

Research and Practice of Foreign Library Exhibition Services: A Postprint Reference

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Abstract

[Purpose/Significance] By analyzing theoretical research and practical work in the exhibition services domain of foreign libraries, this study explores the inherent laws of library exhibition service development to provide reference for the development of exhibition services in Chinese libraries. [Method/Process] Bibliometric analysis is employed to conduct cluster analysis on topics and keywords of relevant literature in the field of foreign library exhibitions, thereby exploring the main research areas and key issues. Through web-based investigation, ten representative foreign libraries are selected as research subjects to summarize and examine the organizational forms and trend characteristics of foreign libraries in aspects such as exhibition theme planning, organization and preparation, target audiences, and promotional objectives. [Results/Conclusion] Chinese libraries should prioritize the expansion of exhibition service operations, strengthen the construction of theoretical systems, conduct innovative explorations based on their own actual conditions, further clarify the functions and positioning of exhibitions, deepen the spiritual and cultural connotations of exhibitions, comprehensively expand the dissemination power and influence of exhibitions, break through the limitations of traditional operations, and enhance libraries' capabilities in knowledge dissemination and service innovation.

Full Text

Preamble

An Examination of Theoretical Explorations and Practices and Reference Value of Exhibition Services of Overseas Libraries

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Abstract: [Purpose/Significance] This paper studies the theoretical explorations and practices of overseas libraries in the field of exhibition services. The analyses in this paper provide references for the broadening and innovation of exhibition services for libraries in China. [Method/Process] By applying bibliometric analysis, the author first conducted cluster analysis of the main subjects and keywords of the literature in the library exhibition field worldwide to search for major areas and problems of research. Through online research, the author then selected 10 typical foreign libraries as subjects of study and concluded the organizational patterns and trending characteristics of overseas libraries in exhibition theme planning, organization, target audiences, and promotional purposes. [Result/Conclusion] Libraries in China should attach greater importance to expanding exhibition services and strengthening theoretical system construction while conducting innovative explorations based on their own actual situations. They should further clarify the functions and positioning of exhibitions, deepen the spiritual and cultural connotation of exhibitions, comprehensively expand the dissemination power and influence of exhibitions, break through the limitations of traditional services, and enhance libraries' knowledge dissemination and service innovation capabilities.

Keywords: exhibition; overseas libraries; service innovation; theoretical system; knowledge dissemination

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As social and cultural life demands continue to grow, libraries have broken through their limitations as mere reading and information retrieval venues, continuously expanding and extending their cultural service functions and enhancing their social service capabilities. In recent years, many foreign libraries have leveraged their collection characteristics and spatial advantages, combined with the practical needs of community and social development, to purposefully excavate collection literature and information content and organize diverse, vivid, and online-offline integrated exhibition activities. This has become one of the important ways for libraries to fulfill their functions of user service, knowledge dissemination, and social education. The academic community generally believes that exhibition services can effectively enhance the efficiency and effectiveness of library knowledge dissemination, thereby better leveraging libraries' role in advancing civilization, popularizing science, and disseminating knowledge.

Library exhibition services refer to a service approach where libraries conduct systematic visual displays of the essence, logical structure, historical context, and other elements of collected and stored knowledge through deep excavation and refined processing, using various carriers and forms, and disseminate them to various audience groups.

2. Research on Overseas Library Exhibition Services

In recent years, foreign scholars have conducted a series of studies on the theory and practice of library exhibition services. S.A. Ogunrombi analyzed the role of library exhibition services in social education, pointing out that exhibitions are a knowledge dissemination activity that promotes public interests and drives social civilization progress, as well as a key factor in library public relations strategy. Organizing a series of high-quality exhibitions can effectively bring the public closer to libraries and consolidate libraries' pivotal position in social cultural life and academic research [1]. Z. Renić et al. believe that exhibitions can help libraries establish closer connections with the public, and that school libraries organizing such activities can promote cooperation between libraries, schools, and related institutions, enhance public scientific literacy, and attract more readers to the library [2].

