



# An Upside-Down Transformation of Library Space at Lingnan University

## 岭南大学图书馆空间改造的急转弯

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Lingnan University 岭南大学

25 June  
2024

# Outline 报告大纲



Lingnan University's Brief Introduction 岭南大学简介



Drivers for Space Transformation 空间大改造的驱动力



New Service Model Drives Space Transformation  
新服务模式驱动的空间改造



Challenges and Lessons Learnt 挑战和反思





# Lingnan History 岭大历史



书院在康乐村购下三十多英亩土地作校舍校名改为：

**Canton Christian College 岭南学堂**

岭南学校正式开展大学课程，获哈佛、耶鲁、哥伦比亚、斯坦福等十五所著名大学认可



1888

格致书院于广州创立

1903

1912

1911年辛亥革命后，中文名称改为**岭南学校**

1918

1927

正式易名**岭南大学**，英文名称改为**Lingnan University**，钟荣光博士出任校长，李应林博士为副校长



◀ 岭南大学首任校长钟荣光博士



# Lingnan History 岭大历史



李应林博士接任  
岭南大学校长

陈序经教授接任校长，  
陈寅恪、王力、姜立夫、  
梁方仲等著名学者加入  
岭南大学



岭南书院在香港  
司徒拔道复校

1937

1938

1948

1952

1967

1999



抗战期间广州沦陷，  
迁移往香港，借用  
香港大学的校舍继续  
授课；农学院则租用  
屯门蓝地的农场

岭南大学并入广州的  
其它几所高校。学校  
在华南地区高等教育  
体系中享有盛誉，  
独树一帜



正名为**岭南大学**，  
并成为香港大学教育  
资助委员会资助的大  
学之一。

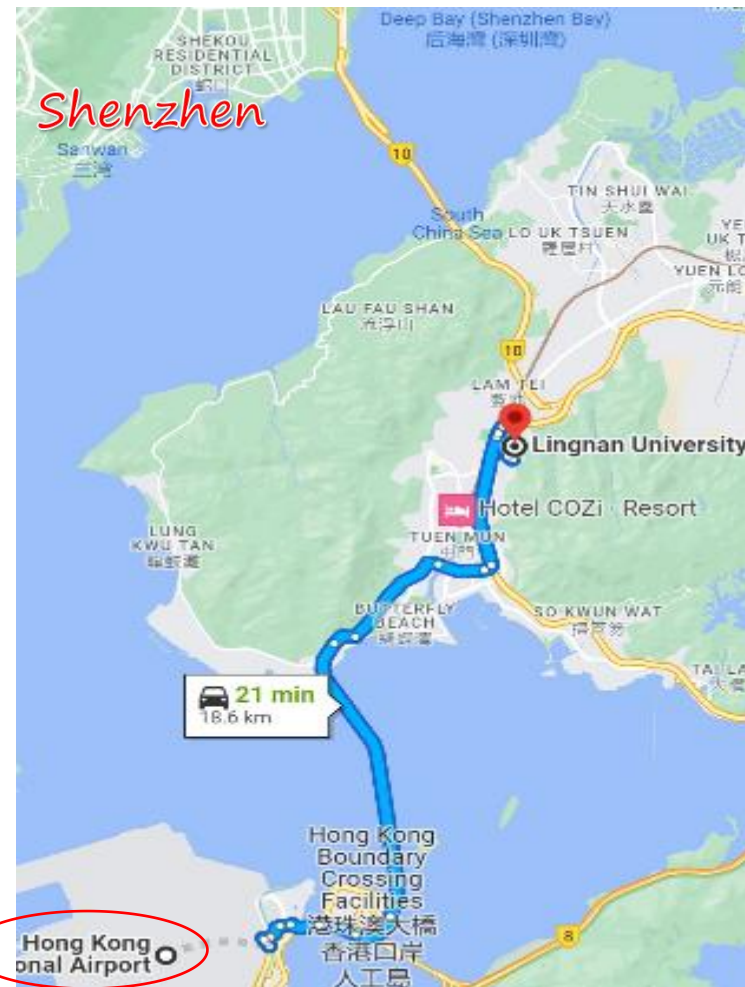






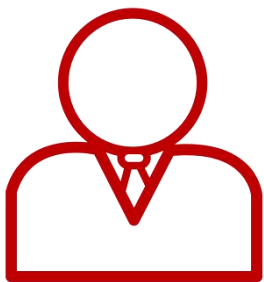
# Lingnan Campus 岭大校园

- 1995年起迁至屯门校园
- 八所香港大学教育资助委员会 (UGC) 资助大学之一





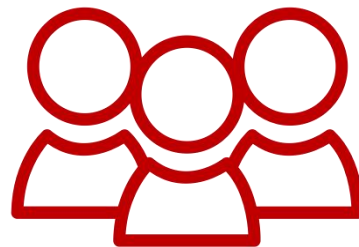
# Lingnan Structure 岭大架构



## 教职员人数

学术人员：377

非学术人员：770



## 学生人数

本科生：3,514

修课式研究生：2464

哲学硕士及博士：130



## 伙伴学校

院校：271

涵盖国家：53

外来交换生人数：229

出访交换生人数：365





# Lingnan Structure 岭大架构

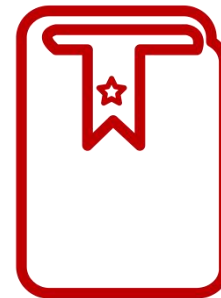


## 学术课程

本科课程：18

修课式研究生课程：41

哲学硕士/博士课程：14



## 学术架构

学院：6

文学院、商学院、社会科学学院、  
研究生院、跨学科学院、数据科学学院

*Drivers for  
Space Transformation –  
Upside Down*  
空间大改造 急转弯的驱动力

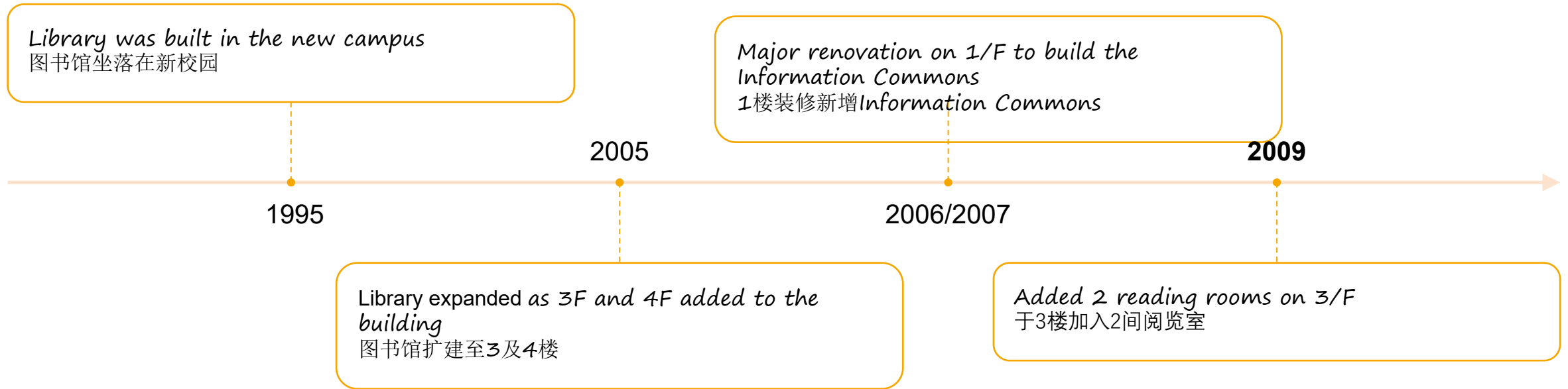
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# The Old Space of Lingnan University Library

