

Reconsidering Academic Library Services in a Digital World

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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

HKU





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

Main Library





KNOWLEDGE
NAVIGATION CENTRE





余允康醫學圖書館
YU CHUN KIANG MEDICAL LIBRARY

YU CHUN KIANG MEDICAL LIBRARY
2000-2001

Content

- 2.56 million physical volumes
- 1.31 million e-books
- 44,417 e-journal subscriptions
- 602 databases
- Locally created databases

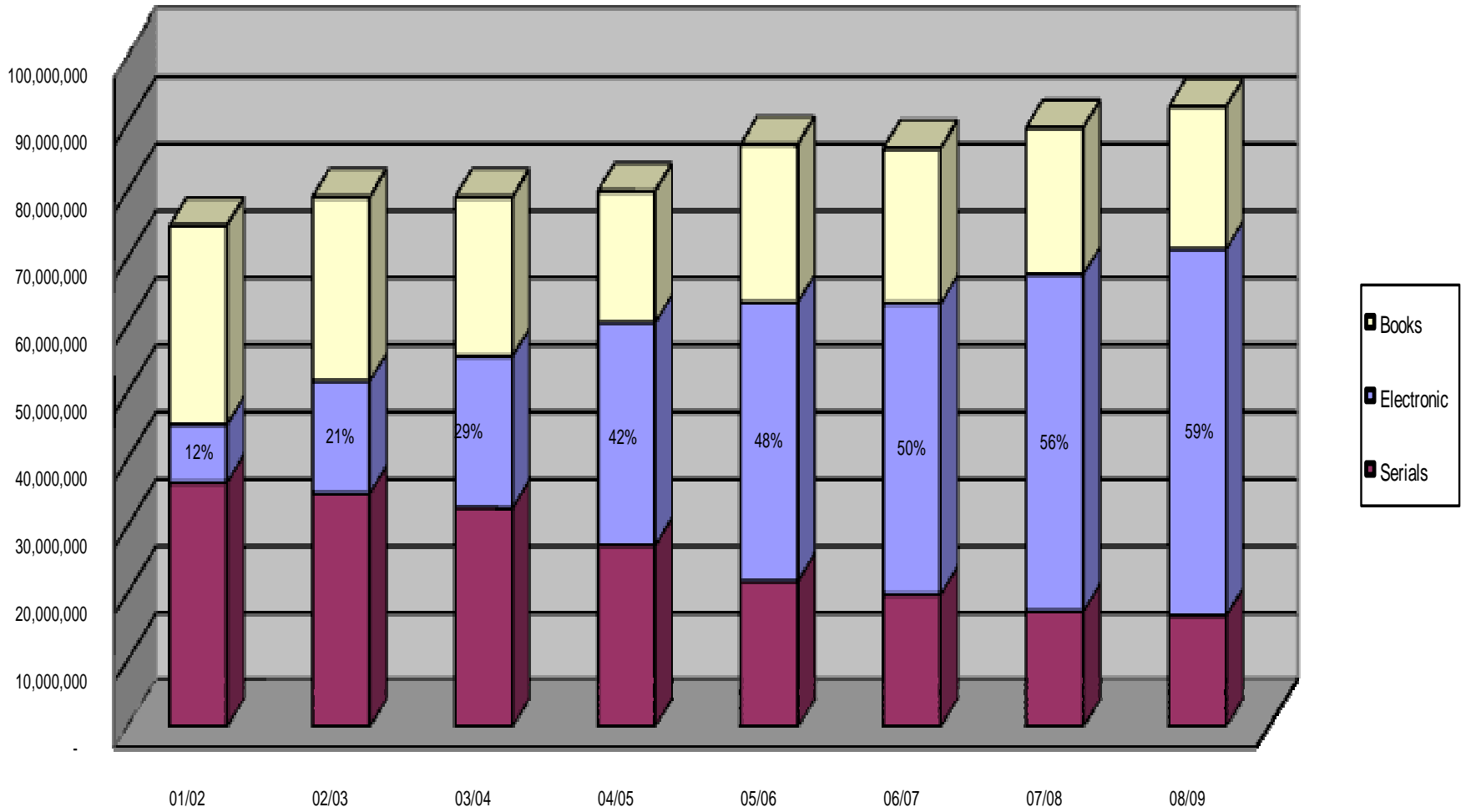
The HKUL Digital Initiatives, through its digitization projects, has opened up online access to local collections originally in print format. The first HKUL Digital Initiative, ExamBase, was launched in 1996 and other projects of scholarly interests were subsequently introduced. More digital projects are being developed to provide continuous access to digital content and services.



HKUL Digital Initiatives

- Basic Law Drafting History Online
- Beijing Historical Geography Database 北京歷史地理數據庫 **HKU ONLY**
- China Through Western Eyes
- Chinese Collectanea in Japanese Libraries 日本見藏中國叢書目錄
- Community Health Projects **NEW**
- Digital Editions from HKU Press **HKU ONLY**
- e-Video **HKU ONLY**
- Electronic Gallery of HKU
- ExamBase **HKU ONLY**
- Fung Ping Shan Library Rare Book Catalogue
- Historical Laws of Hong Kong Online
- HKU Scholars Hub **NEW**
- 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 **NEW**
- 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 **HKU ONLY**
- 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

Budget Shift towards ER



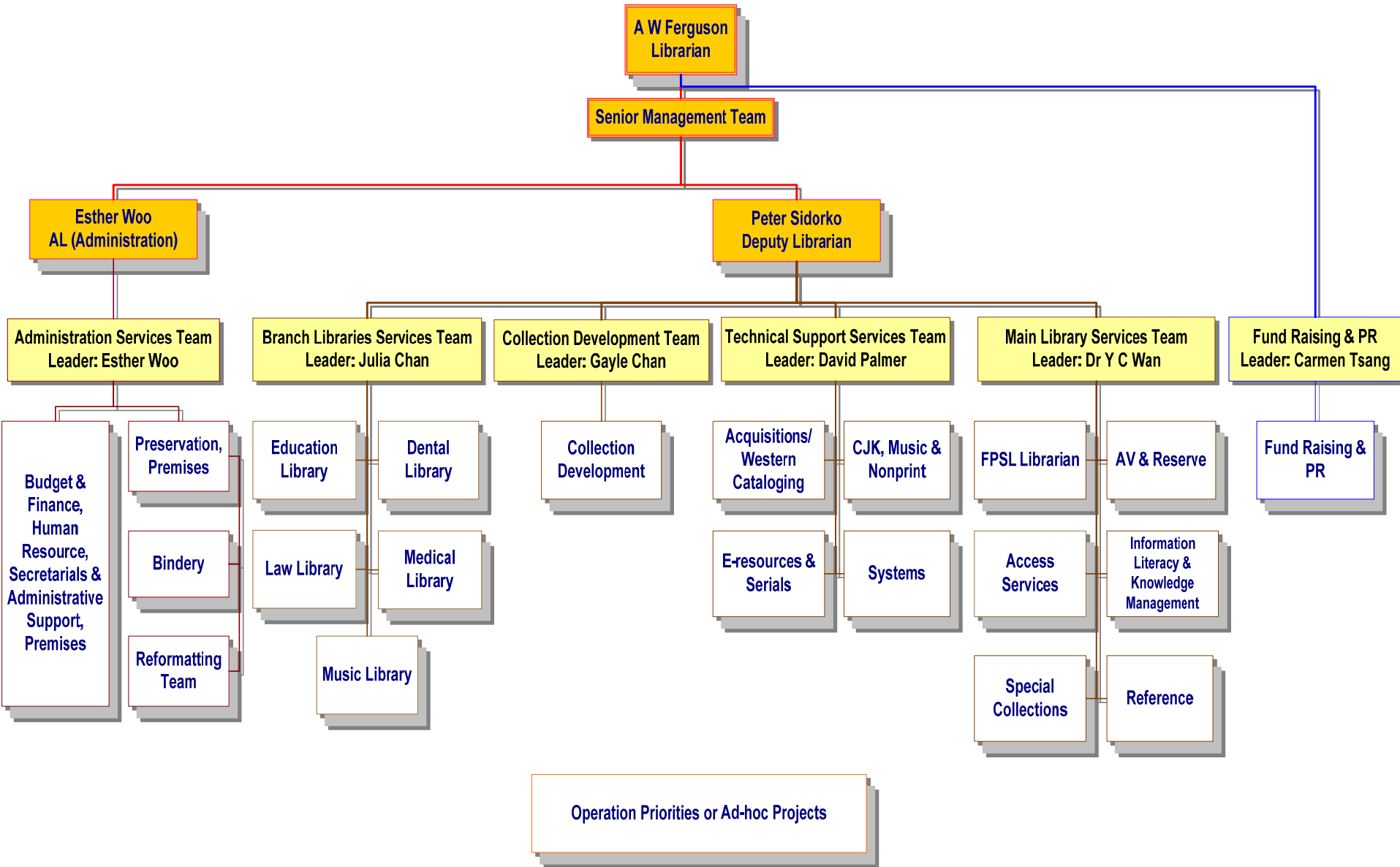
Budget Shift towards Electronic

Year	% of LRF
01/02	12%
02/03	21%
03/04	29%
04/05	42%
05/06	48%
06/07	50%
07/08	56%
08/09	59%

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

Organisational structure



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

NEWS

▶ Watch ONE-MINUTE WORLD NEWS



News Front Page

Page last updated at 12:34 GMT, Thursday, 12 January 2006

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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.



