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Library Service Alignment Paths Under Provincial "Double First-Class" Policy Text Analysis: A Postprint

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Abstract

[Purpose/Significance] Higher education policies play a crucial guiding and regulatory role in the development of higher education. In the context of new-era education policies, university library services need to transform and upgrade. Through policy text analysis, this study provides new insights for university library services. [Method/Process] Based on a review of university library service development, this study utilizes Nvivo text analysis software to conduct coded analysis of policy texts from 30 provincial-level regions, interpreting the policy texts and organizing codes related to library services. [Results/Conclusion] In the process of boosting the "Double First-Class" construction, university libraries can develop services through four pathways: guarantee docking, radiation docking, upgrade docking, and transformation docking. The development of library services needs to be guided by provincial-level policies, identify precise service docking points, provide continuous and effective services, strengthen mechanism construction, enhance service depth and granularity, while simultaneously promoting the transformation and upgrading of library services.

Full Text

Abstract

[Purpose/Significance] Higher education policy plays a crucial guiding and regulatory role in the development of higher education. Against the backdrop of new-era education policies, university library services require transformation and upgrading. Through policy text analysis, this study aims to inspire new thinking about university library services. **[Method/Process]** Building on a review of university library service development, this paper employs NVivo text analysis software to conduct coded analysis of policy texts from 30 provincial-level jurisdictions, interpreting the texts and extracting codes related to library

services. [**Result/Conclusion**] In promoting the "Double First-Class" construction, university libraries can develop services through four pathways: ensuring docking, radiating docking, upgrading docking, and transformation docking. Library service development must be guided by provincial policies to identify service connection points, deliver continuous and effective services, strengthen mechanism construction, enhance service depth and granularity, and simultaneously promote the transformation and upgrading of library services.

Keywords: "Double First-Class" construction; university library; subject service; policy text analysis; docking pathway

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1. Introduction

In October 2015, the State Council issued the "Overall Plan for Coordinating the Construction of World-Class Universities and First-Class Disciplines" [1] (hereinafter referred to as the "Overall Plan"), proposing a development strategy for building world-class universities and first-class disciplines. In response to the Overall Plan, local governments, as key actors in the "Double First-Class" construction, have successively introduced localized construction schemes. On August 8, 2018, nearly three years after the release of the Overall Plan, the Ministry of Education, Ministry of Finance, and National Development and Reform Commission jointly issued the "Guiding Opinions on Accelerating the Construction of 'Double First-Class' in Higher Education Institutions" [2], further strengthening the service docking requirements for "Double First-Class" initiatives.

During the "Double First-Class" construction process, university libraries have conducted extensive research and practice in several areas: (1) information resource guarantee, such as information resource construction [3-6] and institutional repository development [7]; (2) subject service and innovation research, including subject-oriented decision-making intelligence services [8], think tank services [9-10], intellectual property information services [11], and ESI-based subject evaluation analysis and decision support services [12-14]; and (3) other related research, such as scientific data management and service studies [15], maker space construction [16], and smart subject service space building [17]. These studies provide theoretical and practical references for university libraries to develop services. Some scholars have also analyzed "Double First-Class" construction development plans formulated by certain universities to explore functional expansion and service innovation of university libraries in the "Double First-Class" construction process [18]. However, no existing research has analyzed university library services from the perspective of interpreting provincial policy texts.

Provincial and municipal "Double First-Class" policies centrally reflect local

government decision-makers' allocations and decisions based on national policies and local development needs, serving as weather vanes for university construction. University libraries can develop services by interpreting relevant local government policies [19]. Text content analysis is a method combining quantitative and qualitative approaches that can extract concepts and conduct statistical quantification from policy texts, featuring automatic statistical and relationship identification methods for textual data [20]. This study employs NVivo 12.0 analysis software to code and analyze provincial "Double First-Class" construction texts, examining focal points of provincial policy texts and extracting practically meaningful construction demands to explore docking pathways between library services and construction needs. This enables university libraries to develop targeted services aligned with the Overall Plan and provincial policy requirements, making library services more focused and effective in boosting "Double First-Class" construction.

