

CUHK Library 2025

OPEN CONNECT ENGAGE

CUHK Library Strategic Plan
2021-2025



香港中文大學圖書館
The Chinese University of Hong Kong
Library

Introducing CUHK Library 2025

CUHK Library will soon be celebrating 50 years since the founding of the University and College libraries on campus, and their combining to offer one library service for all of CUHK. Over those 50 years the Library has become recognised as a significant research library in Asia with some of the strongest print and digital collections, generous study space, innovative services, and expert staff. The long-standing encouragement of the University has been instrumental in the Library's development, and we pay tribute to the support we have received.

Over the past 50 years the Library's mission to partner in the creation, access, dissemination, and preservation of knowledge to inspire, inform and support the Chinese University of Hong Kong in its research, learning and teaching has remained constant. However over the past five years, guided by the Library's previous strategic plan 'Open, Connect, Sustain' and in response to the unprecedented disruption of the pandemic, the Library's shift to digital has accelerated. Our digital collections outnumber our print in size and usage, our libraries include a Digital Scholarship Lab, MakerSpace with virtual reality facilities, Zoom zones for participating in online learning; we now support digital scholarship projects, digital preservation, research data management and open access publishing with new tools and expertise.

Charting the Library's direction for the next four years, **CUHK Library 2025** builds on the work of the past four years and draws inspiration from the University's Strategic Plan 2021-2025. We believe the future direction for the Library will be increasingly computational, and we will operate in an environment that sees accelerating movement towards open science and open scholarship.

- For our students the ability to find, use, create and think critically about text and data in a digital world is essential, and the Library has a renewed mission to help foster digital literacy.
- Our researchers need support navigating the rapidly changing scholarly communications landscape. The commencement in 2020 of a CUHK-wide research data service with the Library as a major partner will be a key component of our research support in the coming four years.



- As a cultural institution the Library must continue to curate, preserve and promote our unique collections; the inclusion of fifteen of our Chinese rare books in China's National Catalogue of Precious Ancient Books in 2020 illustrates the importance of this work. The digitisation of these rare books, our exploration of machine learning to enhance digitisation, and the potential for digitized texts to inspire new research questions and answers using new tools points the way for future developments.

Success in delivering the objectives set out in **CUHK Library 2025** is dependent on many factors but talent attraction and development, a key area for the University's plan, is critical as Library staff work becomes less transactional, more creative and with greater specialization. We must also play our part in sustainable development, building on our previous award-winning commitment to green buildings.

Finally there is a striking phrase in the 2021-2025 plan 'Knowledge does not grow in insularity' which resonates with our approach to engaging our users and partners on campus, regionally and globally. With engagement at all levels we can together deliver on this ambitious strategy.

Louise JONES
University Librarian
August 2021

CUHK Library's Vision and Mission

Mission:

As a leading research library, the Library partners in the creation, access, dissemination and preservation of knowledge to inspire, inform and support the Chinese University of Hong Kong in its research, learning and teaching, and knowledge transfer.

CUHK students & staff have
access to seven libraries,
4,700 study spaces and 24/7 facilities

Vision: CUHK Library will be recognised for:

- Our continued strength in collecting and providing access to world class resources in support of the University's strategic direction and priorities.
- Our enduring commitment to reflect the University's bilingual and multicultural environment in our collections, services and collaborations.
- Our research support services that facilitate state-of-the-art research methods and open scholarly communication.
- Our learning support services that underpin student experience and success and the University's teaching initiatives, including e-learning.
- Engaging with our students, faculty and the wider university community to design and deliver user-centred, sustainable services and spaces.
- Leading digital library developments and supporting the integration of new technologies into learning and research at CUHK.



The Library has over
2.7 million print volumes
and 4.8 million electronic books

CUHK Library's Key Themes

The Library's Strategic Plan is structured around the key areas addressed in the University's Strategic Plan 2021-2025.

Education – enhancing the student experience We will continue to actively deliver support for the University's objectives on student's academic development and well-being, their formal and non-formal learning.

Research and Innovation – advancing research support and digital scholarship Working in partnership with researchers, we will develop transformational support for open scholarship throughout the research lifecycle. We will explore and implement forward looking approaches to facilitate interdisciplinary collaboration and digital scholarship across the University and global research community.

