

II Project Information

Project title (in English)

Collection Sharing and Information Discovery System with enriched digital content

Project title (in Chinese)

館藏共享及資源發現系統及加強電子書藏

Project summary

*(Please provide an executive summary of the project proposal in **no more than 500 words.**)*

The project aims to

- 1) build a system embedded with next generation searching and discovery tool to enable collection sharing and information discovery for the learning community; and
- 2) enrich the current library collections by building a shared eBook collection through collaborative purchase among the five self-financing institutes that confer local degrees accredited by the HKCAAVQ.

Self-financing institutes in Hong Kong play an important role in meeting the demand for more tertiary education places. The libraries of these financially challenged institutes are facing tremendous difficulties in meeting the increasing demand from their learning community for more resources and for better searching and discovery of resources. In an effort to build up their resources and to use them as efficiently as possible, the libraries of five self-financing higher education institutes conferring local degree programmes, namely the Open University of Hong Kong (OUHK), Hong Kong Shue Yan University (HKSJU), Chu Hai College of Higher Education (CHCHE), Tung Wah College (TWC) and Caritas Institute of Higher Education (CIHE) are collaborating to seek ways to enable the sharing of resources, to facilitate the search and discovery of resources for the next generation of students, and to enrich the library collections in a cost effective manner.

As the five institutes are located in different parts of Hong Kong, it is proposed that an online Collection Sharing and Information Discovery System (CSIDS) be built to facilitate resource sharing, searching and discovering. With this CSIDS, the library holdings of the five institutes can be searched and retrieved as one collection. Users can easily find and submit requests for library materials across all five libraries. In addition, user experience would be enhanced by next generation searching and discovery tools for user centric service for resources which exist in the five libraries and for resources on the Internet. Before such a System can be built, the proprietary or legacy library systems of some institutes must be migrated to a new Integrated Library System (ILS) using the latest technology which is able to work with the CSIDS. The CSIDS to be developed would be scalable for possible inclusion of other self-financing institutes that are ready for the Project.

Under the self-financing environment, the current library collections of the five institutes have obvious room for improvement. E-Books which are accessible anytime and anywhere are particularly suitable for sharing by the five institutes. It is also proposed that a large eBook collection for shared perpetual access be built for the students and academic staff of the five institutes, thus enhancing the library collection and promoting a better teaching and learning environment. To achieve this, around 15,000 to 25,000 titles of eBooks will be purchased from multiple vendors of academic eBooks based on their relevancy to the academic programmes of the five institutes. Collaborative purchases will be arranged so as to maximize the cost effectiveness. Collection Development Policies would also be developed for future eBook purchases after the completion of the project.

* Please delete where inappropriate.

Project objectives	
<i>(Please identify the project objectives and explain how they will be attained.)</i>	
Objectives	To be attained by
1. to improve the quality and standard of the study programmes through provision of quality library service	Implementation of the project will enhance the quality of the library collection for use by the students of all participating institutions and hence their study will not be hampered by the lack of suitable study and learning materials. While the applicants this time would be confined to five participating institutes, the system to be developed would be scalable for future possible inclusion of new institutes.
2. to enhance libraries' digital content for sharing in the participating institutes	Ebooks will be acquired collaboratively so as to achieve better cost effectiveness. Such eBook collection will be shared among libraries of participating institutes.
3. To facilitate faculty members and students to find and access library resources and resources on the Internet more effectively and efficiently	A Collection Sharing and Information Discovery System (CSIDS) will be built to provide a one-stop search interface for all participating institutes to find and access library resources owned by individual libraries and beyond. Requests for library materials across all five libraries could be submitted via their own library.
4. to share library resources among self-financing institutes in the higher education sector	The Library systems of three participating institutes will be migrated to a new Integrated Library System (ILS) which is essential for integrating with the CSIDS for resource sharing and access.

Implementation, deliverables, beneficiaries and cashflow

(Please describe the activities to be implemented and indicate the expected number of beneficiaries, the outcomes/deliverables and cashflow in each timeframe of the project.)

Estimated start date of project:

