



Creating a Culture of Campus Collaboration

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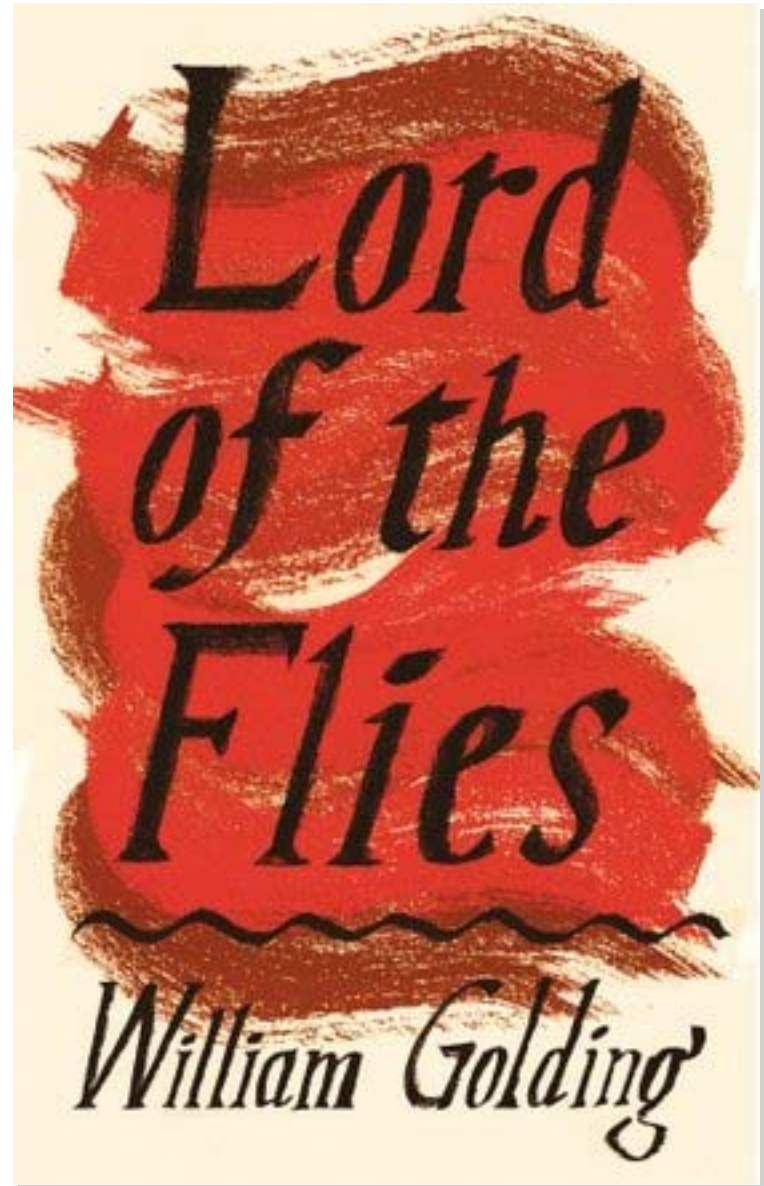
The University of Hong Kong

10 November 2011



“Together, joined in effort by the burden, they staggered up the last steep of the mountain. Together, they chanted One! Two! Three! and crashed the log on to the great pile. Then they stepped back, laughing with triumphant pleasure...”

