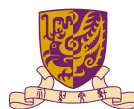


# OPEN CONNECT SUSTAIN

CUHK Library Strategic Plan  
2017-2020



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



# Foreword

CUHK Library has spent the last four years implementing our strategic plan *'Partnering for Success'* (2013). I would like to pay tribute to the creativity and dedication of all Library staff, and our partners both within and beyond the University who have worked to deliver so many achievements including:

- The development of the Learning Garden as a hub of student innovation and collaboration,;
- Improved access to collections through an award winning redesigned website, that is both mobile responsive and accessible;
- The comprehensive introduction of RFID self-service issue and return facilities, freeing up staff time to engage with users in new ways;
- The redesign of New Asia College Ch'ien Mu Library, and planning for future renovation projects;
- The creation of a Research Support and Digital Initiatives team offering a Digital Scholarship Service, a Digital Scholarship Lab and a new Digital Repository with over 1,000,000 digital objects, the majority of which are open access;
- Accepting significant unique and distinctive collections from generous donors, expanding digitisation of these collections, and opening a Special Collections Reading Room;
- Obtaining UGC funding for a three year collaborative Teaching & Learning project on enhancing the information literacy skills of Hong Kong university students;
- Selecting a next-generation, cloud based library system shared with the seven other JULAC libraries. This will enable deeper collaboration between the eight libraries.

All these developments and more have taken place whilst daily operations supporting our 60,000 plus Library users continue, making their success even more notable. Over the next four years we intend to build on these strengths. The Library's new strategic plan is demanding, as befits any future development of a leading research library. Next steps will be to engage all library staff and partners in developing concrete action plans. Collectively I know we will apply our expertise and passion to successfully deliver this library strategy for the benefit of CUHK and the wider community.