Working in libraries has been commonly thought a stress-free job

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

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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

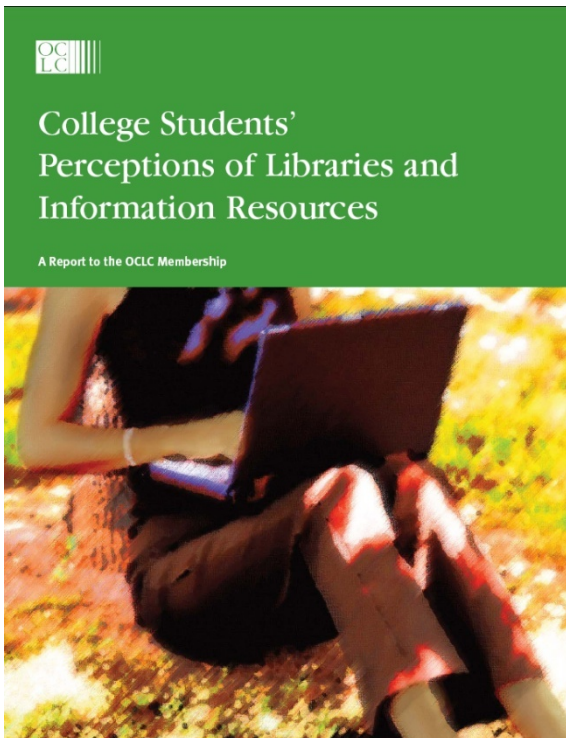
Digital natives

- 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.*
 - Prensky, M. (2001) Digital natives, digital immigrants, *On the Horizon*, 9(5), 1-6,
<http://www.marcprensky.com/writing/Prensky%20-%20Digital%20Natives,%20Digital%20Immigrants%20-%20Part1.pdf>

Where do you start your information search?

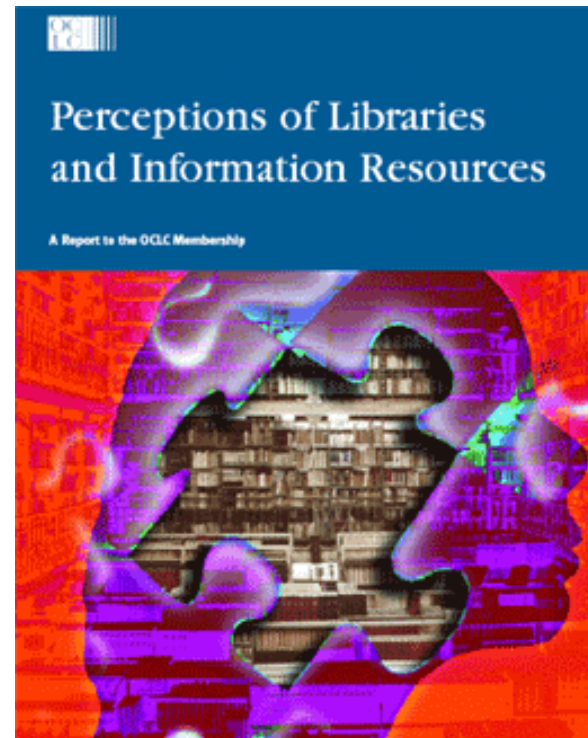
College

- 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

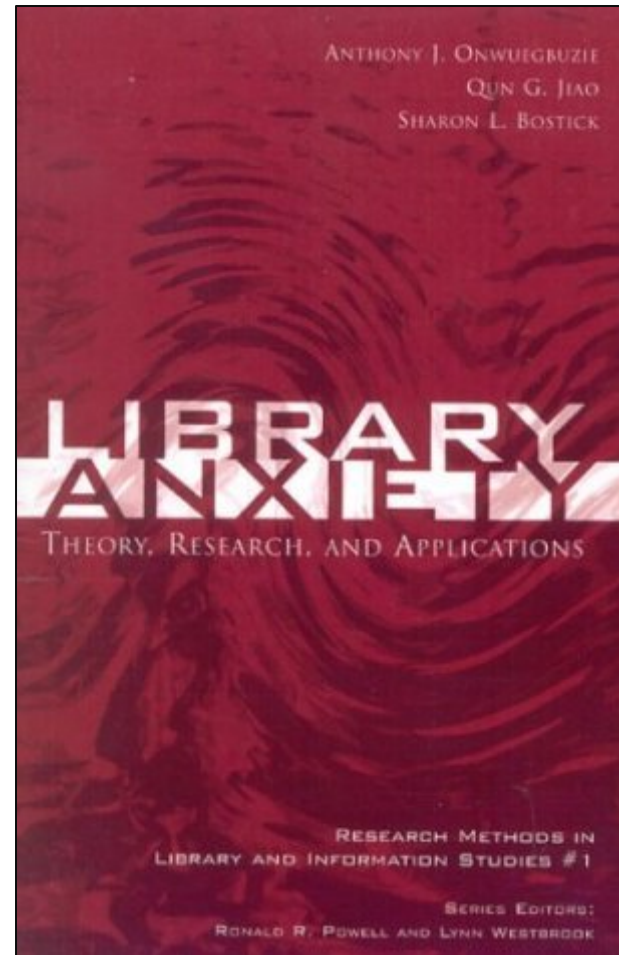
- Are *used less and people read less* since they began using the Internet.
- *Borrowing print books* is the library service used most.
- *“Books” is the library brand.* There is no runner-up.
- Most information consumers *are not aware of, nor do they use, most libraries’ electronic information resources.*
- *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)
- Mellon, Constance (1986), "Library anxiety: A grounded theory and its development", *College & Research Libraries* 47 (2): 160–165, cited in Onwuegbuzie, A. J., Jiao, Q. G., & Bostick, S. L. (2004). *Library anxiety: Theory, research, and applications*. Landham, Md.: Scarecrow Press, Inc.



Library anxiety

Library avoidance + Procrastination

=

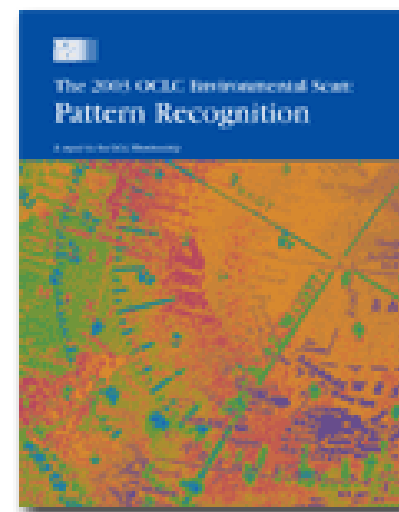
Academic underachievement

4 A New scholarship environment

2003 OCLC Environmental Scan: Pattern Recognition

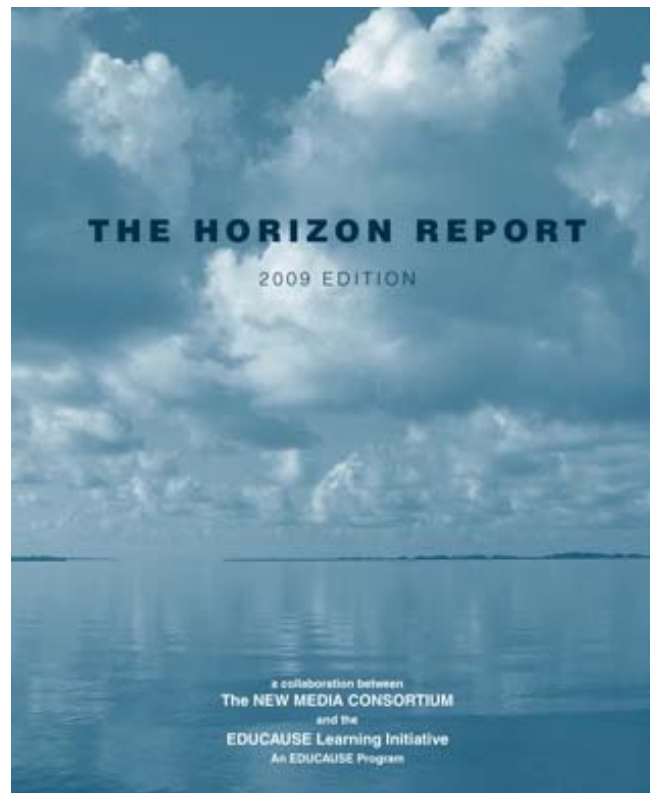
“provides a high-level view of the information landscape, intended both to inform and stimulate discussion about future strategic directions”

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



The Horizon Report (NMC & EDUCAUSE)

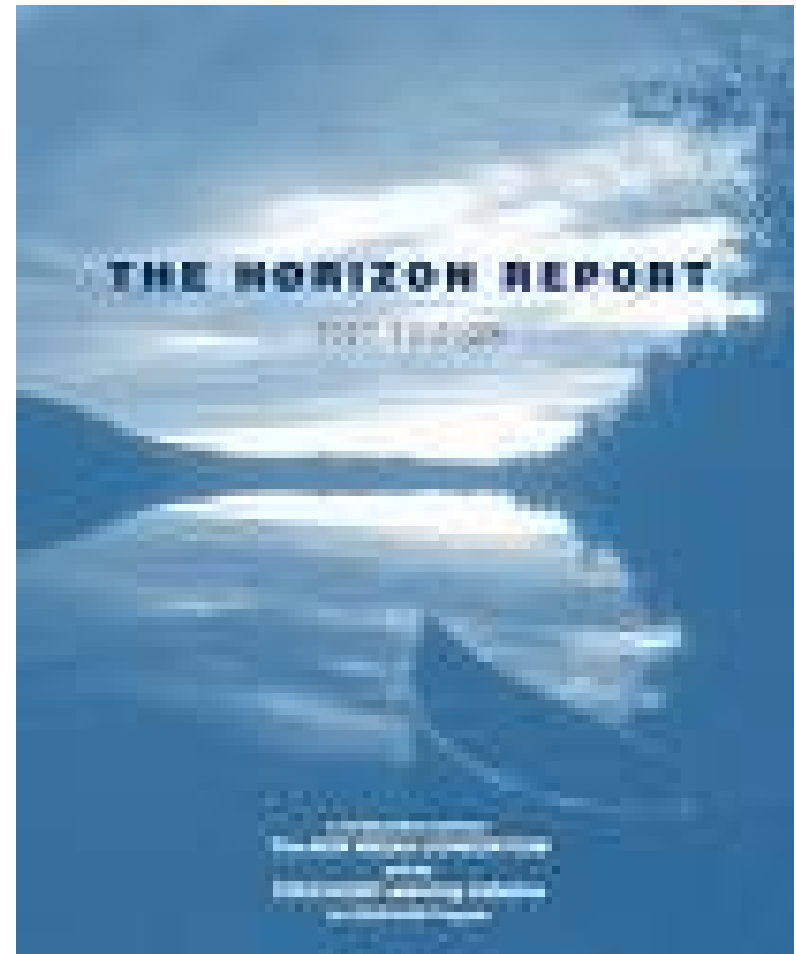
“seeks to identify and describe emerging technologies likely to have a large impact on teaching, learning, or creative expression within higher education.”



