

STRATEGIC
ALIGNMENT WITH
UNIVERSITY'S
PRIORITIES:

THE CASE OF HKUST LIBRARY
DIANA L.H.CHAN

OUTLINE

- HKUST Library in the 2000s
- Strategic Planning
- Rejuvenating the Space
- Revitalizing the Services
- Demonstrating Values

NEW OPPORTUNITY



<http://www.pd4pic.com/>

- New Academic Structure changed from 3 years to 4 years in university in 2012

STRATEGIC PLANNING RETREATS

2012-2016



STRATEGIC PLANNING RETREAT

University's 15-year vision, 3 5-year plan (2011-16)

- 6 Developmental areas and I-HKUST
 - Education development, Research development, Faculty development, Community engagement, International and Mainland China strategy, Organization and resources

Library Strategic Planning 2012+

- 10 strategic directions
- New initiatives in each direction, align with U
- Action plans with target, deliverables, timeline
- Measures of success, staff and \$, training
- Achievements, Annual Report, Half-year planning cycle

HKUST Library Vision, Mission and Goals

Vision

To provide an effective and cutting-edge Learning Hub and Scholarly Gateway to support the University's mission.

Mission

- > To help prepare HKUST students to be successful global citizens and life-long learners
- > To enhance intellectual discovery, scholarship and exchange of knowledge
- > To meet the information and whole-person development needs of the HKUST community



Strategic Goals: 2015 – 2018

The Strategic Goals for 2015-2018 is the collaborative output of the Library Staff Retreat held in June 2015. It provides a framework of directions in which many new initiatives with action plans, timelines, and measures of success have been developed. In alignment with the strategic priorities of the University, this plan will guide Library staff on the development and implementation of projects and programs; and in delivering responsive and high-quality services in support of learning, teaching and research at HKUST.

Strategic Goal 1:

Enhance collection resources and strengths to support the academic and research priorities of the University.

Strategic Goal 2:

Develop innovative approaches and increase instructional effort to help students build information literacy competency and learning capacity.

Strategic Goal 3:

Enrich research support services, in particular research data services, and expand provision of scholarly communications support.

Strategic Goal 4:

Develop and adopt more effective information access, retrieval and discovery systems, in particular the JULAC Shared ILS.

Strategic Goal 5:

Improve and maintain an inspiring physical place for study, research, enrichment, and collaboration, with particular emphasis on leveraging experience from the Information and Learning Commons.

Strategic Goal 6:

Encourage the use and circulation of collection through enhanced service provision and expanded document delivery services.

Strategic Goal 7:

Enhance metadata provision and integration and develop processes to implement and support the JULAC Shared ILS.

Strategic Goal 8:

Strengthen user communications on library resources and services through outreach, user engagement and general education activities.

Strategic Goal 9:

Seek strategic partnerships locally and globally in advancing scholarship and attaining learning outcomes.

Strategic Goal 10:

Equip staff with appropriate expertise and skills to deliver high quality services; encourage staff development and further promote team effectiveness.

GOALS FOR 2012-15





REJUVENATING THE SPACE

**BUILDING EXTENSION
LEARNING COMMONS
MINI GALLERY
MORE SPACE ENHANCEMENTS**

- About HKUST
- Teaching and Learning
- Research and Graduate Studies
- Studying at HKUST
- Administration
- Library
- Giving to HKUST

Quick link

Full Search



Opening:	1991	
Schools:	5	Science, Engineering, Business & Management, Humanities & Social Sciences, Graduate School
Departments:	20	
Research Centers:	51	
Research Funding:	US\$67 M	2014/15
Faculty members:	660	100% with doctorate degree
Students:	13,741	UGs: 9,113 PGs: 4,628
Ranking:	QS	1st (Top 300 Asian Universities 2011-13)
	QS	2nd (World's Top 50 Universities under 50 (2015))
	FT	1st (Global EMBA for 7 years)