January 2014

Timeframe	Activities and beneficiaries	Deliverables and cashflow																		
<p>3 years</p> <p>[1st – 36th month]</p>	<p>● Building a shared E-Book collection</p> <p>It is expected that a total of 15,000 to 25,000 eBooks with perpetual access will be purchased. A team of seven project staff members which consists of two 3 man-year Assistant Librarian II (ALII) and five 3 man-year Library Assistant (LA) working in the OUHK premises to be supervised by the Librarian and Senior Assistant Librarian of the OUHK will be established for the following tasks:</p> <ul style="list-style-type: none"> - Administer the overall collection building in accordance with the OUHK library acquisition policies and procedures and subject to the auditing requirements of the OUHK; - Coordinate with libraries of participating institutes on the development of Collection Development Policies and the collection development work; - Coordinate with libraries of participating institutes on the development of InterLibrary Loan (ILL) arrangement and workflow; - Report to the Central Project Team in its regular meeting the progress of eBook collection development and budget situation; - Carry out all acquisition work including removal of duplicated recommendations from participating institutes, placing orders, receiving, , invoicing and payment; - Follow up with vendors on problem cases including missing orders, incorrect invoices, incorrect delivery, incorrect links, and others; and - Monitor and control budget; and develop plans to ensure the expenditure follows the planned schedule. <p>The librarians of the participating institutes will perform the following tasks</p> <ul style="list-style-type: none"> - Coordinate with the above project staff members on the collection development; - Source and distribute sufficient and relevant new book information for the selection by their own academics; - Compile and send to OUHK around 3,000 new recommendations each year for acquisition by each participating institutes; - Share the responsibility of price negotiation and the evaluation of vendor performance; and - Perform access link checking and MARC record processing. <p>This is to ensure that the collection will consist of eBooks useful to academic programmes at the lowest possible price.</p> <p>Expected no. of beneficiaries: 31,400 in 2016/17, plus future students</p> <table border="1" data-bbox="355 1778 1023 2063"> <thead> <tr> <th>Institutes</th> <th>Projected Student Population in 2016/17 (FTE)</th> <th>Shared eBook collection before the Project (titles)</th> <th>Shared eBook collection after the Project (titles)</th> </tr> </thead> <tbody> <tr> <td>CIHE</td> <td>2,400</td> <td rowspan="6" style="text-align: center; vertical-align: middle;">0</td> <td rowspan="6" style="text-align: center; vertical-align: middle;">15,000 – 25,000</td> </tr> <tr> <td>CHCHE</td> <td>3,500</td> </tr> <tr> <td>TWC</td> <td>4,000</td> </tr> <tr> <td>HKSJU</td> <td>6,700</td> </tr> <tr> <td>OUHK</td> <td>15,000</td> </tr> <tr> <td>Total</td> <td>31,600</td> </tr> </tbody> </table>	Institutes	Projected Student Population in 2016/17 (FTE)	Shared eBook collection before the Project (titles)	Shared eBook collection after the Project (titles)	CIHE	2,400	0	15,000 – 25,000	CHCHE	3,500	TWC	4,000	HKSJU	6,700	OUHK	15,000	Total	31,600	<p>Deliverables:</p> <ul style="list-style-type: none"> - An eBook Collection of 15,000 to 25,000 titles for sharing among the participating institutes (exact collection size depends on the purchase terms and conditions); - eBook Collection Development Policies for the participating institutes; and - Purchase terms and conditions with major eBook vendors confirmed.
Institutes	Projected Student Population in 2016/17 (FTE)	Shared eBook collection before the Project (titles)	Shared eBook collection after the Project (titles)																	
CIHE	2,400	0	15,000 – 25,000																	
CHCHE	3,500																			
TWC	4,000																			
HKSJU	6,700																			
OUHK	15,000																			
Total	31,600																			

<p>3 years [1st – 36th month]</p>	<ul style="list-style-type: none"> ● Overall project administration and the building of a Collection Sharing and Information Discovery System (CSIDS) <p>A team of four project staff members which consists of one 3 man-year Senior Assistant Librarian as Project Director, one 3 man-year Assistant Librarian II, one 3 man-year Analyst Programmer II (APII) and one 3 man-year Library Assistant working in the OUHK premises will be established for the following tasks:</p> <ul style="list-style-type: none"> - Administer the Project and prepare the progress report every six months and final report with input from librarians of participating institutes; - Report to the Central Project Team in its regular meeting the progress of the Project and highlight irregularities for discussion; - Provide secretarial support to the Central Project Team; - Prepare tender specifications for the CSIDS and the ILS; - Perform tender evaluation and make recommendations of the system vendors for CSIDS and ILS; - Coordinate training for CSIDS/ILS with the vendor and participating institutes to take place in the OUHK, and videotape the training for the participating institutes; - Implement the CSIDS including: <ul style="list-style-type: none"> a. installing the H/W and software of the CSIDS in the OUHK; b. configuring and fine tune the servers to achieve the best performance; c. connecting servers to the OUHK network environment; d. developing script for housekeeping; e. developing user interface according to feedback of the participating institutes; f. determining the data normalization rules together with librarians of the participating institutes; g. determining data de-duplication rules together with librarians of the participating institutes; h. performing system testing before testing by librarians of participating institutes; i. implementing the CSID for each participating institute in sequence. It is expected that the implementation of the CSIDS for each participating institute would vary from 4 months to 8 months. The implementation period would last longer for the first few institutes but with the gain in experience, it would become shorter for the last few institutes. j. configuring and setting up the various components of the CSIDS including the portal with user search interfaces, mega index, and the link resolver according to the agreed requirements of participating institutes. - Set up the patron directory service to interface with the user authentication mechanism of individual institutes. - Work with the participating institutes to set up a remote access environment. <p>It is understood that maintenance of the Knowledge Bases for the mega index and link resolver will be taken up by individual libraries of the participating institutes. In the case where the CSIDS implementation in the OUHK lasts longer than the expected period which is caused by the OUHK, the OUHK agrees to absorb the costs involved for the remaining implementation. The participating institutes agree that if the delay is caused by the participating institutes other than OUHK, the participating institute causing the delay have to absorb the costs involved for the remaining implementation.</p> <p>Expected no. of beneficiaries: 31,600 in 2016/17, plus future students</p>	<p>Deliverables:</p> <ul style="list-style-type: none"> - A project completed on schedule with specified tasks completed. - A Collection Sharing and Information Discovery System (CSIDS) installed in the OUHK to be used by libraries of all participating institutes. - Sharing of catalogues of libraries of all participating institutes would be available. It is thus possible for users to request library items across institutes via their own library. - Searching and discovery of subscribed and selected free electronic resources <u>in one step</u> would be possible using the CSIDS and its mega index. As a result, learning and study experiences of faculty and students can be enhanced significantly. - Access to the CSIDS would be available anytime, anywhere and from any devices.
---	--	---

Institutes	Projected Student Population in 2016/17 (FTE)	Projected library titles* for individual access before the Project in 2016/17	library titles accessible by all participating institutes after the Project
CIHE	2,400	61,500	948,700** plus the 15,000-25,000 eBooks to be purchased through the Project
CHCHE	3,500	86,000	
TWC	4,000	50,000	
HKSYU	6,700	440,000	
OUHK	15,000	311,200	
Total	31,600	948,700	

* Covering titles unique to each libraries of participating institutes in print, electronic and other formats.

**Covering titles duplicated among libraries of participating institutes and e-titles which may not be shared among libraries of participating institutes.

