Slide 1

上海交通大学
SHANGHAI JIAO TONG UNIVERSITY

1896　1935　1987　2006　2014

大学图书馆发展趋势与服务创新论坛(西交大120周年校庆系列活动)
2016.04.01，陕西西安

梦画
明天的大学图书馆
Dream the Future of University Library

上海交通大学 图书馆
Shanghai Jiao Tong University Library　陈进

2016年04月01日西安交大图书馆

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内容提纲
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梦画明天之

背景概述
Background

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图书馆：生长着的有机体
Library: A Growing Organism

| 藏书楼 Book Storehouse（昨天 far back） | 读书馆 Reading Place（昨天 yesterday） | 知识工厂+创新触媒 Knowledge Factory & Catalyst for Innovation（今天 today） | 智慧图书馆 Smart Library（未来 future） |

知识工厂
创新触媒 今天的图书馆

创新服务理念　转型提升品质
优化配置资源　分类满足需求
走进院系基地　强化信息素养
嵌入研究过程　催化高新成果
发展态势分析　支撑宏观决策
智慧泛在课堂　助推教学变革
知识交流社区　协同挖掘潜能
大学文化传承　激活思想源泉

与时俱进，适应变化 Keeping pace with the times and adapting to the changes

■ 全方位支持教、学、研、管 Supporting teaching, study, research, and administration in all respects

■ 帮助读者从信息的海洋中发现、获取、提炼和评价知识 Helping users find, access, filter and evaluate knowledge from enormous amout of information

时代变迁
The changes of library

- 传统图书馆：印刷资源为中心，固定模式书刊服务 Traditional library: Print resource-centered, fixed service mode
- 数字图书馆：以读者为中心，个性化文献信息服务 Digital library: user-centered, personal document & information service
- 智慧图书馆：脱胎换骨转型，感知、应需互动服务 Smart Library: Profound transition, demand-driven and interactive service

数字时代 Digital Era → 智慧时代 Smart Era

数据库 Database → 数据海 Data Ocean → 大数据 Big Data

昨天的模样
Yesterday

藏书之御所
阅读之心仪
Book Storage & Reading Place

今天的状态
Today

- 普遍的服务 Common Service
  - 文献信息服务 Document & Information Service
  - 参考咨询 Reference service
  - 信息素养教育 Information Literacy Education
  - 阅读推广 Reading Promotion
  - 空间场所服务 Space Service
- 先进图书馆 Advanced Libraries
  - 学科化服务 Subject service
  - 辅助教学 Facilitating teaching
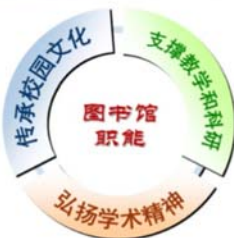 - 支持科研 Supporting Research
  - 探索创新 Exploring Innovation

1 上海交通大学信息素养能力标准
2 信息素养系列课程
3 各学科信息素养能力标准
4 馆员信息素养能力培训体系
5 信息素养教育教学模式体系
6 基于标准的信息素养能力测度平台
7 信息素养教育效果分析与评价体系

发展机遇
Development Opportunities

2010.7. 教育部 Ministry of Education 国家中长期教育改革和发展规划纲要(2010-2020)

2015.5. 国务院 State Council 关于深化高等学校创新创业教育改革的实施意见

2015.9. 国务院 State Council 关于促进大数据发展行动纲要

2012.11. 十八大报告 Report of 18th CPC Congress 明确：教育强国战略；坚持教育优先发展

2015.9. 教育部 Ministry of Education 关于"十三五"期间全面深入推进教育信息化工作的指导意见

2015.10. 国务院 State Council 统筹推进世界一流大学和一流学科建设总体方案

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定位 Vision of Library

学术交流中心 Academic Exchange Center
知识加工中心 Knowledge Processing Center
文化传承中心 Cultural Inheriting Center

传承校园文化
支撑教学和科研
图书馆职能
弘扬学术精神

思想凝练 Ideology
责任 Responsibility
文化传承 Culture Inheritance
人才培养 Talent Cultivation
科学研究 Scientific Research
学术探索 Academic Exploration
教学活动 Teaching
使命 Mission

