Reconsidering Academic Library Services in a Digital World

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The University of Hong Kong
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Outline

1. Introducing HKU Libraries
2. Stresses in libraries: Pity the poor librarian
3. Changing users: Digital natives and beyond
4. A New scholarship environment
5. Evolving collections, people and spaces
6. But how do we get there?
7. The HKUL experience
1 Introducing HKU Libraries
The University

- Evolved from the Hong Kong College of Medicine, founded in 1887
- Founded 1912
- Multidisciplinary/comprehensive - undergraduate & postgraduate
- 22,000 students (Government & self funded)
- 111,000 students (Continuing education school)
- Ranked 18 in the world’s top universities (THES, 2007).
Main Building -- the Library 1915
The Library today

• 1 Main Library (arts, architecture, humanities, science and technology, social sciences)
• 6 branches (Dental, Education, Law Medical, Music and Chinese)
• ca 230 staff including 32 professionals
Content

- 2.56 million physical volumes
- 1.31 million e-books
- 44,417 e-journal subscriptions
- 602 databases
- Locally created databases
The HKUL Digital Initiatives, through its digitization projects, has opened up online access to local collections originally in print format. The first HKUL Digital Initiative, ExamBase, was launched in 1996 and other projects of scholarly interests were subsequently introduced. More digital projects are being developed to provide continuous access to digital content and services.

HKUL Digital Initiatives

- Basic Law Drafting History Online
- Beijing Historical Geography Database
- China Through Western Eyes
- Chinese Collectanea in Japanese Libraries
- Community Health Projects
- Digital Editions from HKU Press
- e-Video
- Electronic Gallery of HKU
- ExamBase
- Fung Ping Shan Library Rare Book Catalogue
- Historical Laws of Hong Kong Online
- HKU Scholars Hub
- Hong Kong and the West until 1860
- Hong Kong Government Reports Online (1853-1941)
- Hong Kong Journals Online
- Hong Kong Listed Company Papers Online
- Hong Kong Newspaper Clippings Online
- Hong Kong Oral History Archives
- Hong Kong Stock Market Archives and Artifacts Collection
- Hong Kong Tourism Board Collection
- Hong Kong Table of Contents Database
- Hong Kong University Theses Online
- The Last Governor Online
- Sun Yat-sen in Hong Kong
- Translations from Chinese
- Union Catalogue of Overseas Chinese Collection in HKU and JU
Budget Shift towards ER

Books
Electronic
Serials
Budget Shift towards Electronic

<table>
<thead>
<tr>
<th>Year</th>
<th>% of LRF</th>
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<tr>
<td>01/02</td>
<td>12%</td>
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<tr>
<td>02/03</td>
<td>21%</td>
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<td>42%</td>
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<td>50%</td>
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<td>07/08</td>
<td>56%</td>
</tr>
<tr>
<td>08/09</td>
<td>59%</td>
</tr>
</tbody>
</table>
Services and usage

• 100,085 registered users including 46,891 alumni
• 1.9 million physical volumes re-shelved last year (1.3 million checked out)
• 193 million hits on our website last year
• E-resources accessed 2.2 million times
• 14,000+ enrollments in our information skills classes
• Answered 40,000+ reference questions including 2,881 sent in by email
• 24,124 sqm
Major challenges

- Lack of **collections space**. Annually have to store 90,000+ volumes in remote storage (Hingwai and Main Storage)
- Lack of **library resources fund** budget increases. Annually in deficit situation. Relying upon rapidly dwindling carry over funds from previous years.
- Insufficient **overall funding** for the Libraries once our carry over funds are exhausted
- Complications related to our **moving from print to digital world**
- Need for better **trained library staff** (now have 32 professionals – down from 44 seven years ago)
- Introducing **RFID**
2 Stresses in libraries: Pity the poor librarian
Librarians 'suffer most stress'

Fighting fires may sound taxing, chasing criminals demanding, but a new study says that working in a library is the most stressful job of all.

Librarians are the most unhappy with their workplace, often finding their job repetitive and unchallenging, according to psychologist Saqib Saddiq.