2. Encoding and Findings of Provincial Policy Texts

The author collected "Double First-Class" related construction texts from 30 provinces and municipalities (excluding Tibet Autonomous Region) through provincial and municipal government or education administrative department websites. More than half of the text titles contained phrases like "first-class university" or "first-class discipline." Beijing, Jiangsu, Guangdong, and other provinces proposed targeted construction plans, such as Beijing's High-Precision Innovation Center Construction and Jiangsu and Guangdong's High-Level University Construction. Shanghai, Sichuan, Shanxi, Tianjin, Jilin, Guangxi, and other provinces and municipalities issued comprehensive education reform plans. Using NVivo 12.0 analysis software for coding and node determination, this study analyzes local government focus points based on descriptive statistical analysis of parent nodes, child nodes, and reference points. Some provincial policy texts differ in format from the Overall Plan; this paper corrects and codes them according to the Overall Plan format as much as possible to identify reference points for university library services and propose innovative ideas and recommendations.

2.1 Provincial Policy Texts' Focus Points Are Basically Consistent with the Overall Plan

The earliest provincial policy text was Zhejiang's "Opinions on Implementing the Provincial Key University Construction Plan" released in October 2014. Most others were concentrated between November 2015 and early 2017, formulated under the guidance of the Overall Plan with relatively consistent thematic focus. Coding was conducted according to the Overall Plan format, identifying six parent nodes: guiding ideology, basic principles, construction goals, construction tasks, support measures, and organization/implementation. Based on these six parent nodes, the first-level headings, second-level headings, and main text of the 30 provincial policy texts were coded. The number of codes for parent

nodes includes merged child node codes, with results shown in Table 1 . Some provincial policy texts do not follow the Overall Plan format exactly, so parent nodes like guiding ideology and basic principles do not cover all 30 policy texts. Construction tasks is the most coded parent node, with all provincial policies providing extensive elaboration, mostly setting numerous second-level headings.

Analyzing correlations between parent nodes through NVivo software's cluster analysis function reveals higher Pearson correlation coefficients between guiding ideology and basic principles, construction goals and tasks, and support measures and organization/implementation. The following analysis will conduct in-depth examination based on these three parent node combinations.

2.2 Provincial Policy Texts' Focus Points Have Provincial-Specific Emphases and Characteristics

The main text coding in this study adopts a "parent node-child node-(some with second-level child nodes)" structure, with only second-level child nodes established at most to reduce analysis complexity. During the main text coding process, some crossovers were found between child node codes of the six parent nodes. For example, the development goal of "Ministry of Education discipline ranking" in construction goals also appears correspondingly in construction tasks.

2.2.1 Guiding Ideology and Basic Principles Guiding ideology serves as the guideline for provincial policy formulation, most frequently mentioning the spirit of the 18th Party Congress, General Secretary Xi Jinping's series of important speeches, the "Four Comprehensives" strategic layout, and the five development concepts of innovation, coordination, green development, openness, and sharing.

Basic principles mostly reference the Overall Plan's proposal of "taking first-class as the goal, discipline as the foundation, performance as the lever, and reform as the driving force," formulated in combination with provincial characteristics. Among the 26 provincial policy documents that proposed basic principles, there are 23 first-level child node codes with 166 reference points. Twelve first-level child nodes have more than five reference points, including classified guidance, performance evaluation, characteristic first-class, innovation mechanism, key breakthroughs, service demand, and dynamic adjustment, as shown in Figure 1 [Figure 1: see original paper]. Some provinces and municipalities have proposed targeted principles based on their own development needs, such as Shanghai's global vision and Shaanxi's cross-integration.

2.2.2 Construction Goals and Tasks **(1) Construction Goals.** Based on the overall goals proposed in the Overall Plan, local governments have proposed their own construction goals according to their current status and development needs, focusing on how to achieve classified and layered development, key characteristic development, and rhythmic promotion of "Double First-Class" con-

struction. In terms of construction cycles, 11 provinces and municipalities have cycles consistent with the Overall Plan, including three stages: 2020, 2030, and mid-century goals. More provinces and municipalities focus on medium- and short-term construction goals, as shown in Figure 2 [Figure 2: see original paper] Construction Cycle Coding. Some provinces and municipalities have more personalized construction cycles; for example, Guangdong's first stage targets 2017, followed by 2020 and 2030; Henan's Advantageous Discipline Project targets 2024 as its medium- and short-term goal; Guizhou, Qinghai, and Ningxia propose goals for 2020, 2025, etc., using "five-year" periods as construction cycles.