## (1)

### 岭南大学图书馆旧貌 (1)



# The Old Space of Lingnan University Library (2)

## 嶺南大學圖書館舊貌 (2)





# The Old Space of Lingnan University Library (3)

## 嶺南大學圖書館舊貌 (3)



# Problems of Library Space

## 图书馆空间的问题

- No other major renovation since 2006 / 07

自 2006 / 07  
没有大型装修

### No inviting and inspiring space

空间未能讨好及吸引读者

- Some carpets, pillars and tables have been used for over 25 years  
25年间的地毯书桌仍在使用中
- The Library looks old and shabby to meet the learning needs in the digital age  
破旧的图书馆难以满足数字时代的学习需求

### Facilities not meeting users' demand

设施无法满足使用者需求

- No 24-hour access 缺乏24小时空间
- Insufficient study space 学习空间不足
- Lacking variety of space for different needs 缺乏不同需求的多元空间
- No space for the growing postgraduate population 没有空间应对不断增长的研究生人口
- No space for new initiatives such as exhibition, café, maker space 没有空间容纳展览、咖啡馆、创客空间等

### No internal lift for barrier-free access

缺乏无障碍通行电梯

- Not meeting SEN students' needs  
未能符合特别需求读者的需要
- Affect library operations  
影响图书馆运作

### Outdated IT Systems

IT系统未能与时俱进

- Too much hardware to manage 焦点错放在硬体管理
- No online services 缺乏线上服务
- Aging IT infrastructure IT 基础架构老化
- Operations not automated 操作未自动化



# Inside Out? (Starting from SPACE)

## 由空间着手的急转弯



Source: [https://zh.wikipedia.org/zh-tw/%E8%85%A6%E7%AD%8B%E6%80%A5%E8%BD%89%E5%BD%8E\\_\(%E9%9B%BB%E5%BD%B1\)](https://zh.wikipedia.org/zh-tw/%E8%85%A6%E7%AD%8B%E6%80%A5%E8%BD%89%E5%BD%8E_(%E9%9B%BB%E5%BD%B1))

- Library as Place – Rethinking Roles, Rethinking Space. Need to stop and rethink our role in digital age  
图书馆的急转弯- 重思图书馆角色
- Without well-designed and well-planned space to optimize the potential of the library, it is impossible for the Library to be relevant as the place for teaching, learning and research in the digital age – Upside Down, Inside out the Space first 先规划空间 否则难以在数字化年代向前推进

# New Service Model Drives Space Transformation

## 新服务模式驱动的空间改造

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Highly User-oriented 高度以用户为导向