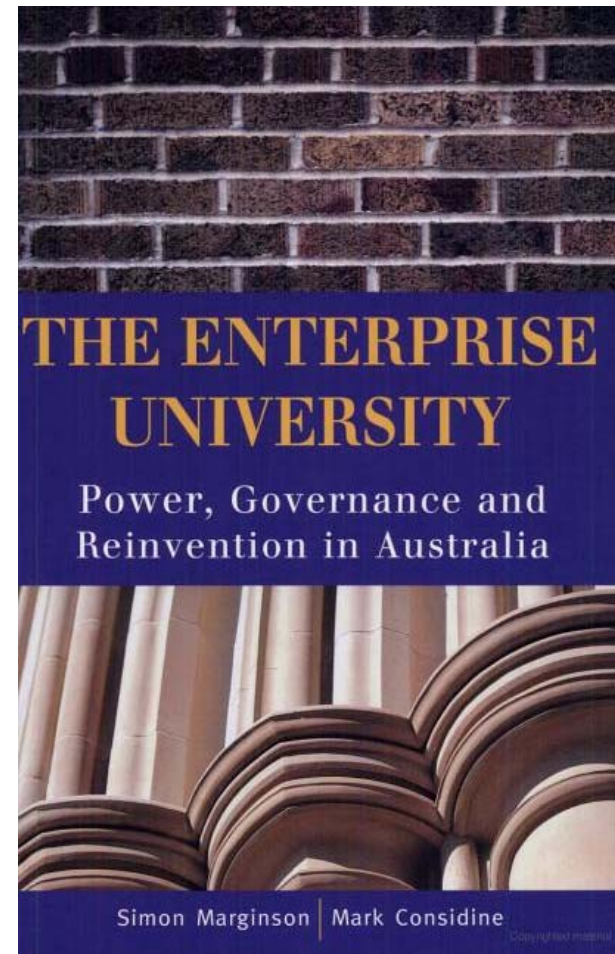
- William Golding, from Lord of the Flies



The Reality

“There is no single, unified chain of command. Basic questions about the purpose of the work, the nature of tasks and the use of technology are decided differently by each local initiative.”