Regarding the definition of "first-class universities" and "first-class disciplines" in various provinces and municipalities, "world-class universities" and "domestic first-class universities" are the most established types or level goals. Some provinces and municipalities have proposed goals such as regional first-class universities (Guizhou, Yunnan), characteristic high-level universities (Anhui, Jiangxi, Guangxi, Hainan), skilled high-level universities (Anhui, Guangxi), and industry-leading research and application-oriented universities (Liaoning). For discipline construction goals, "world-class disciplines" and "domestic first-class disciplines" are similarly the most established construction goals, followed by advantageous characteristic disciplines. Additionally, some provinces and municipalities have established goals such as peak and plateau disciplines (Fujian), western first-class disciplines (Ningxia), and key cultivation disciplines (Henan, Gansu). Notably, 11 provinces and municipalities use the number of disciplines entering the top 1% or 1‰ of the Essential Science Indicators (ESI) database as a reference indicator for medium- and short-term discipline construction, including Jiangsu, Henan, Guangdong, and Hainan. Some also use Ministry of Education discipline evaluation results or authoritative third-party evaluation results as reference indicators.

(2) Construction Tasks. Construction tasks match construction goals. Provinces and municipalities basically formulate them according to the construction and reform tasks in the Overall Plan, mainly including talent team building, talent cultivation, scientific research, cultural inheritance and innovation, social services, mechanism system reform, and international exchange and cooperation. Additionally, based on various provincial policy texts, the study conducted advantageous characteristic coding for some special construction tasks of provinces and municipalities, as detailed in Table 2 . Some provinces and municipalities highlight their own characteristic industry development in construction tasks, such as Liaoning and Shanxi's technological innovation alliance construction, Heilongjiang's ice and snow culture and industry, Xinjiang's Silk Road, and Hainan's tropical ocean characteristics.

2.2.3 Support Measures and Organization/Implementation To ensure the smooth implementation of "Double First-Class" and advantageous discipline construction projects, provinces and municipalities have proposed relatively de-

tailed support measures and organization/implementation plans. Support measures mainly involve special financial support, laws and regulations and supporting policies, incentive mechanisms, performance evaluation, and increased precise and diversified investment. Regarding reference points for "strengthening performance evaluation," provinces and municipalities most frequently mention introducing third-party evaluation. Some also propose conducting international professional education certification, self-evaluation, government inspection, user evaluation, peer evaluation, and social evaluation, and building discipline development status databases.

Organization/implementation mainly involves strengthening dynamic management, setting selection and project establishment methods, strengthening organizational leadership, promoting coordination, clarifying responsibility division, and increasing publicity. Performance evaluation is associated with dynamic management and also with financial support.

3. Docking Path Analysis Between University Library Services and Provincial Policy Texts

Drawing on R. Kolinsky et al.'s [21] proposed "low-road" and "high-road" models, this study excavates demands related to university libraries in provincial policy texts and summarizes the modes and pathways for library services to dock with "Double First-Class" construction, as shown in Figure 3 [Figure 3: see original paper].

3.1 Ensuring Docking

"First-class discipline" construction is the core of provincial "Double First-Class" policy texts. Basic principles include "discipline leadership," construction goals include various discipline construction goals (such as building world-class disciplines, domestic first-class disciplines, peak and plateau disciplines, and advantageous characteristic disciplines), and all nodes of construction tasks are proposed around first-class university and first-class discipline construction. Libraries need to conduct ensuring docking, providing literature resource guarantee and basic service systems for "first-class discipline" construction: purchasing targeted resources for "first-class disciplines" and "key construction disciplines," establishing a literature resource guarantee system comprising "discipline construction basic resources + discipline development research resources + discipline evaluation application resources"; providing teaching support services for university students, conducting information literacy education to improve readers' information retrieval, knowledge acquisition, and analysis capabilities; creating library shared spaces to provide supporting environmental spaces for first-class discipline talent cultivation; and conducting sci-tech novelty searches and citation searches to provide supporting materials for project applications and talent evaluation in first-class discipline construction.

Although library ensuring docking services are mostly basic services, they also

need dynamic updating around "Double First-Class" policies to maintain certain advancement. Taking the opportunity of the new library building in 2014, Huazhong University of Science and Technology Library renovated its space, improved functions of various spaces such as faculty and student learning research and cultural display, and provided comprehensive support for literature resource utilization, sharing, and cultural inheritance [24]. Based on annual collection data, Donghua University Library analyzed electronic resources from the perspectives of resource structure, core resource guarantee, and performance evaluation, formulated optimization and adjustment strategies, and proposed a framework for constructing a first-class discipline literature resource guarantee system [5].