Institutes	Resources available for one-stop search before the project	Resources available for one-stop search after the project
OUHK	Library holdings, subscribed resources plus selected free Internet information*	Library holdings, subscribed resources plus selected free Internet information*
Other participating institutes	Library holdings only	

* Free Internet information will be evaluated by the individual library and put forward to the academics for selection. Some famous freely available scholarly information includes PubMed (which comprises more than 22 million biomedical citations from MEDLINE) and Directory of Open Access Journals (DOAJ) (which comprises over 8,300 journals and close to 1 million articles), just to name a few.

Institutes	View subscribed full text items before the project	View subscribed* full text items after the project
OUHK	Available in one click after search	Available in one click after search
Other participating institutes	Not available	

*Subscribed resources vary from library to library. Subscription fee come from the regular library budget of individual institutes and not from this project.

18 months
[4th – 21st month]

● **Building an ILS for Caritas Institute of Higher Education (CIHE)**

A team of four project staff members which consists of two 18 man-month Assistant Librarians, one 18 man-month Analyst Programmer IIs and one 18 man-month Library Assistant IIs working in the CIHE premises will be established for the following tasks:

- Assist the implementation of the ILS;
- install the H/W and software of the ILS in the CIHE;
- connect server to the CIHE network environment;
- configure and fine tune ILS server to achieve the best performance;
- overall system testing;
- develop script for housekeeping;
- develop OPAC user interface according to CIHE library's requirement;
- data clean up and migration;
- patron record extraction and loading; and
- develop and devise new library workflow.

Hardware for the ILS will be centrally purchased by the OUHK but located in, and maintained by, the CIHE. Training of the ILS will take place in the OUHK for one time for librarians of all participating institutes that require ILS migration and be videotaped for future viewing. In the case where the ILS implementation in the CIHE lasts longer than the expected period, the CIHE agrees to absorb the costs involved for the remaining implementation.

Expected no. of beneficiaries: 2,400 in 2016/17, plus future students

Deliverables:

- A new Integrated Library System (ILS) which is able to work with the CSIDS.

<p>18 months [7th – 24th month]</p>	<p>● Building an ILS for Tung Wah College (TWC)</p> <p>A team of four project staff members which consists of two 18 man-month Assistant Librarians, one 18 man-month Analyst Programmer IIs and one 18 man-month Library Assistant II working in the TWC premises will be established for the following tasks:</p> <ul style="list-style-type: none"> - Assist the implementation of the ILS; - install the H/W and software of the ILS in the TWC; - connect server to the TWC network environment; - configure and fine tune ILS server to achieve the best performance; - overall system testing; - develop script for housekeeping; - develop OPAC user interface according to TWC library's requirement; - data clean up and migration; - patron record extraction and loading; and - develop and devise new library workflow. <p>Hardware for the ILS will be centrally purchased by the OUHK but located in, and maintained by, the TWC. Training of the ILS will take place in the OUHK for one time for librarians of all participating institutes that require ILS migration and be videotaped for future viewing. In the case where the ILS implementation in the TWC lasts longer than the expected period, the TWC agrees to absorb the costs involved for the remaining implementation</p> <p>Expected no. of beneficiaries: 4,000 in 2016/17, plus future students</p>	<p>Deliverables:</p> <ul style="list-style-type: none"> - A new Integrated Library System (ILS) which is able to work with the CSIDS.
<p>18 months [10th – 27th month]</p>	<p>● Building an ILS for Chu Hai College of Higher Education (CHCHE)</p> <p>A team of four project staff members which consists of two 18 man-month Assistant Librarians, one 18 man-month Analyst Programmer IIs and one 18 man-month Library Assistant II working in the CHCHE premises will be established for the following tasks:</p> <ul style="list-style-type: none"> - Assist the implementation of the ILS; - install the H/W and software of the ILS in the CHCHE; - connect server to the CHCHE network environment; - configure and fine tune ILS server to achieve the best performance; - overall system testing; - develop script for housekeeping; - develop OPAC user interface according to CHCHE library's requirement; - data clean up and migration; - patron record extraction and loading; and - develop and devise new library workflow. <p>Hardware for the ILS will be centrally purchased by the OUHK but located in, and maintained by, the CHCHE. Training of the ILS will take place in the OUHK for one time for librarians of all participating institutes that require ILS migration and be videotaped for future viewing. In the case where the ILS implementation in the CHCHE lasts longer than the expected period, the CHCHE agrees to absorb the costs involved for the remaining implementation.</p> <p>Expected no. of beneficiaries: 3,500 in 2016/17, plus future students</p>	<p>Deliverables:</p> <p>A new Integrated Library System (ILS) which is able to work with the CSIDS.</p>

<p>3 months for each institute</p>	<p>● Enhancing the ILL environment in OUHK and HKSYU</p> <p>The following tasks will be required to enhance the ILL environment in the OUHK and HKSYU. It is planned that the workload incurred would be absorbed by the respective libraries without additional project staffing.</p> <ul style="list-style-type: none"> - install the ILL module onto the existing ILS of OUHK and HKSYU; - configure and fine tune the ILL module; and - develop new ILL library workflow together with other members in the Central Project Team. <p>The OUHK agrees to absorb all the costs involved for the implementation of their ILL module in its library systems. The HKSYU agrees to absorb all the costs involved for the implementation of their ILL module in its library systems.</p> <p>Expected no. of beneficiaries: 31,600 in 2016/17, plus future students</p>	<p>Deliverables:</p> <p>A librarian to mediate ILL environment for collection sharing.</p>
<p>Estimated completion date of project:</p>		<p><u>31 December 2016</u></p>
<p>Expected total no. of beneficiaries by the end of project:</p>		<p><u>31,600 in 2016/17, plus future students</u></p>

