The University of Hong Kong Libraries

STRATEGIC PLAN, 2020-2024

The University of Hong Kong Libraries

Advancing our Information Future

INTRODUCTION

The year 2020 will go down in history as an extraordinary and tragic one for the entire global population. The global pandemic of Covid-19 has led to significant disruption to all aspects of human activity. Higher education and its libraries have not been exempt from such disruption.

It is fitting then that the University of Hong Kong Libraries embark on a new and ambitious strategic plan "**Advancing Our Information Future: The University of Hong Kong Libraries Strategic Plan, 2020-2024**". This plan asks us to challenge the notion of "information" and the role that HKU Libraries, indeed all academic libraries, should question during these disruptive times. We have placed increasing emphasis on digital content, tools and services with the recognition that these can better serve our community during periods of disruption such as the closure of the physical library premises. Our physical libraries however continue to play a key role. Our plans to rejuvenate some of our spaces in order to assist in providing digital scholarship services will provide a catalyst to contribute to *interdisciplinary* activities by students and faculty.

Additionally, through this plan, we seek to do more than "collect" content as we contribute to shape the scholarly landscape by creating responsive collections that serve to enable our teachers, researchers and students, as well as the global community, to gain access to our own unique content. Collecting, creating and facilitating access to content relies upon strong local, regional and *international* partnerships where key research libraries work together to enrich each of our collections, to motivate each other towards *innovation* and to contribute to the *impact* of our relevant institutions.

Finally, we need to continue to invest in our library staff to ensure that they have the capacity and motivation to continue to strive towards this future and all of its opportunities and uncertainties.

Peter Sidorko
University Librarian

June 2020

VISION

Through its outstanding resources, people-centred services as well as its innovative and collaborative approaches, the Libraries enables the University to advance its teaching, learning, research and knowledge exchange pursuits that impact society.
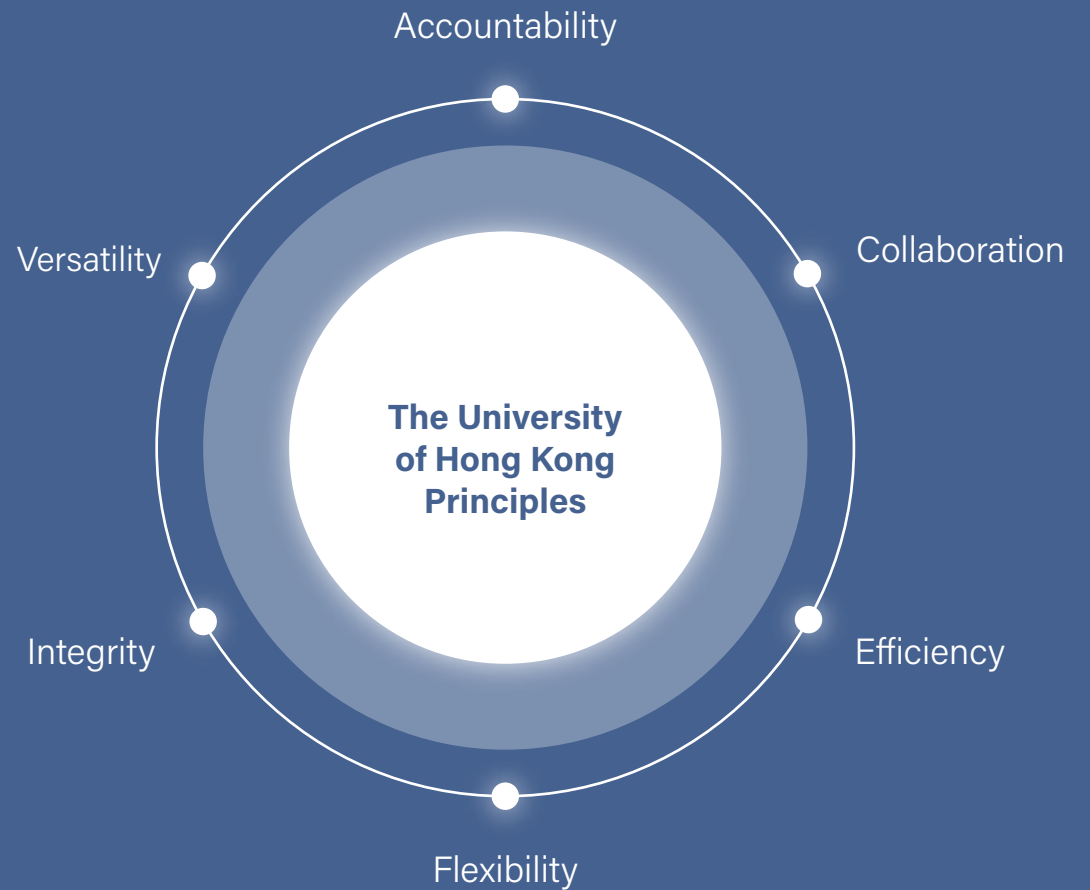
MISSION

The University of Hong Kong Libraries shares with the University in its aspiration to attain international distinction and its societal impact. To support the University's endeavours we work collaboratively across the institution and beyond to build, preserve and facilitate access to diverse resources, provide services that enable resource discovery and application, as well as create diverse physical and virtual environments conducive to different learning styles, intellectual exchange and knowledge creation.