Streamline manpower resources 精简人力资源



Self-service 自助服务



Diversity, Equity and Inclusion 多元、公平和包容性



Technology-enabled 科技赋能



More synergy with ITSC to optimize operational efficiency 与 ITSC 加强协同、优化营运效率

# Vision of Library Renovation

## 图书馆翻新工程的愿景



*Establish the Library as the Learning Hub and Intellectual Heart of the University*  
将图书馆打造成大学的学习中心和知识中心



*Provide dynamic learning experience to students*  
为学生提供互动的学习体验



*Bring a vibrant and technology-enhanced environment to all users*  
为使用者带来充满活力且科技化的环境



*Drive changes to service models to enhance user experience*  
推动服务模式变革，提升用户体验



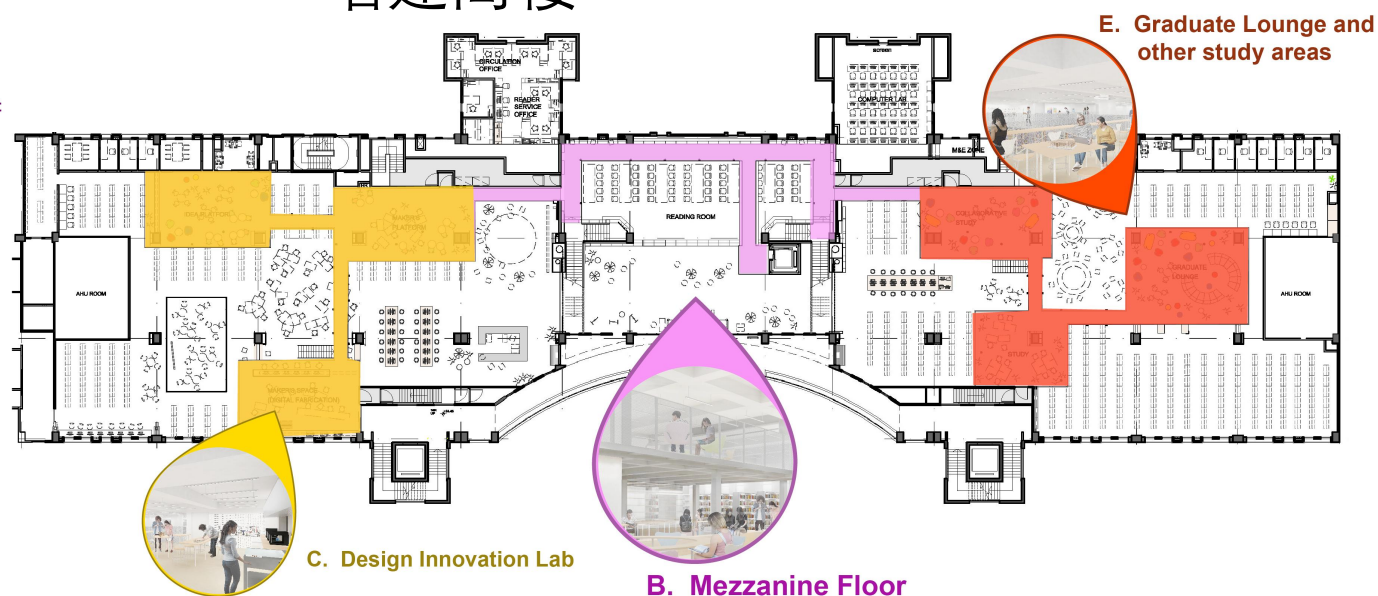
# Major Changes of 1/F and M/F (Phase 1)