AKA The “Silo” effect



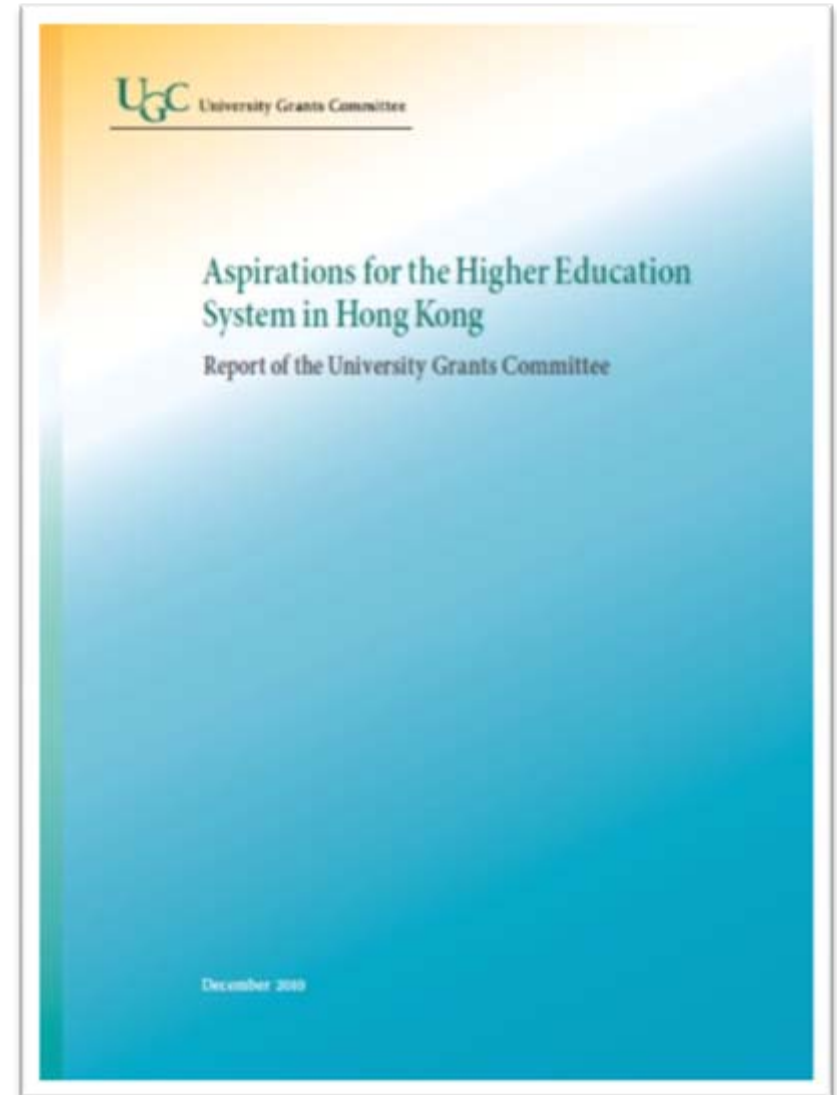
Hong Kong Higher Education

- 8 government funded institutes of higher learning (7 universities)
- 3 ranked in the top 50 in the world, 5 in the top 200 (2010)
- British and US based systems
- Recent Changes to Higher Education
 - Student demographics (3+3+4)
 - Economy (knowledge based priority – CE Policy Address Oct 2009)
 - Switched on (technologically)
 - Reduced funding - unprecedented
 - Desire for “deep collaboration” among the eight
- Wish to be *THE* Asian education hub
- Moving towards a 4 year curriculum



Collaboration in HK HE

- “We are...disappointed at the level of collaboration.”
- “There are, however, areas of success: ... collaboration by libraries on a new joint storage facility and sharing of books.”



Sharing Resources



- Accelerated resource sharing jointly undertaken by the academic libraries of eight local tertiary institutions.
- Implemented in [INN-Reach](#) software from Innovative Interfaces.

Why Collaborate? HK Libraries

- Common resource and service challenges
- Geographical and logistical opportunities
- Benefit for staff/student communities of each institution
- Potential cost-efficiency – saving money
- Potential cost-effectiveness – likely to obtain a greater benefit if resources are pooled
- Realization of innovative services through common effort and shared expertise
- Potential support and funding from government
- Likelihood of support from individual institutions
- Tradition

Why Collaborate? On campus.

- Finance, efficacy, spirituality
- Economies of scale
- Shared intellect
- Because of organisational structure (doomed?)
- Lack of an organisational structure (success?)



But first some words about HKU



The University



- Evolved from the Hong Kong College of Medicine, founded in 1887
- Founded 1911/12
- Multidisciplinary/comprehensive - undergraduate & postgraduate
- 22,000 students (Government & self funded)
- 111,000 students (Continuing education school - HKUSPACE)
- Ranked **34** in the world's **top** universities, 21 in 2010, 18 in 2007 (THER)
- Ranked **1** university in Asia (Quacquarelli Symonds, 2009, 2010); No 2 in 2011



“The University's culture is such that
we cultivate collegial respect.”

(recent email correspondence from a senior
administrator)

2 TOP NEWS

The Standard 英文虎報

Wednesday, October 26, 2011



Tsui Lap-chee has been vice chancellor of the University of Hong Kong since 2002. SING TAO

HKU CHIEF OUT

NO NEW CONTRACT FOR CONTROVERSIAL VICE CHANCELLOR AFTER PROTEST

Mary Ann Benitez

University of Hong Kong chief Tsui Lap-chee is stepping down next year in a surprise development.

The move triggered speculation that he has been forced out after the controversial manhandling of student protesters on the Pok Fu Lam campus during a visit by Vice Premier Li Keqiang on August 18.

Vice Chancellor Tsui, a renowned geneticist, will not seek a third five-year term when his contract comes to an end on August 31.

The university council made the announcement last night after a meeting.

In a letter to council chairman Leong Che-hung, who is also an executive councillor, Tsui wrote: "I believe the university is well positioned for future opportunities and challenges, and it will be a healthy evolution to see the next vice chancellor bring in fresh ideas and perspectives."

Leong thanked Tsui for his "dedicated and selfless contributions to the university over the past nine years, which has brought HKU to new heights of



Tsui Lap-chee confronts students protesting against the visit of Vice Premier Li Keqiang, inset, to the Pok Fu Lam campus in August.

'He cannot deal with political issues'

DETAINED STUDENT SAMUEL LI

academic excellence and international renown as one of the world's leading institutions of higher learning."

The council will discuss later the search for the next vice chancellor and arrangements for the transition period.

