notice boards and complaint boxes by the university libraries studied might not be unconnected with the fact that these media are easily accessible to the majority of the library customers. Umar and Mohammed (2009) observed that notice boards and complaint boxes were provided within and outside the library buildings to facilitate communication between libraries and their customers.

Similarly, the library customers were asked to indicate by way of confirmation the type media used for risk communication in the University Libraries in Northern State of Nigeria. This was done first by providing a list of media for them to tick as many relevant media used as they could notice. It was discovered that library customers used only personal contacts, complaint /suggestion boxes and notice boards with highest frequency scores of over 70% scores respectively. On the other hand, library webpage/website, telephone contacts, seminars/workshops, discussion forums, campus radio, library newsletter, news bulletin, signs/symbols, posters and social media sites were found not used for risk communication by the customers in the University Libraries studied. This implies that those media were completely not used for risk communication in the University libraries in Northern States of Nigeria. This finding is obvious in the sense that library customers do not have access to virtually all those media.

However, at KIL, NSUL, RAMAT library and UNIJOS library newsletter was found to be used with least frequency of less than 10% scores respectively by library customers for risk communication. Also, at FUTL, IBB library and GSUL, meeting was found to record high frequencies of over 60% scores. This implies that the library management at FUTL, IBB library and GSUL organize periodic meetings with their customers in order to share information concerning the operations of the library. It is therefore suggested that meetings and discussion forums should be organised regularly between the library and its stakeholders in order to promote mutual understanding and enhance information service delivery.

Types of Risk Message(s) Communicated to the Library Customers for effective information resources and services provision in University Libraries in Northern States of Nigeria

As a follow up to the above findings, a question was raised in order to further identify the types of risk related messages communicated among the stakeholders in the provision of information resources and services in the University libraries in Northern States of Nigeria. Below is table 2 showing the types of risk messages/information communicated in the university libraries studied:-

Table 2: Risk Message/information Communicated to stakeholders in the University Libraries Studied

ype of Risk Message ommunicated	Names of Libraries																				Total	
	KIL, Zaria		AFUL, Sokoto		UMYUL Katsina		FUTL Minna		UNIJOS , Library		NSUL Keffi		UNILO RIN Library		Ramat Library Unimaid		IBB Library, Yola		GSUL Gombe			
	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%
formation on threat nsing	9	12.5	0	0.0	1	20	0	0.0	3	42.9	7	87.5	0	0.0	3	42.9	2	33.3	1	16.7	26	18.9
formation on threat leviation	69	95.8	5	50	4	80	2	22.2	0	0.0	2	25	4	57.1	5	71.4	4	66.7	3	50	98	71.5
ology messages	0	0.0	1	10	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	0.7
formation on preventive tions	66	91.7	7	70	5	100	5	55.6	6	85.7	6	75	5	71.4	6	85.7	4	66.7	5	83.3	115	83.9
saster warnings	11	15.3	3	30	4	80	0	0.0	2	28.6	5	62.5	4	57.1	3	42.9	0	0.0	4	66.7	36	26.3
nergency notifications	59	81.9	5	50	3	60	5	55.6	5	71.4	7	87.5	4	57.1	6	85.7	6	100	5	83.3	105	76.6
nger signs and symbols	69	95.8	8	80	5	100	6	66.7	6	85.7	7	87.5	7	100	5	71.4	5	83.3	5	83.3	123	89.8
neral security tips	65	90.3	7	70	4	80	8	88.9	6	85.7	6	75	7	100	6	85.7	5	83.3	4	66.7	118	86.1
formation on proper use of library	72	100	9	90	5	100	8	88.9	7	100	5	62.5	7	100	6	85.7	4	66.7	6	100	129	94.2

Kashim Ibrahim Library
Abdullahi Fodiyo University Library
L: Umaru Musa Yar'adua University, Katsina
Federal University of Technology Library, Minna
S: University of Jos Library

NSUL: Nasarawa State University Library
UNILORIN: University of Ilorin Library
RAMAT Library: University of Maiduguri
IBB Library: Modibbo Adama University of Technology Library, Yola
GSUL: Gombe State University, Library Gombe

The table 4.2 portrayed that the University libraries studied in Northern States of Nigeria communicate different types of risk related information and messages in their effort to provide information resources and services to their numerous customers. It was discovered that danger signs and symbols, general security tips, emergency notifications, information on threat alleviation, information on preventive actions, and information on proper use of the library were the types of risk related information and messages communicated to the stakeholders in all the University libraries studied in Northern States of Nigeria with the highest frequency of over 70% scores respectively. These findings showed that the library management has given much attention to communicating information related to operational risk to their customers in their libraries. This to a great extent will help in minimising the occurrence of operational risks associated with the customers. Again, this explains the assertion by Ager and Westwood (1999) that when customers become aware of the organisation's operations, and become experienced in their roles in the service delivery, their own efficiency increases and creates a corresponding improvement in the organisation's efficiency. The information on threat sensing and disaster warnings provided to the customers have the least frequency scores of less than 30% respectively. The implication of this finding is that university libraries seem to be reactive rather than proactive in identifying risks to reduce or prevent their occurrence.