The Hong Kong University of Science and Technology Library

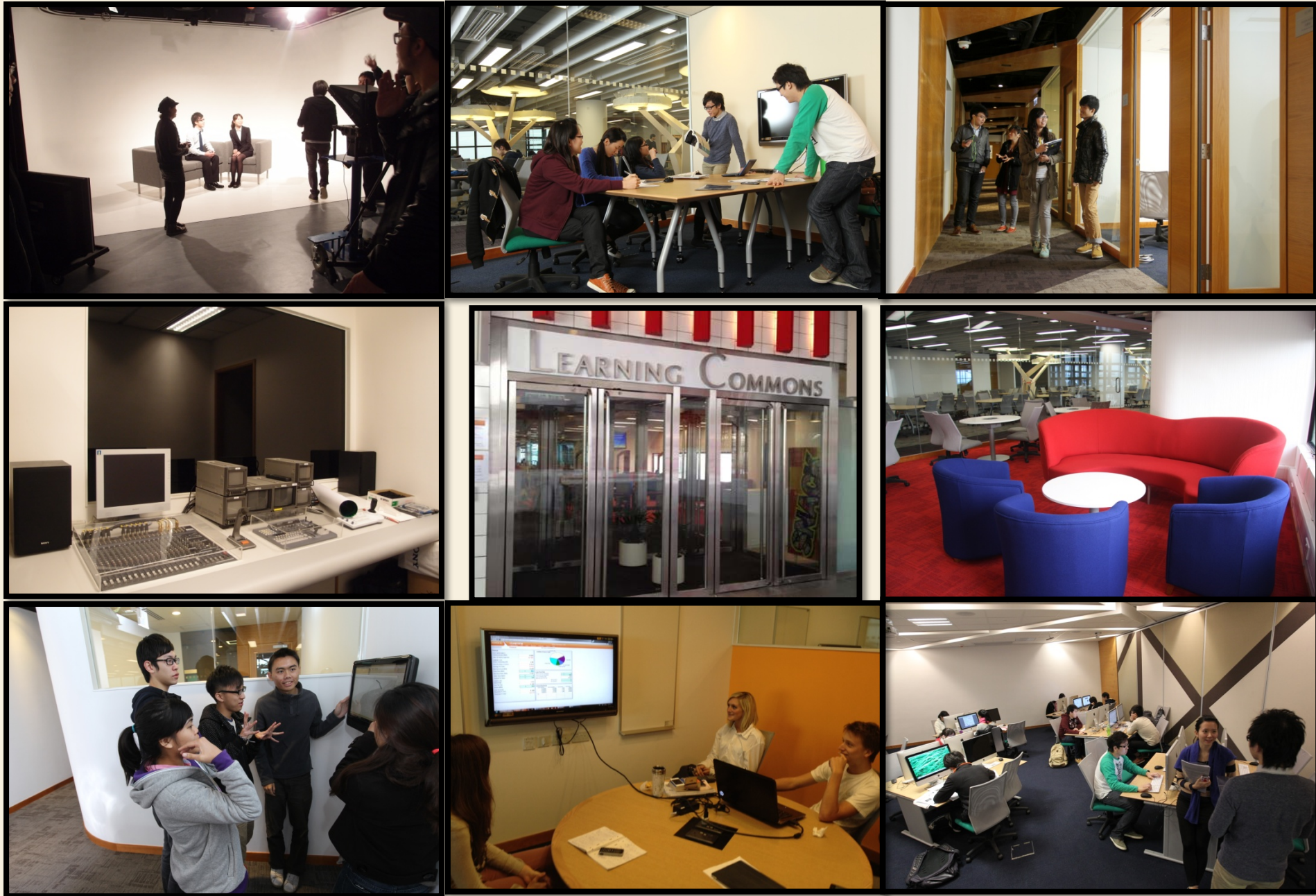
LIBRARY

Building	5 floors; 12,350 m ²
Capacity	750,000 Volumes
Holdings	722,000 Volumes
E-journal downloads	190 articles /FTE (2015)
Seats	3,300
Study rooms	60
Opening hours	98 per week
LC	24x7 during terms