今天的作为
大学图书馆应当成为大学发展的动力之源
University Library Should be the Engine for University Development

曾经的荣耀 Past Glory
知识的殿堂
The Shrine of Knowledge
大学精神的象征
The Symbol of University Spirit

Slide 10

创新 Innovation

转型 Transformation

SERVICE

■ 敢于且善于突破 Cultivating courage and capability to break through
■ 做读者需要的事 Doing what users need
■ 做前所未有的事 Trying unparalleled works

■ 运用新思想、新观念、新理论、新方法、新技术 Applying new ideas、new thoughts、new theories、new methods and new technologies
■ 营造新体系、新服务 Creating new system and new service
■ 开创新局面、新面貌 Creating new situation and new appearance

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梦画明天之
发展思考
Thinking for Development

SOLUTION

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以读者为中心 User-Centered

■ 读者需求牵引服务 Service driven by user's demands
■ 以用为主建设资源，适度特藏 Collection development based on the usage and appropriate special collection
■ 紧随时代特征，大胆开拓进取 Keeping up with the times and blazing new trails

抓手 Points

■ 新思路 New minds
■ 新方法 New methods
■ 新举措 New measures

读者需求是根本牵引
Driven by user's demands

读者需求 User Demands

优先 Priority

服务能力 Service Ability
服务条件 Service Condition

能力不够则培养能力
Cultivate the ability to meet user's demands

条件不足则创造条件
Create the condition to meet user's demands

三元聚焦工作原则
Priority Working Rule Based on Three Key Factors

需求分析
Demand Analysis

刚性需求 Rigid Demand	柔性需求 Flexible Demand	拓展性需求 Expanding Demand	条件性需求 Conditional Demand
•文献资料 Document literature •阅览场所 Reading area •咨询检索 Retrieving and Consulting •图书借阅 Borrowing •文献传递 Document delivery	•信息素养 Information literacy •查新查引 Sci-tech novelty retrieval •文化传承 Inheriting Culture •空间再造 Space reconstruction	•情报分析 Information analysis •数据管理 Data management •知识服务 Knowledge service •嵌入教学 embedding in classroom •辅助创新 Innovation Supporting •机构知识库 Institutional repository	•馆员队伍 Librarian Team •建章立制 Regulation establishment •机构改革 Institutional reform •生态管理 Eco-Management
必不可少 Essential	锦上添花 Not essential	主动担纲 Initiative	基本保障 Basis

思路凝聚
Main Ideas

长期存在的客观需求 Objective demand

条件激发的潜在需求 Potential demand

Users' Demand 读者需求

⊛ 把握时机，瞄准需求，抓住不断发展的机遇 Seizing the opportunity and targeting the demand

⊛ 精良队伍，完善机制，奠定向前推进的基础 Developing a talent team and perfecting the mechanism to lay the foundation for moving forward

---

应对举措
Solutions

⊕ 深化改革，加强科学管理、实现生态持续发展 Deepen reform and strengthen scientific management to make a eco- sustainable development

⊕ 立足自身，提升馆员队伍素质，增强综合业务能力 Improve the professional quality of the librarians and strengthen the comprehensive ability

⊕ 结合实际，在嵌入教学、支持科研、传承文化、辅助创新等方面有所作为 Make a difference in areas such as embedding in classroom, supporting research, Inheriting Culture and facilitating innovation

⊕ 紧跟时代，循序渐进地在情报分析领域大展身手 Step by step to show its mettle in the field of information analysis

⊕ 重点开拓，在机构知识库、学科化服务方面不断深化 Pioneering in areas such as institutional repository and subject service

---

机构改革或重组
Institutional Reform or Reorganization

⊛ 突破传统的按图书馆业务流程（功能）设置机构的思路 Breaking the traditional way which is organized based on library working processes (functions)

⊛ 站在读者的角度重新定义图书馆的组织模式，改革或重组管理与服务机构 Redefine the library organizational model from users' point of view, and reform or reorganize the management and services

⊛ 确保各项服务工作，尤其是全新业务能有效、顺利推进，进而引领未来发展 To ensure that the service, especially new business can be promoted effectively and smoothly, and then lead the future development