<http://www.nmc.org/horizon/>

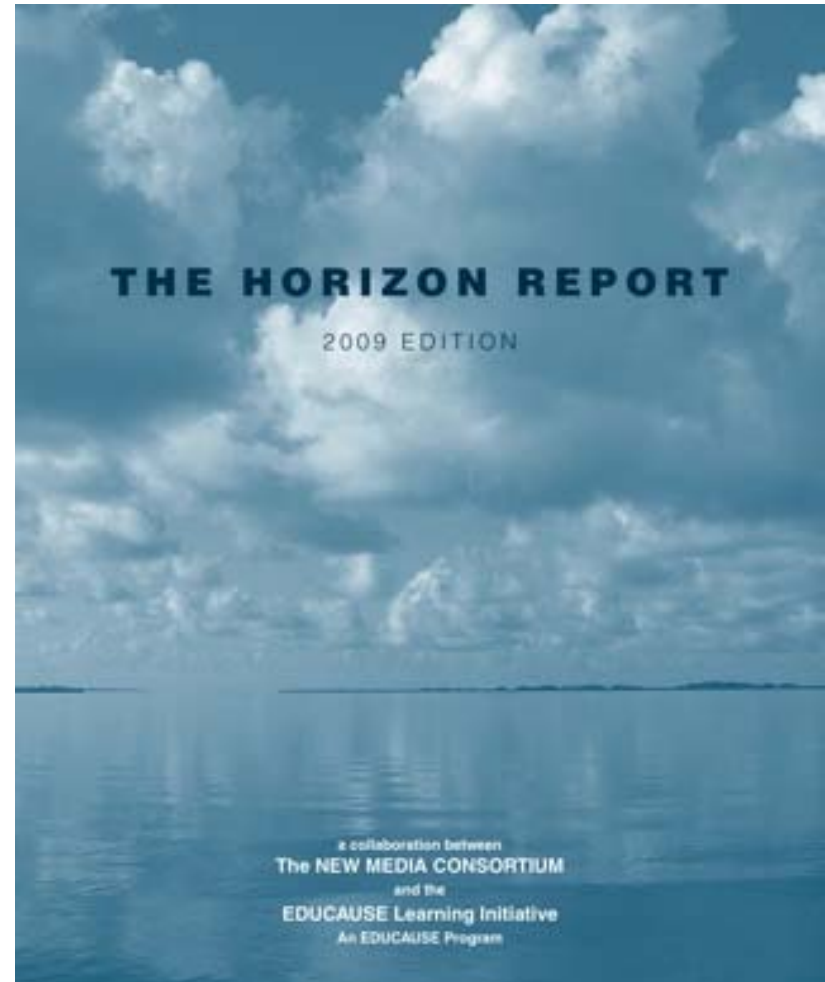
Key trends: 2007

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



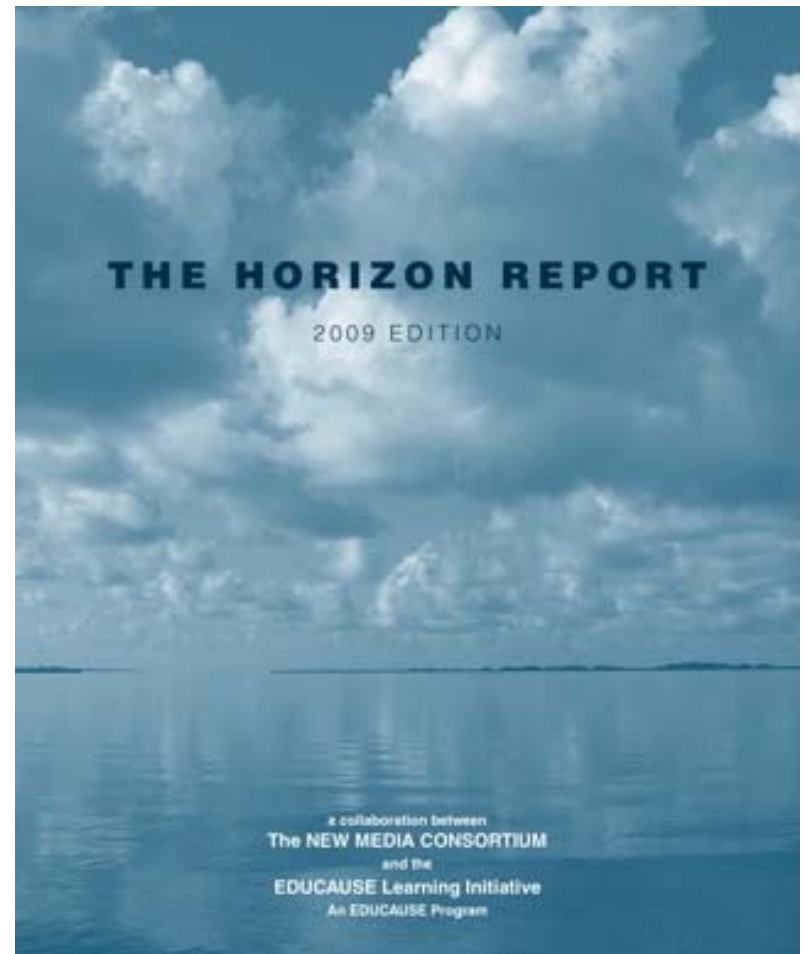
Key trends: 2009

- 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

Scholarly Information Practices in
the Online Environment
Themes from the Literature and Implications
for Library Service Development

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A publication of OCLC Research

- 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

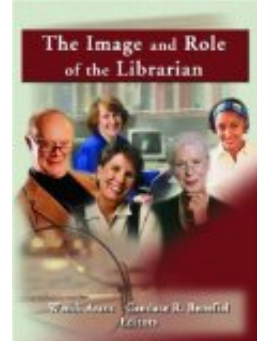
*Books are for use, Every reader his book,
Every book his reader, Save the time of the
reader, The library is a growing organism.*

(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

– Hernon and Pastine survey reported in *Students' Perceptions of Academic Librarians*, Jody Fagan in *The Image and role of the librarian* / Wendi Arant, Candace R. Benefiel, editors. New York : Haworth Information Press, c2002.

Mass media representations of librarians

- The Old Maid Librarian
- The Policeman Librarian
- The Librarian as Parody
- The Inept Librarian
- The Hero/ine Librarian
 - Maura Seale, Old Maids, Policeman, and Social Rejects: Mass Media Representations and Public Perceptions of Librarians, *Electronic Journal of Academic and Special Librarianship* v.9 no.1 (Spring 2008)
http://southernlibrarianship.icaap.org/content/v09n01/seale_m01.html



Outcry over librarian doll

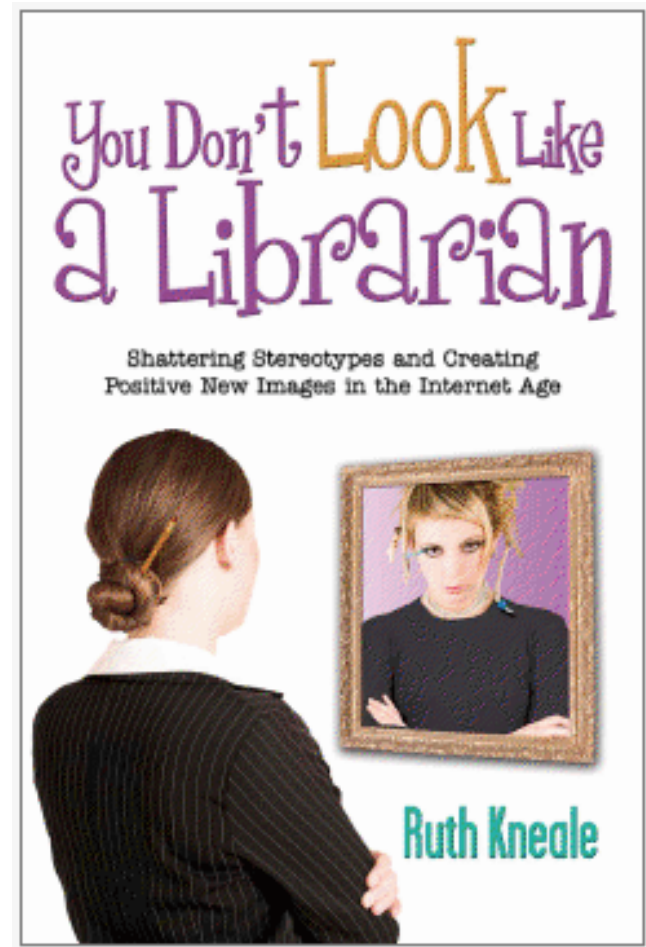


– <http://www.smh.com.au/articles/2003/09/06/1062549053713.html>

- 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.*”
 - Feret, B and Marcinek, M. (1999), The Future of the Academic Library and the Academic Librarian: a Delphi study. *Librarian Career Development*, 7(10), p91-107.

Re-defining the profession

Skills

- Interpersonal
- Communication (listening, writing, presenting)
- Financial management
- Spatial design
- Team working
- Team building
- Negotiating
- Customer orientation
- Cultural awareness
- Political awareness, etc

Characteristics

- Initiative
- Empathy,
- Adaptability
- Persuasive
- Personable
- Creative
- Entrepreneurial
- Passionate
- Trustworthy
- Intelligent (on multiple levels), etc.