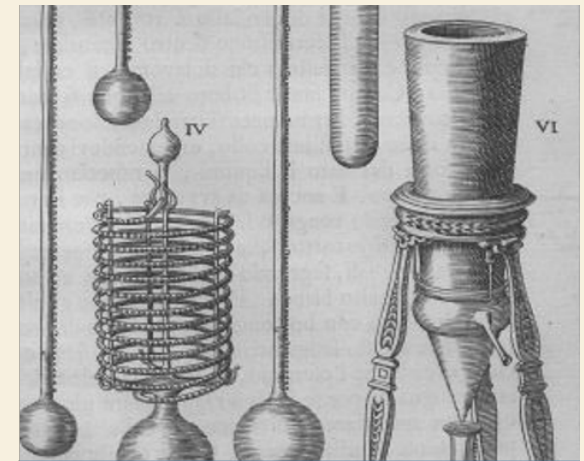
LEARNING COMMONS



KPS GALLERY



Ancient European maps of China



Rare books on the History of Science

MORE SPACE ENHANCEMENT

FIRST FLOOR

7x24 EXTENDS TO MEDIA AREA ON LG1



LIBRARY AS A LEARNING HUB

- Collaborate with academic and supporting units
- Provide integrated service
- 7x24 capability
- Modern & appealing
- Flexible design
- Modular areas
- Variety of space
- Interdisciplinary
- Social areas
- Students' comfort and needs

LEARNING COMMONS ASSESSMENT

2013

90% of the respondents ranked the LC overall as **“Important”** or **“Very Important”**

Students' Perception of the LC



Findings showed that:

- The LC is students' primary study space
- Service partners have positive experience operating learning activities at the LC
- “...is the fountain of my U life ”
- “... one of the reasons of my good gpa”

TRIBUTE TO MY BELOVED LIBRARY WINGS HIGH FLY POST 21.2 P.14

- “... her power backs up the life of the campus, of HK, and of the entire globe”
- “ She befriends everybody, gently offering help and never rejecting any question... Everybody finds her friendly, generous and kind”
- “the library would not block any stranger or non-students out of reach...opening the gateway to her inner soul, the powerful database for knowledge, generously offering an ever-spreading area of free space, workspace and tidiness.”
- “I am proud of her...I have fallen in love with her...who has had such intimate relationship with me, beyond life and death. I wish I can just habituate inside the Library!”



REVITALIZING THE SERVICES

LEARNING
RESEARCH

PLACE STUDENTS AT CENTER

Helping Students



Tour guides
Help Desks

Training Students



Customer
service
training

Make Space



Learning
Commons
Idea
Corner

Use Visuals



- Book displays
- Coffee & books
- Orientation

MAKE LEARNING VISIBLE

Partnering with Academic & Supporting Units



Career
Development



New Student
Course Selection



Meet with President



Math Tutorials



Photography Talk

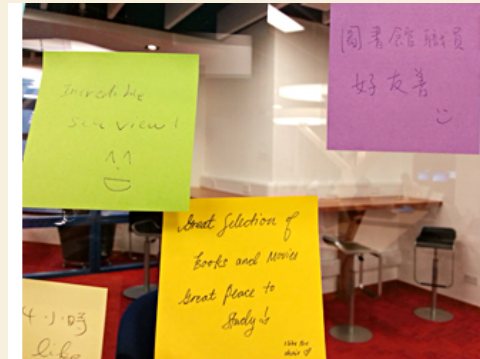
MAKE LEARNING VISIBLE

Student-led Displays



MAKE LEARNING VISIBLE

Use Glass Walls, Front Walls, Post learning online



MAKE LEARNING VISIBLE

Organize E-discovery Week



ART IN SPACE



LEARNING OBJECTS IN SPACE





So Much to See & So Much to Do at our Library

A VARIETY OF LEARNING ACTIVITIES IN A SEMESTER

Workshops, Training

- SBM: MGMT2110, FINA1303, FINA3304, TPI program (96 hrs)
- SHSS: HUMA5560, SOSCI960, LANG1002s, LANG2010 (76 hrs)
- Various SAO training (47 hrs); HRO seminars (40 hrs)
- HART1015 (33 hrs); PTC workshops (31 hrs)
- SENG: industrial training, experiment (30 hrs)
- SSCI: various programs (15 hrs)
- And many others

