



Run Run Shaw Library

香港城市大學
City University of Hong Kong

Library Strategic Plan 2021-2025

The Library's strategic plan was developed around the strategic themes of the *CityU Strategic Plan 2020-2025: World-class Research and Education*. We define our roles and devise the action plans in terms of the University needs and development goals. We aspire to become the "partner" of our University community and work closely with faculty and students to help further elevate the academic excellence, international and local standing and societal importance of CityU.

The Library's strategic plan outlines the Library's development direction for the next few years in the following aspects:

1. Education and Student Development
2. Research Support
3. Resources and Accountability
4. Library Environment and Sustainability
5. Library Identities and Values

Mission of the Library

In line with the University's mission to nurture and develop the talents of students and to create applicable knowledge, the Library endeavours to support and augment learning, teaching and research by providing an environment conducive to studying and offering seamless access to the diverse, up-to-date and high-quality resources. It delivers effective and value-added services and actively encourages and facilitates use of the space, collections and services critical to the success of students and faculty.

1. Education and Student Development

Objectives:

To support the institutional goals for "Education and Student Learning", and in line with the setting up of "CityU-Learning", the university-wide real time online learning system, the Library strives to provide students with seamless access to essential learning materials. To better prepare our students for life-long learning and readiness for graduate employment, we equip them in areas beyond information skills, aiming at enhancing their digital literacy, critical thinking and creative problem-solving skills and enabling them to participate in meaningful scholarly communication.

Action Plans

- 1.1 Strengthen the Library Collection according to the University's curriculum changes, review its currency and relevancy regularly to ensure that our Library resources are in line with the University's education and student learning goals.
- 1.2 Enhance the support to online teaching and learning by further increasing the acquisition of e-books, especially textbooks that are generally not available in ordinary e-book purchase models, and made them available well before the start of a course.
- 1.3 Explore the integration of library e-resources with Canvas e-learning platform to enable single sign-on, direct access and seamless learning experience without the need to leave the Canvas course environment.
- 1.4 Equip students, including those of Generation Z, with the information skills and digital literacy to effectively discover, critically use and properly cite information so as to develop students' talents to explore new ideas, create knowledge and ensure academic honesty.
- 1.5 Incorporate in library instruction new pedagogical elements such as real-time e-learning, interactive polls, flipped classroom and virtual references, and add diversity to the content to prepare students for meaningful scholarly communication, employment, entrepreneurship and life-long learning.
- 1.6 Support University's technology-enriched curriculum and encourage innovation and discovery with workspaces equipped with fabrication and digital tools for students to inspire, make and create.



2. Research Support

Objectives:

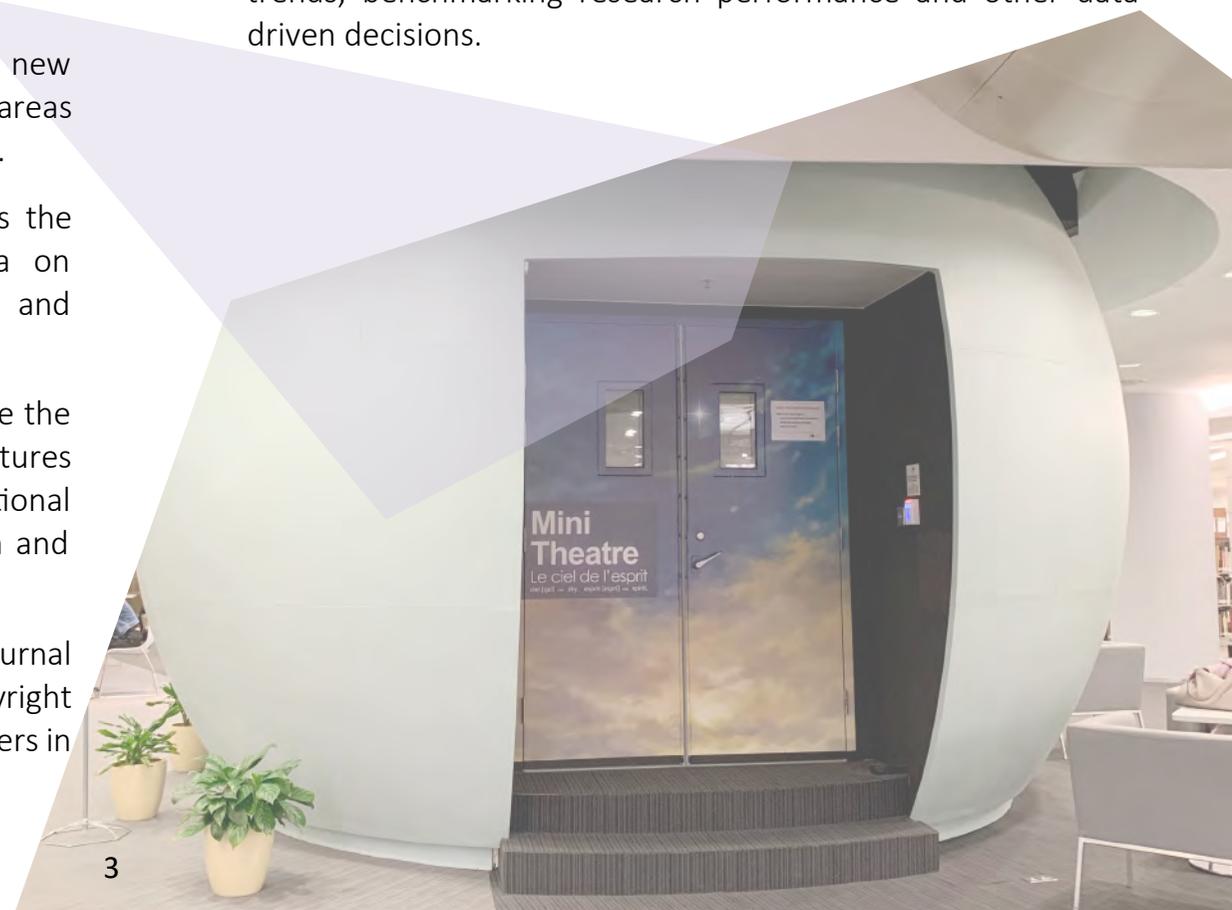
We aspire to contribute to the University's strategic theme of "Research and Knowledge Transfer", support researchers in different stages of the research cycle through the Library's collections and services, enhance scholars' research visibility and impact, promote the University's research excellence and support its data analytics priority as well as the needs for research performance indicators for government reporting.