3.2 Radiating Docking

According to the coding of provincial policy texts, "talent team building" in construction tasks—including talent introduction, high-end talent building, and innovation teams; "talent cultivation"—including innovative, application-oriented, and compound excellent talents; "scientific research"—including sci-tech achievements transformation; "cultural inheritance and innovation"—including excellent traditional culture and characteristic culture; "social services"—including achievement transfer and industrialization chains; and "international exchange and cooperation"—including international sci-tech cooperation and exchange, can all generate radiating effects on library service development. Libraries can conduct radiating docking in combination with provincial policy text demands. For example, they can conduct multi-dimensional talent introduction evaluation, talent tracking evaluation, and talent performance evaluation based on research projects, research papers, patents, and awards; conduct dynamic analysis of provincial and municipal universities' international sci-tech cooperation for international sci-tech cooperation and exchange; provide intellectual property analysis services for sci-tech achievements transformation; and offer skills courses such as patent analysis for cultivating innovative, application-oriented, and compound excellent talents. For instance, Tianjin University Library offers a "Patent Practice and Patent Intelligence Analysis" course to enhance practical application skills.

Library radiating docking services need to emphasize accumulation and keep pace with the times, paying timely attention to policies of the state and relevant departments. In December 2017, to improve the intellectual property information public service network and enhance universities' innovation capabilities, the State Intellectual Property Office and Ministry of Education jointly issued the "Implementation Measures for the Construction of University Intellectual Property Information Service Centers" [25], launching center selection work in December 2018 and officially announcing the first batch of 23 university national intellectual property information service centers in March 2019. The author's university library, as the only selected unit in Jiangsu, had established the Patent Data Center of the National Intellectual Property Training (Jiangsu)

Base in 2011 and was approved as a Jiangsu University Library Patent Information Dissemination and Utilization Base in 2017. Previous accumulation laid a solid foundation for successful application.

3.3 Upgrading Docking

Provincial policy texts propose high requirements and standards for both "first-class university" and "first-class discipline" construction. Different provinces and municipalities have varying requirements and construction standards, but from the perspective of different construction cycle stages, requirements for first-class universities and first-class disciplines are gradually increasing. High requirements and standards are reflected in all nodes of construction tasks, including talent team building, talent cultivation, scientific research, cultural inheritance and innovation, social services, and international exchange and cooperation. Library services also need upgrading to adapt to the incremental construction requirements of "Double First-Class."

Taking the quantitative indicators of ESI 1% or ESI 1‰ as examples, according to the coding, 11 provinces and municipalities use ESI as a reference source for medium- and short-term discipline construction evaluation. Using Shandong as an example, the goal is to achieve ESI 1‰ breakthroughs by 2020 and have about 10 disciplines enter ESI 1‰ by 2030. Traditional bibliometric and tracking services need to upgrade to serve party and government decision-making, providing decision support for university and even provincial discipline development planning. The "Jiangsu High-Level University Construction Plan" also proposes ESI discipline development goals. The author's library established cooperation with Jiangsu Education Evaluation Institute in 2012, providing ESI dynamic monitoring reports for Jiangsu universities every two months and, after the plan's release, annual comprehensive evaluation reports on high-level university construction performance based on research achievements. These provide references for Jiangsu's university advantageous discipline construction project assessment and high-level university construction performance assessment, and also propose countermeasures for Jiangsu universities' discipline planning and development.

Traditional literature management services and institutional repository construction need to upgrade to data management and services. The "NMC Horizon Report: 2017 Library Edition" identifies "research data management" as the first short-term trend, requiring librarians to transform roles, including access, support, and data management. Data management includes access and support while emphasizing storage planning and data management, that is, "extending from the research project cycle to reuse, continuously preserving and increasing data value" [26]. Peking University Library cooperates with university departments and faculties to jointly build a Peking University research data management service system that includes data services, data management, data literacy, long-term preservation, and data policies, boosting first-class university construction [27].