2008年上海交通大学 SJTU, 2008

资源建设中心	研究支持中心	
古籍图书馆	综合管理与协作中心	信息化与数据中心
学习支持中心	特色资源中心	

2015年北京大学 PKU, 2015

Slide 1

梦画明天之

趋势预判
Tendency Anticipating

超越梦想 一起飞

DO can YOU what NEVER put OFF till tomorrow today

Slide 2

发展方向
Development Directions

- 以创新为核心 Innovation is the core
- 以转型为目标 Transition is the target
- 围绕 Key Aspects
  1. 绩效资源 Lifting Efficiency of Collections
  2. 嵌入教学 Embedding in Classroom
  3. 支持科研 Supporting for Research
  4. 传承文化 Inheriting Culture
  5. 再造空间 Reframing Space
  6. 辅助创新 Facilitating Innovation
  7. 生态管理 Promoting Eco-Management
- 探索未来发展 To explore the future

生态管理 Promoting Eco-Management
辅助创新 Facilitating Innovation
绩效资源 Lifting Efficiency of Collections
发展方向 Development Directions
嵌入教学 Embedding in Classroom
再造空间 Reframing Space
传承文化 Inheriting Culture
支持科研 Supporting Research

泛学科化服务体系 Ubiquitous Subject Service System

Slide 3

绩效资源
Lifting Efficiency of Collections

- 互联网和数字化时代，信息资源的爆炸式增长 The information explosion under the Internet and digital age
- 优质、多元、高效的资源是构建智慧图书馆的基本要素之一 High quality, diversified and efficient resource is one of the basic elements of smart library
- 读者对文献信息资源始终保持刚性需求 users demand of literature information resources remains rigid
- 在满足读者、学科需求的大前提下，借助数学模型，分析核算资源建设的效益和投入产出比 To satisfy the needs of the users and the subjects, integrated model was built to upgrade efficiency of expenditure (increase Input-Output Ratio).
  - 用户需求导向 Oriented by users' needs
  - 数据分析筑基 Based on data analysis
  - 学科馆员协同 Coordinated by subject specialists

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绩效资源
Lifting Efficiency of Collections

- 建立合理的馆藏优化机制 Establishing reasonable collection optimization mechanism
- 采用技术手段提高编目效率 Using high-tech to improve the efficiency of the catalog
  - 实例：自动分类专家系统 Case: Automatic Mapping Classification System
- 运用数学模型和分析工具，评估/评价各类资源 Using mathematical model and analysis tools to evaluate resource
  - 采购前评估重要性、适用性、性价比 Evaluating importance, applicability and cost performance before purchasing
  - 使用后评价效果、价值、满意度 Evaluating effect value and satisfaction after using
- 探讨读者、院系在资源建设中如何更好发挥作用 Make users and faculties play a better role in the collection development
- 充分发挥学科馆员在资源建设中的作用 Give full play to the role of subject librarian in collection development

院系师生（用户）　资源建设领导小组　学科馆员　采访馆员

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- 高校教学模式正在经历深刻变革 Higher education is under profound transformation
  - 问题导向的启发式授课方法取代长期固守的填鸭式知识灌输 Cramming is replaced with question-oriented pedagogy
  - 混合式教学模式不断发展 Mixed Teaching & Learning continues to grow
    - MOOCs，微课程广受欢迎 MOOCs and Micro-Lecture become popular
    - 翻转课堂实现课上课下联动 Flipped classroom promotes online-offline interaction
    - 群组学习和个性化学习相互配合 Group study combined with individual study
- 主动参与教学活动，成为教学过程的有机组成部分 Actively becomes an organic part of teaching process
  - 优质丰富的信息资源和检索工具 Rich and useful resources and searching tools
  - 专业精准的信息咨询服务 Professional and precise reference service
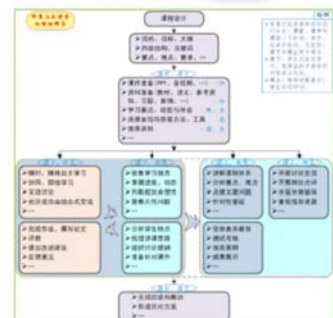 - 方便适用的研讨交流空间服务 Convenient communication space