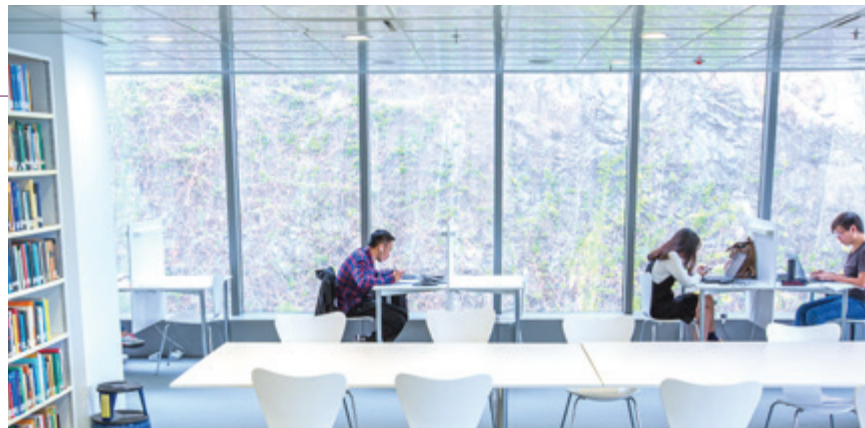
**Louise Jones**

CUHK University Librarian, April 2017



# Our Planning Context

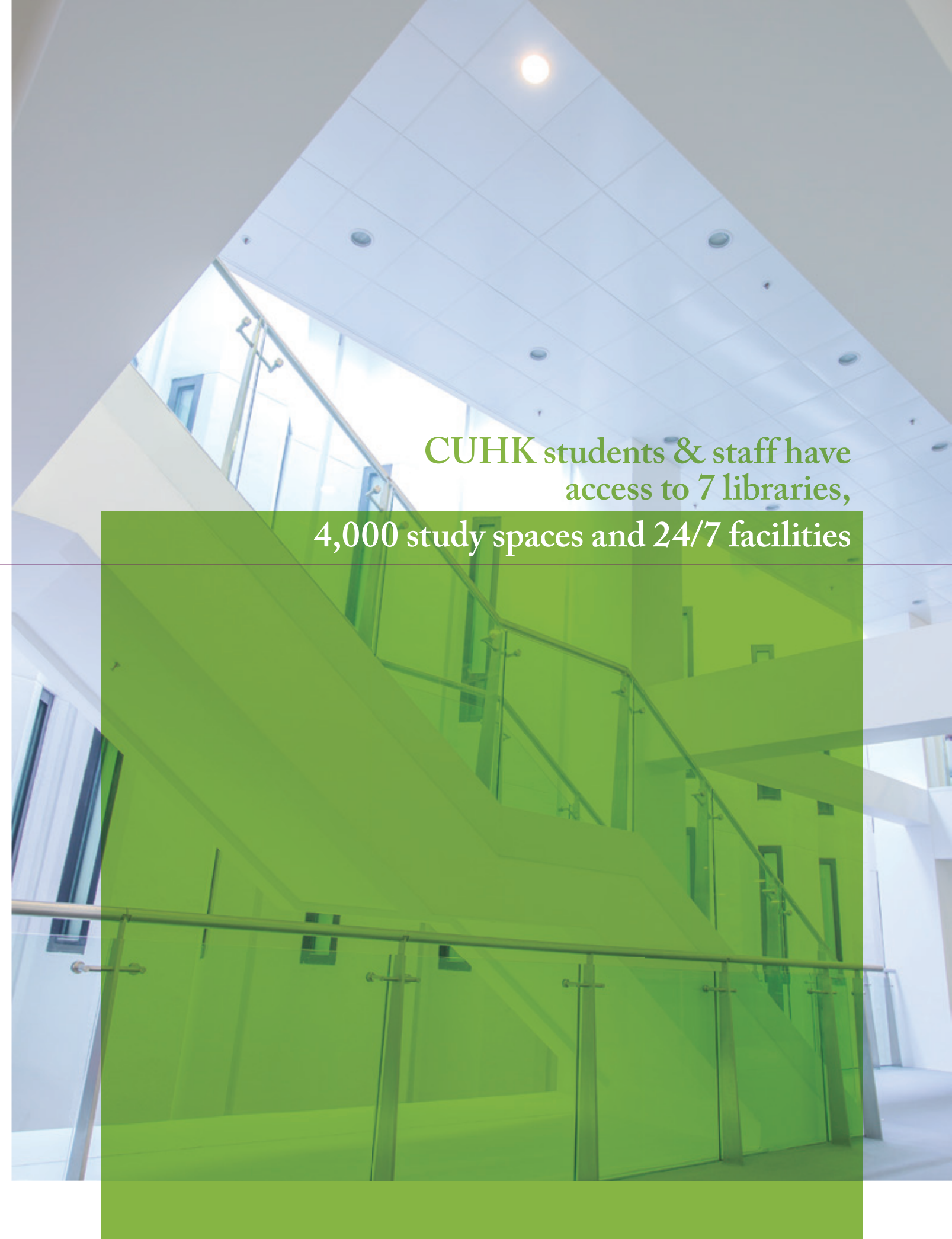
**The CUHK Strategic Plan 2016-2020** states that ‘new mindsets are essential for sustaining continued growth of the University’ identifying a fast changing global, regional and Hong Kong higher education landscape. This landscape is shaped by increased mobility of students, advances in ICT, intensified competition for top talent and growth of transnational education initiatives. The University’s Strategic Plan has three strategic themes: in education, nurturing lifelong learners as global leaders; in research, producing cutting edge discoveries with global impact and societal contributions; and engagement with recognition for CUHK’s distinctive culture and tradition. Our aim is to align the Library with the University’s *Strategic Plan 2016-2020*.



**From the Library’s perspective** the pace of change, driven in large part by technology developments, is accelerating. During the course of the next four years we anticipate that technological developments such as the Internet of Things, virtual reality and AI will have clear applications for the Library. Changes in the way learning and research is conducted are also significant drivers for change. The digital library, open scholarship, pressures on the scholarly communication and publishing ecosystem, data and network driven services are forcing us to rethink.

**We cannot deliver on these complex challenges as an individual library** but need to work collaboratively and deliver at scale, understanding and helping create the network level services that can support researchers’ and students’ information workflows. Simultaneously we need to maintain our heritage and traditions, not least safeguarding physical collections that are still critical to some disciplines. In this fast changing environment our organisational design, agility and skills will be challenged. Enabling library staff to reimagine roles skills will require significant support and training, but we will confidently embrace new challenges with the support of the CUHK community.