Samuel Li Shing-hong, the student detained by police during Li Keqiang's

visit, said: "He (Tsui) has a disadvantage in that he cannot deal with political issues."

Hong Kong Medical Association president Gabriel Choi Kin said he does not have inside knowledge of what prompted Tsui's decision but believes it has something to do with the controversy surrounding the vice premier's visit to mark the centennial of the university.

Otherwise, "he has been doing OK as vice chancellor," Choi said.

"There have been problems with some of the academics and professionals

who disagree with his soliciting funds from big property developers like Li Kashing," Choi said.

The university's faculty of medicine was controversially renamed after Hong Kong's richest man following a HK\$1 billion donation in 2005.

James Li Tsz-shu, chairman of the Hong Kong University Students' Union, said it is sad that Tsui is leaving. He added that the vice chancellor has been sincere in reaching out to students who want to know more about what happened during the vice premier's visit.

Tsui, 60, was appointed the university's 14th vice chancellor on September 1, 2002, and will have served two terms by next year.

He was geneticist-in-chief and head of the genetics and genomic biology program of the research institute at the Hospital for Sick Children in Toronto.

Born in Shanghai, he was awarded his bachelor's and master's degrees by the Chinese University of Hong Kong.

He received international acclaim in 1989 when he identified the defective gene that causes cystic fibrosis, which was a major breakthrough.

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USD200,000 = 5 NEW YORK STATE PROPERTIES



The University of Hong Kong **Libraries**

Caring Collaborative Creative
Your partner in intellectual excellence

Main Building -- the Library 1915



Main Library & 6 Branch Libraries

- **Main Library** (est. 1912) comprises a rich collection of materials in the arts, humanities, architecture, social sciences, science and technology; holds two rare book collections and a unique collection of Hong Kong materials
- **Fung Ping Shan Library** (est. 1932) houses a 910,000-volume collection in oriental languages, mainly Chinese.
- **Yu Chun Keung Medical Library** (est. 1965 and formerly the Lee Hysan Medical Library) houses a collections for clinical medicine, biomedical sciences, public health, nursing, and Chinese medicine.
- **Lui Che Woo Law Library** (est. 1969) has strong collections of legal materials from Hong Kong, the UK, and major Commonwealth jurisdictions.
- **Education Library** (est. 1978) provides materials in support of teaching including school textbooks, teacher manuals, teaching aids, Hong Kong examination papers, and audio-visual materials.
- **Dental Library** (est. 1981) supports the fields of dentistry, biomedicine and speech and hearing sciences.
- **Music Library** (est. 1981) has a collection of books, scores, journals and AV items.

Campus collaboration: Knowledge Hub and Team

Knowledge Team

The University of Hong Kong

The Knowledge Team is an action group devoted to helping HKU make better informed decisions and develop better strategies for using ICT to enhance teaching and learning.

More specifically, the Knowledge Team brings together interested individuals from the major groups involved in the creation, access, dissemination and management of knowledge on campus to achieve our mission by engaging in two areas of focus:

1. Discuss, describe and make recommendations about the extent to which and in what ways ICT can be integrated into our teaching and learning and about new directions and opportunities for HKU to leverage ICT to support or extend HKU's educational mission, i.e., to function as a "think-tank" and facilitate strategic planning for ICT in teaching and learning.
2. Identify challenges facing our students and teachers, and provide advice to the SMT, through the Policy Group, with respect to appropriate responses, and in some cases, take necessary action.

The Knowledge Team supports the strategic values of the University with respect to ICT. Membership is diverse coming from a number of organizations across campus which are involved in ICT in teaching and learning.

<http://lib.hku.hk/kt/>

Basically ...

... its about
collaborating
to improve IT
in teaching
and learning!



The past.