He will tell the British Psychological Society that one in three workers suffer from poor psychological health.

SEE ALSO
- IT stresses 'driving UK to drink'
  12 Jan 06 | Health
- Stress may up cholesterol levels
  23 Nov 05 | Health
- Stress: A blight on modern life
  06 Sep 05 | Health
- Head teacher stress is 'rising'
  18 Nov 05 | Education

RELATED INTERNET LINKS
- British Psychological Society
- SHL

The BBC is not responsible for the content

Librarians 'suffer most stress‘ – Why?

• Low control over their working day
• Workload
• Earnings
• Absenteeism
• Job satisfaction
• Work stress spilling over into their private life
More...

- Physical environment (sick of being stuck between book shelves all day),
- Skills not used,
- More likely than other professions to be absent from work,
- "Firefighters and police are trained to deal with the stresses that their jobs undoubtedly entail; librarians and school teachers are less likely to have these support systems in place.
- In addition, stress impacts different personalities in different ways, and different personalities may be drawn to different roles."
Other stresses

• Information overload
• Technology currency
• Reducing statistics - physical access
• User expectations
• Stakeholder expectations
• Accountability and RoI
• etc…
3 Changing users: Digital natives and beyond
Digital natives

- over 10,000 hours playing videogames,
- over 200,000 emails and instant messages sent and received;
- over 10,000 hours talking on digital cell phones;
- over 20,000 hours watching TV (a high percentage fast speed MTV),
- over 500,000 commercials seen—all before the kids leave college.
- And, maybe, at the very most, 5,000 hours of book reading.
Where do you start your information search?

**College**
- Search engines (72%).
- Library web site (2%)

**Everybody**
- Search engines (84%).
- Library web site (1%)
Perceptions and habits

• **Quality and quantity** of information are top determinants of a satisfactory information search. Search engines are rated higher than librarians.

• The criterion selected by most information consumers to evaluate electronic resources is that the **information is worthwhile. Free is a close second. Speed has less impact.**

• Respondents **do not trust** purchased information more than free information.

• Library users like to **self-serve.** Most respondents do not seek assistance when using library resources.

• The survey results are generally **consistent across the geographic regions** surveyed.
Libraries

• Are used less and people read less since they began using the Internet.
• Borrowing print books is the library service used most.
• “Books” is the library brand. There is no runner-up.
• Most information consumers are not aware of, nor do they use, most libraries’ electronic information resources.
• College students have the highest rate of library use and broadest use of library resources, both physical and electronic.
• Only 10 percent of college students indicated that their library’s collection fulfilled their information needs after accessing the library Web site from a search engine.
• Library in community. Most agree library is a place to learn.
Alternatives to libraries

- **Self-service.** They use personal knowledge and common sense to judge if electronic information is trustworthy. They cross-reference other sites to validate their findings.

- **Ninety percent of respondents are satisfied with their most recent search for information using a search engine** (quality and quantity).

- People trust what they find using search engines. They also trust information from libraries. They trust them about the same.

- **Search engines fit the information consumer’s lifestyle better than physical or online libraries.**
Library anxiety

• When I first entered the library, I was **terrified**. I didn’t know where anything was located or even who to ask to get some help. It was like **being in a foreign country** and unable to speak the language. (p.162)

Library anxiety

Library avoidance + Procrastination

= Academic underachievement
4 A New scholarship environment
2003 OCLC Environmental Scan: Pattern Recognition

“provides a high-level view of the information landscape, intended both to inform and stimulate discussion about future strategic directions”

• Research & learning (Political) landscape
• Social landscape
• Economic landscape
• Technology landscape

http://www.oclc.org/reports/escan/
The Horizon Report (NMC & EDUCAUSE)

“seeks to identify and describe emerging technologies likely to have a large impact on teaching, learning, or creative expression within higher education.”

http://www.nmc.org/horizon/
Key trends: 2007

- User-Created Content
- Social Networking
- Mobile Phones
- Virtual Worlds
- The New Scholarship and Emerging Forms of Publication
- Massively Multiplayer Educational Gaming
Key trends: 2009