图书馆 Library
教学过程 Teaching process

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- 电子教参系统 Course E-Reserves
  - 主动推送 Active forwarding
  - 阅读学习无处不在 Ubiquitous reading & learning
- 信息素养教育 Information literacy education
  - 嵌入专业课程 Embedding in regular courses
  - 形式多样，按需学习 Various forms driven by needs
- 推动智慧泛在课堂 Promote Ubiquitous Smart Classroom
  - 教师作为教学主体，组织课件与资源，推动课下学习、课上讨论 Teachers arrange learning materials and promote flipped classroom
  - 图书馆员通过平台随时提供学习资源、信息素养支持、搜索工具 Librarians provide resources, information literacy training and search tools through platforms
  - 学生在泛在的学习环境中，实现翻转、协同、群组学习和互动分享 Under the ubiquitous circumstance of learning, students receive flipped, collaborative, group study practice and share knowledge & experience interactively

6评估调整　5咨询服务　1调研分析　嵌入课程　4信息素养培训　2沟通联络　3策划宣传

Slide 23

- 图书馆在支持科研和学科建设方面大有可为 The library should make a big contribution to scientific research and discipline construction

准确、高效、全面获取专业信息及趋势
Gain academic information and trends in an accurate, efficient and comprehensive way

科研人员需求 Demands of researchers

- 课题咨询 Academic consulting
- 定题检索 Selective Dissemination of Information
- 竞争情报 Competitive intelligence
- 绩效与态势分析 Performance and trend analysis
- ......

图书馆员强项 Strength of Librarians

专注学术研究 Focusing on academic research

发挥图情优势 Give play to professional skills

- 有效支持科研，赢得巨大的发展空间和利益 Earn huge development space and benefits through effectively supporting scientific research
- 进而累积口碑和信任，提升形象和地位 Accumulate trust, enhance images and status

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- 科学情报分析服务 Scientific information analysis
  - 学术影响力 Academic impact
  - 人才评估/评价 Talent evaluation
  - 学科态势 Subject status
  - 绩效评估 Performance evaluation
  - 定题服务 SDI
  - 专利分析 Patent analysis
  - 学科发展评估 Subject development analysis
  - ......
- 数据管理服务 Data management
  - 辅助数据保存、管理、挖掘和分析 Facilitate data storage, management, mining and analysis
  - 构建科研数据管理平台 Build scientific data management platform
- 机构知识库 Institutional Repository
  - 辅助信息基础设施建设 Facilitate information infrastructure
  - 保存、展示、传播知识资产 Save, display and spread knowledge assets
  - 辅助成果管理和学术评价 Support product management and academic evaluation

传承文化
Inheriting Culture

- 传承校园文化，弘扬大学精神 Spreading campus culture and promoting university spirit（历史赋予图书馆的光荣使命 Glorious duty of library）
  - 建设景观性文化环境 Build scenic cultural environment
  - 开展阅读推广活动 Carry out reading promotion activities
  - 凝练文化育人品牌 Develop cultural cultivation brands
- 建设景观性文化环境 Build scenic cultural environment
  - 上海交大图书馆案例 A case of SJTU Library

百年辉煌 Glory of a Century

图书馆变迁之沧海一粟 A corner of Old Library

同根五交大 Five Jiao Tong University

孔子学堂 Confucius's Classroom

荷田 Lotus

传承文化
Inheriting Culture

- 开展阅读推广活动 Carry out reading promotion activities
  - 四川大学微拍电子书 SCU: Ebook on Micro-video
  - 上海交大鲜悦(Living Library) SJTU: Living Library
  - 武汉大学经典名著闯关(在线游戏) WHU: Online game on classic books
- 凝练文化育人品牌 Develop cultural cultivation brands
  - 清华大学爱上图书馆 THU: Falling in love with library
  - 厦门大学圈·时光 XMU: Tuan time
  - 上海交大李政道图书馆 SJTU: T.D. Lee Library

