



THE
CHINESE
UNIVERSITY
OF HONG
KONG
UNIVERSITY
LIBRARY
SYSTEM

PARTNERING FOR SUCCESS



University Library System Strategic Plan | 2013 to 2016

Our Mission

As a leading research library, the University Library System partners in the creation, access, dissemination and preservation of knowledge to inspire and support the Chinese University of Hong Kong in its research, learning and teaching.

Our Vision

Over the next four years we will be recognized for:

- Our continued strength in collecting and providing access to world class resources in support of the University's priorities.
- Our enduring commitment to reflect the University's bilingual and bicultural environment in our collections, services and collaborations.
- Our research support services that underpin 21st century research methods and scholarly communication.
- Engaging with our students, faculty and the wider university community to design and deliver user-centred, sustainable services and spaces.
- Leading digital library developments, and supporting the integration of new technologies into learning and research at CUHK.

Our Strategic themes

The Strategic Plan is structured around five themes, with objectives underlying each theme. Specific, measurable actions will deliver the objectives, realizing the potential of an already well-respected Library.

- Realising the potential of our collections
- Transforming our research services
- Supporting the student journey
- Sustainability
- Working in partnership

Context

This document builds on the Library's previous strategy *The Evergreen Tree*, and the achievements in preparing the Library for the '3+3+4' era including new buildings and services. The strategy has been developed to support and complement the University's Strategic Vision and underpinning strategies. We identified the following challenges and trends that have shaped the strategy:

- Our students and other users are sophisticated and mobile users of technology and expect the Library to offer vibrant and technology rich space and services
- We have reached the 'tipping point' in the transition from print to digital collections
- Digital scholarship and e-science, along with social networking technologies will mean scholarly communication and publishing continues to evolve rapidly, with potential new roles for the Library in supporting research
- Technology developments such as cloud computing, open source systems and shared services will become increasingly realistic options

The strategy has been informed by feedback from colleagues and students. The strategy will guide the Library's annual operational Action Plan. It is anticipated that much can be achieved within the ULS

recurrent annual budget. Major initiatives requiring any additional significant capital will be submitted to the University senior management.

Strategic themes and objectives

1. Realising the potential of our collections	2. Transforming our research support	3. Supporting the student journey	4. Sustainability	5. Working in partnership
1.1 Build our research collections to fit with University priorities	2.1 Create specialist services, reflecting the University's research priorities	3.1 Enhance our students information and digital literacy skills	4.1 Progress towards environmental sustainability wherever possible	5.1 Work with faculty to understand their Library needs throughout the research life cycle
1.2 Promote Special Collections as a source for primary research	2.2 Build capacity in ULS to support e-research	3.2 Continue to develop innovative, technology-rich study spaces	4.2 Deliver and demonstrate value and fiscal responsibility	5.2 Engage with students and faculty to identify how the Library can best support the student journey
1.3 Ensure students have access to their core learning materials	2.3 Lead discussion on changes in scholarly communications	3.3 Deliver seamless services that encourage independence.	4.3 Optimise collection space, storage and preservation	5.3 Deepen collaboration with our internal partners, and with libraries and consortia locally, regionally and beyond.
1.4 Facilitate discovery and easy access to collections and resources	2.4 Grow Library services to postgraduate students	3.4 Cultivate students by offering project work, volunteering, internships and employment	4.4 Secure the organisational structure and staff skills needed to deliver the ULS mission and vision	5.4 Develop a supportive Library working environment

Measuring Our Success

The achievement of our vision for the University Library System will be monitored annually through:

- developments within the University Library System measured against our Annual Action Plan
- our results in recognised surveys, including student satisfaction
- our financial performance
- any external awards and accreditation

Louise Jones, University Librarian, September 2013