• Globalization affect the way we work, collaborate, and communicate.
• Collective intelligence.
• Games as learning tools.
• Visualization tools making information more meaningful.
• Mobile phones unprecedented innovation, driven by global competition.
Critical challenges

- Growing need for formal instruction in key new skills, including information literacy, visual literacy, and technological literacy.
- Students are different, educational material is not.
- Significant shifts in scholarship and research, and there is a need for innovation and leadership at all levels of the academy.
- Need to measure and prove through formal assessment that our students are learning.
- Growing expectation to make use of and to deliver services, content, and media to mobile devices.
Scholarly Information Practices in the Online Environment

- Reports on “the state of knowledge on scholarly information behavior”
- “And how they differ among disciplines”
- Identifies “directions and ... priorities for development of digital information services”

The five core scholarly activities and their primitives

1. Searching
   1.1 Direct searching
   1.2 Chaining
   1.3 Browsing
   1.4 Probing
   1.5 Accessing

2. Collecting
   2.1 Gathering
   2.2 Organizing

3. Reading
   3.1 Scanning
   3.2 Assessing
   3.3 Rereading

4. Writing
   4.1 Assembling
   4.2 Co-authoring
   4.3 Disseminating

5. Collaborating
   5.1 Coordinating
   5.2 Networking
   5.3 Consulting

6. Cross-cutting Primitives
   6.1 Monitoring
   6.2 Notetaking
   6.3 Translating
   6.4 Data Practices
5 Evolving collections, people and spaces

Books are for use, Every reader his book, Every book his reader, Save the time of the reader, The library is a growing organism. (S.R. Ranganathan)
Evolving collections

- Books, journals, microforms, audiovisual etc,
- e-everything
- Print vs digital
- Open Access
- Institutional repositories
- Research data
- Interoperability
- Digital preservation
- Mass digitization
- Collaborations – collecting and creating
- Print on demand
- Learning focus
- Technology based services
- Speed
- Access
- Funding
- Space utilization
- Remote archives, etc etc
Defining the profession

Reasons academic librarians chose their profession, as ranked by students

1. They like books
2. They want to help people
3. They like working with information
4. They like working with technology
5. They want to do library research
6. They want to work in the university library environment (scholarly, quiet etc)
7. Attractive wages and benefits
8. The prestige accompanying the job
9. It’s an easy job

Mass media representations of librarians

- The Old Maid Librarian
- The Policeman Librarian
- The Librarian as Parody
- The Inept Librarian
- The Hero/ine Librarian

  [http://southernlibrarianship.icaap.org/content/v09n01/seale_m01.html](http://southernlibrarianship.icaap.org/content/v09n01/seale_m01.html)
Outcry over librarian doll


• Should we be concerned?
Defining the profession

- Stereotyped but changing
- Passionate but about different things
- Homogeneous or maybe not
- Value of formal library education
- Books are for use, Every reader his book, Every book his reader, Save the time of the reader, The library is a growing organism. (Ranganathan)
Re-defining the profession

• “. . . the librarian of the future . . . will be expected to be quite a versatile creature . . . able to imagine futures and work towards them.”

Re-defining the profession

<table>
<thead>
<tr>
<th>Skills</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Interpersonal</td>
<td>• Initiative</td>
</tr>
<tr>
<td>• Communication (listening,</td>
<td>• Empathy,</td>
</tr>
<tr>
<td>writing, presenting)</td>
<td>• Adaptability</td>
</tr>
<tr>
<td>• Financial management</td>
<td>• Persuasive</td>
</tr>
<tr>
<td>• Spatial design</td>
<td>• Personable</td>
</tr>
<tr>
<td>• Team working</td>
<td>• Creative</td>
</tr>
<tr>
<td>• Team building</td>
<td>• Entrepreneurial</td>
</tr>
<tr>
<td>• Negotiating</td>
<td>• Passionate</td>
</tr>
<tr>
<td>• Customer orientation</td>
<td>• Trustworthy</td>
</tr>
<tr>
<td>• Cultural awareness</td>
<td>• Intelligent (on multiple levels),</td>
</tr>
</tbody>
</table>
Multiple intelligences

• Intellectual (IQ)
• Emotional (EQ)
• IQ gets you the job, EQ makes you successful

Emotional intelligence is twice as important as all other factors for success in jobs at all levels.