Resources – strengthening our collections and empowering our staff As a leading research library we will continue to build our collections to support research and learning activities and developments at CUHK. All Library activities and achievements are dependent on the expertise and dedication of our staff; we will continue to build and retain our talented team.

Global and Alumni Engagement – working in partnership CUHK Library will remain committed to supporting the University's impact and engagement activities. We will continue to work collaboratively within the University and beyond - locally, regional and internationally.

Infrastructure – embracing social responsibility and sustainable development Our virtual and physical infrastructure continues to be critical to the delivery of our strategy. Our goal is to continue to upgrade our infrastructure in a sustainable and socially responsible manner to support the University developments. Underpinning the key themes are objectives which will be delivered through our annual action plan.



CUHK Library's Objectives

Research and Innovation

Advancing Research Support and Digital Scholarship

- Facilitate the transition to an open scholarship culture at CUHK.
- Promote the visibility and impact of CUHK research outputs in response to global changes in scholarly communication.
- Grow support services for research data management.
- Accelerate the digitization of library collections to drive new types of digital scholarship.
- Foster emerging forms of scholarship and interdisciplinary research with new services utilizing innovative digital technologies.

Education

Enhancing the Student Experience

- Enable all students to develop the skills and habits to critically and effectively use data and information to meet the challenges of tomorrow.
- Develop our instructional services, focusing on emerging learning technologies, innovative pedagogy, and assessment.
- Continue to improve access to and grow use of library resources by integrating both resources and services in online environments.
- The Library will develop as a platform to support student entrepreneurship and innovation and facilitate peer-to-peer and service learning.
- Ensure inclusive and diverse physical and virtual environments and services to foster a positive library experience and cultivate student's wellbeing.

Global and Alumni Engagement

Working in Partnership

- Strengthen and forge sustainable partnerships that enhance library services and collections for library users locally, regionally, and globally.
- Collaborate with campus partners to support a diversified international faculty and student body.
- Provide support on enhancing students' global vision and career development.
- As a cultural heritage institution, we will continue to provide opportunities for people to connect with the Library, increasing enjoyment of our unique and distinctive collections.
- Develop engaging methods of telling the history of CUHK through the University Archives to build community and cultivate relationships.
- Strengthen the Library brand, raising awareness of library initiatives and enhancing engagement with our alumni and other stakeholders.



Resources

Strengthening our Collections and Empowering our Staff

- Continue to build comprehensive and deep collections across the disciplines, with digital content the priority, to meet institutional needs and areas of emerging research significance for CUHK.
- Engage positively with open access developments in scholarly publishing, ensuring we offer the most open and cost-effective access possible to our licensed digital collections.
- Expand our preservation work for our unique materials, including digital preservation of local historical and cultural records, and ensure that they are discoverable and accessible.
- Continue to work with our JULAC partners to realise the potential efficiencies offered through deeper collaboration by the shared library system.
- Pursue diverse sources of funding to support strategic initiatives and collections.
- Recruit, train and retain staff in an environment where library roles and expertise for the digital age are rapidly changing.
- Foster a positive workplace, where staff will be respected for their skills and supported in their efforts to improve the Library.
- Cultivate an evidence-based, user-centred approach to decision-making and assessment of our activities.



Infrastructure

Embracing Social Responsibility and Sustainable Development

- Continue to design, adapt and maintain a variety of innovative, technology-rich study spaces.
- Continue to address the Library's collection space and preservation challenges.
- Equip scholars with the flexible platforms and tools to successfully discover, access and use our rich information resources.
- Develop our IT infrastructure and capacity, exploring new technologies such as AI, machine learning and VR, while working within the University's strengthened cyber security frameworks.
- Employ sustainable and co-design approaches when working on both physical and virtual infrastructure and service projects.
- Work to enable equitable access to library resources and facilities for all our users.
- Play our part in helping the University achieve its goal of carbon neutrality by 2038.



Measuring Our Success

The achievement of our vision for CUHK Library will be monitored annually through:

- Developments within the Library measured against our annual Action Plan
- Our results in benchmarked surveys of all our CUHK Library users
- Our results in formal CUHK student satisfaction surveys
- Our financial performance
- External awards and accreditation