With the rapid development of information technology, tremendous changes have occurred in knowledge production and research methods, and libraries' service functions and business organizational forms are undergoing profound transformations. M. Vogel, combining case studies, believes that in the information age, people have begun attempting to organically integrate libraries' knowledge service functions with museums' spatial display methods through diversified technical means to break through inherent bottlenecks in business development. This attempt represents a new exploration of future library functional positioning—a transformation from knowledge collectors and storers to knowledge displayers and disseminators [3]. Japanese scholar Tsuruhara pointed out that as an information access hub for community residents, libraries should actively undertake the obligation to provide convenient information access for the public and reference services for solving social problems. Exhibition, as a form of material display, can greatly improve information access efficiency, especially online exhibitions [4]. K. Leousis et al. believe that as knowledge repositories and idea incubators, libraries should fully mobilize resources, actively participate in knowledge mining, and use new media and interactive technologies to deeply process information materials, providing rich content for exhibitions [5]. D. Nicholas pointed out that libraries should actively explore valuable highlights in collection literature and amplify these highlights through networks and other means (by holding exhibitions). Such activities can effectively break original communication boundaries and display certain cultural phenomena or knowledge fields to the public in multiple ways [6].

To comprehensively understand the research status in the field of overseas library exhibition services, the author used VOSviewer software for statistical analysis. VOSviewer is a bibliometric analysis software developed by the CWTS Center at Leiden University in the Netherlands that can visually process information data through mapping technology and clustering techniques to help researchers more scientifically and comprehensively identify research hotspots and frontier topics in their fields. Using Web of Science and ProQuest databases as data sources, the author retrieved literature with the subject marker "TS=exhibition* AND

library*” for the period 2000-2019, screened out weakly relevant content such as news reports, and excluded domestic authors through the database’s country selection function to form a basic literature research sample. Subsequently, ENDNOTE software was used for data cleaning, and its “References?FindDuplicates” function was used to manually find and delete duplicate data, resulting in a total of 1,271 research documents. After data collection, VOSviewer was used for keyword extraction, and the threshold parameter was determined as “Minimum number of occurrences of a keyword=5” based on sample size, ultimately obtaining 126 valid keywords to form a keyword co-occurrence analysis map, as shown in Figure 1 [FIGURE:1].

In Figure 1, keywords are represented by dots, with dot size indicating the frequency of the term. Relationships between keywords are expressed by arcs, with width indicating relationship strength and distance inversely proportional to co-occurrence frequency. According to overall association strength ranking, terms such as “library and information,” “university library,” “books,” “library collections,” and “museums” are key high-frequency words in this field, playing the role of central nodes in library exhibition research. The specific keyword clusters formed are shown in Table 1 .

Based on comprehensive literature content and keyword co-occurrence analysis, the author formed the following judgments regarding the research status of overseas library exhibition services: (1) Foreign scholars pay considerable attention to the development of library exhibition services, studying and discussing them as an important aspect of library knowledge service innovation and an important means of knowledge dissemination to the public. Related research has reached a certain scale in terms of “quantity” and features distinct viewpoints and rich cases in terms of “quality,” but lacks comprehensive surveys and systematic research discussions. (2) From the perspective of bibliometric analysis results, the keyword map forms clusters with “exhibition” as the first core term, with dense network nodes formed by high-frequency vocabulary, showing a trend characteristic that emphasizes practical research. Meanwhile, vocabulary in the keyword map is not limited to the library’s own business field but also covers related disciplines such as museums, architecture, and art, demonstrating the interdisciplinary research characteristics of this field. (3) From the perspective of research themes and objects suggested by keywords, geographical distribution focuses on Europe and America, content focuses on history, culture, and art, technical means involve the internet, multimedia, and digital systems, and target audiences include youth, the general public, and school education, forming a broad matrix system that demonstrates the richness and diversity of overseas library exhibition service theory and practice. (4) From the perspective of word frequency and cluster distribution, some keyword clusters form an associated network structure around “public library” and “university library,” indicating to a certain extent that different types of libraries have different characteristics in exhibition service objects, display methods, and exhibition resources. This also suggests that we should conduct classified research on exhibition service functions and characteristics of different types of libraries from the perspec-

tives of service subjects, service objects, service methods, and service means to comprehensively grasp their inherent patterns and characteristics.