90% of the difference between outstanding leaders and average leaders is due to emotional intelligence. Daniel Goleman

• Adversity (AQ)
Five components of emotional intelligence

• Self-awareness
• Self-regulation
• Motivation (to achieve)
• Empathy
• Social skills (friendliness with a purpose)
Emotional Intelligence (EI)

• “The workplace is changing, and changing fast. It is no longer just how smart we are, by our professional training and expertise, which determines success in careers. Today, more than ever, personal qualities like initiative, empathy, adaptability and persuasiveness feature prominently. Whatever the career, understanding how to cultivate these capabilities is essential for success.”

Tey Tsun Hang, Emotional Intelligence and Careers, CD T L Brief, March 1999, Vol. 2 No. 1
http://www.cdtl.nus.edu.sg/brief/v2n1/sec3.htm
Emotional competence and EQ

- *Personal competencies* determine how we manage ourselves.
  - self-awareness
  - self-regulation
  - motivation
- *Social competencies* determine how well we handle relationships.
  - empathy
  - social skills
- When measured together they determine our EQ
...emotional competencies can be cultivated with the right practice. Unlike IQ, they can improve tremendously throughout life ... emotional intelligence tends to increase as we learn to be more aware of our moods, to handle distressing emotions better, to listen and empathise. In the new workplace, with its emphasis on flexibility, teams and a strong customer orientation, this crucial set of emotional competencies is becoming increasingly essential for excellence in every job.

Adversity Quotient (AQ)

• The ability to thrive in the face of adversity
• The measure of how an individual perceives and deals with challenges
• People with high AQ levels:
  – Take greater responsibility to fix problems
  – Do not blame others for their setbacks
  – Feel that the problems they face are limited in scope
  – Feel the problems they face can be dealt with quickly
• Like IQ, AQ levels can be measured
  • AQ levels can be improved simply by awareness
  • Awareness can help in developing employees to their full potential.
Library spaces


Library as place and space

• “Clever, creative and modern are three words that can be used to describe libraries around the world nowadays”
Library as place and space

- Comments from respondents provide clear directions for physical libraries: be clean, bright, comfortable, warm and well-lit; be staffed by friendly people; have hours that fit their lifestyles; and advertise services. Find ways to get material to people, rather than making them come to the library.
New library spaces: why?

• Changing student/user behaviour
  – Multitasking, always connected, group-work, interactive, experiential, digitally literate

• Decreasing library entry statistics

• Rapidly evolving technologies

• Seismic shift in pedagogical practices
  – Collaborative project work, cooperative and supportive, younger students (HK), international student body, encouraging discovery, greater skills emphasis, etc.
Learning Commons: Innovative spaces for student-centred learning

The heart of the new CENTENNIAL CAMPUS is the central learning commons—a dynamic teaching and learning environment with the built-in flexibility required for the 21st-century student.

War and wielding. Laptops, chat rooms, and other social spaces. Food, and drink. Luxembourg access. Chatting with friends. It's all familiar. Good news: a learning space that meets these needs now exists here—one that embodies the changing concept of a learning commons, the design of which has been driven by student input. The result is a space that is both familiar and innovative.

Innovative spaces: the use of technology with access to the world’s vast digital research collections and people to help guide you into the unknown.

Learning Commons: A Global Phenomenon

Design features will accommodate a range of teaching and learning spaces that will also be built with current and future needs in mind.