Tutorials

- SBM Junior Tutor Program (680 hrs)
- Math Support Center (290 hrs)
- CSE Programming Commons (84 hrs)
- PHYS1112 and PHYS1312 (50 hrs)

Career Services

- Career Center (550 hrs); SBM (480 hrs); SENG (84 hrs)

Social Programs or Events

- Tea with President; Personality Assessment by Counseling & Development; and others



DEMONSTRATING VALUES

DEMONSTRATING VALUES



COLLECTION AND USE

COLLECTION GROWTH

- 185,000 ebooks in 2012
- 347,000 ebooks in 2016
- **87%+** in 4 years

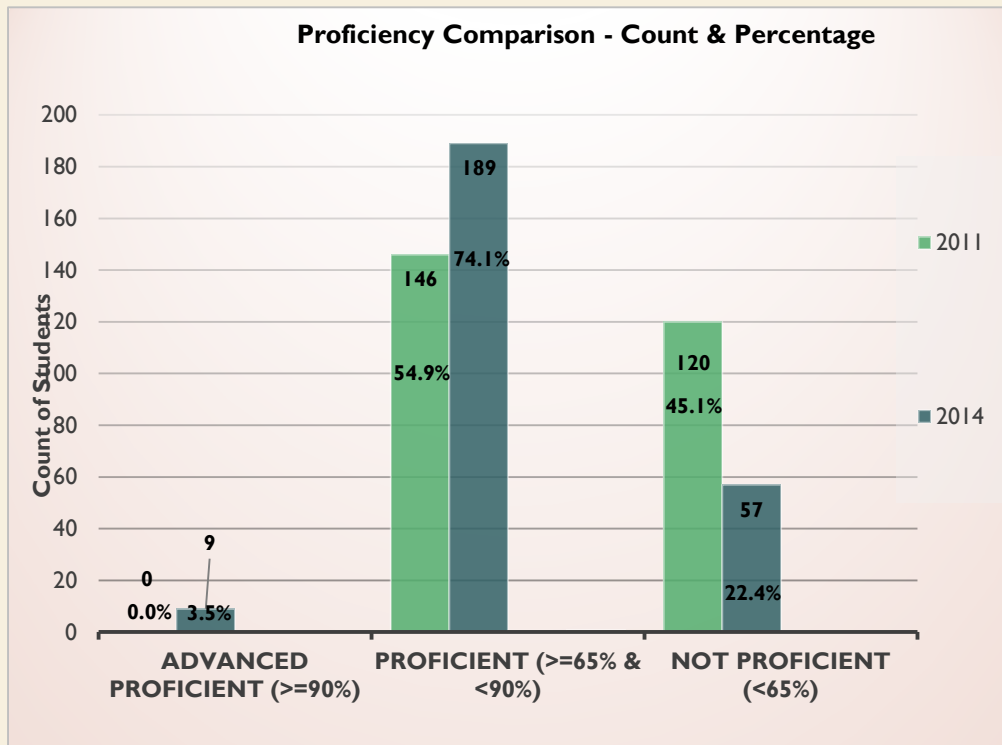


USE OF E-RESOURCES

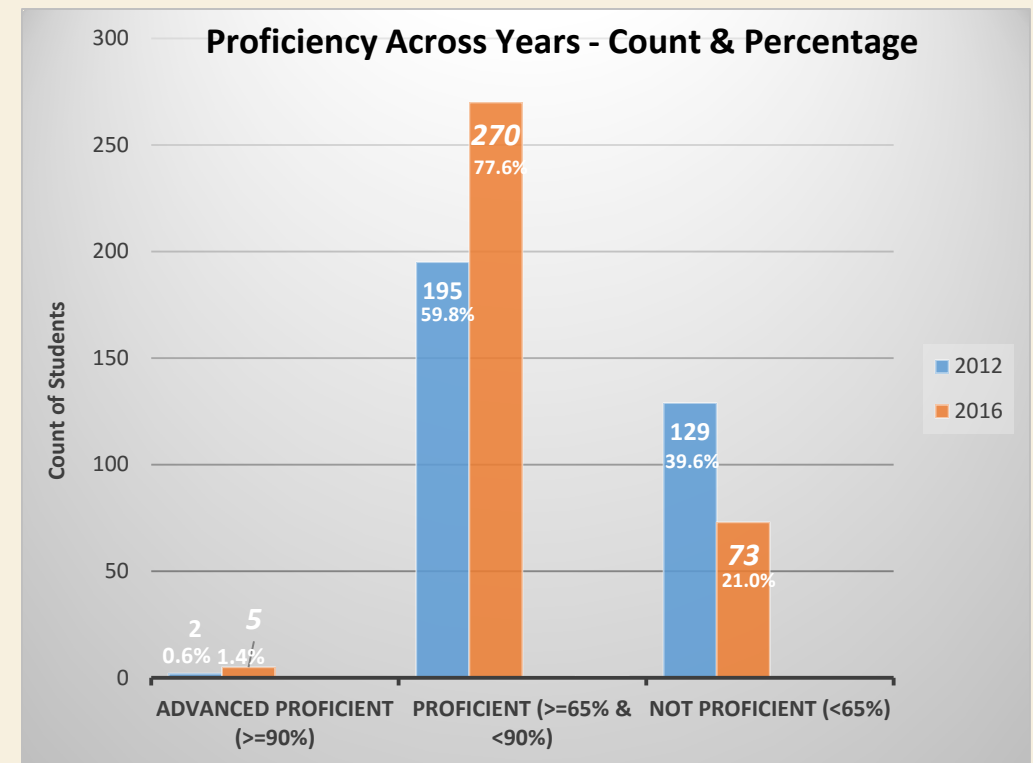
- Ebook chapter downloads
 - 288,884 in 2012
 - 975,260 in 2015
 - **237%+**
 - **85** per FTE in 2015
- Ejournal article downloads
 - 1.3 M in 2012
 - 2.3 M in 2015
 - **77%+**
 - **190** per FTE in 2015

INFORMATION LITERACY COMPETENCY

3Y COHORT – 54.9% TO 77.6%