## 图书馆第一期翻新工程的主要改善项目



New Library 1/F  
翻新后图书馆一楼

Addition of the New M/F  
增建阁楼





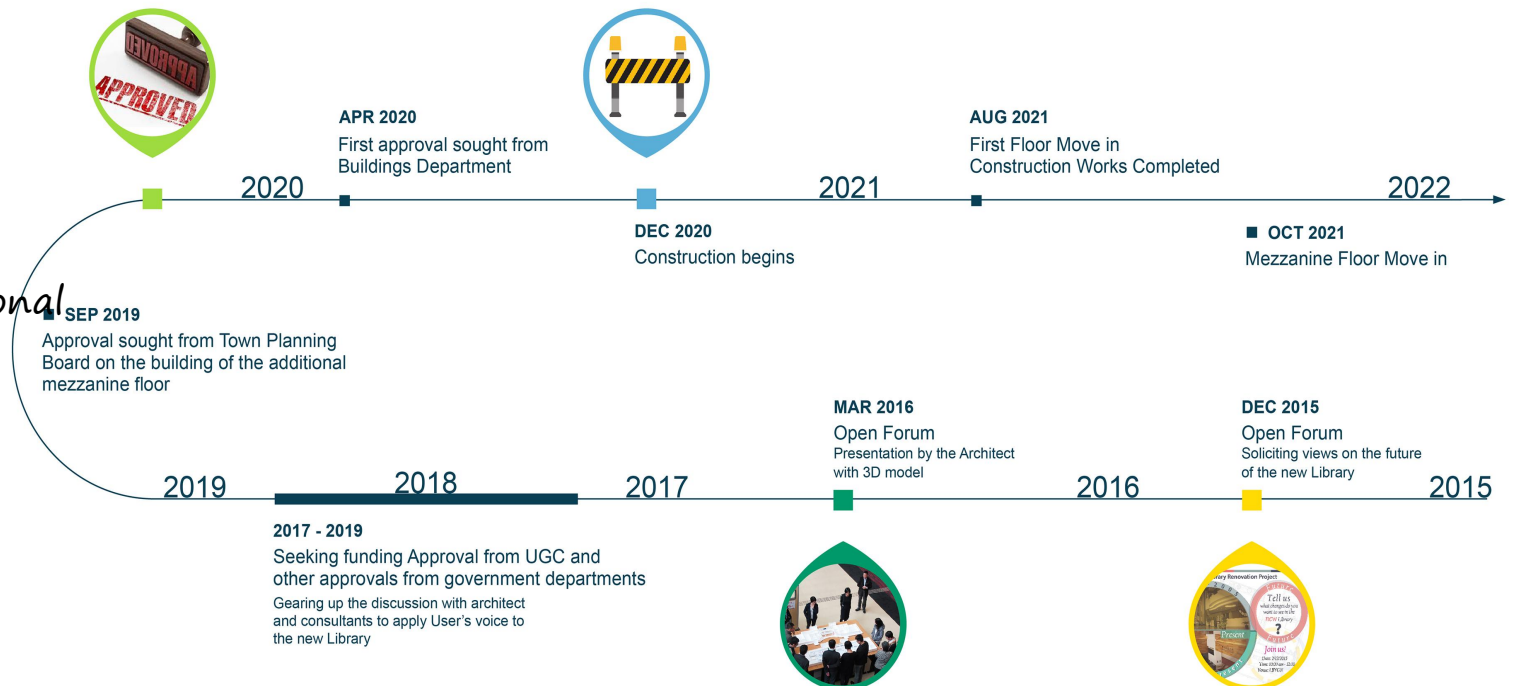
# Original Schedule of 1/F and M/F Renovation 一楼及阁楼翻新工程原时间表

- Spanning across 20 months from Dec 2020 to Jul 2022  
从2020年12月到2022年7月，横跨20个月

Experienced serious delays

- Serious delays 不同程度的延误

- Design flaws of the Architect  
建筑师的设计缺陷
- Site limitations  
场地限制
- Government approvals and additional construction required  
政府审批及额外的施工要求
- COVID pandemic  
新冠疫情

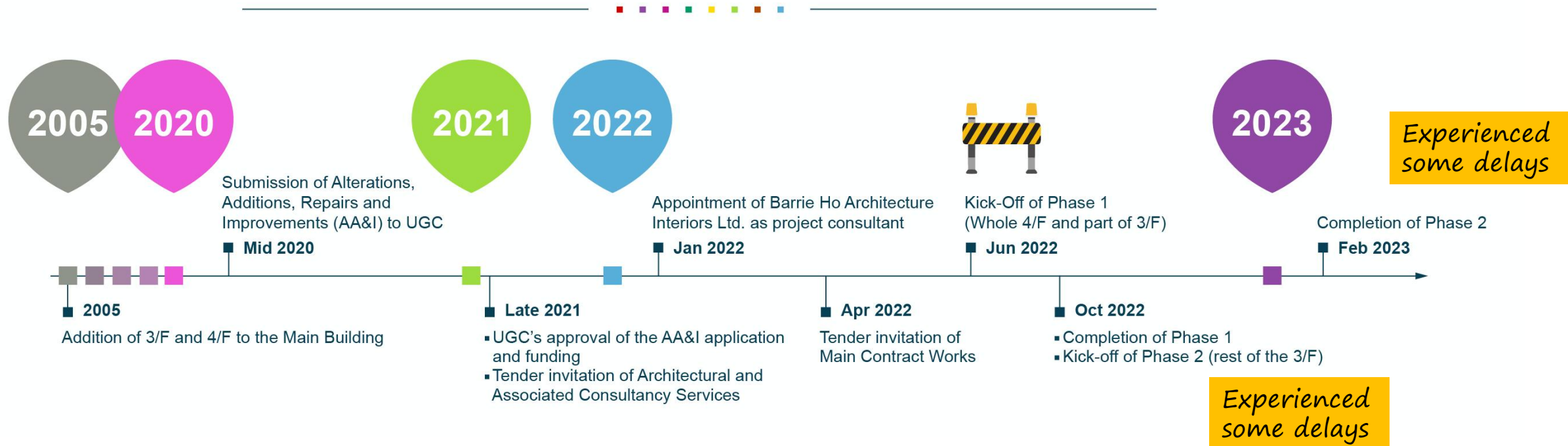




# Schedule of 3/F and 4/F Renovation (Phase 2)

## 三楼及四楼翻新工程时间表

### Lingnan University Library Renovation and Spatial Reorganisation 2022 Project Timeline



# *User-Focused Space Transformation –* 以用户为导向的空间转型

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# Adoption of Single Counter Approach 整合为统一服务柜台