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, *CDTL Brief*, March 1999, Vol. 2 No. 1

<http://www.cdctl.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.
- Tey Tsun Hang, Emotional Intelligence and Careers, *CDTL Brief*, March 1999, Vol. 2 No. 1 <http://www.cdtl.nus.edu.sg/brief/v2n1/sec3.htm>.

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



Bodleian Library entrance, Oxford.

<http://commons.wikimedia.org/wiki/File:Bodleian20040124CopyrightKaihsuTai.jpg>



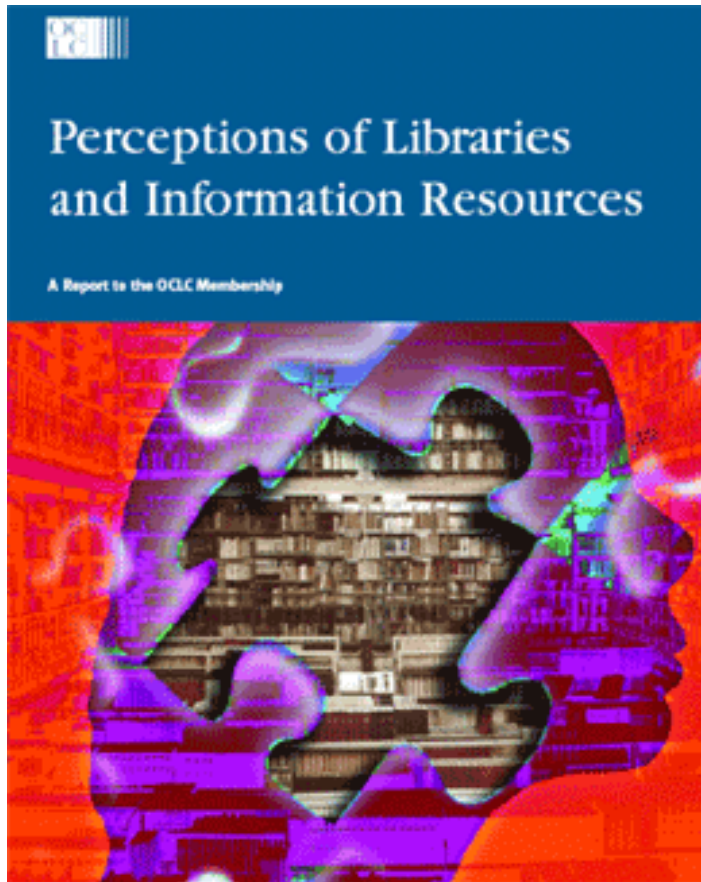
The Sistine Hall of the Vatican Library

<http://en.wikipedia.org/wiki/File:Salone-sistino.jpg>

Library as place and space

- “Clever, creative and modern are three words that can be used to describe libraries around the world nowadays”
 - <http://www.smh.com.au/national/the-quiet-revolution-20090212-85zl.html?page=-1>

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.



HKU CENTENNIAL CAMPUS REPORT SERIES (5)

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 inbuilt flexibility required for the 21st century student.

Warm and welcoming. Lounge chairs and diner booths. Food and drinks. Late night access. Chatting with friends. Wired and wireless. Does this sound like the newest coffee shop in town? No. It is a fitting description of the centerpiece of The University of Hong Kong's Centennial Campus, the Learning Commons.

But there is more. No matter what your learning style or requirement, you will benefit from this expansive and innovative space: serious study spaces, formal and

6,000m² space for 21st century learning needs

The idea of a learning "place" is very important for students so, along with the developing concept of the learning commons, the library as such a "place" has also changed. Along with learning commons, libraries are also evolving as places where students not only access resources and study but also where they can meet, work and socialize with other students. The relationship between libraries and learning commons is highly symbiotic.

HKU's Centennial Campus has at its heart the Learning Commons. Spread over three floors, this 6,000 m² space will cater to the needs of the learner of 2012 and beyond.

The Learning Commons will comprise three fundamental types of learning spaces. Individual, self-paced learning remains a demand from students and a variety of space will be provided for this learning style. These will include quiet study areas, reading and lounging areas and single computer access stations. Collaborative learning spaces will

also be provided in the form of more traditionally styled work tables as well as diner booth style places that are well suited to group interactivity. In a more formal setting, tutorial rooms, fully equipped electronic classrooms and lecture theatres will also be available. With seating for more than 2,000, the University's additional student intake resulting from the 3-3-4 curriculum will be well catered for by 2012.

Student-centred, full-fledged services

Central to any learning commons environment are the services that are made available within them. Librarians will help students to navigate and effectively utilize

and utilize the vast array of digital information resources that are already now available but which are destined to further expand by 2012. Technology experts will assist students with the latest software that will assist their studies. Experts in a range of academic related skills will also be available to help students to master effective learning and study skills, to craft their assignments and to present their research and learning findings in the most effective and persuasive manner. Career counseling, copying and binding services will also be available.

But students are not the only ones that will gain from the learning commons environment. Teaching and research staff will also benefit from the innovative range of spaces. In addition to the opportunity to meet with their students both formally and less formally, staff will be able to find spaces that will enable them to work collaboratively with colleagues from other fields, to share ideas on new teaching techniques, as well as the opportunity to learn, among other things, new teaching skills, how to compose successful research grant proposals and effective publishing techniques.

Eco-friendly and flexible spaces

Architecturally, and along with the rest of the Centennial Campus, planning for the Learning Commons is taking into consideration eco-friendly and sustainable construction methods and materials. With this in mind the Learning Commons will be a space that will inspire learners and educators alike with ample glass providing optimum natural lighting as well as visually appealing aspects onto leafy courtyards,

Learning Commons: A Global Phenomenon

They may appear under different names like "library commons", "information commons", "learning center" or "learning grid", but irrespective of what they may be called, the introduction of the learning commons concept is rapidly sweeping institutes of higher learning across the globe. While many of these facilities enjoy their own unique style that is reflective of local requirements, they share in common an approach to learning space that is designed to accommodate a range of learning styles with an array of supporting services.

While a relatively new concept for some, many libraries have grappled with the notion since the early 1950s. The University of Southern California's Leavitt Library celebrated its Information Commons 40th anniversary in 2004. In the past five years any library renovation that has not included a learning commons component would be in a minority. This has certainly been evident across North America, Europe, Australia, New Zealand and, increasingly, Asia including Hong Kong. HKU's Learning Commons will showcase the most successful elements of both new and older learning commons in constructing its own for the Centennial Campus.

Internationally, the popularity of the learning commons has grown as they tend to bring together a range of services usually found in various places around campus and the convenience of "one-stop shopping" is increasingly important for busy students regardless of their original country of study.



courtyards and the surrounding lush environment.

Design features will accommodate a range of learning and teaching spaces but will also be built with a view to providing maximum flexibility within these spaces. Flexibility of spaces is essential for two reasons. Firstly, the growth of technology makes it nearly impossible to predict what type of spaces will be possible or needed most four years from now. Secondly, the spontaneous nature of today's students will necessitate that, with little advance notice, groups of students and teachers can gather for a range of activities such as speeches, debates, performances, meetings, exhibitions or even recreation.

As a centerpiece of the Centennial Campus, the Learning Commons will not only serve to enhance the University's status as a world-class institution, it will also serve to showcase Hong Kong's long established reputation as an education hub renowned for its creativity and innovation. Perhaps of greatest significance is that the Learning Commons will provide the University with an academic environment that will generate an even greater sense of community further nurturing students who are destined to be tomorrow's leaders for Hong Kong, Mainland China and the global community.



informal teaching venues, state-of-the-art technology with access to the world's vast digital research collections and people to help you either individually or in groups.

Loosely defined as a shared or common space in which students, teachers and others can come together to interact, the concept of the Learning Commons has evolved as learners' needs have changed. Once confined to the traditional study spaces available in their libraries, university students now seek out a wider range of options for study that will suit their needs at any point in time.

Coffee shops, canteens, dormitories, outdoor spaces are now all fair game for students to gather, share ideas and learn. In an environment that is driven by the ever growing supply of digital resources, by the increasing demands for collaborative and interactive learning, and by varying individual styles of learning, learning spaces have not only changed but have changed dramatically.