Centennial Campus of University of Hong Kong

FHKU CENTENNIAL CAMPUS REPORT SERIES (5)

A Community Effort for a Better Future
<table>
<thead>
<tr>
<th>Items</th>
<th>Knowledge Group Brief 2006</th>
<th>Proposed Brief 2008</th>
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<tr>
<td></td>
<td>Capacity/Area</td>
<td>Area %</td>
</tr>
<tr>
<td>SELF LEARNING</td>
<td></td>
<td></td>
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<tr>
<td>Self Study Area: Quiet Study, Reading and Lounge</td>
<td>450 seats</td>
<td>30%</td>
</tr>
<tr>
<td>Areas, Faculty Commons:</td>
<td>150 seats</td>
<td>30%</td>
</tr>
<tr>
<td>Space with fixed Computer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>INFORMAL LEARNING IN GROUPS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Tables: Capacity: 6 &amp; 4</td>
<td>460 seats</td>
<td>20%</td>
</tr>
<tr>
<td>Diner Booths: Capacity: 6</td>
<td>60 seats</td>
<td>20%</td>
</tr>
<tr>
<td>FORMAL LEARNING IN GROUPS</td>
<td></td>
<td></td>
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<tr>
<td>Tutorial Rooms: Capacity: 25 &amp; 12</td>
<td>430 seats</td>
<td>30%</td>
</tr>
<tr>
<td>E-Classrooms: Capacity: 50 &amp; 25</td>
<td>300 seats</td>
<td>30%</td>
</tr>
<tr>
<td>Theatres: Capacity: 50</td>
<td>150 seats</td>
<td>30%</td>
</tr>
<tr>
<td>SUPPORT FACILITIES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entrance: Lobby, Exhibition Space &amp; Open Area for</td>
<td>220 sm</td>
<td>20%</td>
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<tr>
<td>debates and performances</td>
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<td></td>
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<tr>
<td>Help Desks: Information, Rotational Service Provider &amp; Computer User Help Desks</td>
<td>90 sm</td>
<td>90 sm</td>
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<tr>
<td>Support Offices: Backup Offices, Office for Director &amp; Office for full time Staffs</td>
<td>60 sm</td>
<td>60 sm</td>
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<tr>
<td>Multi-Media Centre</td>
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<td>English/ Writing Centre, CAUT, HKU Press</td>
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<td>Central Resources: Copy/ Binding Centre, Special Study Rooms &amp; Consultation Areas</td>
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<td>230 sm</td>
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<tr>
<td>Lounge for Staff</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Utilities: Copy Machines, Printers, Email Stand Up Terminals, Lockers, etc.</td>
<td>170 sm</td>
<td>170 sm</td>
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HKU Centennial Campus Learning Commons Preliminary Plan
Level 1

960sm
HKU Centennial Campus Learning Commons Preliminary Plan
Level 2

3560sm
HKU Centennial Campus Learning Commons Preliminary Plan
Level 3

3100sm
<table>
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<tr>
<th></th>
<th>QTY</th>
<th>TOTAL</th>
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<tr>
<td><strong>GROUP STUDY RM FOR 10-12 PERS</strong></td>
<td>4</td>
<td>48</td>
</tr>
<tr>
<td><strong>GROUP STUDY RM FOR 6 PERS</strong></td>
<td>5</td>
<td>30</td>
</tr>
<tr>
<td><strong>STUDY BOOTH FOR 4-6</strong></td>
<td>24</td>
<td>144</td>
</tr>
<tr>
<td><strong>LOUNGE SEATING</strong></td>
<td></td>
<td></td>
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<tr>
<td>For 2</td>
<td>72</td>
<td>144</td>
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<tr>
<td>For 1</td>
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<td>31</td>
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<td>4-6</td>
<td>14</td>
<td>56</td>
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<td><strong>STUDY TABLE FOR 4</strong></td>
<td>33</td>
<td>132</td>
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<td><strong>INDIVIDUAL STUDY TABLE</strong></td>
<td>95</td>
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<tr>
<td><strong>COMPUTER STATIONS</strong></td>
<td>154</td>
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<tr>
<td><strong>INDIVIDUAL STUDY SOFAS</strong></td>
<td>17</td>
<td>17</td>
</tr>
</tbody>
</table>

**TOTAL 849 PERS**
NEW HKU MAIN LIBRARY FOOD AND DRINK POLICY:
Six-Month Trial 1/7/08 - 31/12/08

GREEN
- LOW VOICE
- FOOD ALLOWED
- DRINKS ALLOWED (Do not place drinks on tables)

YELLOW
- SILENCE
- NO EATING
- DRINKS ALLOWED (Do not place drinks on tables)