Accountability

Collaboration

Versatility

The University
of Hong Kong
Principles

Integrity

Efficiency

Flexibility

VALUES

Our values provide us with a framework that
enables us to demonstrate a commitment to The
University of Hong Kong Principles.

We strive to be a learning organisation
for continuous improvement.

STRATEGIC OBJECTIVES

In order to advance our Vision and Mission, our activities are founded upon six key objectives that will form the basis of our strategic direction for the coming five years.

These are:

- Advance Research

- Enhance Learning & the Student Experience

- Develop, Facilitate Access to, & Create Responsive Collections

- Ensure Inclusive & Diverse Physical & Virtual Environments

- Build & Cultivate Partnerships

- Nurture an Organisational Culture that Enables Staff Success in a Rapidly Changing Environment
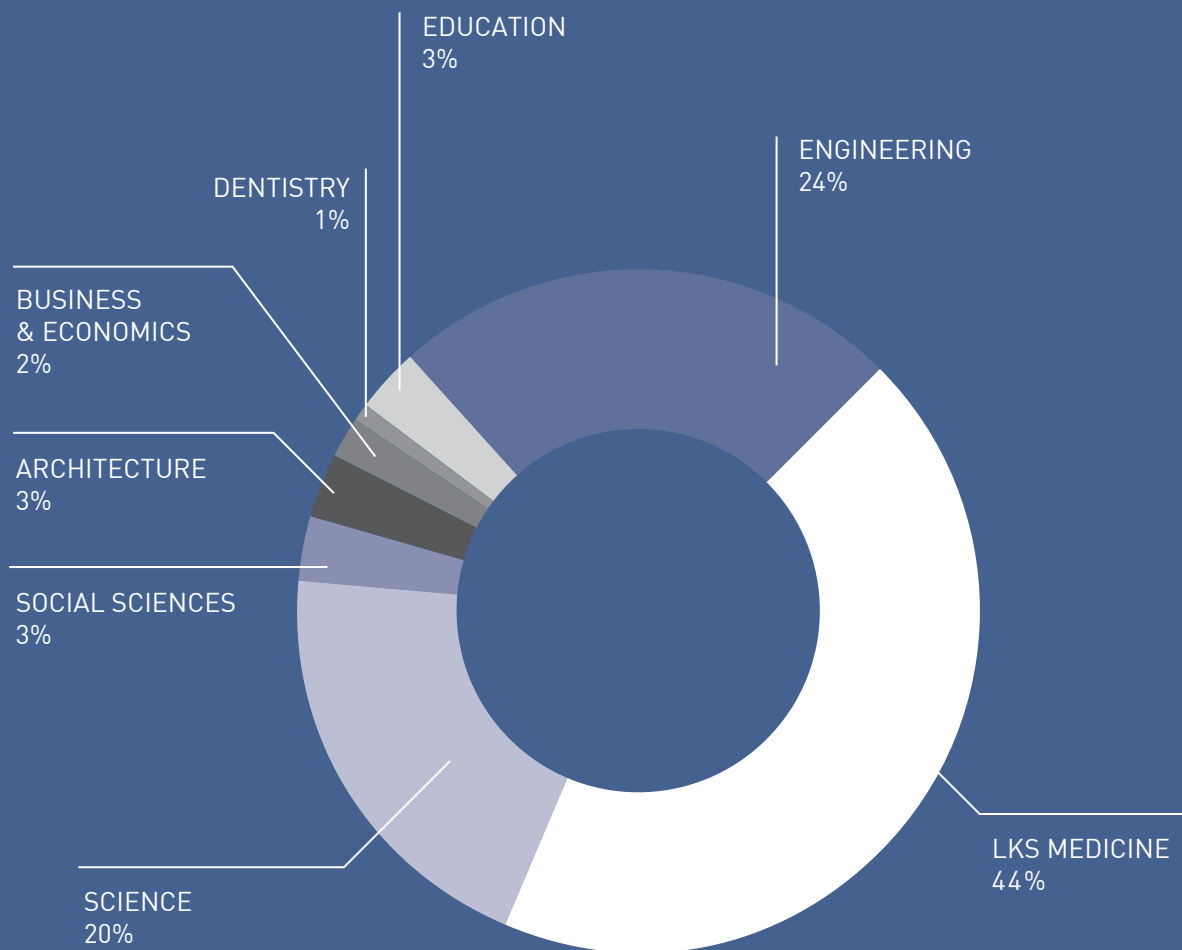
Advance Research

HKU aims "to be a world-class global university with world-leading research in critical areas through knowledge creation, translation, realisation and impact". The University's reputation for its research is unrivalled. The Libraries' role in supporting and furthering this reputation and ambition relies heavily upon the partnerships that serve this cause coupled with the necessary expertise of librarians. Our infrastructure enables us to be fully engaged with the research life cycle and focus on advisory services, promoting our researchers' output, data management services and working on the transition of scholarly communication models, among others.