Project budget				
Projected Expenditure <i>(Please provide detailed breakdown under each item.)</i>	Amount in HK\$			
	Year 1	Year 2	Year 3	Total
a. Manpower	5,400,011	7,750,872	4,634,011	17,784,894
b. Equipment / Facilities	601,778	0	0	601,778
c. Services	2,302,900	1,654,636	1,654,636	5,612,172
d. Digital Contents and General Expenses	7,090,000	9,045,000	9,010,000	25,145,000
e. Others (e.g. auditor's fee)	50,000	50,000	50,000	150,000
f. Contingency 3%	463,341	555,015	460,460	1,478,816
Total Expenditure :	15,908,030	19,055,523	15,809,107	50,772,660
Projected Income <i>(if any)</i>	Amount in HK\$			
	Year 1	Year 2	Year 3	Total
a. (e.g. fees received)	0	0	0	0
Total Income :	0	0	0	0

Sources of funding	
a.	Amount of grant sought under this application: HK\$50,772,660
b.	Other sources of funding <i>(e.g. donations, contributions from the applicant/its parent organisation, etc. Please give the name(s) of the sponsor(s), the amount of funding, and indicate whether the funding has been secured.):</i> 0

Key personnel involved and self-evaluation mechanism

(Please indicate in each timeframe the evaluation measures to be conducted, the key personnel to be involved and their roles/duties, and the scope of each evaluation measure.)

Timeframe	Evaluation measures	Personnel involved (roles/duties)	Details of the evaluation mechanism
3 years	<p>A Central Project Team will be established in OUHK to meet regularly for overall project administration and CSIDS implementation.</p>	<p>Chairperson: OUHK Librarian</p> <p>Members: CIHE Librarian CHCHE Librarian HKSJU Librarian TWC Librarian SAL(Collection Development) of OUHK OUHK ITU Representative (Sys) OUHK ITU Representative (Web) APII (CSIDS) Vendor Representatives Other representatives as deemed appropriate by the Chairperson</p> <p>Secretary: SAL (Project)</p>	<p>The Central Project Team is responsible for:-</p> <ul style="list-style-type: none"> - Selecting system vendors through tendering in accordance with the OUHK's procurement policies and procedures; - Confirming the project implementation schedule and detailed tasks with the participating institutes and the vendors; - Confirming the Collection development Policies developed by the librarians of the participating institutes; - Monitoring the project progress and collection development against the planned schedule and agreed strategy; - Developing solution to handle irregularities identified; - Monitoring the Project's financial position with inputs from all five participating institutes; - Reviewing and endorsing the audit report; and - Preparing and confirming the progress report every 6 months and the final report. <p>The Central Project Team will normally meet on a monthly basis. The participating institutes agree to follow and implement decisions made by the <i>Central Project Team</i> for the successful implementation of the Project.</p> <p>Librarians of all participating institutes will share the responsibility of vendor liaison and price negotiation for collaborative purchase of eBooks and of passing on the agreed terms to the eBook team in OUHK for follow up. Librarians of participating institutes are expected to work collaboratively to develop a set of collection development policies and to distribute the new book information to the academics of their institutes. Recommendations collected by the librarians of participating institutes would be passed to the eBook team in OUHK for purchasing and processing.</p>

18 months	An Internal Project Team (CIHE) will be established in CIHE to meet regularly for ILS project administration and implementation in CIHE.	<p>Chairperson: CIHE Librarian</p> <p>Members: CIHE ITU Representative (Sys) CIHE ITU Representative (Web) APII (ILS) ALII (ILS data migration) Vendor Representatives Other representatives as deemed appropriate by the Chairperson</p> <p>Secretary: ALII (ILS Project admin)</p>	<p>The Internal Project Team is responsible for:-</p> <ul style="list-style-type: none"> - Implementing the ILS project according to the schedule agreed in the Central Project Team; - Monitoring the project progress against the planned schedule; - follow and implement decisions made by the <i>Central Project Team</i> for the implementation of the ILS Project; - Developing solution to handle irregularities; - Reporting to the Central Project Team the project progress on a monthly basis; - Presenting the meeting notes to the Central Project Team for record purposes; - Monitoring Project's financial position; - Reporting to the <i>Central Project Team</i> on budget spending; and - Submitting an evaluation report to the Central Project Team <p>The Internal Project Team will normally meet on a monthly basis.</p>
18 months	An Internal Project Team (TWC) will be established in TWC to meet regularly for ILS project administration and implementation in TWC.	<p>Chairperson: TWC Librarian</p> <p>Members: TWC ITU Representative (Sys) TWC ITU Representative (Web) APII (ILS) ALII (ILS data migration) Vendor Representatives Other representatives as deemed appropriate by the Chairperson</p> <p>Secretary: ALII (ILS Project admin)</p>	<p>The Internal Project Team is responsible for:-</p> <ul style="list-style-type: none"> - Implementing the ILS project according to the schedule agreed in the Central Project Team; - Monitoring the project progress against the planned schedule; - follow and implement decisions made by the <i>Central Project Team</i> for the implementation of the ILS Project; - Developing solution to handle irregularities; - Reporting to the Central Project Team the project progress on a monthly basis; - Presenting the meeting notes to the Central Project Team for record purposes; - Monitoring Project's financial position; - Reporting to the <i>Central Project Team</i> on budget spending; and - Submitting an evaluation report to the Central Project Team <p>The Internal Project Team will normally meet on a monthly basis.</p>

18 months	An Internal Project Team (CHCHE) will be established in CHCHE to meet regularly for ILS project administration and implementation in CHCHE.	Chairperson: CHCHE Librarian Members: CHCHE ITU Representative (Sys) CHCHE ITU Representative (Web) APII (ILS) ALII (ILS data migration) Vendor Representatives Other representatives as deemed appropriate by the Chairperson Secretary: ALII (ILS Project admin)	The Internal Project Team is responsible for:- - Implementing the ILS project according to the schedule agreed in the Central Project Team; - Monitoring the project progress against the planned schedule; - follow and implement decisions made by the <i>Central Project Team</i> for the implementation of the ILS Project; - Developing solution to handle irregularities; - Reporting to the Central Project Team the project progress on a monthly basis; - Presenting the meeting notes to the Central Project Team for record purposes; - Monitoring Project's financial position; - Reporting to the <i>Central Project Team</i> on budget spending; and - Submitting an evaluation report to the Central Project Team The Internal Project Team will normally meet on a monthly basis.
-----------	--	---	--

III Other Information (if applicable)

1 Sharing of project deliverables *(Please describe how the deliverables/outcomes will be shared or used by other institutions in the sector and what information can be uploaded on relevant EDB websites during and/or after the project period.)*

Sharing of the eBook collection would be restricted to participating institutes due to license agreement. However, the feasibility of opening up the catalogue to members of the public would be explored.