RED
- SILENCE
- NO EATING
- WATER ONLY (Do not place drinks on tables)

FLOOR GUIDE TO
NEW FOOD AND DRINK POLICY

OLD WING

NEW WING

6/F
- Fung Ping Shan Library
5/F
4/F
3/F
2/F
1/F
- Special Collections
- Student Learning Centre
- Chinese Rare Book Room
- Special Collections
- Student Learning Centre
6 But how do we get there?
Organisations and change

An organisation:

• is a formal group of people with one or more shared goals
• Is a social arrangement for achieving controlled performance in pursuit of collective goals
  • (Huczynski and Buchanan, 2001, p.7)
Organisations are:

- People
- Achievement
- Power
- Leadership
- Formal and informal
- About survival (healthy & successful)
- Evolution
- Cultural
Management is doing things right; Leadership is doing the right things

Drucker/Bennis
Defining “leadership”

• The quality of leadership, more than any other single factor, determines the success or failure of an organization. (Fiedler & Chemers *Improving Leadership Effectiveness*)

• A new leader has to be able to change an organization that is dreamless, soulless and visionless ... someone's got to make a wake up call. (Warren Bennis)

• The only real training for leadership is leadership. (Anthony Jay)

• You do not lead by hitting people over the head — that’s assault, not leadership. (Dwight D. Eisenhower)
# Leadership versus Management

<table>
<thead>
<tr>
<th></th>
<th>Management</th>
<th>Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating an agenda</td>
<td>Planning and budgeting</td>
<td>Establishing direction</td>
</tr>
<tr>
<td>Developing human</td>
<td>Organization and staffing</td>
<td>Aligning people</td>
</tr>
<tr>
<td>resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Execution</td>
<td>Controlling and problem solving</td>
<td>Motivating and inspiring</td>
</tr>
<tr>
<td>Outcome</td>
<td>Predictable outcome</td>
<td>Dramatic change</td>
</tr>
</tbody>
</table>

John Kotter “A Force for Change”
Organizational change tools

• Total Quality Management (TQM)
• Benchmarking
• Six sigma
• Balanced scorecard
• Business Process Re-engineering (BPR)
• Strategic planning
• Scenario planning
• Remote environment analysis (PETS)
• SWOT analysis
• Change models, eg Kotter, *Leading Change*
Why is change so difficult?

- Deeply personal responses
- One size does not fit all
- Change, death and dying!
- Kubler-Ross (1969) Shock, Denial, Isolation, Anger, Hope, Depression, Acceptance
- Change as “loss”
  - http://www.ingentaconnect.com/content/mcb/014/1995/00000024/00000002/art00001
- Cultural issues (Traditions, values, rituals, affiliations, how we do things to succeed, power brokers).
• Change is nonlinear; there is often no clearly defined beginning or end.
• Effective change interweaves multiple improvement efforts
• Change is top-down and bottom-up.
• Organizational change has an important personal dimension
• Measurement is key to successful and sustainable change.

The Role of Culture
Edgar Schein

• Explains irrational aspects of groups and organizations
• Leaders create culture and cultures determine who will be a leader.
• Great leaders must perceive the functional and dysfunctional elements of existing culture.
• If leaders do not perceive cultures in which they are embedded, those cultures will manage them.
Making change happen

John Kotter

- Preparation
  1. Urgency
  2. Coalition
  3. Vision and strategy
  4. Communication

- Action
  5. Empowerment
  6. Wins
  7. Consolidate

- Grounding
  8. Anchored!
“Plans are of little importance, but planning is essential”

Winston Churchill
Planning

• Planning is the conscious predetermination of courses of action.
• Making things happen that may not have.
• Attempting to control the future.
• The function of everybody in the library.
• A process of logical decision making
Planning for:

- Direction
- Consistency
- Innovation
- Action
- Efficiency
- Performance
- Evaluation
- Change
Scenario planning

• “…is a discipline for rediscovering the original entrepreneurial power of creative foresight in contexts of accelerated change, greater complexity, and genuine uncertainty.”
  • Pierre Wack, Royal Dutch/Shell, 1984
Scenario Planning

- Envisioning a library future
- Choosing alternatives
- Creating a path to a preferred future

“. . . the librarian of the future . . . will be expected to be quite a versatile creature . . . able to imagine futures and work towards them.”