- 1988 Senate Computer Committee. **Transformed**
- 1989 Computer Centre establishes working party on CAI. **Transformed.**
- 1993 Academic Development Committee Working Group on IT. **Ended.**
- 1994 Academic Development Committee Working Party on Computer Aided Teaching and Learning report on directions.
- 1996 Ad hoc Group for Learning Technology established. **Ended.**
- 1997 IT in Teaching Taskforce established to do the work of the 1996 Ad hoc group. **Ended.**
- 1998 - 2003 IT in Teaching Group established. **Ended.**
- 1999 VC establishes Advisory Committee on IT. **Membership Absorbed by Knowledge Team.**

Typical university approaches to this

PVC/DVC/CIO

Library

IT
Services

T&L
Support

Others

Strange beginnings: A Knowledge Hub for HKU

VC's Advisory Committee on IT report leads to recommendations that the University needs:

- A strategic plan and mission statement with defined role for IT
- Centralised IT services
- PVC responsible for IT strategic development (CIO)
- Libraries should play a key role in coordination
- A “well managed, customer-focused **Information Hub** that is networked to nodes around the University and extending off campus and around the globe via the Web.”

The Henley Report, 2001 (Internal Document).

Purpose

“The original intention of a HKU Knowledge Hub was that it should be a mechanism whereby **scholastic knowledge and information could be stored in a structured manner** that is easily **retrievable** and distributed according to the needs of the academic community.”

Knowledge Hub/Team is born (2002)

Memorandum issued to establish a Knowledge Hub (KH) policy making group

The **Knowledge Team** (KT) created to:

- define the scope of the Knowledge Hub,
- identify the problems,
- recommend any enhancements to organizational structures to facilitate teaching and learning.

KT to meet regularly

The Knowledge Hub met once!

The Knowledge Team survives, but evolved

Composed of representatives from:

- Computer Centre (now Information Technology Services)
- Centre for the Advancement of University Teaching (now Centre for the Enhancement of Teaching and Learning),
- University Press
- Museum and Art Gallery
- The Registry (initially)
- Centre for Information Technology in Education (CITE – a Centre within the Faculty of Education)
- Former members of the VC's Advisory Committee on IT
- Interested members of the academic community
- Libraries (Librarian as Chair).

Modus Operandi

- Lunchtime meetings (6-8 times a year)
<http://lib.hku.hk/kt/minutes.html>



- Working groups (voluntary) established to investigate issues and provide reports



Achievements

- 1 Identified and prioritized 20 IT and teaching/learning issues – used to plan topics to be covered during KT meetings
- 2 Studied experiences of students and teachers during SARS (2003). Created help for teachers and a one-stop website for teachers to locate key resources and support
<http://lib.hku.hk/pandemic/pandemic.htm>
3. Evaluated the HKU laptop purchase programme (2003)
4. Reviewed learning platforms and recommended those for central IT support
5. Created e-learning portfolio taskforce
6. Studied anti plagiarism programmes and adopted Turnitin (paid and managed by Libraries)
<http://lib.hku.hk/turnitin/turnitin.html>
7. Studied bibliographic management programmes and purchased EndNote (Libraries manage and pay)
<http://lib.hku.hk/endnote/>



More achievements

- 8 Established taskforce to examine Institutional Repositories - paper led in part to the establishment of the Scholars Hub <http://hub.hku.hk/>
- 9 Studied Learning Commons - surveyed students and faculty and reported on “What should be in our learning commons” (2006) http://lib.hku.hk/kt/learning_commons.html
- 10 Reviewed the need to continue HKU’s Foundations in Information Technology program (2007)
- 11 Provided opportunities for members (and others) to share information on IT issues, e.g.:
 - Podcasting <http://lib.hku.hk/kt/podcasts.html>
 - Technology in Higher Education <http://lib.hku.hk/kt/the.html> and Good Practices studies <http://tel.cite.hku.hk>
 - Journalism and Media Studies Centre’s Creative Commons efforts <http://lib.hku.hk/kt/Creative-Commons-2008-11-21-pw.pdf>

Limiting factors

- Independence
- Authority
- Support
- Low institutional priority
- Dissolution (by stealth) of the Knowledge Hub

But it provides ...

- A forum for the converted to discuss and advance exciting technology based projects
- For those who are involved in meeting campus needs for knowledge but know little about IT, it is a good place to come and gain exposure.