2 Project sustainability (Please indicate how staff will commit to ensure project sustainability and describe how the recurrent expenditure involved will be met after completion of the project.)

The project is highly sustainable. The detailed breakdown of running costs for various systems is listed below:

A. **Running costs of the CSIDS** to be shared by the participating institutes upon the completion of the Project include the following:

- Annual Hardware maintenance and O/S license: Costs as quoted by the H/W and O/S vendors would be shared by all five participating institutes based on the FTE of student numbers. Participating institutes will pay their share via OUHK.
- Annual software license fee: Costs as quoted by the CSIDS vendor would be paid by individual participating institutes to the vendor directly.
- OUHK Internet connection: HK\$10,000 per annum would be paid to OUHK and shared by the four participating institutes (excluding OUHK) based on the FTE of the student numbers after the project. The Internet bandwidth fee is based on: 5M and the physical facilities for the CSIDS servers. If the bandwidth becomes overloaded due to the CSIDS, OUHK may charge an additional cost.
- OUHK IT support for the CSIDS: Cost for 60 man-days of an APII* per annum (i.e. around HK\$96,845* per annum) would be paid to OUHK and shared by the four participating institutes (excluding OUHK) based on the FTE of student numbers after the project. IT support includes the following work:
 - a) Monitoring and health check for the servers (Network, Storage, VM and Server level);
 - b) System Troubleshooting (Network, Storage, VM and Server level);
 - c) Supporting and administration (System backup, patch maintenance, security setup and monitoring);
 - d) Studying and testing of configuration change and upgrade, and
 - e) Advisory service on issues related to CSIDS user interface.

B. **Running costs of the ILS** to be borne by the participating institutes who possess the ILS. That includes maintenance costs for hardware, software and all associated costs of individual ILS. The continuing operation of the ILS systems will be carried out by libraries of the participating institutes with technical support from their IT units in their institutes.

C. **Running costs of the eBook collection**. When considering a purchase, eBooks that require no on-going annual platform fee or maintenance fee will be given priority. Normally, eBook vendors who charge substantial annual fees will not be considered. Ebook vendors who charge minimal on-going platform/maintenance fees, however, may be considered if it is agreed by all participating institutes. Libraries of all participating institutes will continue to contribute to the growth of the eBook content for shared access after the project. The cost saving and benefits of shared access will in fact become more obvious with the increase in eBooks in the long run. (Please refer to Section 5 Others on the various issues considered on collection development.)

* Quarter point of MPS of 2012/2013 for APII is used. Working days of APII per year = 220 days. Actual fee to be collected is based on the MPS of the year when the fee is collected.

3 Past experience in organising projects of similar or relevant nature and achievements

Librarians of the self-financing degree-conferring institutes in Hong Kong are veteran professionals. Besides the administration of their own libraries, they possess rich experience in collection building and project management. The following are brief accounts of their project experience, just to name a few:

Mr Desmond LEE, University Librarian of Hong Kong Shue Yan University (HKSJU), obtained a master's degree in librarianship, MLib, from the University of Wales, Aberystwyth in 1992. He is a chartered member of the Chartered Institute of Library and Information Professionals (CILIP). He has over 18 years of post-qualification relevant working experience in the library field and at least 16 years of service at HKSJU library. In 2005, HKSJU Library was migrated from the Dynix library system to the Innovative Millennium system. The implementation period was carried out from 2004 and the Library migrated and operated successfully from May 2005. The experience of the system migration will be shared with the project members in their system migration in order to make the implementation smooth and successful. HKSJU Library is one of the affiliated members of the Joint University Libraries Advisory Committee (JULAC) and has joined the Consortium purchase of online resources. As the chief librarian in the university, he will plan, allocate and monitor the library budget in a careful and systemic way so that the experience and practice will be a beneficial input to the project implementation.

Ms Lai Wun LO, Assistant Librarian of the Chu Hai College of Higher Education, has over ten years experience working in the academic library. She has devised and finished the implementation of library automation project from 2002 – 2005. She has designed and completed the Pinyin conversion project for library search system from 2006 – 2008.

Ms Charlotte WONG, Librarian of Caritas Institute of Higher Education (CIHE) (formerly known as Caritas Francis Hsu College (CFHC)), participated in the "Hong Kong School Library Union Catalog Project", which was sponsored by the Hong Kong Quality Education Fund (QEF), during the period from March 1999 to April 2000. This joint venture aimed at improving the quality of library services and enhancing the operations of the library systems in Hong Kong schools. One significant achievement of this initiative was the establishment, in May 2000, of a union catalogue (The HKSL Union Catalog) which provided 23 member libraries with free and open access to 119,133 bibliographic records and over 170,000 items of books and journals. As one of the participating libraries, the CIHE Library was successful in mapping out its library holdings under a standard catalogue and in implementing the automated library system mounted on a web-based interface. In September 2009, the Library, in memory of Lam Sing Kam, was set up through the amalgamation of the Caritas Bianchi College of Careers (CBCC) Library and the CFHC, Oxford Road Campus Library. The catalogues of the two libraries were successfully merged into one in the same year. With this new integrated catalogue, users of the two Colleges can easily access and reserve more than 110,000 items in the collections of the two libraries.