Strategic planning

• Strategic planning is a model of planning that places greater emphasis on creativity, innovation and intuition, where events are anticipated rather than reacted to.
Environmental scanning

• Libraries operate in unique environments

• These affect the way a library performs, the services it provides and the markets in which they operate.

• As these evolve, their impact will vary over time.

• Therefore, it is necessary to scan the environment regularly.
The Scholarship Environment

- Politics
- Economics
- Technology
- Society

Your Library
Strategic planning steps

- Establish the ground rules (participation, task force, timeline, etc)
- Develop mission statement
- Conduct an environmental scan (eg, PETS)
- Resource analysis (strengths, weaknesses - SWOT)
- Identify strategic issues (library’s future)
- Define future strategies (where library is going)
- Decide on programs (how to get there – projects)
- Implement and plan to evaluate (success?)
Strategic planning elements

- Mission
- Vision
- Goals
- Objectives
- Actions, change & innovation
7 The HKUL experience
HKUL Annual Planning Cycle

1. Environmental Scanning Brainstorming For New Objectives (PETS, SWOT)
2. Analysis & Selection of Objectives
3. Establishing Project Teams, Outcomes, Timelines, Budgets
4. Investigations
5. Recommendations
6. Implementation & Service Modification
7. Evaluation & Reporting
Collaboration through user-initiated resource sharing

HKALL, Hong Kong Academic Library Link, is a project in accelerated resource sharing jointly undertaken by the academic libraries of eight local tertiary institutions, listed in the left sidebar.

Implemented in INN-Reach software from Innovative Interfaces and running on a Sun server housed at the University of Hong Kong Libraries, HKALL is a union catalogue allowing the students and staff of the eight partner institutions to search a mega collection of over 5 million titles of monographs held in the eight participating libraries. They can make direct requests on these materials, and have the materials delivered to the libraries of their respective institutions for further checkout. In cases where printed materials cannot be sent via HKALL, current students and staff may be able to go to that library personally to use the item in question. Go to your circulation desk for further details. The map links on the left hand side of this page are provided to help you get to these libraries. Although similar projects exist in other parts of the world, HKALL is the first to include a large number of Chinese vernacular items.

Find out more about HKALL

Each of the eight libraries has specific rules and procedures for HKALL. Please refer to the following web pages for further details.

HKALL at The Chinese University of Hong Kong
HKALL at City University
HKALL at Hong Kong Baptist University
HKALL at The Hong Kong Institute of Education
HKALL at The Hong Kong Polytechnic University
HKALL at The Hong Kong University of Science and Technology
HKALL at Lingnan University
HKALL at The University of Hong Kong
Open access: The HKU Scholars Hub

The HKU Scholars Hub is the institutional repository of The University of Hong Kong. It seeks to collect the intellectual output of HKU and make it available to the widest possible audience. Records are made in the Hub for items that are full text open access, or for URLs that hyperlink to the same.

Nanotechnology is big at HKU engineering, physics and medicine.

Quick search of The Hub

Search the author, title, abstract and series fields.

Search

For phrase search, please use quotation marks, for example, "Wen, John", or "Behavior Therapy".
About HKUL through Wiki: Knowledge Bank

All articles

Display pages starting at: [ ]

Namespace: (Main) Go

AV & Reserve Collection
Audio-visual materials
Business Resources
Circulation services
Course Packs
Discussion rooms in the Law Library
Endnote
HKUL Digital Initiatives
IELTS
Locating materials
MyLibrary
Off-campus access
Reserve materials
Subject Blogs
United Nations Treaty Series Online
World Health Organization Depository Collection

Accessing materials from other libraries
Basic Law Resources
CRE (Common Recruitment Examination)
Citation report
Current events
E-Video
Examination papers
Help
Journals
Main Page
Net Languages - Online English Course
Other services
Software that support teaching and learning
Theses and Dissertations
Viewing rooms