再造空间
Reframing Space

- 空间是图书馆的重要资源，应当 Space is an important resource and should
  - 适应现代学习、研讨的需求 satisfy the demands of modern study and academic discussion
  - 提升图书馆的形象和影响力 help improve the status and impact of library
  - 赢得读者、做好服务的保障 attract users and become the basis of good service
- 图书馆空间 Library space
  - 实体空间 Physical space
  - 虚拟空间 Virtual space
  - 虚实结合的第三空间：IC、LC、KC等 Combined space, such as IC, LC, KC, etc.
- 空间的功能拓展 Expansion of space function
  - 基于感知和3D导航的空间引导 Spatial guide based on perception and 3D navigation
  - 交流、休闲、互动、体验空间 Spaces of communication, interaction, experience and relax
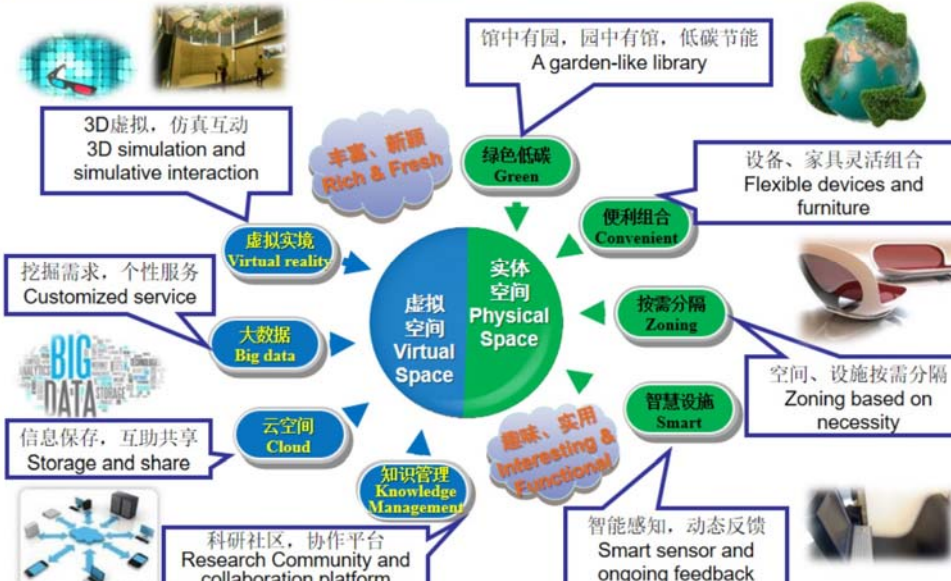 - 小组学习、研讨室 Group study room

北卡罗莱纳州立大学图书馆

浙江大学图书馆

再造空间
Reframing Space

馆中有园，园中有馆，低碳节能 A garden-like library

3D虚拟，仿真互动 3D simulation and simulative interaction

丰富、新颖 Rich & Fresh

绿色低碳 Green

设备、家具灵活组合 Flexible devices and furniture

虚拟实境 Virtual reality

挖掘需求，个性服务 Customized service

便利组合 Convenient

实体空间 Physical Space

大数据 Big data

虚拟空间 Virtual Space

按需分隔 Zoning

空间、设施按需分隔 Zoning based on necessity

信息保存，互助共享 Storage and share

云空间 Cloud

智慧设施 Smart

趣味、实用 Interesting & Functional

知识管理 Knowledge Management

科研社区，协作平台 Research Community and collaboration platform

智能感知，动态反馈 Smart sensor and ongoing feedback

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- 大环境：**大众创业、万众创新** Context: The government encourages people to start their own businesses and to make innovations
- 充分发挥图书馆职能的必然选择 The inevitable choice of library
- 属于挑战性的**新课题、新职能** New function full of challenge
- 思路1：**新技术体验** Idea 1: Experiencing New Technology
  - **感知**：临境体验，感受成果 **Perception**: Experiencing products
  - **认知**：触摸技术，领悟原理 **Cognition**: Understanding how it works
  - **探知**：潜心研究，探索新知 **Discovery**: Exploring new knowledge
    - ——寓创新于娱乐、于放松 Creation in a recreational and relax way

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- 思路2：营建创客空间（条件许可、切合实际）Idea 2: Build makerspace (feasible)
- 思路3：积极、主动支持各类创新竞赛活动 Idea 3: Actively support innovation competitions.
- ......