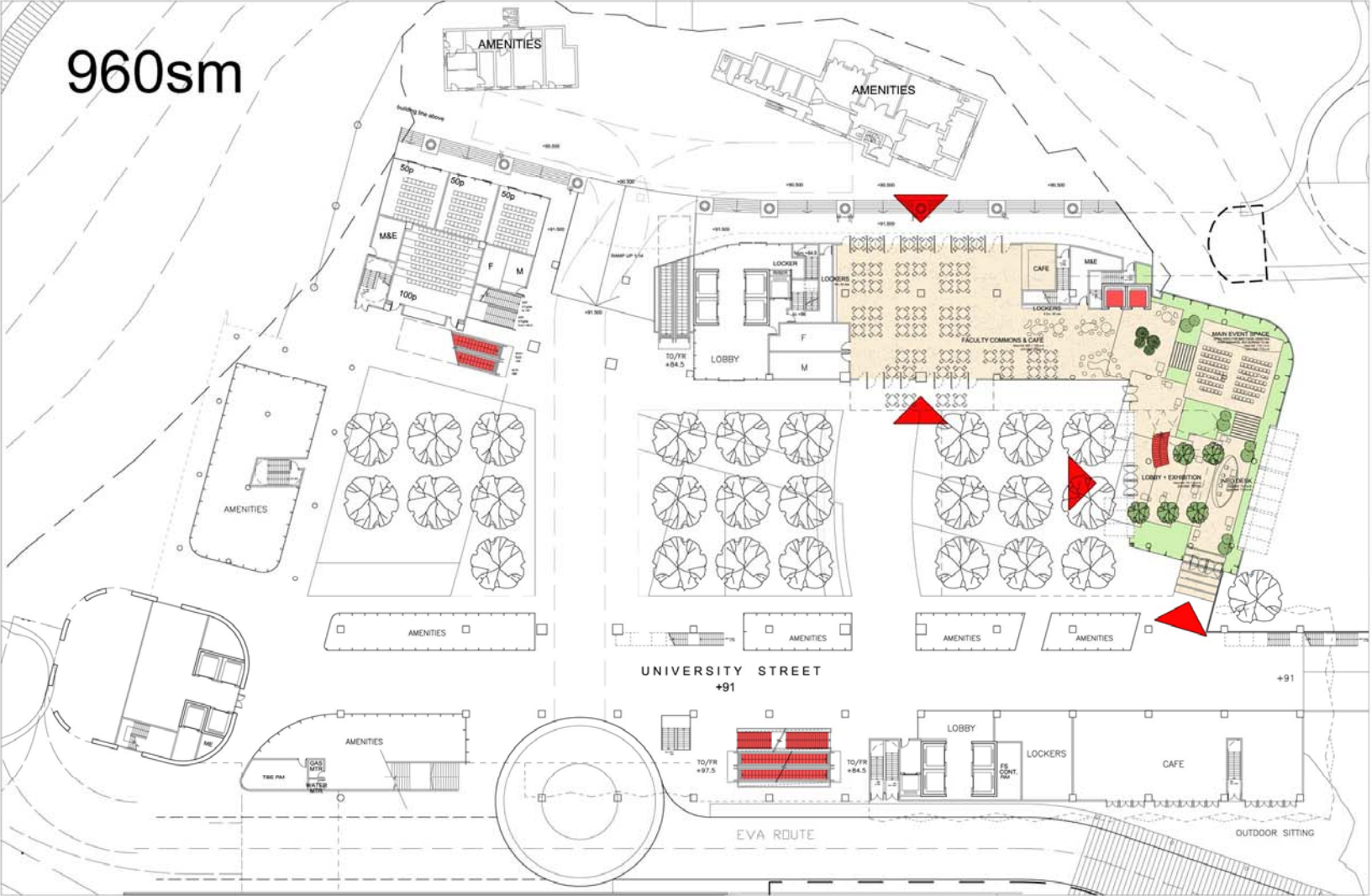
A Community Effort for a Better Future

HKU Centennial Campus Learning Commons Preliminary Plan

Items		Knowledge Group Brief 2006		Proposed Brief 2008	
		Capacity/Area	Area %	Capacity/Area	Area %
SELF LEARNING	Self Study Area: Quiet Study, Reading and Lounge Areas, Faculty Commons	450 seats	30%	500 seats	35%
	Space with fixed Computer	150 seats		300-400 seats	
INFORMAL LEARNING IN GROUPS	Work Tables: Capacity: 6 & 4	460 seats	20%	500 seats	25%
	Diner Booths: Capacity: 6	60 seats		120 seats	
FORMAL LEARNING IN GROUPS	Tutorial Rooms: Capacity: 25 & 12	430 seats	30%	430 seats	20%
	E-Classrooms: Capacity: 50 & 25	300 seats		300 seats	
	Theatres: Capacity: 50	150 seats		150 seats	
SUPPORT FACILITIES	Entrance: Lobby, Exhibition Space & Open Area for debates and performances	220 sm	20%	300 sm	20%
	Help Desks: Information, Rotational Service Provider & Computer User Help Desks	90 sm		90 sm	
	Support Offices: Backup Offices, Office for Director & Office for full time Staffs	60 sm		300 sm	
	Multi-Media Centre	80 seats			
	English/ Writing Centre, CAUT, HKU Press	N/A			
	Central Resources: Copy/ Binding Centre, Special Study Rooms & Consultation Areas	230 sm		110 sm	
	Lounge for Staff	N/A		30 sm	
	Utilities: Copy Machines, Printers, Email Stand Up Terminals, Lockers, etc.	170 sm		120 sm	

HKU Centennial Campus Learning Commons Preliminary Plan

Level 1

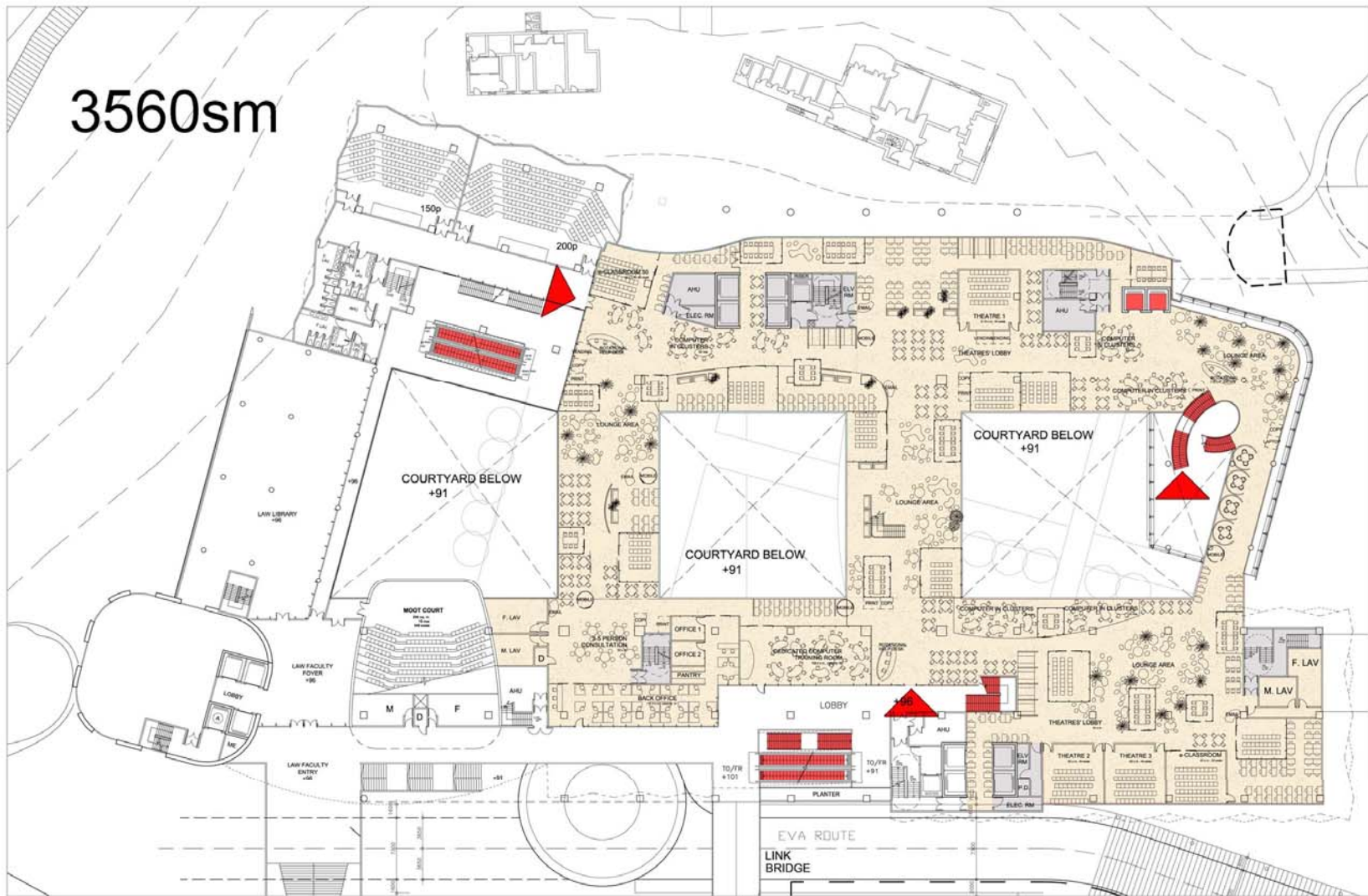


CENTENNIAL CAMPUS LEVEL +91 PLAN
University of Hong Kong, Development of Centennial Campus
project number: 2131



HKU Centennial Campus Learning Commons Preliminary Plan

Level 2



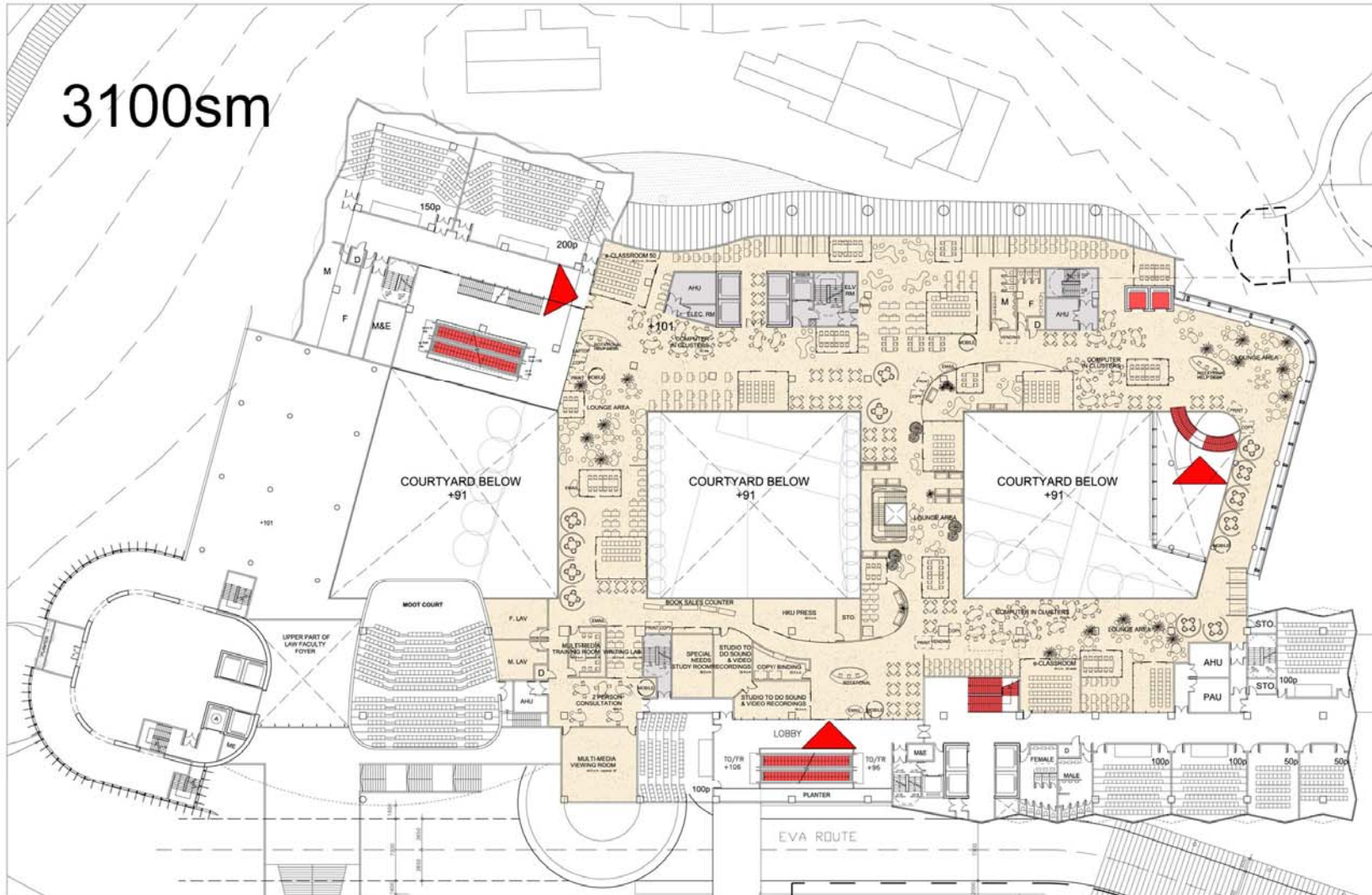
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University of Hong Kong, Development of Centennial Campus
project number: 2131