Ms Jade WONG, Librarian of the Tung Wah College, has substantial years of work experience in archives and libraries. She was the Chairman of the Collection Development Taskforce in a local university library she served in the past. She developed procedures, guidelines and manuals for the collection development of materials in different formats and contents. She also planned and monitored budget for library materials. She has extensive use of large automated library and archives/records management systems and helped to implement III Millennium. Besides, she played a major role in library Webpage development and library renovation project.

Ms Wai-man WONG, Librarian of the Open University of Hong Kong (OUHK), spearheaded the HK\$40M E-Library project during the period from 1997 to 2000. The project was sponsored by the Hong Kong Government, the Croucher Foundation and the Hong Kong Jockey Club Charities Trust. The Project was tailor-made for the distance learners to access an abundant library collection anytime and anywhere. The project won the Stockholm Challenge Award conferred by the European Commission and the City of Stockholm in the year 2000 when the project was completed successfully on time. Feedback from users indicated that the E-Library of the OUHK was a convenient means of accessing information for research and study. The OUHK is a pioneer in the area of e-library service at an international level. Ms Wong assisted in the implementation of the library system in mid '80 in the Hong Kong Baptist University, in the implementation of the CDROM network in late '80 in the Hong Kong Polytechnic (now the Hong Kong Polytechnic University Library), and was the project manager for implementing the DYNIX library system in early '90 and for migrating to the new ALEPH library system plus various ExLibris library products including the next generation searching and discovery tool "Primo" and link resolver "SFX" in early '10 in the OUHK.

4 Publicity plan *(Please describe all the publicity activities to be involved and how they will be carried out and list all the publicity materials to be produced to acknowledge the support of Quality Enhancement Support Scheme.)*

The Project, if approved, would be posted on the library website and promoted in the house magazine of the participating institutes. The librarians of the participating institutes would be happy to join the promotion activities arranged by the EDB. Presentations of the Project would be made in conferences and seminars by the librarians of the participating institutes as far as possible.

5 Others

The librarians of the participating institutes have met 17 times from Feb 2011 to Feb 2013. The following are the various issues discussed, studied and agreed upon in the meetings for the preparation of the project by the librarians of the five self financing degree conferring institutes:

A. Request for Information (RFI)

Various expectations for enhancing the library service and the students' learning experience were discussed and explored. The expectations were put into a Request for Information (RFI) in the hope of collecting feedback from system vendors and academic eBook vendors for developing a practical project and to select the most suitable approach.

The RFI was issued to 20 system and academic eBook vendors on 30 June 2011. A briefing session was held on 19 July 2011. Feedbacks were received on 2 August 2011 from most of the vendors and only seven of them did not reply.

Presentations by selected system vendors and eBook vendors have been arranged after the RFI period. Vendor liaison has continued from August 2011 to February 2013 on the clarification of system requirements, terms and conditions for eBook purchases and pricing. The librarians of the participating institutes have shared the workload of vendor liaison and the required administrative work of the project planning during the preparatory period. OUHK has taken up the work on liaison of system vendors, associated price follow-up and work related to RFI. Other institutes have shared the liaison and price negotiation with academic eBook vendors.

B. System Design

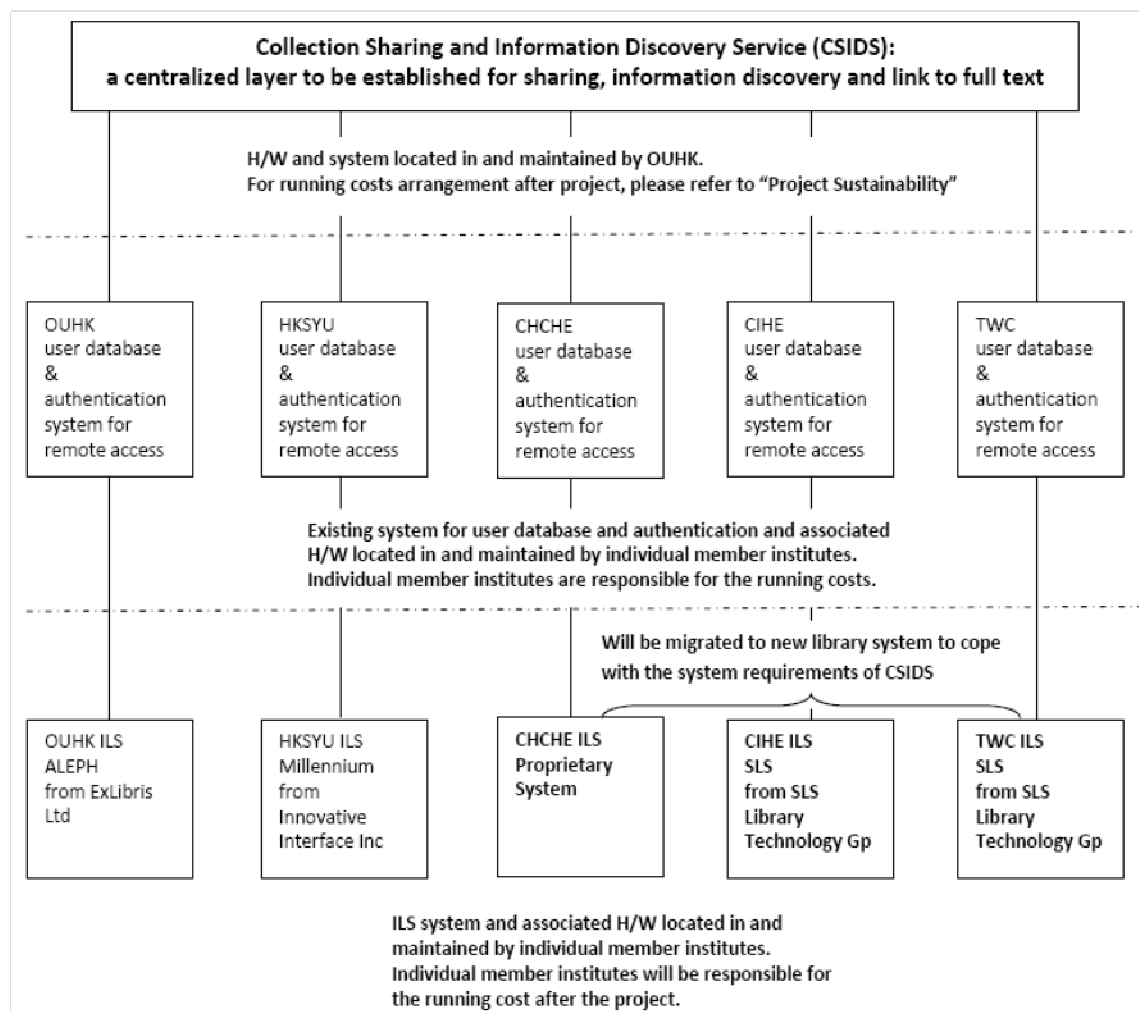
After comparing the feedback from the system vendors in the RFI stage, it was found that the most crucial component of the project, i.e. the Collection Sharing and Information Discovery System (CSIDS), was that it should be designed based on the latest technology and could not work with ILS with the old design and old technology. Migration of the old ILS of three participating institutes to a new ILS using the latest technology would become imperative before integrating with the CSIDS.