交大·京东创客空间
SJTU·JD Maker Space

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- 科学有序高效合理的管理是大学图书馆 Scientific, efficient and reasonable management is
  - 保持稳定长期可持续生态化发展的**基础** The **foundation** of stable and sustainable eco-development
  - 确保各项工作协调健康推进的**关键** The **key** to promoting other tasks
- 机构改革或重组势在必行 Institutional reform is urgent
- 馆员队伍：按金字塔结构和业务功能组建，强化职业素质、业务能力、敬业精神 Librarian: Form a pyramid-structure and business-driven team, strengthen professional skills and ethics，成为 Become

管理顺，万事兴
Good management boosts everything

领军型 **Leader**
专家级 **Expert**
特色专业 **Specialized**
技能型 **Skill-oriented**
辅助类 **Supportive**

馆员队伍结构"金字塔"
The Pyramid of librarian structure

实验师 Experimentalist
工程师 Engineer
推广师 Promoter
馆员 Librarian
孵化师 Catalyst
设计师 Designer
策划师 Planner

- 教学发展与改革的**实验师** Experimentalist of the education development and reform
- 科学研究中的知识**工程师** Experimentalist of the education development and reform
- 学术资源建设的**设计师** Designer of academic collection development
- 文化服务的**推广师** Promoter of cultural services
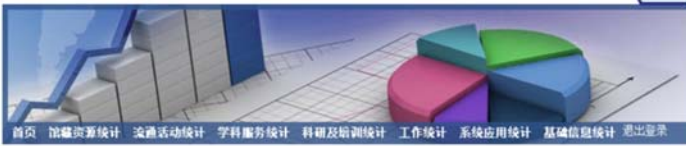- 创新探索的**孵化师** Catalyst for innovative explore
- 各种活动的**策划师** Planner of various activities

Slide 32

- **建章立制**，科学规范 Establish regulation and standard
  - 梳理、建立、完善规章制度和业务流程 Build and refine regulation and working process
  - 强化各部门间的交叉协同 Enhance collaboration among different divisions
  - 竖立正能量文化 Cultivate positive organizational culture
- **建立业务数据统计平台** Set up Statistics Platform
  - 实时掌握业务动态 control working process in real time
  - 辅助业务联动 Assist the linkage among divisions
  - 统一口径对外宣传 Release data through unified channel
  - 精准管理服务品质 Improve the quality of management

读者入馆人数统计 Number statistics of users in library
借阅与参观服务统计 Borrowing and services statistics
参考咨询服务统计 Reference service statistics
图书经费统计 Resource expenditure statistics
信息素养教育统计 Information literacy education statistics
电子资源利用统计 The usage of electronic resources statistics
空间资源利用统计 The usage of space statistics

上海交通大学图书馆统计平台
SJTU Library Statistics Platform

首页 馆藏资源统计 流通活动统计 学科服务统计 科研及培训统计 工作统计 系统应用统计 基础信息统计 退出登录

Slide 1 (top-left):

梦画明天之

结束语

Conclusion

Slide 2 (top-right):

结束语
Conclusion

- 明天的大学图书馆必须跟上时代步伐 The future university libraries must keep pace with the times
  - 以创新的姿态，深化改革，实现华丽转型 Realize transition through innovation and reform
  - 用博大的胸襟，承载历史使命 Embrace and undertake the historical mission
- 明天的大学图书馆必定精彩无限 Library in the future will be prosperous

It is not the strongest of the species that survives, nor the most intelligent.
It is the one that is the most adaptable to change.

—— Charles Robert Darwin

Slide 3 (bottom-left):

带着梦想起航
Sailing with the dream

梦 Dream Come True

筑梦 Building Dream

追梦 Chasing Dream

让图书馆成长 梦想的风帆！

让我们充实行囊，怀着远大理想，扬帆远航。
……去实现智慧图书馆的梦想！

Slide 4 (bottom-right):

谢谢！
Thanks!

不妥之处，请批评指正