Action Plans

- 2.1 Enhance the Library Collection to support the University's new research priorities in the five translational interdisciplinary areas of One Health, Digital Society, Smart City, Matter and Brain.
- 2.2 Continue the content management for CityU Scholars as the "central" registry of the University's institutional data on research output and activities to support its reporting and assessment needs.
- 2.3 Revamp the public portal of CityU Scholars to help increase the visibility of our researchers, promote the brand of CityU, features its research excellence and highlight the five translational interdisciplinary research areas to attract global attention and collaboration opportunities.
- 2.4 Support strategic publishing through workshops on journal selection and manuscript submission, advice on copyright ownership and use licences, management of author identifiers in

citation databases referenced by ranking agencies to eliminate publication misattribution.

- 2.5 Embrace the open access (OA) trend and strengthen Library's support via arranging transformative agreements with publishers to make OA publishing more affordable, gathering OA statistics for the University's submission to UGC, participating in the construction of RGC Publication Gateway and preparing researchers on research data management.
- 2.6 Make use of the Library's expertise in bibliometrics to support the University's data analytics strategic priority through the provision of different research impact metrics for revealing trends, benchmarking research performance and other data-driven decisions.



3. Resources and Accountability

Objectives:

We are committed to the strategic use of Library book funds and staffing resources to ensure cost-effectiveness and accountability. We endeavour to make our resources and services promptly and seamlessly available to maximize usage and return on investments by means of an efficient staff force. To this end, we will carefully plan the utilization of our human resources, the most important assets of the University, and create a collegial environment with different development opportunities for colleagues to advance themselves and realize their potential.

Action Plans

- 3.1 Continue to use Library funds in a prudent way by means of evidence-based collection development strategies, collaboration with UGC libraries to negotiate for cost-saving deals and further partnership with academic departments within the institution to devise cost-sharing models for expensive subscriptions or purchases.
- 3.2 Continue to ensure that the Library's newly acquired resources, both print and electronic, are promptly processed and, together with the existing collection, are made easily discoverable, accessible and usable by the users through a well-managed integrated library system with seamless remote access support and a well-maintained shelving system, both governed by access and loan policies which are reviewed regularly based on user needs.

- 3.3 Enhance the collection of data about the Library's different provisions such as their usage, operational costs, user behaviour and user satisfaction to compile statistics and analytics reports for identifying trends and predicting consumption for data-driven decision making and service planning.
- 3.4 Review the existing organizational structure and make changes to realign human resources to services of strategic priorities, transform work processes and optimize organizational and individual effectiveness through job sharing, staff re-deployment and inter-sectional collaboration.
- 3.5 Create a work environment with open and transparent communication to encourage staff engagement, empower staff to own the processes and initiate changes and improvements relevant to the development of the Library with reference to the University's strategic goals.
- 3.6 Provide staff development opportunities to enable colleagues to realize their potential, challenge themselves with higher goals and continue to grow with the Library.



4. Library Environment and Sustainability

Objectives:

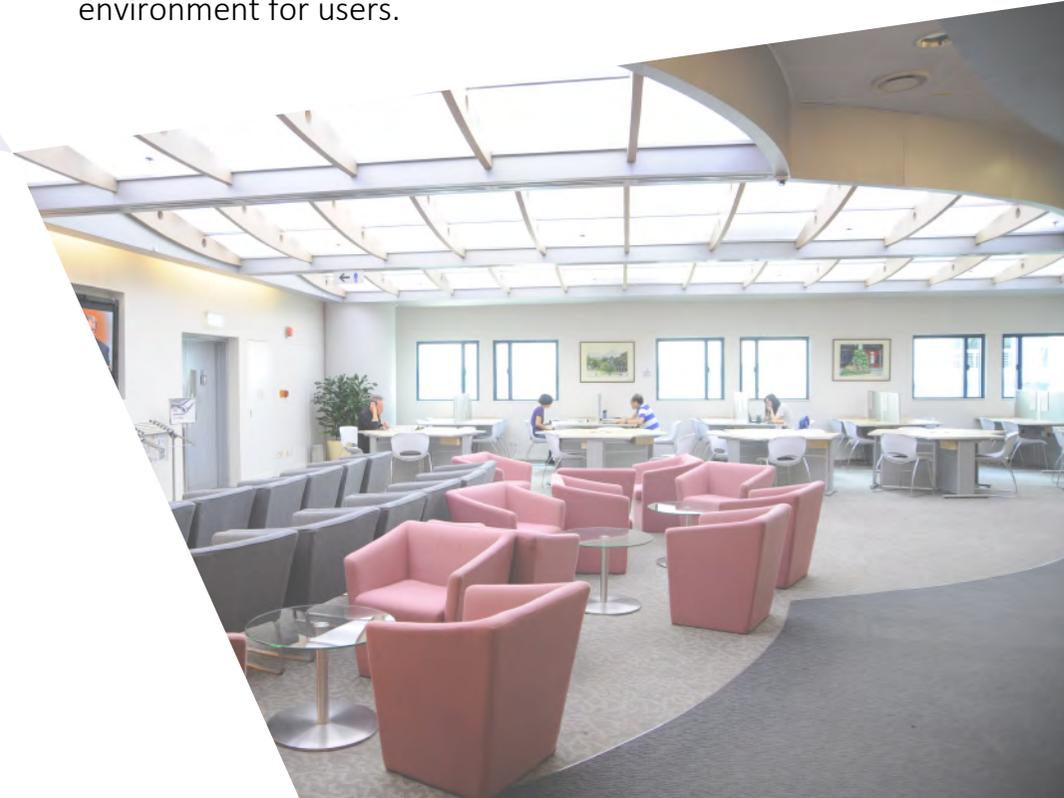
The Library is part of the University campus. Our goal is to contribute to “Campus Growth and Sustainability” by making the Library space a pleasant and safe environment good for our University community to pursue and create knowledge in a free and innovative way. We therefore aim at upgrading our space and infrastructure to create new form of spatial functions suitable for our students of the Generation Z and the new mode of teaching delivery. We also endeavour to extend the Library's reach beyond the walls to connect to our users in the digital domain.

Action Plans

- 4.1 Enhance the Library's existing makerspace (CREATE! and CAVE) to further support the University's integrated and technology-enriched curricula with more state-of-the-art infrastructures to stimulate creativity, facilitate cross-disciplinary exploration and foster idea incubation.
- 4.2 Devise a revitalization plan for the part of the Library that has never been upgraded and, upon funding availability, transform it into a multi-purpose zone with setup and facilities for students of Generation Z to connect, collaborate, share knowledge and self-manage selected Library service processes.
- 4.3 Extend the Library's reach to users further beyond its walls to the digital domain by means of initiatives such as virtual help desks, AI-enabled Chatbot and mobile applications to make the access,

use, reservation and promotion of Library resources and services ubiquitous and portable.

- 4.4 Create a "smart" library environment within which service provision is adaptive, self-sustainable, multi-faceted and efficient through technologies such as Internet-of-Things that captures real-time usage to inform users of facility availability, multi-purpose service robots as the concierge and tour guides as well as smart cabinets for retrieving reserved library materials.
- 4.5 Review and study current use of space on campus and the offsite storage according to the University's development goals and with reference to user needs and usage statistics to plan for collection relocation and user area provision so as to optimize space use, review opening hours and monitor environmental condition to maintain a pleasant, sustainable and safe environment for users.



5. Library Identity and Values

Objectives:

We aspire to forge a new engagement-based identity as the "partner" of our University community. Based on the Library's service priorities set with reference to our staffing capacity, we will attempt to work more closely with different stakeholders and embed our services in their processes to make the Library's values more visible. This will in turn foster more library-user partnership and create collaboration opportunities for the Library to make use of our space, systems, platforms and unique local contents to promote the University's achievement and excellence.

Action Plans

- 5.1 Strengthen outreach and interaction with different stakeholders through different communication means such as physical visits, online meetings, social media platforms to promote library support and establish the "partner" image.
- 5.2 Collect user feedbacks by means of surveys, focus groups and engage users in service planning to ensure that our resources and services suit their needs and are interoperable with their research, teaching and learning processes to make an impact.
- 5.3 Explore technical opportunities to improve the integration of not just library resources, but also library services such as online information literacy courses and research guides in the University's e-learning environment.
- 5.4 Strengthen the "inside-out" element in the Library's collection development model that now emphasizes on "outside-in" and solicits contents mainly from external providers. By means of "inside-out", the Library also makes its own digitized special collections and the University's self-generated unique contents such as students' and faculty's intellectual works accessible by not only the University community but external users too as appropriate to help promote the University.
- 5.5 Arrange physical and virtual exhibition of the Library's selected resources, new acquisitions and subscriptions, special collections and services to increase the visibility of the Library's different provisions.