4Y COHORT - 60.4% TO 79%



TEACHING & LEARNING SUPPORT

- The Library's 2014-15 Annual Report on Teaching and Learning was reviewed by Committee on Teaching and Learning Quality (CTLQ) as an exemplary report with:
 - Many commendable **examples of good practice** in supporting and enhancing out-of-class learning
 - A commendable list of initiatives
 - A commendable range of **input from stakeholders**
 - **Exemplary**, well-planned and well-presented **action plan** to carry forward agreed action items
 - Encouraging activities to support teaching and learning
 - **Positive benchmarking data**



LIBRARY SERVICE QUALITY BENCHMARK

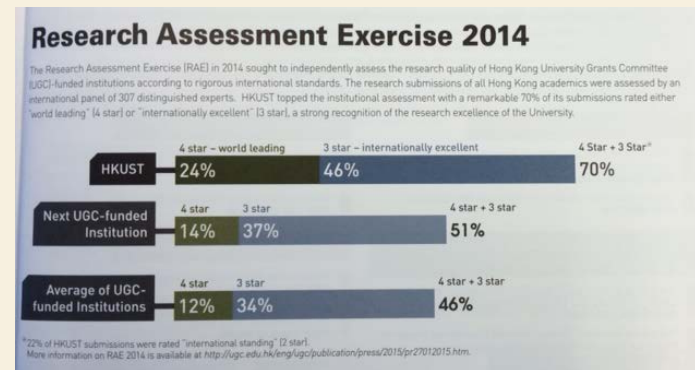
LIBQUAL IN 3 YEARS

HKUST Service Quality	2015	2011	2007
Minimum Average Score	5.92	5.75	5.73
Desired Average Score	7.49	7.50	7.62
Perceived Average Score	7.01	6.88	6.87