Adapting to "innovation and entrepreneurship education" and "innovative talents" emphasized in "Double First-Class" policies, libraries' traditional information literacy courses need to upgrade to innovative literacy courses, taking innovation awareness, innovative thinking, innovative spirit, innovative knowledge, innovative capabilities, and innovative personality as the ultimate goals of information literacy education [23]. Zhang and Guo [28], through analysis of domestic and international university students' information literacy education and based on characteristics of contemporary university students' information literacy, proposed a university student information literacy cultivation model oriented toward innovation and entrepreneurship in the "Internet Plus" era, emphasizing close interaction among resources, teaching, research, faculty, and librarians to maximize active learning and enhance innovation and entrepreneurship thinking abilities.

Docking with "Double First-Class" construction requires library resource capabilities to transform toward knowledge service capabilities, including transforming information organization to knowledge organization, information services to knowledge services, information literacy to data literacy, knowledge literacy, and innovation literacy, and library services to think tank services [23]. Zhejiang University Library established the Zhejiang University Information Resource Analysis and Application Research Center in 2010, providing high-quality think tank services at the university level multiple times and earning high trust from the National Office for Science and Technology Awards and the Chinese Academy of Engineering decision-making level, undertaking national-level think tank services [29].

Library service transformation simultaneously requires library management transformation, shifting from library-centered to librarian- and user-centered, developing librarians as the means and serving users as the goal, transforming library organizational structure, management concepts, and management culture to adapt to and dock with new-era higher education construction and development [30].

3.4 Transformation Docking

Under the construction goals and tasks of first-class universities and first-class disciplines in the new era, university libraries need more innovation, openness, and sharing. Through transformation to adapt to environmental changes, they can upgrade their service capabilities and form a new library service capability system. Traditional resource capabilities mainly focus on information and literature levels, such as information resource guarantee, information organization, information retrieval, and information literacy. Docking with "Double First-Class" construction, library resource capabilities need to transform toward knowledge service capabilities, including transforming information organization to knowledge organization, information services to knowledge services, information literacy to data literacy, knowledge literacy, and innovation literacy, and library services to think tank services [23]. Zhejiang University Library estab-

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4. Docking Strategies and Recommendations

4.1 Services Must Be Policy-Oriented and School Development-Targeted to Identify Docking Points

Provincial and municipal higher education policies are weather vanes for university construction. University libraries must multi-dimensionally interpret relevant local government policies and then focus on developing service docking around their own university's development plans. The "Shanghai Higher Education Layout Structure and Development Plan (2015-2030)" [31] proposes a two-dimensional classification management system for universities, where universities independently clarify their development positioning according to this system. University libraries, guided by Shanghai's policies and using evaluation indicators for different types of universities as references, can identify docking points and provide subject guarantee and subject decision-making support services for their universities. In December 2018, Donghua University Library and Shanghai Education Evaluation Institute jointly hosted the "Shanghai Regional 'Double First-Class' Construction and University Classification Development Seminar." Donghua University Library provided subject resource guarantee docking for Donghua University's first-class discipline construction and the university's two-dimensional development positioning, conducted radiating docking such as talent evaluation and assistance in undergraduate major construction, and established a comprehensive, in-depth subject service system from bibliometrics to decision support (from subject situation analysis to integration into university development planning).

National relevant departments and most provincial and municipal governments have proposed corresponding policy guidance for the sustainable development of industry-characteristic universities. Characteristic disciplines are key focuses of university construction, and building regionally characteristic universities or disciplines is also a key construction content for some provinces and municipalities, such as Xinjiang's Silk Road, Hainan's tropical ocean characteristics, and Heilongjiang's ice and snow culture and industry. University libraries can develop services at different levels through purchasing characteristic discipline

resources, building characteristic database platforms, analyzing current situations and trends of industry development, and analyzing academic development prospects of characteristic disciplines to achieve multi-dimensional docking. In ensuring docking, regional characteristic databases can be jointly built through regional library alliance cooperation to boost industry-characteristic university construction, such as Changchun Engineering College Library's cooperation with Qian'an County Library and Qian'an Mud Forest Nature Reserve Tourism Administration to build the "Qian'an Mud Forest Geological Tourism Resources Literature Database," and Changchun University of Traditional Chinese Medicine Library's cooperation with Fusong County Library to build the "Ginseng Literature Resources Special Research Database."