HKU Centennial Campus Learning Commons Preliminary Plan

Level 3



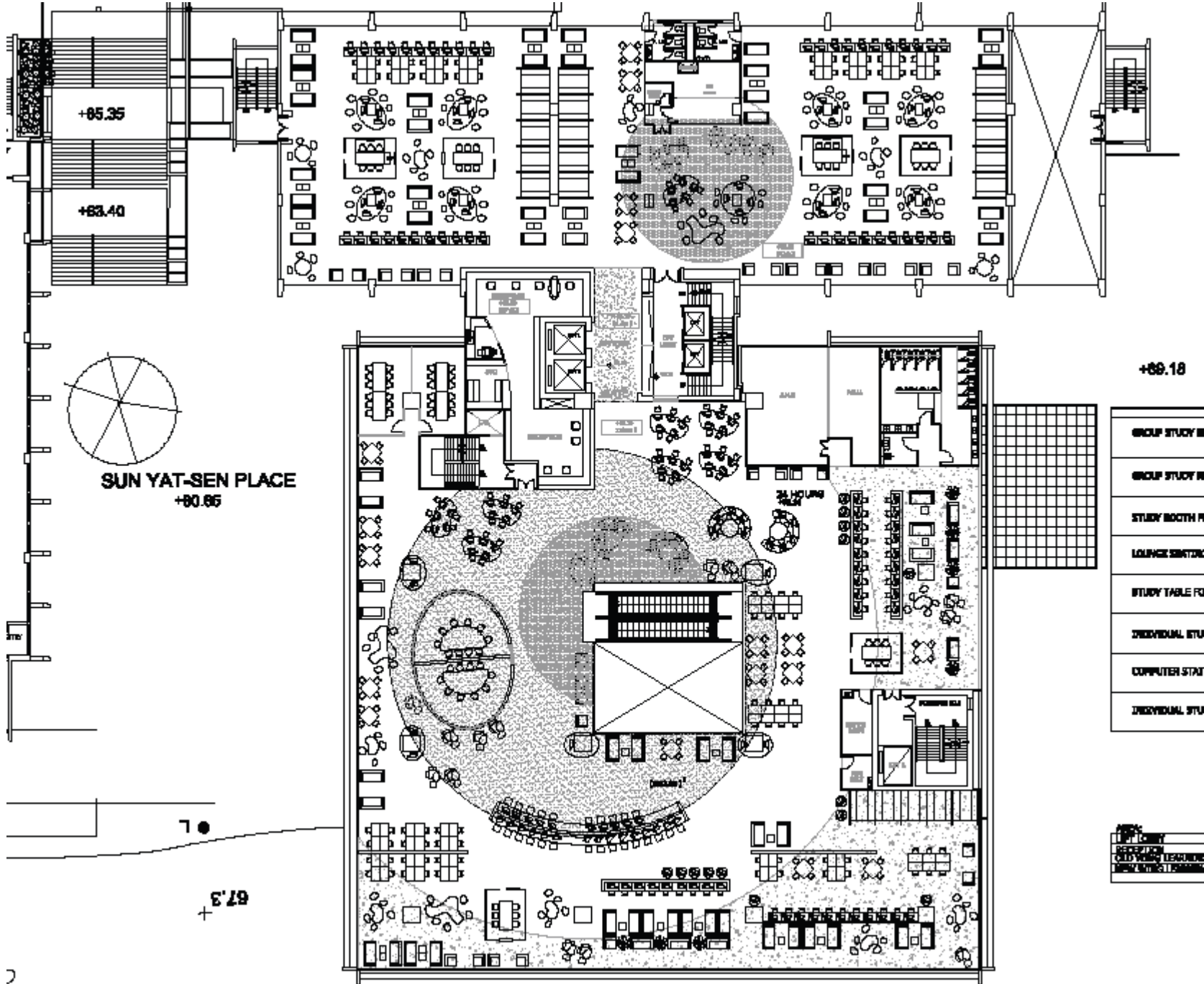
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University of Hong Kong, Development of Centennial Campus
project number: 2131



WONG & OLIVANG ARCHITECTS

Dwg no: ASK 1024 rev: 11 FEB 2008



SUN YAT-SEN PLACE
+80.65

+80.18

- GROUP STUDY B
- GROUP STUDY R
- STUDY BOOTH A
- LOUNGE SECTION
- STUDY TABLE FC
- INDIVIDUAL STU
- COMPUTER STAT
- INDIVIDUAL STU

- STAIR
- RECEPTION
- OLD VOICE LEARNING
- NEW VOICE LEARNING

MAIN LIBRARY PROPOSED LEARNING COMMONS

		QTY	TOTAL
GROUP STUDY RM FOR 10-12 PERS		4	48
GROUP STUDY RM FOR 6 PERS		5	30
STUDY BOOTH FOR 4-6		24	144
LOUNGE SEATING	FOR 2	72	144
	FOR 1	31	31
	4-6	14	56
STUDY TABLE FOR 4		33	132
INDIVIDUAL STUDY TABLE		95	95
COMPUTER STATIONS		154	154
INDIVIDUAL STUDY SOFAS		17	17

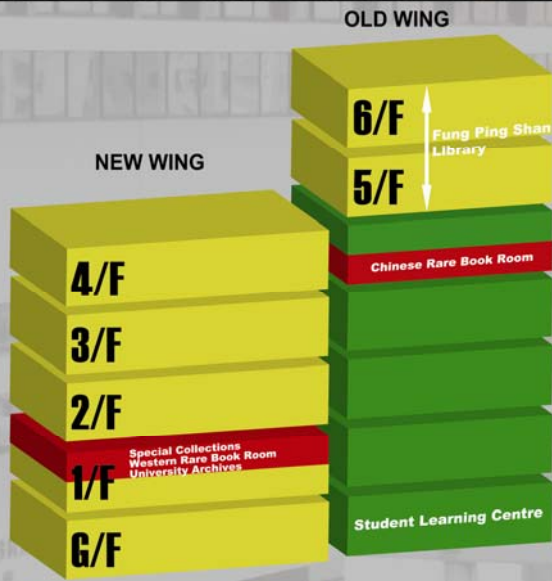
TOTAL 849 PERS



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

GREEN	YELLOW	RED
 <p>LOW VOICE</p>	 <p>SILENCE</p>	 <p>SILENCE</p>
 <p>FOOD ALLOWED</p>	 <p>NO EATING</p>	 <p>NO EATING</p>
 <p>DRINKS ALLOWED <small>Do not place drinks next to computers or photocopiers.</small></p>	 <p>DRINKS ALLOWED <small>Do not place drinks next to computers or photocopiers.</small></p>	 <p>WATER ONLY <small>Do not place drinks next to computers or photocopiers.</small></p>

FLOOR GUIDE TO NEW FOOD AND DRINK POLICY



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

	Management	Leadership
Creating an agenda	Planning and budgeting	Establishing direction
Developing human resources	Organization and staffing	Aligning people
Execution	Controlling and problem solving	Motivating and inspiring
Outcome	Predictable outcome	Dramatic 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?