## Changing User Behaviours:

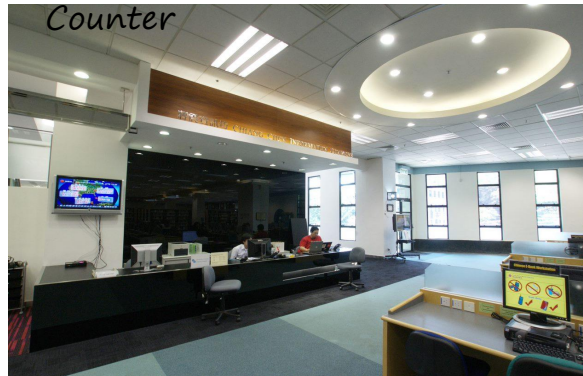
- Declining reference questions 参考服务需求减少
- Drastic drop of Multimedia service 多媒体服务的急剧下降
- More receptions of Self-service during and after COVID and the renovation 自助服务的接受性提高

## Changes happened during renovation:

- Library has to cope with all these changes by adopting a single counter 图书馆通过采用单一柜台应对所有这些变化
- From 3 counters merged into 2 and then 1 single service counter in the new space 从3个柜台合并为2个，然后在新空间中变为1个统一服务柜
- Reduced staff required in each shift from 5 to 2 每个班次所需的员工从5人减少到2人
- Release staff for other more demanding services 释放珍贵的人力资源员工以提供其他更多需求的新服务



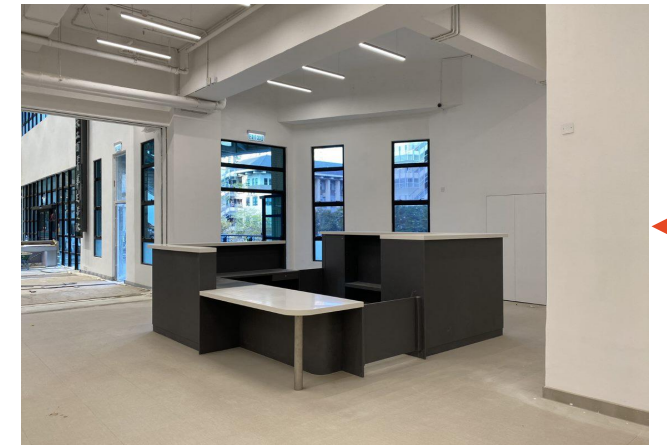
2/F Multimedia Counter  
demolished in 2019 summer and  
merged into 1/F Circulation  
Counter



Closing of 1/F Reference Counter since



1/F Circulation Counter



New integrated Service Counter



# More Space Available for transformation

## 新增空间创造多种变革的可能性

- Increase in space provides dramatic expansion in study places most welcomed by users  
源自空间改造新增的座位

	2018 (Before Renovation)	2023 (After all Renovations)	%
Floor Area in sq. m.	5,486	6,283	+15%
Study Places	621	1,031	+66%





# More Varieties of Formal and Informal Space

更多种类的正式  
和非正式空间





# More Varieties of Furniture and Equipment for the New Space

## 多变灵活的家俬器材

- *Light weight, safe, easy to clean, stackable, and movable*  
轻巧、安全、易于清洁、可堆叠、可移动
- *Avoid built-in furniture unless it is required as a structure*  
避免使用嵌入式家俬
- *More varieties of study tables and chairs for different styles of learning*  
为不同学习风格提供更多种类的学习桌椅
- *New types of computers – iMacs, desktop PC, monitors for connecting to notebooks (Bring your own device)*  
新型计算机 – iMacs、台式电脑、鼓励读者自带设备连接图书馆显示器





## New Design Features of 3/F as the Quiet Zone 将3楼打造为宁静空间

- Nucleus 圆形区域
- Booth seating 隔间座位
- Study booth 自研小间
- Free seating pocket space 自由座位区







## A New Café for Various Informal Activities 举办各种非正式 活动的新咖啡馆

- Not yet operational because of COVID 新冠关系未能正式运作
- Refreshh! Coffee activities organized 一啡一息活动
- Christmas celebration ... and more in future 圣诞及校友日活动陆续使用



# A Nicely Built Book-Wall for Promoting Staff Publications and Library Collections

精心打造的書牆，  
用於宣傳教職員出版物和圖書館藏書





# *Self-Service Space and Facilities*

## 自助服务空间和设施

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# *A Fully Self-Service Overnight Area Tailored-made for Study and Learning (1)*

## 新增自助式通宵区域专为学习量身定制 (1)

- Before renovation, Library opened until midnight 12 a.m. (staffed by student helpers) for fulfilling user needs
- 翻新前图书馆只能开放至凌晨零时, 亦要倚赖学生助理营运图书馆
- After renovation, brand new overnight area is available for staff and students

田图书馆翻新后可供读者通宵使用, 亦无须安排人手通宵工作

# A Fully Self-Service Overnight Area Tailored-made for Study and Learning (2)

## 新增自助式通宵区域专为学习量身定制 (2)

### Late Reading Room

- Surrounded by High Use Books
- Self check-out machine and a book sterilizer for checking out
- Self Pickup locker for self pickup of reserved items