Theoretically, the migration to a new ILS could take a centralized approach (one ILS to be shared by several libraries) or a de-centralized approach (each library has their own ILS). However, from the feedback to the RFI, it was found that the centralized approach would not bring in sufficient saving or benefit when compared to the de-centralized approach. In fact, the de-centralized ILS enables libraries of participating institutes to have the flexibility of designing their hardware and software maintenance/upgrade schedule according to their own academic calendar and is preferred by the participating institutes which require migration. In addition, under the de-centralized approach, the participating institutes would not have any risk of data being divulged as each of them keeps the user data in their own ILS, whereas the centralized ILS requires the hosting of user data in one single centralized server.

On the other hand, the purchase model and the subscription model for the CSIDS have also been studied. The response to the RFI reveals that the ongoing running cost for the subscription model would be too high to be affordable. Libraries of participating institutes prefer to purchase a CSIDS with the server hosted in one of the participating institutes for

lower running costs in the long run. After consulting their respective IT units, librarians of participating institutes agreed that the CSIDS server be hosted in the OUHK premises. The CSIDS would be made scalable so that other self-financing institutes could be accommodated in the future.

Based on the above, the following schematic diagram of the project has been drawn up:



C. eBook collection building

Enhancing the library collection is another goal participating institutes would like to achieve. Subject coverage of eBooks required by each of the five institutes has been compiled for collection development and presented to the vendors during the RFI stage for their estimation of suitable eBooks for the Project.

The following collection development policies have been agreed upon:

- i) For project sustainability and to facilitate sharing, the purchase should be confined to eBooks.
- ii) The purchase of E-Books for perpetual access with no ongoing maintenance fee would be given priority under this project.

- iii) Only when all participating institutes agree to share the ongoing fee, may eBooks for perpetual access with nominal ongoing fees be considered for purchase.
- iv) E-Books on a subscription basis or with a large annual fee will not be purchased under this project.

From the feedback of the academic eBook vendors to the RFI and from the follow-up communications between the vendors and the librarians of participating institutes, the price, potential discount and the annual publication output of the eBooks of some vendors have been collected and estimated. It is noted that some of the key eBook vendors did not respond due to uncertainty of the project funding, and that the price quoted in response may not be final. From the initial contact with the interested vendors at the RFI stage, it is found that the discount could be from 5% to 94% of the listed price. This varies from vendor to vendor.

It is obvious that significant saving will be achieved with the consortium approach. It is also expected that after the project funding is granted, more vendors will be interested in offering service to the Project and further price negotiations for the best possible terms would be possible. Based on the pricing information received in the RFI and the estimated number of recommendations from the libraries of participating institutes, it is estimated that around 15,000 to 25,000 eBook titles would be purchased for the three-year project period.

It was agreed that a consortium will be formed by the five institutes for collaborative purchase during and after the project. A strategy and procedure on collection building would be developed during the project implementation to ensure that the eBooks purchased would be relevant to the academic programmes offered by the participating institutes.

Members noted that the eBooks to be purchased through the project will sooner or later become out-of-date and may be less useful to the learning communities of the five participating institutes. It was agreed that ongoing purchases of new eBook titles after the project would be critical to make the objectives of the project sustainable and to make the resource-sharing among participating institutes effective. Librarians of participating institutes have an understanding from their senior management that their current library budget will not be reduced because of this Project approval and that they enjoy a certain degree of flexibility in using their library budget for future collaborative purchases.

For the healthy growth of the eBook collection during the project period and after the project completion, the following general principles of collection development have been agreed upon:

- i) The work of vendor liaison and price negotiation with eBook vendors will be shared among the libraries of participating institutes.
- ii) Libraries of all participating institutes will normally go for the eBook version for all the recommendations from the academics. That means if a book is available in both the eBook version and printed version, eBooks will be purchased to facilitate possible sharing.
- iii) E-Books on subjects of mutual interest to the majority of participating institutes will be considered.
- iv) The eBook vendor with the lowest price offer for the recommended books will get the order from the consortium or the individual libraries of the participating institutes.

D. Project Scope: CSIDS only or eBook only or both

The two possible project components: CSIDS and eBook collection have been evaluated to see if any one of the components could be removed for project simplicity and easy implementation. It was found that:

- i) Removing the CSIDS from the project and leaving the project with eBook collection only would remove the convenient one-stop search for easy access to printed materials of the five participating institutes, access to the subscribed electronic resources and access to free scholarly information on the Internet and access to eBooks. This may mean that teaching and learning of the staff and students would be hindered as printed materials could not be shared easily among libraries and subscribed/selected free resources would not be easily accessible;
- ii) Removing the eBook collection from the project and leaving the project with CSIDS only would deny possible improvement to the library collection of the self-financing institutes. This implies that the increase of the library collection will not be as quick as needed. In addition, eBooks could be read anytime and anywhere and could fit in better with the study and learning life of the users. eBooks access through the Internet facilitates quick sharing of collection. Unlike sharing of printed materials, waiting for the delivery of eBooks from other institutes is not required.