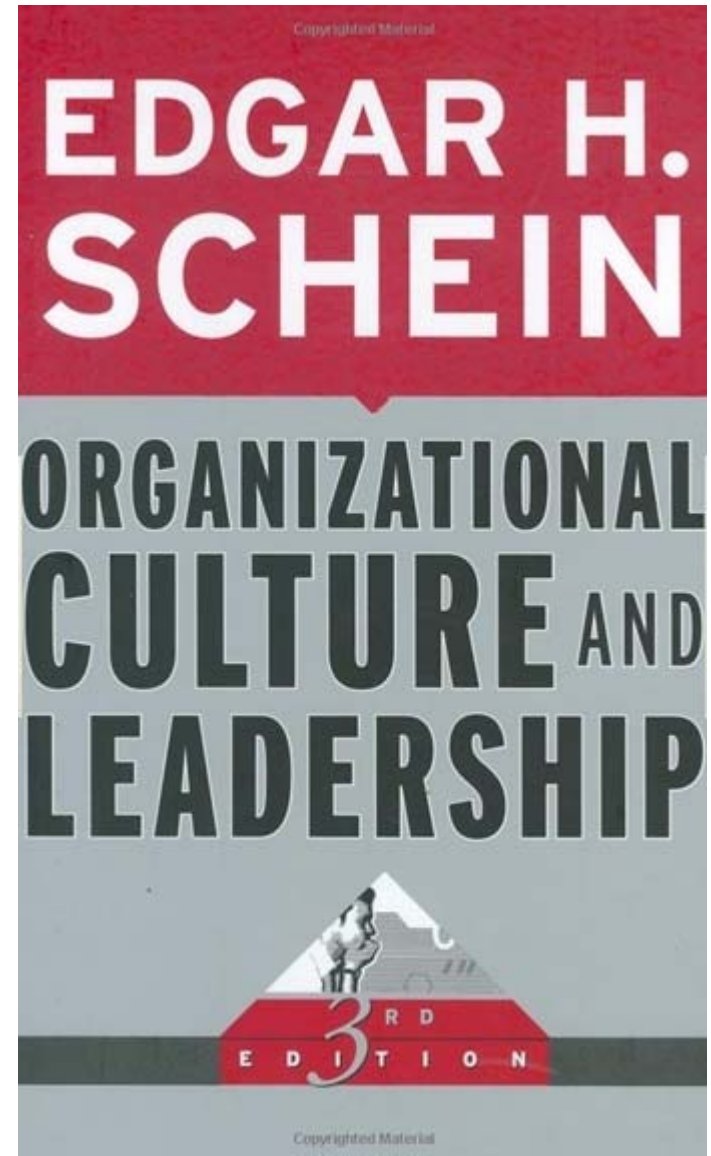
- Deeply personal responses
- One size does not fit all
- Change, death and dying!
- Kubler-Ross (1969) Shock, Denial, Isolation, Anger, Hope, Depression, Acceptance
- Change as “loss”
 - Stuart, R. Experiencing organizational change: triggers, processes and outcomes of change journeys. Personnel Review, Volume 24 (2) May 1995, pp. 3-88(86)
<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.
 - (Moran & Brightman, 2000, <http://www.emeraldinsight.com/Insight/viewPDF.jsp?Filename=html/Output/Published/EmeraldFullTextArticle/Pdf/0860120203.pdf>)

The Role of Culture

Edgar Schein

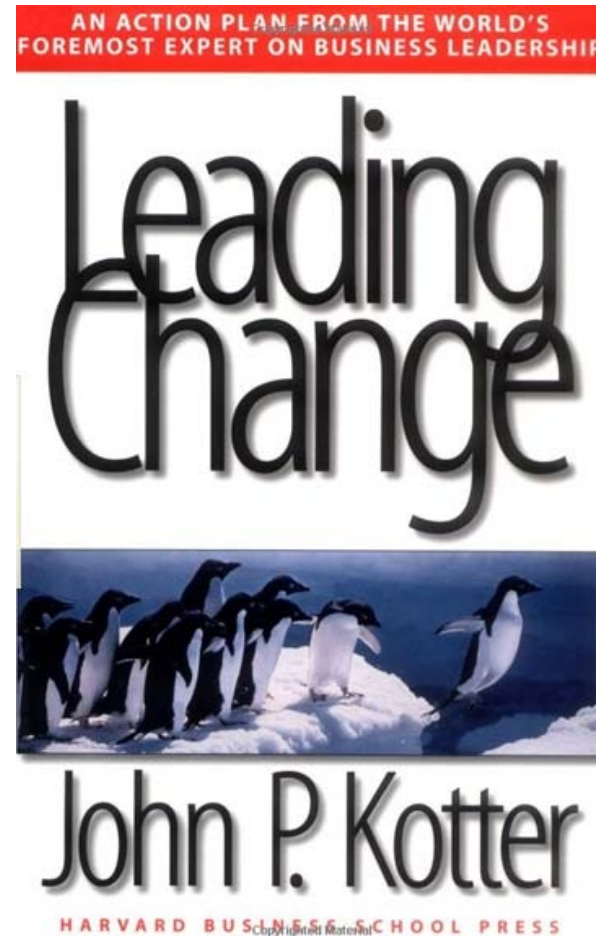
- Explains irrational aspects of groups and organizations
- Leaders create culture and cultures determine who will be a leader.
- Great leaders must perceive the functional and dysfunctional elements of existing culture.
- If leaders do not perceive cultures in which they are embedded, those cultures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



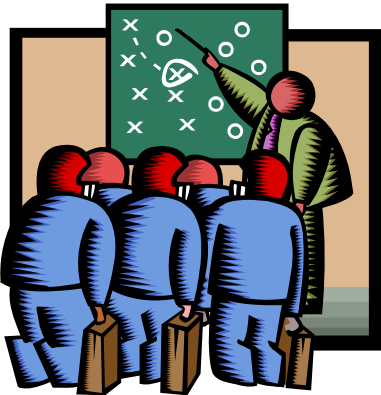
Winston Churchill

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
 - http://www.juergendaum.com/news/09_08_2001.htm

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.*”
 - Feret, B and Marcinek, M. (1999), The Future of the Academic Library and the Academic Librarian: a Delphi study. *Librarian Career Development*, 7(10), p91-107.

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

The diagram consists of a large, light blue cloud-like shape with a dark blue outline. At the top of this cloud, the text 'The Scholarship Environment' is written in a bold, black, serif font. In the center of the cloud is a smaller, dark blue circle containing the text 'Your Library' in a bold, black, serif font. Surrounding this central circle are four smaller, cloud-like shapes, each with a different colored outline: 'Politics' (orange outline) is positioned above the center; 'Technology' (green outline) is to the left; 'Economics' (red outline) is to the right; and 'Society' (yellow outline) is below the center. All these smaller clouds have a light blue-to-white gradient fill.