**CUHK students & staff have  
access to 7 libraries,  
4,000 study spaces and 24/7 facilities**





We welcomed over  
2.4 million visits in the last year

# CUHK Library's Mission and Vision


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



**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 priorities;
- Our enduring commitment to reflect the University's bilingual and multicultural environment in our collections, services and collaborations;
- Our research support services that underpin 21st century research methods and open scholarly communication;
- Our learning support services that underpin student 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  
2.6 million print volumes  
and 4 million electronic books

# CUHK Library's Strategic Themes and Enabling Strategies

The Library's Strategic Plan is structured around the three themes and two enabling strategies outlines in the University's Strategic Plan

**Education – supporting the student journey** We will help nurture graduates who have the competencies to be global leaders in an interconnected, digital world

**Research – transforming our research support** Through our research services and collections we will support the University's research and emerging interdisciplinary strengths throughout the research lifecycle. We will champion new forms of scholarship and the practice of open scholarly communication;

**Engagement – working in partnership** Our resources and expertise will contribute to CUHK's distinctive culture and tradition, and amplify the University's engagement mission.

**Resources – realising the potential of our collections and our staff** Our aspiration to continue as a leading research library supporting a world-class learning and research environment at CUHK requires strategic investment of resources, together with the encouragement of innovation and efficiency at all levels.

**Infrastructure – sustainability** Our virtual and physical infrastructure is critical to the delivery of our strategy. The pace of technological change is accelerating, and the information landscape is ever more complex. Our goal is to continue to upgrade our infrastructure sustainably to support University developments.

Underpinning the themes and enabling strategies are objectives (see Section 5), which will be delivered through our annual action plan.

# CUHK Library's Objectives

## Education

### Supporting the student journey

- Enable all students to develop the skills and habits to critically and effectively use information.
- Develop our instructional services, focusing on eLearning, innovative pedagogy and assessment.
- Improve access by integrating library resources and services in online learning environments.
- Work to meet student expectations in relation to their core learning materials
- The Library will become a platform to support student entrepreneurship and innovation.
- Review our services to the School of Continuing Professional Studies to support the School's new direction.

## Research

### Transforming our research support

- Strengthen our services and collections for emerging areas of research at CUHK, including digital humanities and digital scholarship.
- Advance open scholarship.
- Support the dissemination of CUHK research outputs to the world.
- Foster discussions on research data services.
- Collaborate with CUHK researchers to build and curate unique collections that serve their research interests.
- Sustain our innovative offering to an increased research postgraduate population.

## Engagement

### Working in partnership

- Seek and extend partnerships that enhance the library environment for library users locally, regionally and globally.
- Develop all library staff members as ambassadors for the Library and the University.
- As a cultural heritage institution we will provide the public opportunities to connect with the Library, increasing enjoyment of our unique and distinctive collections beyond the campus.
- Develop engaging methods of telling the history of CUHK through the University Gallery and Archives.
- Enhance the Library's engagement with alumni and other interested stakeholders, through a 'Friends of the Library' organisation.
- Ensure the Library welcomes and supports a diversified, international faculty and student body
- Collaborating with campus partners, champion the University's approach to experiential learning and general education for whole person development.

## Resources

### Realising the potential of our collections and our staff

- Continue to build comprehensive collections across the disciplines, including digital access to content, to meet campus needs and areas of emerging research significance for CUHK. We will build collectively through our collaboration with JULAC libraries where possible.
- Expand our preservation work for our unique materials, including digital preservation.
- Recruit, retain and train staff in an environment where library roles and expertise for the digital age are rapidly changing.
- Cultivate a positive workplace where staff will be respected for their skills and supported in their efforts to improve the Library.
- Work with our JULAC partners to realise the potential efficiencies through deeper collaboration offered by the shared library system.
- Pursue diverse sources of funding to support strategic initiatives and collections.
- Cultivate an evidence-based, user-centred approach to decision-making and assessment of our activities.

## Infrastructure

### Sustainability

- Continue to design, adapt and maintain a variety of innovative, technology-rich study spaces.
- Find solutions that address the Library's collection space and preservation challenges in the light of continued delays over the planned shared remote storage facility.
- Equip scholars with the platforms and tools to successfully discover, access and use rich information resources. These need to be intuitive to use and available on mobile devices.
- Ensure we work within the University's strengthened IT governance and security frameworks.
- Utilise a cloud-based infrastructure wherever possible.
- Employ sustainable and co-design approaches when working on both physical and virtual infrastructure projects.





There were over 8 million downloads  
from our electronic books  
and journals in the last year



## 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 recognised surveys, including student satisfaction
- our financial performance
- any external awards and accreditation