### Computer Room 1

*Also act as a training venue equipped with photocopiers and printers, and toilets*



### Computer Room 2

*Equipped with high-performance PCs / Macs and in-house use database workstations*





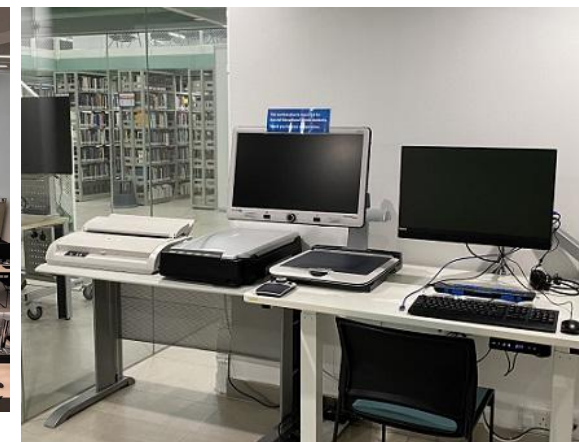
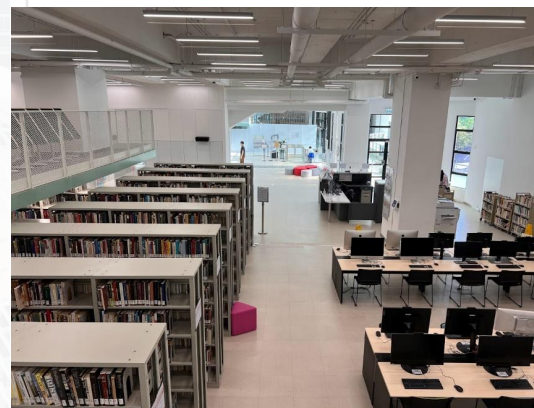
# *Diversity, Equity and Inclusion Design*

多元、公平和包容性的设计

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- Internal lift built to connect all floors of Library to provide barrier-free access (finally after 25 years)  
图书馆内部安装了电梯，连接所有楼层，提供无障碍通道（终于在25年后实现）
- All corridors, and bookshelves comply with the accessibility regulations and needs  
所有走廊和书架都符合无障碍通行的规定和需求
- SEN equipment available to support those in needs  
提供SEN设备，支持有需要的人士





# Support New Initiatives of Entrepreneurship and Experiential Learning of Students

## 支持学生创业和体验式学习

New MakerSpace (LU Barn) and a forthcoming Maker Room were created  
新创客空间及房间投入服务

- 3D Printers
- 3D Scanners
- Laser Cutter/Engraver
- And more...





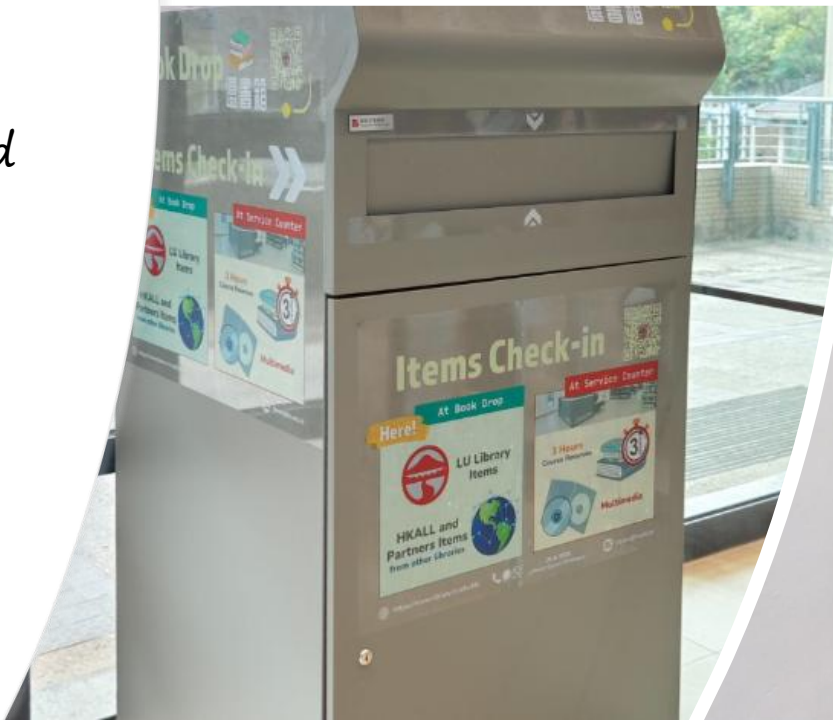
*Technology-Enabled Space  
and Synergy with ITSC*  
科技为先的空间及与资讯科技服  
务中心的融合

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# Creation of A Technology-enabled Learning Environment