3. Network Investigation of Overseas Library Exhibition Services

To further analyze the development status of overseas library exhibition services, the author selected 10 libraries in the United States, United Kingdom, and Canada as research subjects based on comprehensive consideration of representativeness, reputation, business scale, exhibition characteristics, and information accessibility. The 10 libraries are: Library of Congress (<https://www.loc.gov/exhibits/all/>), New York Public Library (<https://www.nypl.org/events/exhibitions/>), Los Angeles Public Library (<https://www.lapl.org/events/exhibits>), San Francisco Public Library (<https://sfpl.org/index.php?pg=2000140201>), MIT Libraries (<https://libraries.mit.edu/exhibits/current?upcoming?past?exhibits/>), Stanford University Libraries (<http://library.stanford.edu/exhibits>), University of Chicago Library (<https://www.lib.uchicago.edu/collex/?view=exhibits>), Oxford University Libraries (<https://www.bodleian.ox.ac.uk/whatson/whats?on>), Cambridge University Library (<https://exhibitions.lib.cam.ac.uk/>), and Library and Archives Canada (<http://www.bac?lac.gc.ca/eng/about?us/events/Pages/events.aspx>). The investigation period was from April 1 to June 1, 2019.

3.1 Exhibition Frequency Analysis

The author browsed, analyzed, and statistically organized all exhibitions recorded and archived on the official websites of the above 10 libraries in the past five years. The number of offline exhibitions held is shown in Table 2 .

As shown in Table 2, the annual exhibition frequency of each library is relatively stable, with university libraries holding about six exhibitions per year and public library systems with branch libraries holding dozens of exhibitions annually. In addition, numerous small temporary exhibitions can be found in local news and personal blogs, which were not included in the statistics as they were not recorded and archived on official websites. It is worth noting that the New York Public Library, as the largest public library system in the United States with 88 community branch institutions oriented toward public cultural services and four academic research centers, has the highest number of exhibitions among the research subjects. This demonstrates that exhibition activities have become normalized business content for these libraries.

3.2 Exhibition Theme Content Analysis

The author classified the themes of exhibitions held by the above 10 libraries in the past two years into eight categories: history, art, important events, science and technology, architecture, politics, religion, and regional culture.

3.2.1 History Themes History is the most common theme for library exhibitions. For example, the Library of Congress’s “Echoes of the Great War: American Experiences of World War I” exhibition looked back at American participation in World War I from the perspective of veterans [7]. The New York Public Library’s “Picturing the City: Illustrated Maps of NYC” exhibition displayed New York’s urban landscape and historical changes from the perspective of map evolution [8]. Library and Archives Canada’s “Hiding in Plain Sight: Discovering the Métis Nation in the Archival Records of Library and Archives Canada” introduced the unique history of the Métis people, an indigenous group of mixed Indian and white heritage [9].

3.2.2 Art Themes Art exhibitions have become one of the more common themes for library exhibitions due to their rich content and close connection with daily life. For example, the Library of Congress held the “American Ballet Theatre: Touring the Globe for 75 Years” exhibition to celebrate the 75th anniversary of the American Ballet Theatre, displaying the theater’s status in ballet art through several wonderful photos [10]. The Los Angeles Public Library’s “Pintando: The Colors of Education” exhibition, part of Los Angeles’s “Year of Mexico” celebration, displayed works by several famous Mexican artists [11]. MIT Libraries’ “Pantea Karimi’s Visual Thinking: Six Ways of Picturing Knowledge” exhibition demonstrated the application of graphic thinking art in knowledge learning [12]. Oxford University Libraries’ “Tolkien: Maker of Middle-earth” exhibition recreated the fantasy “Middle-earth” created by Tolkien, author of *The Lord of the Rings*, displaying numerous drafts, illustrations, and maps [13].

3.2.3 Commemorative Event Themes Some exhibitions appear as components of national, regional, or institutional commemorative activities, playing a role in creating event atmosphere and attracting public participation. For example, the San Francisco Public Library held the “Illusion and the Magic City” exhibition to celebrate the 80th anniversary of the Golden Gate International Exposition [14]. The University of Chicago Library held the “A Bold Experiment: The Origins of the Sciences at the University of Chicago” exhibition to celebrate the university’s anniversary [15]. Cambridge University Library held the “Discovery: 200 Years of the Cambridge Philosophical Society” exhibition to celebrate the 200th anniversary of the Cambridge Philosophical Society [16]. Library and Archives Canada held the “Shaping a Nation: 150 Years of Confederation” exhibition [17].