After deliberation, librarians of participating institutes concluded that both the above components should be kept in the project proposal, which would be in the best interest of, and timely, for the learning communities of the institutes participating in the Project.

E. Membership of the Project

There are six self-financing institutes conferring local degrees in Hong Kong without parent institutes. They are CIHE, CHCHE, HKSYU, Hang Seng Management College (HSMC), TWC and OUHK. Libraries of all six institutes have been involved in the discussion, development and design of the project proposal from Feb 2011. However, HSMC decided to withdraw from the project in December 2012. As a result, there are only five participating institutes remaining in the Project instead of six.

The librarians of participating institutes have done an initial review of the other self-financing institutes to see if the Project could be extended further for better collection and service sharing and to have more beneficiaries. It is found that all other self-financing institutes are either offering sub-degree programmes or affiliated with established institutes. It was noted that

- i) those self-financing institutes affiliated with established institutes generally do not have their own library setup and are making use of the libraries of their parent institutes where a nominal fee is paid for selected students to use the library service. They may not have a pressing need to enhance the library service as they are enjoying very good library service from the libraries of their parent institutes which are either UGC-funded or VTC-funded;
- ii) institutes offering sub-degree programmes would have a different collection development policy, especially on the readership level, which is different substantially from the degree conferring institutes;
- iii) currently only 30% of books published in the market are available in electronic

format. Those institutes without a library would need to figure out how to provide service for printed collections even if they participate in the Collaborative Project for service enhancement;

- iv) some institutes may not have the infrastructure for their library service, which should include, as a minimum, an IT network, a user database, a mechanism for remote authentication of users, which enables sharing of information through the CSIDS;
- v) some institutes do not have their own libraries but providing library service requires a long-term commitment of the institute. Those institutes without a library may not be able to continue the building of the eBook collection after the project; and
- vi) the capabilities of these institutes in implementing the project are unknown especially for those without an ILS, the required IT infrastructure for remote access, the library professional and/or the IT staff to support the library service provision.

Nevertheless, as the Project may be of reference value to Federation of Self-Financing Tertiary Education (FSTE) members in their library service provision, OUHK was invited by FSTE to give a presentation on the Project to the FSTE members on 17 September 2012. After the presentation and several rounds of liaison, FSTE decided that they would not participate in this e-library project but would consider working on a shared IT platform first.

Member librarians have agreed that it would be better to confine membership of the Project to the five self-financing institutes offering local degree programmes at this stage, as these institutes have the required infrastructure and resources for remote access and for successful project implementation, and they also have the ongoing support for future collaborative purchase. As the CSIDS system to be built would be scalable, other self-financing institutes that are ready to join at a later stage could be accommodated in the future. However, any future addition of new institutes(s) shall be discussed and agreed to by all incumbent institutes. This is needed for funding accountability as participating institutes are all self-financing institutes.

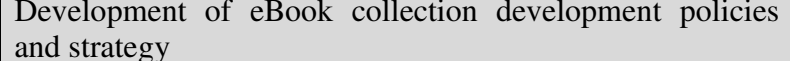
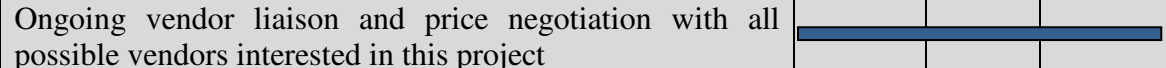

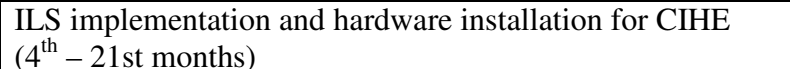
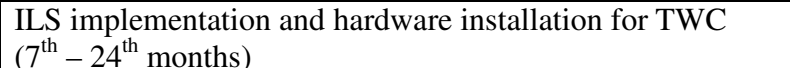
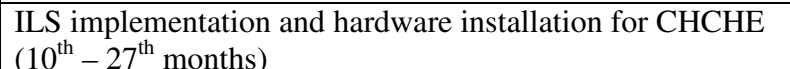
F. Project Management and Self-Evaluation

Member librarians have shared among themselves their experience of project administration. It was finally agreed that the project administration mechanism of the successfully completed OUHK E-Library project would be adopted as a model for the administration and monitoring of the proposed project to facilitate smooth implementation and control.

To ensure the successful implementation of the project, a project team with all stakeholders would be established to monitor and evaluate regularly the progress of the project against the agreed implementation schedule and tasks. Any delay in and/or problems found during the implementation would be spotted and resolved in the project team meetings with input from stakeholders. Meeting notes would be recorded carefully and treated as legal documents in case vendors could not carry out their obligations as specified in their tender reply. Project Team will normally meet on a monthly basis. More frequent meeting may be held depending on the situation.

G. Project Implementation

The following implementation schedule listing major tasks has been agreed upon by the librarians of participating institutes.

Description	Year 1	Year 2	Year 3
Development of eBook collection development policies and strategy			
Ongoing vendor liaison and price negotiation with all possible vendors interested in this project			
eBook selection and purchase			
ILS implementation and hardware installation for CIHE (4 th – 21 st months)			
ILS implementation and hardware installation for TWC (7 th – 24 th months)			
ILS implementation and hardware installation for CHCHE (10 th – 27 th months)			
CSIDS implementation for the five participating institutes in the following sequence: OUHK → HKSJU → CIHE → TWC → CHCHE	