Politics

Technology

***Your
Library***

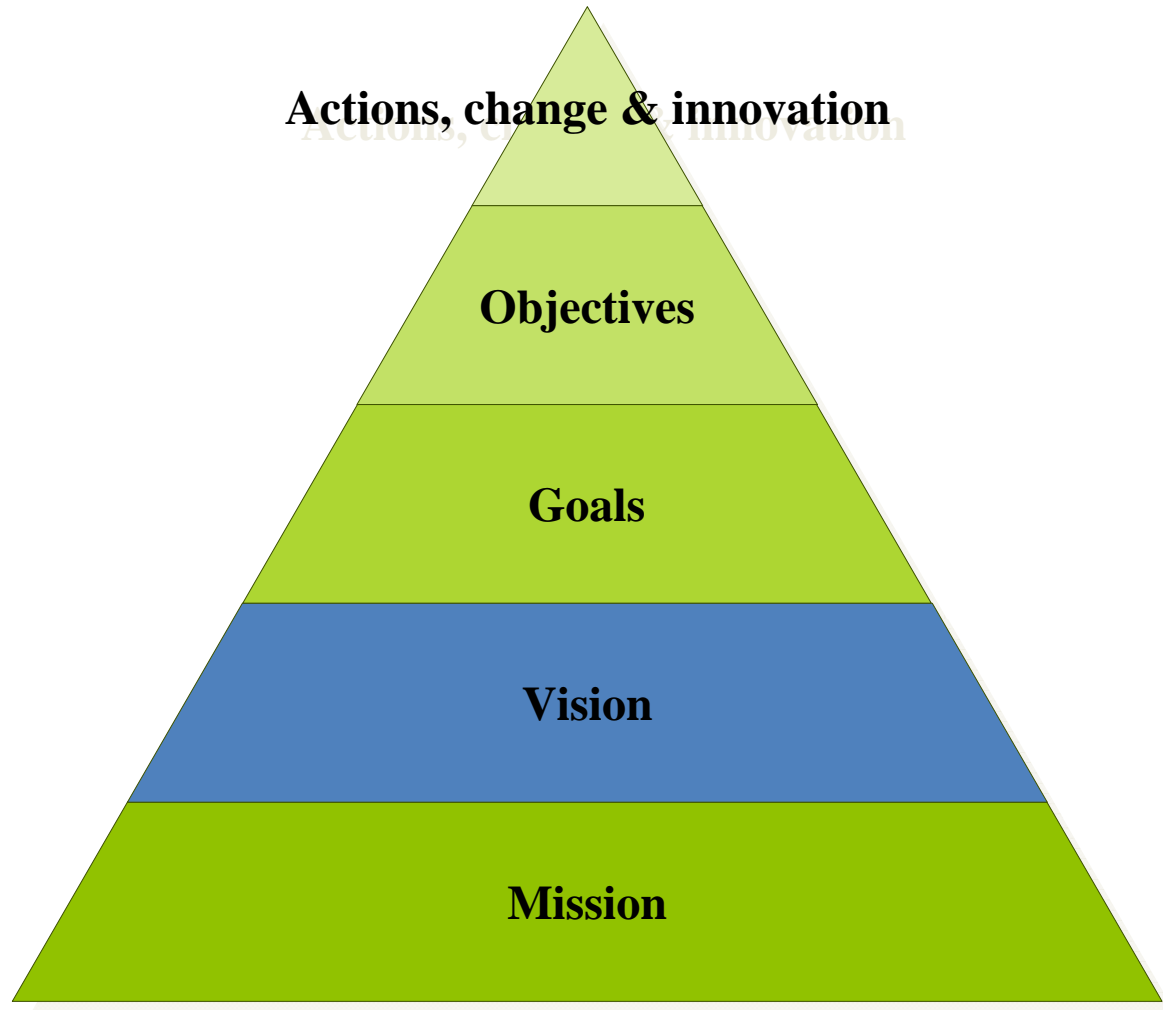
Economics

Society

Strategic planning steps

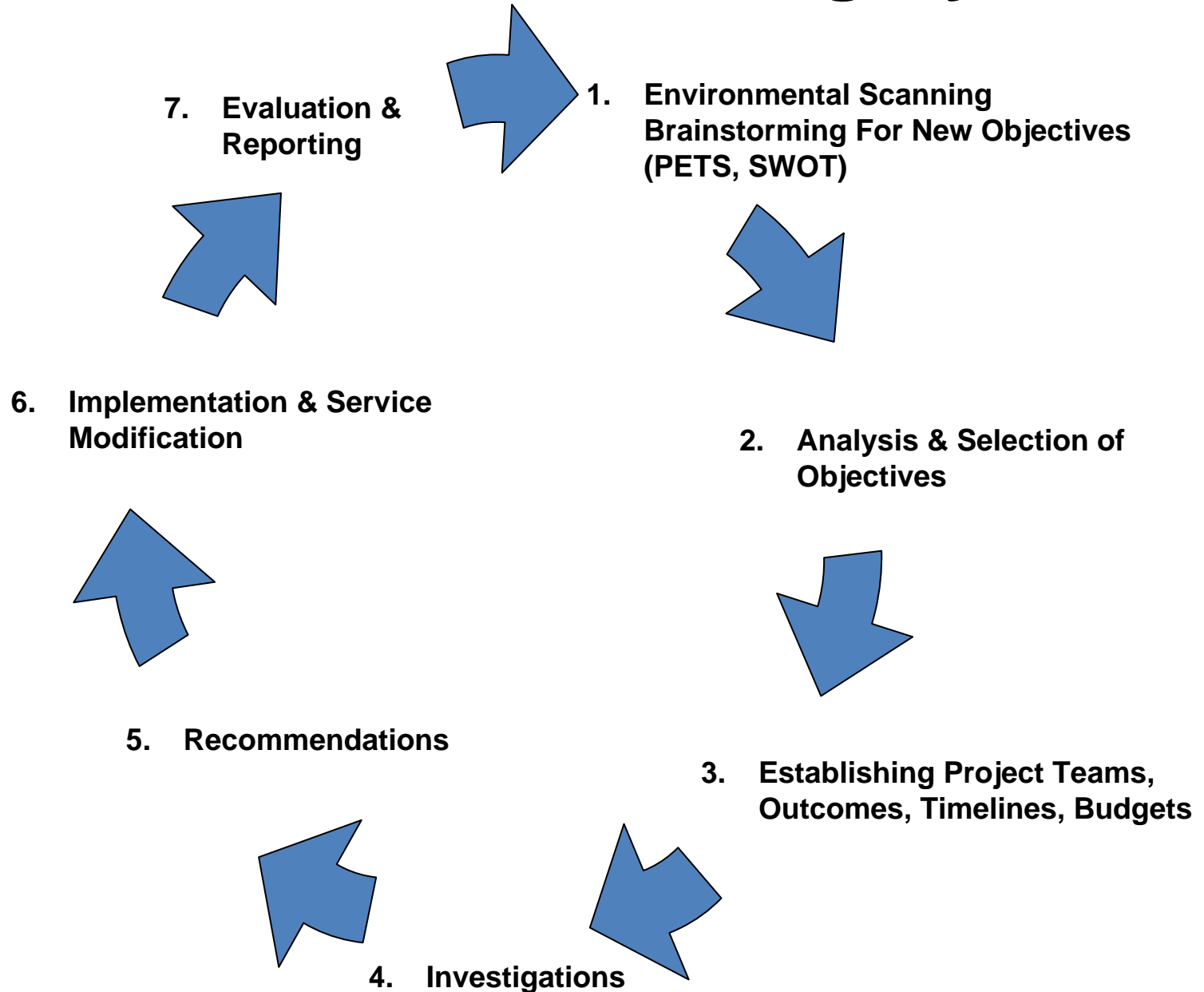
- Establish the ground rules (participation, task force, timeline, etc)
- Develop mission statement
- Conduct an environmental scan (eg, PETS)
- Resource analysis (strengths, weaknesses - SWOT)
- Identify strategic issues (library's future)
- Define future strategies (where library is going)
- Decide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

Strategic planning elements



7 The HKUL experience

HKUL Annual Planning Cycle



Collaboration through user-initiated resource sharing

HKALL
港書網

Hong Kong Academic Library Link
香港高校圖書聯網

Search the Catalogue

Member Libraries



The Chinese University of Hong Kong

[map](#)



City University of Hong Kong

[map](#)



Hong Kong Baptist University

[map](#)



The Hong Kong Institute of Education

[map](#)



The Hong Kong Polytechnic University

[map](#)



The Hong Kong University of Science and Technology

[map1](#) [map2](#)



Lingnan University

[map](#)



The University of Hong Kong

[map1](#) [map2](#)

HKALL(港書網), Hong Kong Academic Library Link(香港高校圖書聯網), 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](#)

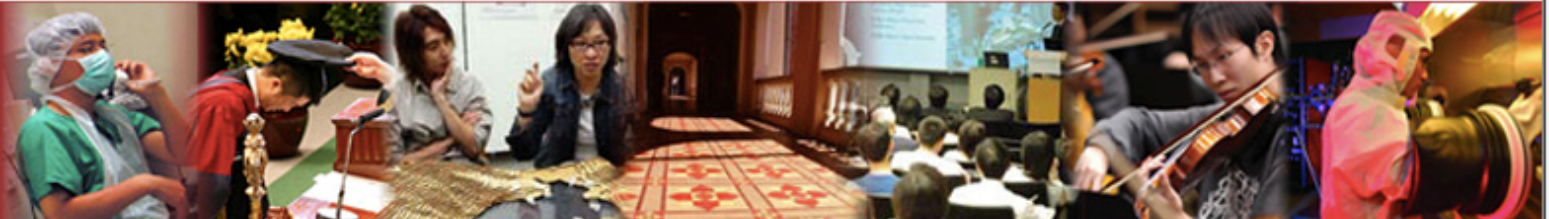
[HKALL at The Hong Kong University of Science and Technology](#)

[HKALL at Lingnan University](#)

[HKALL at The University of Hong Kong](#)

Open access: The HKU Scholars Hub

The HKU Scholars Hub The University of Hong Kong



The HKU Scholars Hub

The Hub

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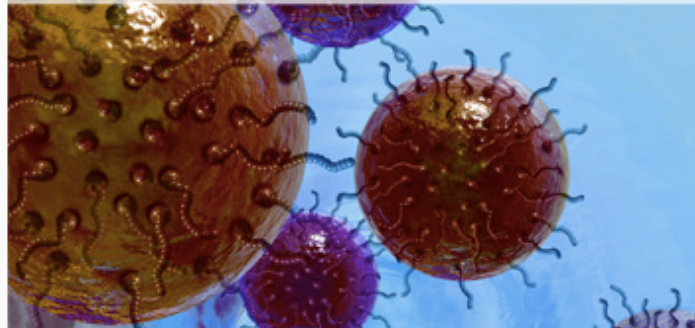
[About the Hub](#)

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[To submit to the Hub?
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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 fulltext 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

Search

For phrase search, please use quotation marks, for example, "Wann, John", or "Behavior Therapy".

Relevant Links

[HKU most cited articles in Scopus](#)

[HKU research on the Web of Science](#)

[HKU research & Scholarship](#)

[Open access news](#)

Featured Scholar




An interview on Open Access publishing with HKU Scholar Dr Brad McPherson, Speech and Hearing, Faculty of Education.

About HKUL through Wiki: Knowledge Bank

special

HKUL > Knowledge Wiki



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Discussion rooms in the Law Library	E-Video	Education Library
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HKUL Digital Initiatives	Help	Historical Laws of Hong Kong Online
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World Health Organization Depository Collection		

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Searched: future librarian (1- 25 of 108)

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The librarian, the scholar, and the future of the research library / Eldred Smith 1990
Smith, Eldred R.

AVAILABLE - Main Circ Counter - X 027.7 S64

Books in our future : a report from the Librarian of Congress to the Congress 1984
Library of Congress.

LIB USE ONLY - Main Ref Pamphlet - RP 028.90973 L69

Mercantile Library, New York City, Aug. 20, 1862 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

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librarian the scholar

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AUTHOR [Smith, Eldred R.](#)
TITLE **The librarian, the scholar, and the future of the research library / Eldred Smith.**
IMPRINT New York : Greenwood Press, 1990.

Permanent URL for this record => <http://library.hku.hk/record=b1285937>

LOCATION	CALL #	STATUS	STACK #
Main Circ Counter	X 027.7 S64	AVAILABLE	30174667

LCCN 89025665
OCLC # ocm20671859
DESCRIPT. 119 p. ; 22 cm.
SERIES [Contributions in librarianship and information science.](#)
BIBLIOG. Includes bibliographical references (p. 106-115) and index.
LC SUBJECT [Research libraries.](#)

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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.

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 **HKU Libraries**

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About HKU Libraries

The University of Hong Kong Libraries seeks to sustain and enhance the University's excellence as an institution of higher learning, as a pre-eminent international university in Asia, and to provide outstanding teaching and world-class research support collections and services so as to produce well-

Welcome to the HKU Libraries Facebook application.

This application was created to provide users with access to the University of Hong Kong Libraries and its resources within Facebook.

Some of the resources include:

- Searching the HKU Libraries and HKALL Catalogues
- Finding Articles
- Viewing news feeds

Facebook is providing links to these applications as a courtesy, and makes no representations regarding the applications or any information related to them. Any questions regarding an application should be directed to the developer.

Discussion Board

Displaying 2 discussion topics

[See All](#)

your comments?

2 posts by 2 people. Updated on November 1, 2008 at 7:12pm

三聚氰胺与三聚氰酸狼狽为奸才能发挥作

Keeping in touch: Blogging

Services Collection Development

Search:

April 2009

M	T	W	T	F	S	S
	1	2	3	4	5	
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

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- Education
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- Internet Resources
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Education Library New Opening Hours

Apr
09
2009

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

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Price of school textbooks increases

Apr
09
2009

Published by [Education Library](#) under [Education](#)
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The cost of textbooks under the new senior academic structure has risen. Compulsory Form Four

e-Video and student competition

eVideo

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HKUL: World Class Collections and Services



From: avdept

Video Description: [\(More Info\)](#)

Script: The University of Hong Kong Libraries has a proud tradition of providing world class coll...

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The Microcosmos of HKUL

Rating: 0
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Dialogue with Warren Mok: My

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！