However, it was found that an apology message to appease the minds of the library stakeholders was not communicated to the affected stakeholders. The inability of the library to communicate apology messages to affected stakeholders after risk occurred could indicate a sense of disregard to the well being of the stakeholders as well as a clear deviation from the basic tenets of business management in which a customer is highly adored and respected. It is therefore recommended that apology messages, when necessary, should be communicated to the affected library stakeholders in the university libraries in Northern States of Nigeria. This will go a long way in rebuilding the library stakeholders' confidence, trust and appetite to patronise the library. Also, risk messages should be clear and simple, appealing to reason and emotion, and offer solutions to problems (Friemuth et al., 2000).

Also, the researcher further asked the respondents to indicate the usefulness of the media used for risk communication with the library stakeholders in the provision of information resources and services in the University libraries in Northern States of Nigeria. This was done by providing a list of media for risk communication for the library staff to indicate their usefulness using a five point Likert scale of measurement. However for convenience, the 5 options were merged into 3 options in order to facilitate analysis. The options are Most Useful (MU), Rarely Useful (RU) and Not Useful (NU). The table 3 shows their responses:-

Table 3: Usefulness of the Media used for risk communication

Type of Media Used	Responses						Total	
	Not Useful		Rarely Useful		Very Useful			
	F	%	F	%	F	%	F	%
Signs/symbols	19	13.9%	17	12.4%	101	73.7%	137	100.0%
Posters	29	21.2%	12	8.8%	96	70.1%	137	100.0%
Seminars/workshops	99	72.3%	9	6.5%	29	21.2%	137	100.0%
Dept/faculty visits	121	88.3%	10	7.3%	6	4.4%	137	100.0%

Discussion forums	16	11.7%	11	8.0%	110	80.3%	137	100.0%
Meetings	24	17.5%	10	7.3%	103	75.2%	137	100.0%
Notice boards	0	0.0%	13	9.5%	124	90.5%	137	100.0%
Library website/webpage	29	21.2%	99	72.3%	9	6.5%	137	100.0%
Telephone contacts	132	96.4%	0	0.0%	5	3.4%	137	100.0%
Campus radio	127	92.7%	10	7.3%	0	0.0%	137	100.0%
Library newsletter	10	7.3%	25	18.2%	102	74.5%	137	100.0%
News bulletin	44	32.1%	11	8.0%	82	59.9%	137	100.0%
Social media sites	106	77.4%	14	10.2%	17	12.4%	137	100.0%
Complaint/suggestion boxes	0	0.0%	10	7.3%	127	92.7%	137	100.0%

The table 3 showed the responses of the respondents on the usefulness of the media used for risk communicating in the provision of information resources and services in the University libraries in Northern States of Nigeria. It was discovered that the use of media such as complaint/suggestion boxes, 127(92.7%), meetings, 103(75.2%), notice boards, 124(90.5%), posters, 90(70.1%), library newsletters, 102(74.2%), and signs/symbols, 101(73.7%) were found most useful for communicating risk related information and messages to the library stakeholders to provide them with relevant and satisfactory information resources and services. This finding is in line with that of Umar (2010). He discovered that complaints/suggestion boxes and notice boards were very useful in developing and maintaining relationships with customers in the library.

The communication media such as library website/webpage, 99(72.3%) was discovered to be rarely useful for risk communication in the University libraries studied. This finding does not come as a surprise because a majority of the library stakeholders do not frequently visit/log on to the university website/webpage except for matters of course registration at the commencement of every semester. This situation might be attributed to the poor publicity by the library management on the need for the stakeholders to log on to their website/webpage for necessary and important information concerning the library.

On the other hand, it was found that a majority of the library staff indicated that department/faculty visitation and social media sites were not useful for communicating risk related messages and information to the stakeholders. The implication of this finding is that university libraries studied were not exploiting the opportunities posed by social media sites, such as facebook, twitter etc to easily connect with thousands of library stakeholders. O'Dell, (2010) revealed that social networking sites provide libraries with an innovative and effective way of connecting with their users. However, the non usefulness of campus radio for risk communication might be due to its non availability and inaccessibility to the majority of the Universities in Northern States of Nigeria.

From the above analysis, it is evident that complaint/suggestion boxes, library newsletters, posters, notice boards, meetings and signs/symbols were the types of media found most useful in communicating risk messages and information in the provision of information resources and services in the University Libraries in Northern States of Nigeria.

Recommendations

Arising from the findings of this study, it is recommended that:

1. Social media sites such as facebook, twitter, Youtube etc should be used for risk communication in the University Libraries in Northern States of Nigeria. Thus, it is advocated that the University Libraries should create facebook fan page, twitter fan page and YouTube fan page accounts to facilitate such communication among the stakeholders of libraries.

2. University Libraries should establish/appoint Risk Officers among their staff in all their branches and divisions with Library Risk Management Officer (LRMO) who will coordinate risk communication processes in all the branches and divisions of the library setting.
3. Risk messages that are proactive in nature and content should be given much priority by the university libraries studied. They should be clear, simple and easy to comprehend by library stakeholders.
4. That apology message, when necessary, should be communicated to the affected library stakeholders in the university libraries in Northern States of Nigeria. This will go a long way in rebuilding the library stakeholders' confidence, trust and appetite to patronise the library.

Conclusion

Based on the findings of this study, it can be concluded that university libraries studied have realised the importance of risk communication as an integral element of library management. This is evident in the way and manner most of the libraries adopted many types of media to communicate risk messages to their stakeholders. However, the university libraries studied need to maximise the advantages and opportunities offered by the information and communication technologies to effectively and efficiently reach out to their numerous stakeholders. This will help the library save communication costs, protect its reputation, build, maintain beneficial relationships with their customers and remain relevant and competitive in information business.

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