3.2.4 Science and Technology Themes As knowledge dissemination centers, libraries fulfill their social education functions by conducting science popularization activities and displaying scientific and technological achievements through exhibition services. For example, the San Francisco Public Library’s “Life Got Wider” exhibition demonstrated the impact and changes of computers and information technology on ordinary public life [18]. Stanford University Libraries’ “The Chinese Typewriter: The Design and Science of East Asian Information Technology” exhibition displayed the development and application of informa-

tion technology in China, Japan, and Korea during the 19th and 20th centuries [19]. The University of Chicago Library’s “Marie Tharp: Pioneering Oceanographer” exhibition showcased the outstanding scientific achievements of Marie Tharp, the cartographer who created the first global seafloor map, and displayed a large number of her seafloor charts [20].

3.2.5 Architecture Themes Architecture, as the crystallization of engineering technology and humanities art, is one of the common themes for library exhibitions. For example, the Los Angeles Public Library’s “L.A. Landmarks: Lost and Almost Lost” exhibition displayed images of a series of landmark buildings in Los Angeles and surrounding areas that still exist or have been demolished [21]. MIT Libraries’ “Media + Modes” exhibition provided a platform for architecture and design graduates to display their works in 2018 [22]. Library and Archives Canada’s “Icons of Knowledge: Architecture and Symbolism in National Libraries” exhibition displayed the architectural structure and design process of the library and its close relationship with national history and culture [23].

3.2.6 Politics Themes Such exhibitions aim to build bridges between government agencies and the public, promoting organic integration between politics and daily social life. For example, the Library of Congress’s “Art in Action: Herb Block and Fellow Artists Respond to Their Times” exhibition displayed political cartoons drawn by Herb Block and other artists [24]. The New York Public Library’s “You Say You Want a Revolution: Remembering the 60s” exhibition reviewed the anti-war storm in New York in the 1960s and its impact on national political development [25]. Oxford University Libraries’ “Parliament Week” exhibition, held with the support of both houses of the British Parliament, aimed to promote parliamentary image, convey values, and encourage public participation in democratic decision-making [26].

3.2.7 Religion Themes Religion has become a common theme for library exhibitions due to its close relationship with history, art, and social life. For example, the Library of Congress held the “Library of Congress Bible Collection” exhibition, a large-scale exhibition of religious literature collections, displaying precious documents such as the Mainz Giant Bible and the Gutenberg printed Bible [27]. The San Francisco Public Library’s “Day of the Dead Altar” exhibition, themed on Mexico’s Day of the Dead, not only allowed the public to visit but also allowed visitors to worship deceased relatives at the altar [28]. The University of Chicago Library’s “Curated Mysticism: Visual Representations of the Cosmos and Consciousness” exhibition displayed diverse mysticism visual elements through physical objects and multimedia means [29].

3.2.8 Regional Culture Themes As public cultural institutions, libraries undertake the mission of inheriting regional culture, making this theme also common in overseas library exhibitions. For example, the San Francisco Public Library’s “The Unique Costumes of the 56 Ethnic Groups of China” exhibition displayed traditional costume cultures of China’s 56 ethnic groups, reflecting the distinctive characteristics of areas with concentrated Chinese populations

[30]. Stanford University Libraries' "An Accidental Photographer: Seoul 1969" exhibition displayed a large number of photographic works reflecting the rapid development of Korean cities and citizens' lives in the 1960s [31]. Library and Archives Canada's "Canada: Who Do We Think We Are?" exhibition displayed Canada's panoramic landscape from a cultural perspective, aiming to further enhance national identity among the public [32].

3.3 Typical Case Analysis

To further enhance readers' intuitive understanding of overseas library exhibition services, the author selected four typical recent exhibition cases for detailed explanation.