HKU Taking a New Strategy on eLearning



At HKU, eLearning is not narrowly confined to the use of technology in distance learning, but is defined as the use of all types of technologies to enhance teaching and learning in conjunction with face-to-face learning.

In June 2011, the University approved an institutional eLearning strategy and recommendations for its implementation as part of the curriculum reform. The aim of an eLearning strategy is to enhance students' learning experiences through the creative, appropriate and effective use of technologies. It emphasizes the centrality of learning and the use of technologies as a tool to enrich the quality of learning and open up new opportunities for learning.

HKUL Digital Initiatives

Google™ Custom Search

Search

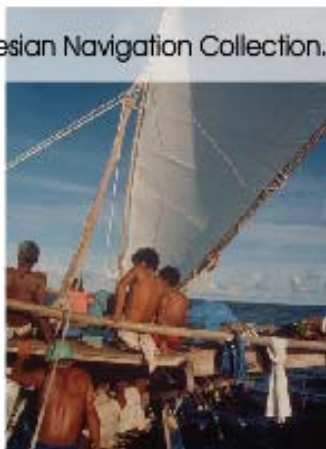
- Basic Law Drafting History Online
- Beijing Historical Geography Database 北京歷史地理數據庫
- China Through Western Eyes
- Chinese Collectanea in Japanese Libraries 日本見藏中國叢書目錄
- Community Health Projects
- e-Video 2.0
- Electronic Gallery of HKU
- ExamBase
- Fung Ping Shan Library Rare Book Catalogue
- Historical Laws of Hong Kong Online
- HKU Press Digital Editions
- HKU Scholars Hub
- Hong Kong and the West until 1860
- Hong Kong Government Reports Online (1842-1941)
- 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 (In HKU Scholars Hub)
- Hong Kong's War Crimes Trials Collection **NEW**
- Pacific Rim Library (PRL) Archive
- The Last Governor Online
- Early Western Books on Asia **NEW**
- Sun Yat-sen in Hong Kong 孫中山在香港
- Translations from Chinese
- Union Catalogue of Overseas Chinese Collection in HKU and JU
華僑華人研究書目庫



Home

Pacific Rim Library

Traditional Micronesian Navigation Collection.



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ABOUT THIS SITE

Twenty-five academic libraries surrounding the Pacific are cooperating with each other to leverage the use of their digital resources. Metadata from member library local collections has been harvested and archived here to increase discovery and access, and to allow one search across all data.

SEE ALSO

[PRDLA](#)

[CDS Invenio](#)

[CERN](#)

[Google](#)

Sponsored by HKU Libraries

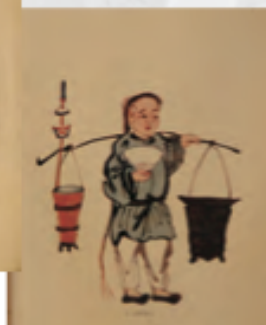


The University of Hong Kong Libraries
香港大學圖書館

Hong Kong University Press
香港大學出版社

Classics of Old China (HKU Library Digital Reprint Collection)

The series consists of a diverse collection of 135 English books on China published from the eighteenth to the early twentieth centuries. The wide-ranging subjects include Chinese history & civilization, philosophy, religion, social life & customs, language & literature, foreign relations, geography and more. These titles have been selected from the Western Rare Book Collection of the University of Hong Kong Libraries. They contain an abundance of observations on China and things Chinese, including many accounts of early travellers to Peking, as well as materials generated from the activities of Westerners in making their first contact with China and the Chinese.



Highlighted Titles

Social Life & Customs

Child life in Chinese homes	Mrs. Bryson (A)	1885
The Chinese at home : The man of Tong and his land	J. D. Ball (A)	1911
The Education of Women in China	Margaret E. Burton (A)	1911



Thank you

I acknowledge the work of Tony Ferguson, previous HKU Librarian and original Chair of the Knowledge Team, and from whom several of these slides have been adapted.