4.2 Double First-Class Construction Is a Long-Term Project Requiring Sustained and Effective Docking Services

The Overall Plan [1] points out that constructing world-class universities and first-class disciplines is of great significance for enhancing China's education development level, strengthening national core competitiveness, and laying a foundation for long-term development. It proposes three-stage overall goals for 2020, 2030, and mid-century. Multiple provincial policies propose conducting continuous and dynamic construction using five-year cycles. The author's investigation of some university library websites found that some services already launched lack continuous follow-up. For example, institutional repository construction lacks subsequent updates, let alone upgraded scientific data management services; some library websites' bimonthly ESI highly-cited paper lists have stopped updating; some libraries have stopped renewing advantageous resources for certain disciplines due to interrupted funding; and some library services remain limited to traditional businesses like novelty searches and citation searches, with few involving subject analysis or patent analysis. Library services need to keep pace with the times, developing subject evaluation and decision support services, intellectual property information services, and research data management services oriented toward first-class discipline and first-class university construction, while maintaining service continuity and effectiveness.

Furthermore, based on coding of construction cycle child nodes in provincial policy texts, 2020 is the final year of the first construction cycle for most provinces and municipalities, when strengthened performance evaluation and dynamic management will be key focuses. University libraries can provide services such as current-cycle discipline academic development dynamic evaluation and next-cycle discipline academic development forecasting around their provincial planning cycles, providing data support and decision-making reference consultation for schools and disciplines to formulate "14th Five-Year" plans, enhancing service docking timeliness and effectiveness.

4.3 Enhancing Library Service Depth and Granularity for Double First-Class

"Double First-Class" emphasizes hierarchical construction with clearer goals. All provinces and municipalities propose strengthening talent introduction and innovative talent cultivation, with some explicitly proposing ESI discipline development goals, Ministry of Education discipline evaluation goals, and authoritative third-party evaluation ranking goals. Some provinces and municipalities propose developing university think tanks, strengthening major original achievements, encouraging discipline cross-integration, and building achievement transfer and industrialization chains. University libraries should enhance service depth and granularity around provincial policy text demands, such as providing information resource guarantee rate analysis around discipline dynamic adjustment, planning and adjusting spatial resources according to innovative talent cultivation needs, conducting discipline development dynamic tracking and evaluation for the university's first-class and characteristic disciplines, and conducting global dynamic development analysis in specific fields around major original achievements and conducting comparative analysis with benchmark institutions.

University libraries can also act as quasi-third-party evaluation institutions to conduct influence evaluation services for universities and disciplines. The author's library established an Information Assessment Center in 2013 to conduct subject services for schools, faculties, and disciplines, dynamically monitoring international influence and analyzing the university's high-level university construction performance. Through active communication between library leadership and the discipline office and university leadership, development suggestions such as ESI discipline advancement were written into the university's first-class discipline creation plan, assisting performance evaluation and docking with the discipline construction office to help discipline target management and assessment. The author's library cooperated with the university office to build a university development indicator data platform, completing data monitoring and management for university and discipline rankings.

4.4 Double First-Class Docking Requires Library Transformation and Upgrading with Enhanced Management and Service Mechanism Construction

Mechanism construction is key in the "Double First-Class" construction process and the internal driving force for sustainable "Double First-Class" construction. The "Double First-Class" construction implements a "movable up and down, dynamic adjustment" mechanism with multi-faceted performance evaluation. Libraries need to establish specialized service departments or dedicated personnel to provide docking services for "Double First-Class" construction and first-class discipline creation, strengthening management mechanism and service mechanism construction, including personnel development, service content upgrading, diversified service methods, and smooth information exchange channels, striving to achieve library transformation and upgrading.

Librarian team building is a core element. Docking with "Double First-Class" simultaneously requires strengthening the cultivation of resource development librarians, subject service librarians, and intelligence analysis librarians. Based on their own conditions, libraries should upgrade service content, particularly enhancing intelligence analysis and think tank service capabilities that boost first-class discipline construction. Services should penetrate into faculties and departments, embedding services with faculty and discipline development as the core. Maintaining smooth information exchange channels is particularly important in library service processes. The library-led service team requires library leadership to maintain smooth communication with university leadership, providing timely reports. The service team simultaneously maintains communication with relevant functional departments and faculties, combining active push and customized analysis based on counterpart demands with mutual feedback to enhance library subject service content and quality.

Peking University Library has established a Research Support Center to provide a library research support service system based on the research lifecycle for the university, with services covering the entire research lifecycle including information literacy, sci-tech novelty search, discipline frontier tracking, subject analysis, scientific data management, and intellectual property services [33]. Libraries can also serve as quasi-third-party evaluation institutions to conduct influence evaluation services for universities and disciplines.

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