Case 1: MIT Libraries' "China Comes to Tech: 1877-1931" Exhibition. This exhibition was displayed from February 2017 to March 2018, mainly showcasing the academic life and scientific achievements of Chinese students at MIT between 1877 and 1931. MIT's exchanges with China have a long history. Since Zhang Wenzhan, the first Chinese student, arrived in 1877, nearly 400 Chinese students came to the university over the following 50 years. They overcame language and cultural barriers, diligently studied new scientific and technological knowledge, and brought it back to China, building a bridge for Sino-American scientific and technological academic exchanges. Chinese students at MIT invented the world's first Chinese typewriter, the C-type water training aircraft, and made important research achievements in microwave spectroscopy, nonlinear automatic control theory, and other fields, demonstrating outstanding knowledge and talent. At the same time, early Chinese students in the United States also served as cultural ambassadors. After returning to China, they performed excellently in education, administration, and other fields, becoming important forces in promoting national development and progress. This exhibition used time as the clue and academic achievements as the warp and individuals as the weft, systematically introducing representative figures and contributions of early Chinese students through a large number of physical exhibits and archival photos. It was a concentrated display of early Sino-American scientific, technological, and humanities exchanges. The exhibition also established a memorial website for early Chinese students at MIT, including sections such as "The First Student," "Student Life," "Naval Students," and "China's Path to Technology," helping readers comprehensively understand relevant information [33].

Case 2: Cambridge University Library's "Discovery: 200 Years of the Cambridge Philosophical Society" Exhibition. This exhibition was displayed from March to August 2019 to commemorate the 200th anniversary of the Cambridge Philosophical Society. Founded in 1819 by geology professor Adam Sedgwick and naturalist John Stevens Henslow, the Cambridge Philosophical Society aims to "promote scientific inquiry and facilitate the communication of facts related to the progress of philosophy." The society organizes regular meetings where members exchange academic ideas and display scientific

research results through speeches and experimental demonstrations. Over the past 200 years, the society's spiritual tradition has been continuously inherited, with numerous distinguished members and a series of epoch-making research results first announced on the society's platform. This exhibition told the story of major scientific and technological achievements in modern times through several historical documents, demonstrating the society members' remarkable contributions. Precious materials such as Darwin's letters during his scientific expeditions, documents of Lord Rayleigh (Cambridge's first Nobel laureate), Newton's annotated copy of *Mathematical Principles of Natural Philosophy*, the first edition of *On the Origin of Species*, and the first pulsar images were all displayed in the exhibition. This exhibition was rare among similar commemorative exhibitions in terms of time span, content breadth, and rarity of exhibits. The exhibition also simultaneously launched an online exhibition hall, providing related videos and graphic materials for public online browsing [16].

Case 3: Library and Archives Canada's "Shaping a Nation: 150 Years of Confederation" Exhibition. This exhibition was displayed from July to October 2017 to celebrate the 150th anniversary of Canadian Confederation. National commemorative exhibitions represent a high-end form of library exhibition services. How to display a nation's historical culture and national image within limited time and space tests the curator's level. This exhibition adopted a unique approach, breaking through indoor space limitations by constructing 22 large outdoor light box components at the corner of Elgin Street and Wellington Street Square in Ottawa, displaying several important moments since Canadian Confederation and vividly presenting the image of a young and vibrant nation. As a series of commemorative activities for the national celebration, the library also held related indoor exhibitions during the same period, with the two exhibitions echoing each other and displaying Canada's founding history and development process from multiple levels, perspectives, and dimensions [17].

Case 4: New York Public Library's "Sounding Circuits: Audible Histories" Exhibition. This exhibition was displayed from January to March 2019 at the New York Public Library for the Performing Arts, jointly organized by Columbia University's Computer Music Department and Nokia Bell Labs. The special feature of this exhibition was breaking through traditional visual expression forms of exhibitions by using sound as the main display medium, digitizing the library's audio collection resources for the performing arts, and using advanced audio-visual technology to display historical echoes contained in musical rhythms to the audience. The curatorial team built a 360-degree immersive experience space composed of a multi-channel system in the center of the exhibition hall, with a rotating archival audio playback list in front of the audience, allowing them to choose to listen to various types of rich audio content. The exhibition also closely followed the theme of "audible histories," displaying physical objects and models of early electronic sound processing equipment, oscillators, mixing consoles, and synthesizers, providing a systematic review and display of the development of audio technology [34].