## 建构一个科技为先的学习空间

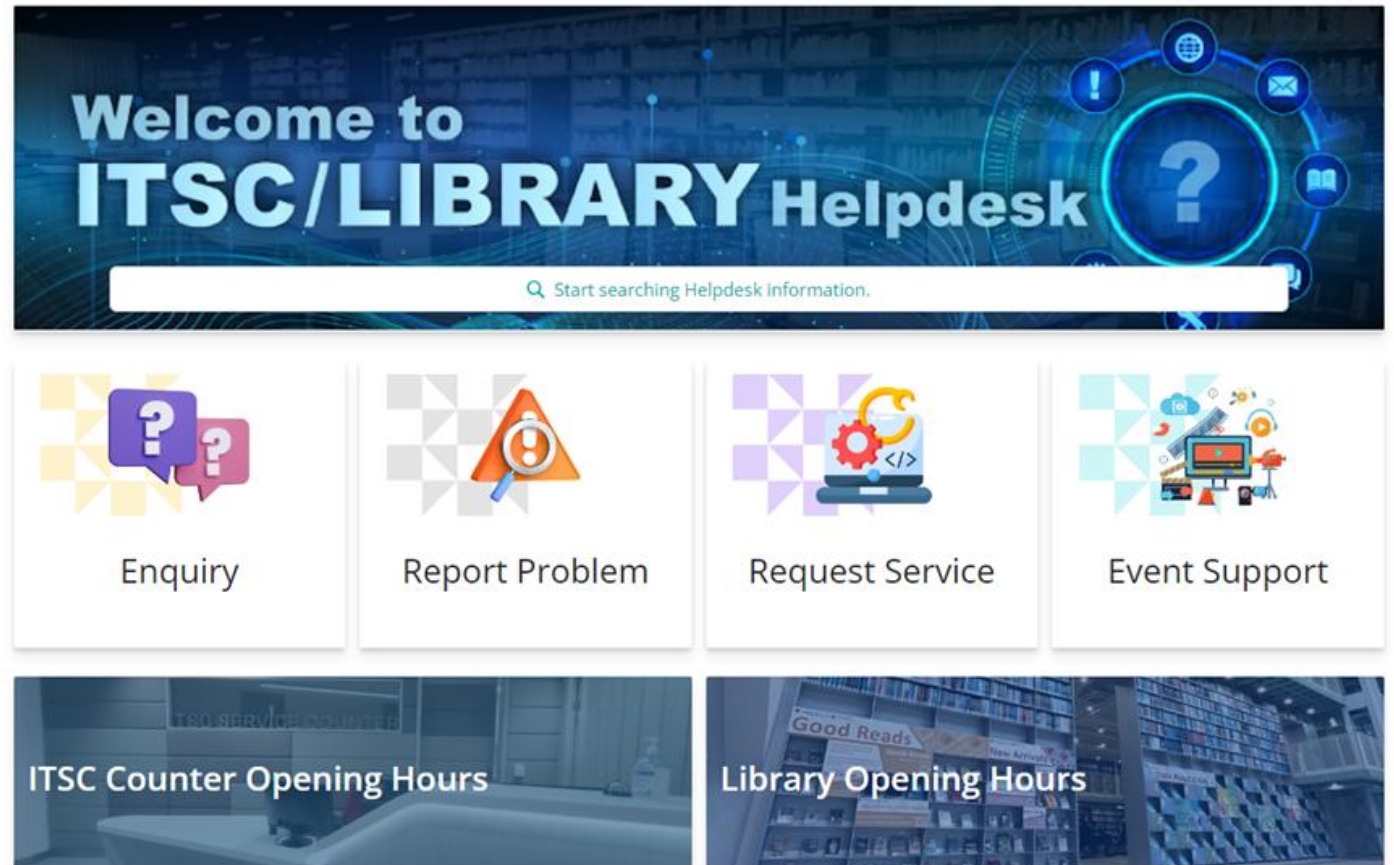
- The latest Wi-Fi 6 has been installed to speed up Internet access throughout the Library
- 95% of study tables are installed with power outlets, and LAN Points
- Online and Self-service approach
  - Launch of online payment for fees and charges to become cashless library
  - Self-checkout machine
  - Self Pickup Locker for self-pickup of reserved and ILL items
  - Drop boxes for returning library materials
  - New touchless drinking water refill stations
  - Book sterilizer
  - Self Copy, Print and Scan provided



# More Synergy Between ITSC and Library

## 更多图书馆与资讯科技服务中心的融合

- The old LAN Room was demolished and transferred all hardware to ITSC for more efficient central management
- The Library's Digital Services Team now focuses on frontline user services and automation
- A new helpdesk system for both ITSC and Library was launched to handle enquiry services to enhance user experience