Applying for library cards
Books
Cell numbers and Classification schemes
Computing facilities
Dictionaries and Encyclopedias
Education Library
HKRRLS
Historical Laws of Hong Kong Online
Library courses
MyAlerts
Newspapers
Psychological tests
Standards
Turnitin
WebBridge
Staying in touch with users: 2.0 style

Ask a Librarian
HKU Libraries

- Reference Counter Service: Visit our Librarian On Duty
- Electronic Reference Service: Email your questions to a Librarian
- Text A Librarian Reference Service: Text us at 5131-2209
- Telephone Reference Service: Call us at 2859-2203
- Research Consultation Service: A personalized advisory service
Next generation library catalogue: Dragon 2.0

The librarian, the scholar, and the future of the research library / Eldred Smith
Smith, Eldred A.
AVAILABLE - Main Circ Counter - X 027.7 564

Books in our future: a report from the Librarian of Congress to the Congress
Library of Congress.
LIB USE ONLY - Main Ref Pamphlet - RP 028.90973 L69

Mercantile Library, New York City, Aug. 20, 1862
[electronic resource] : Dear Sir: In view of the mighty influence of the present war on the future history of the human race, it would seem a duty we owe to posterity to leave them as perfect a record as possible of not only the actions but the motives and spirit of the times. In my capacity of librarian so many of the various publications on the subject have been brought before me, that the
Enhancing the traditional catalogue
Managing campus plagiarism software

What is Turnitin?

Turnitin offers Originality Checking which allows checking of students’ work for proper citation or potential plagiarism. Once a paper is submitted to Turnitin, it will compare with documents in a continuously updated database consisting of:

2. Over 70 million student papers worldwide.
3. Collections of newspapers, magazines, scholarly journals, e-Books and e-Texts.

Turnitin at HKU

Turnitin subscription at HKU has been made under the recommendation of the Knowledge Team, an action group devoted to helping HKU make better informed decisions and develop better strategies for using ICT to enhance teaching and learning. Since its subscription in September 2004, usage of the software has gained wider adoption within the University community. Periodic reviews have been conducted as regards the usefulness and effectiveness of Turnitin in the support of teaching and learning. As in previous surveys, the June 2007 survey returns revealed favourable feedback from instructors. Most respondents indicated that they will use Turnitin in the future and would recommend it to other colleagues. Though respondents noted the limitations of the Turnitin matching sources, they also acknowledged the usefulness of the software in assisting them to spot potential cases of plagiarism.

Want to use Turnitin?

Faculty members wishing to set up a Turnitin account can send us an email with full name, Department, telephone number and a HKU email address. Postgraduate students who would like to check their theses against Turnitin should contact their supervisor for submission.
Meeting our users at their places
Keeping in touch: Blogging

Education Library New Opening Hours
Published by Education Library under Education
Tags: Education Library, opening hours

To provide better services for users, the Education Library will extend its opening hours starting from 14 April 2009.
The new term-time opening hours will be as follows:
Monday-Friday 10 am to 9 pm
Saturday 10 am to 6 pm
Sunday Closed
The extension of opening hours, in response to student demand, will be on trial during exam period. We will monitor usage and review the needs for 2009-10.
For enquiries, please call 2859-2205 or email edulib@lib.hku.hk

Price of school textbooks increases
Published by Education Library under Education
Tags: school textbooks

The cost of textbooks under the new senior academic structure has risen. Compulsory Form Four...
e-Video and student competition
Other initiatives from planning

- RFID and self-check
- Internal customer service training modules
- Electronic fees payment
- Subject librarians’ extension service
- Marketing plan for greater library usage
- The HKUL Annual Leadership Institute
- Establish learning commons in all libraries
- Faculty book delivery service
More initiatives from planning

• Take a leading role in the HK Memory Project
• Explore how we might share original Chinese cataloguing
• Initiate exchange programs with North American and British libraries
• Develop a volunteers’ program to involve members of the community
• Digitization of archival, rare, etc., materials
• Many, many more...
To improve is to change;
to be perfect is to change often.

Winston Churchill

Thank you

謝謝！