We will

- Build a research data repository and provide comprehensive service support under a data stewardship framework
- Plan and introduce digital scholarship services to address the needs of academics and students in research, training and associated events
- Design and pilot library services to facilitate interdisciplinary research

HKU SCHOLARS IN TOP 1% (BY FACULTY)

Data Source: Essential Science Indicators, Updated as of July 11, 2019 to cover a 10-year plus 4-month period, January 1, 2009-April 30, 2019.

EDUCATION 3%

DENTISTRY 1%

ENGINEERING 24%

BUSINESS & ECONOMICS 2%

ARCHITECTURE 3%

SOCIAL SCIENCES 3%

LKS MEDICINE 44%

SCIENCE 20%

Enhance Learning & the Student Experience

HKU strives to be "one of the world's most progressive and dynamic universities for teaching and learning" providing students with a total learning experience. Increasingly, learning is evident beyond the "classroom" in multiple ways and through a range of experiences. The Libraries continue to be at the centre of the student learning experience. At the heart of this experience is our desire to fully understand the evolving learning habits of students and ensuring that our services and facilities address these and are consistent and complementary to the University's ambitions.

We will

- Develop and promote AI and VR facilities to enhance learning, research and knowledge exchange through strategic partnership with faculties and other campus units
- Establish an inventory of learning and service analytics for management decisions, assessment and impact studies
- Review and strengthen library support to institutional eLearning including infrastructure, library resources and staff skill sets

Develop, Facilitate Access to, & Create Responsive Collections

The complex information universe requires rapid responsiveness, creativity and experimentation. Our students and staff demand the Libraries to accommodate their information needs in the broadest possible sense. Our collections need to address these demands in an information world that is increasingly network driven, media-rich, digital, text, local and non-local. We will ensure access to our own special, unique collections so that our students and staff, and where possible the entire global research community, can take advantage of their value and significance.

We will

-   Review and re-design the existing LRF allocation procedures as well as collection development, acquisition and renewal workflows
-   Preserve and promote the Fischbeck (FormAsia) Collection through digitization, creation of study guides, oral history and events
-   Process the Palmer & Turner Collection of architectural drawings and provide access to researchers

Ensure Inclusive & Diverse Physical & Virtual Environments

The evolving scholarly information environment has led to transformations of physical libraries. As virtual libraries in terms of content and services continue apace, physical libraries are increasingly required to adapt and assimilate with these virtual resources. Inevitably this leads to a symbiotic relationship between the virtual and the physical where reliance upon each other continues albeit subject to individual and seasonal fluctuations. The University commits to "acquire and develop new space to meet our academic ambitions" and spaces that "will facilitate new or improved ways of working, increased efficiencies, and improved opportunities for interdisciplinary working". The Libraries will continue to evolve our spaces, physical and virtual, so that they advance these opportunities.

We will

- Revamp the library webpage to improve user experience

- Develop a smart library plan to utilize environmental data and facility usage captured by IoT in revamping our online booking system and building automation system

- Convert Breakout Zone of Level 3 into a multipurpose facility with basic equipment of a makerspace and GLAM (Galleries, Libraries, Archives and Museums) Lab

Build & Cultivate Partnerships

To fully utilise the potential of any library, effective and meaningful collaborations through partnerships are essential. The Libraries will continue to build on its solid reputation as a collaborator locally on campus, regionally through JULAC and others, as well as globally. In the spirit of knowledge exchange, we will further extend our commitment to the local community through events that contribute to our student and staff bodies but also to society at large. Our partnerships will serve to enhance our services, extend our information boundaries and nurture innovation for our Libraries and our partners.

We will

- Initiate collaboration among Libraries, ITS, TELI, CAES, CEDARS and other units on campus in offering a coordinated programme on promoting digital literacies to all students
- Review existing global partnership and commitments of the Libraries for its strategic developments
- Organize the HKU Annual Library Leadership Institute

Nurture an Organisational Culture that Enables Staff Success in a Rapidly Changing Environment

The University and the Libraries recognize the importance of our human resources. Our organisation needs to be dynamic, agile, innovative and talented in order to flourish in a rapidly evolving scholarly environment. To achieve these we need to recognize the need for an "increasingly diverse staffing profile". We need to provide suitable opportunities "including courses for personal and professional development, mentoring" and these need to be also geared towards the library-specific issues that are unique to our environment. Our aspirations for excellence are deeply embedded in our need to nurture talent, empower staff to learn from each other, and, to encourage innovation that result in benefits to the HKU community.

We will

-   Introduce a mentoring programme for different levels of library staff

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