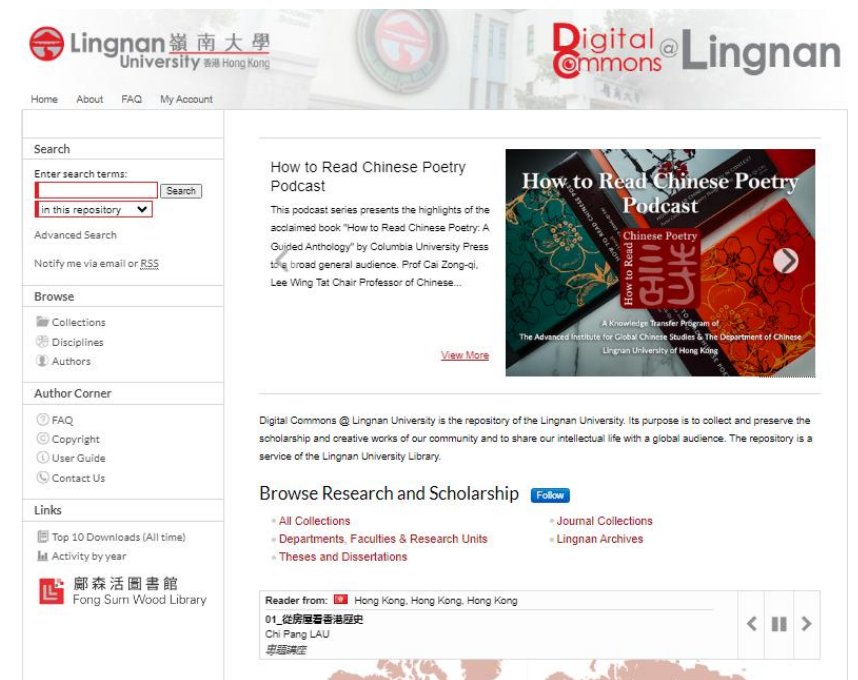
# More Services on the Cloud

## 更多雲端上的服務

- First Library in Hong Kong to adopt EZproxy Cloud
- Develop Digital Commons as the publishing arm of the Library to collect and preserve the scholarship and creative works of Lingnan Community and to share with global audience.
  - Thesis & Dissertations
  - Scholarly Articles
  - E-Journals Hosting
  - Conference / Event Records
  - Audio-Visual records
  - Lingnan Archival Records
- Creation of Digital Humanities Projects on a cloud platform



A History of Film Exhibition and Reception in Colonial Hong Kong (1897 to 1925)  
殖民時期香港電影放映與接收史料庫 (1897-1925)



*What's the Outcomes  
of this transformation?*  
这些转型带来什么结果?

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# LibQUAL+ Survey 2023

- All 8-UGC funded university libraries conducted LibQUAL+ Survey, a web-based survey offered by the Association of Research Libraries, in 2023 to gauge users' feedback on our services  
2023年，所有8所大学教育资助委员会资助的大学图书馆进行了LibQUAL+调查，这是一项由研究型图书馆协会提供的基于网络的调查，旨在收集用户对我们服务的反馈。
- Lingnan University Library conducted the same survey in 2015 and 2019.  
岭南大学图书馆在2015年和2019年也进行了同样的调查。
- The results in 2023 confirmed largely that we are heading to the direction welcomed by our users  
2023年的结果大体上确认了我们正朝着用户欢迎的方向前进。



# LibQUAL+ Survey 2023

- The results showed that the Library surpassed all previous years (2019 and 2015) in terms of users' minimum, desired, and perceived levels of service quality across three dimensions: Affect of Service, Information Control, and Library as Place. 调查结果显示，就用户的最低要求、期望水平和感知服务质量而言，图书馆在三个维度上超越了往年（2019年和2015年）的表现，这三个维度分别是：服务感知、信息控制和图书馆作为场所。

	Lingnan 2023	Lingnan 2019	Lingnan 2015
Minimum Mean (a)	6.23	6.16	5.90
Desired Mean (b)	7.52	7.45	7.40
Perceived Mean (c)	7.12	7.03	6.80

A comparison with other 7 sister university libraries found that Lingnan Library scored second in terms of perceived means across all three dimensions users' assessment. It is an encouraging result for our hardworking.

与其他7所姊妹大学图书馆的比较发现，岭南大学图书馆在用户评估的所有三个维度中的感知平均值上排名第二，结果令人欣喜

	Library A 2023	Lingnan 2023	Library A 2023	Library B 2023	Library C 2023	Library D 2023	Library E 2023	Library F 2023	Library G 2023
Minimum Mean (a)	6.22	6.23	6.20	6.19	6.30	6.25	6.05	6.42	6.18
Desired Mean (b)	7.48	7.52	7.55	7.39	7.41	7.49	7.45	7.51	7.52
Perceived Mean (c)	7.03	7.12	6.98	6.98	7.09	7.14	7.06	6.93	6.96

# Future Plans

## 未来展望

- Introduce more smart technologies to help users more self-service
- Exploring IoT technology to help monitor the physical space and utilization  
研究应用IoT物联网技术以帮助监控空间和利用情况
- Adding AR VR immersion technology facilities in the 2/F of the Library



# Challenges and Lessons Learnt

## 挑战和反思

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01

*SPACE* is the catalyst for transformation – think clearly of the future roles of the Library in the digital age

02

A good architect willing to **COMMUNICATE** and meet librarians' **NEEDS** is important

- **TRUST YOUR INSTINCT** in serving users and be bold to challenge the ideas of the architect for the well-being of users

03

Library is built **FOR USERS** – care more about **OPERATIONAL NEEDS, PRACTICALITY** and **SUNSTAINABILITY**

04

Be **BOLD** to initiate changes but **PLAN** for the worst

05

Be **READY** to assume new and periperal **ROLES**





# 感谢聆听 请多指正

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