LIBQUAL BENCHMARK

Adequacy Mean Score	HKUST	Other HK libraries
Affect of Service	1.20	0.98 - 1.03
Information Control	1.04	0.80 - 0.84
Library as Place	0.97	0.53 - 0.89
Overall	1.09	0.64 - 0.90

RESEARCH ASSESSMENT SUPPORT



From Office of the President
 Subject **Research Assessment Exercise**
 To allstaff@ust.hk <allstaff@ust.hk>

Reply Reply All Forward Archive Junk Delete
 1/28/2015 2:17 PM
 Other Actions

Dear colleagues,

It gives us great pleasure to announce that HKUST has achieved outstanding ratings in the latest Research Assessment Exercise (RAE) of the University Grants Committee (UGC), and this shows that the University has attained internationally excellent levels in various research areas. For more details, please visit the following website:
<http://www.ugc.edu.hk/eng/ugc/publication/press/2015/pr27012015.htm>

RAE sets an international benchmark for research across disciplines, which will help universities enhance their research performance. As an international research university, it is our mission to foster innovative academic research and education, and encourage our faculty members to conduct large scale interdisciplinary research for knowledge transfer.

We would like to convey our heartiest gratitude and sincere appreciation to our faculty for the outstanding research quality and dedication to academic excellence. Special thanks must go to Prof Tongxi Yu, Senior Advisor to Vice-President for Research and Graduate Studies; Ms Diana Chan, University Librarian, and her team; as well as all academic departments and colleagues involved for their meticulous contributions and engagement in coordinating our efforts in the RAE submission.

Looking forward, the University will make reference to the RAE results and allocate our resources strategically with a view to further driving our research development, which in turn enhances the education we provide to students.

Sincerely,

Tony F Chan
 President

Wei Shyy
 Executive Vice-President
 and Provost

Joseph Lee
 Vice-President for Research
 and Graduate Studies

HKUST Scholarly Publications

The Hong Kong University of Science and Technology

Search Publications: All Fields [Advanced](#) | [Browse by Author, Subject](#)

Search Profiles: All Fields

[Home](#) > [Author Profile](#)



Chan, Tony F (陳繁昌)

- » President, Office of the President
- » Chair Professor, Dept of Computer Science & Engineering
- » Chair Professor, Dept of Mathematics

Telephone: 2358 6101 Email: tonyfchan@ust.hk
Homepage: <http://president.ust.hk>
Scopus: 7402687404 ResearcherID: A-4166-2013

[Publications](#) [Bibliometrics](#) [Research Interests](#)

Number of documents indexed in this database is **368**.

- **227** documents are found in Scopus. They are cited **12202** times by documents
- **264** documents are found in Web of Science. They are cited **10938** times by documents

View bibliometrics on Scopus: ID: [7402687404](#)

View bibliometrics on Google Scholar Citations:

View bibliometrics on ResearcherID: [A-4166-2013](#)

Year	Times of pages viewed	
	Total	% Off-Campus
2011	1,830	28
2012	123,796	60
2013	399,674	52
2014	671,677	86
2015	1,345,164	93

USER OUTREACH, ENGAGEMENT & GENERAL EDUCATION ACTIVITIES

- 6 **Exhibits** in a year, along with many **Gallery Tours / Art Talks** (300-500 students)
- Academic integration: HSS & Healthy Lifestyle (HLTH1010) Courses
- In-house developed Web platform for comments sharing
- **Student artworks displays** (Art Dimensions 薈藝空間)
- Collaboration with HSS, CFA, PTC, UCE
- “**Impressive. Enlightening my life**”
- “**激动人心的美丽印象 .Thank you for bringing us such a wonderful experience**”



VISIBILITY IN 25A

6 Videos



香港科技大學圖書館
The Hong Kong University of Science and Technology Library

COLLECTIONS & RESOURCES SERVICES

HKUST Library > Collections & Resources > University Archives > HKUST: Our Story

HKUST: Our Story

At the juncture of the 25th Anniversary of HKUST, the Library produced a series of videos about the University. Selected from the [University Archives](#), the photographs represent the construction of the campus, establishment of various research centers, campus breakthroughs and innovations, conferences and forums, world rankings, and

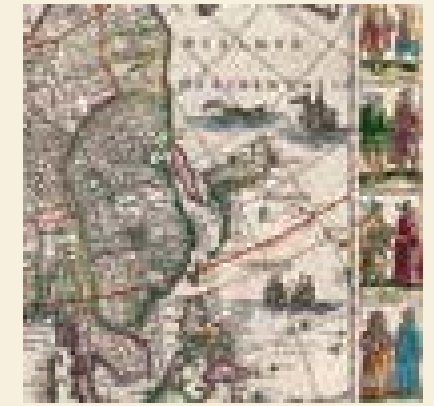
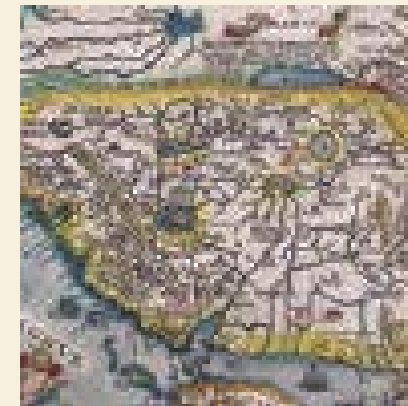
- > Birth of the University (1986 – 1991)
- > The Nestling Years (1992 – 1996)
- > Flying High (1997 – 2001)
- > HKUST Soars (2002 – 2006)
- > Our Miracle Continues (2007 – 2011)
- > Innovating Today, Imagining Tomorrow (2012 – 2016)



Innovation Exhibition



Souvenirs



STAFF DEVELOPMENT 2015/16

Librarians

- Programs: **8.48 programs /person** (*not counting Library Connect & Fun Fun Café*)
- Hours: **17.8 hours/person** (*not counting Library Connect , Fun Fun Café & Conference*)

Other Staff

- Programs: **4.4 programs/person**
- Hours: **10.5 hours/person** (*Not counting Library Connect and Fun Fun Café*)

REFERENCES

- Patrick Cain, “The Library of the 21st Century”, Academic Impressions, April 23, 2015.
- Diana L.H.Chan and Edward Spodick, “Transforming Libraries from Physical to Virtual” in *Digital Information Strategies: From Applications and Content to Libraries and People*. Edited by David Baker and Wendy Evans. Watham, MA: Chandos Publishing, 2015
- Gabi Wong, Victoria Caplan, Diana L.H.Chan, Lois Fung and KT Lam, “Actively Demonstrating Library Expertise in Research Assessment Exercise” Library Management, V.36, Iss: 1/2, 2015, p. 115-126 <<http://repository.ust.hk/ir/Record/1783.1-64398>>
- Diana L.H.Chan and Edward Spodick, “Space development: a case study of HKUST Library.” New Library World, v.115, Iss. 5/6, 2014. pp. 250-262 <http://repository.ust.hk/ir/Record/1783.1-61183>
- Diana L.H.Chan and Gabrielle Wong, “If you build it, they will come: an intra-institutional user engagement process in the Learning Commons.” New Library World, v.114, Iss. 1/2, 2013 <http://repository.ust.hk/dspace/handle/1783.1/7600>
- Diana L.H.Chan and Samson Soong, “Strategic re-positioning in a dynamic environment.” Library Management, v.32, no. 1/2, 2011. <<http://repository.ust.hk/dspace/handle/1783.1/6429>>