3.4 Characteristics of Overseas Library Exhibition Services

Based on the above network investigation, the author attempts to summarize the business characteristics of overseas library exhibition services:

- (1) **Rich and Diverse Exhibition Forms with Integration of Technology and Cultural Core.** In addition to traditional physical displays, libraries have increasingly emphasized the use of technological means to improve exhibition visibility and participation. For example, Oxford University Libraries' "Thinking 3D: Leonardo to the Present" exhibition demonstrated how technological innovation since the Renaissance has changed thinking patterns in anatomy, architecture, astronomy, and geometry, and fully utilized 3D modeling, 3D photography, and other means to tell the story of 500 years of three-dimensional visual technology development and application [35]. Another example is MIT Libraries' recent "GIS & Data Lab" exhibition, which used visualization means to introduce the latest achievements in the university's Geographic Information System (GIS) development, displayed new data collection equipment such as drones, and expanded the display of data management service content through new technical means such as virtual reality, reflecting the university's strong scientific research foundation and distinct technological characteristics [36].
- (2) **Broadly Seeking Support from All Sectors to Form Positive Interaction of Public Participation.** From the perspective of funding sources, most of the exhibitions held by the above libraries were sponsored by governments, social organizations, enterprises, foundations, etc., except for a few funded by the libraries themselves. For example, the Library of Congress held 21 physical exhibitions and 7 online exhibitions in the past five years, 75% of which were sponsored by various foundations. In addition to providing funds, the public also widely participated in exhibition preparation, providing a large number of exhibition resources. Among the more than 430 exhibitions held by the New York Public Library in the past five years, the vast majority were assisted by social institutions, schools, and individuals. The overseas library community has formed a complete set of positive interaction models for public participation in community cultural construction.
- (3) **Fully Exploiting Collection Resources to Convey Characteristic Cultural Values.** Through years of exploration and practice, overseas libraries have formed a relatively mature business process and work norms for exhibitions, particularly emphasizing the injection of characteristic collections as cultural symbols into exhibitions to reflect their own values. For example, as the national library of the United States, the Library of Congress attaches great importance to preserving and displaying American national memory. In recent years, the library has planned and organized a series of exhibitions on the American Civil War, civil rights movement, and the 100th anniversary of World War I around the theme

of national memory, holding activities at every major historical node to play an important role in inheriting history and educating the public [7]. Another example is Oxford University Libraries, which uses exhibitions to display the university's history, present, and future. The library has allocated special venues for exhibitions to promote a large number of research collections to the public and share national and global heritage, playing an important role in inheriting the university's historical culture, displaying scientific research achievements, and presenting future development goals, becoming an important window for Oxford University's external exchanges [37].

- (4) **Organizing Diverse Derivative Activities to Broaden the Educational Function Boundaries of Exhibitions.** Today, exhibitions are no longer limited to physical displays but present a comprehensive activity form. To gain broader social attention for exhibitions and help the public better understand exhibition content, organizers usually organize a series of peripheral activities such as lectures, salons, conferences, and courses during the exhibition period. For example, Oxford University Libraries' "Shikshapatri" exhibition displayed the manuscript of the *Shikshapatri* written by Shree Swaminarayan, the early founder of Hinduism, which is a well-known Sanskrit religious poem in Indian society. The exhibition not only displayed this precious religious classic to the public but also allowed Hindu believers to hold small worship ceremonies (Arti), meeting the religious needs of local Hindu communities and providing the public with opportunities to understand multi-regional religious cultures [38].

4. Implications and References for the Development of Domestic Library Exhibition Services

In recent years, the research theme of library exhibition services has increasingly attracted attention from domestic academia. Through searches of CNKI, VIP, and other databases, the author found that domestic scholars such as Wu Jianzhong, Wang Shiwei, and Yang Taiwei have conducted research and discussions on the theory, models, and significance of library exhibition services. In practice, there have also been successful cases that have produced good social effects, such as the series of special exhibitions on national precious ancient books held by the National Library of China and the "Pioneering Action" Innovation Achievements Exhibition of the Chinese Academy of Sciences held by the National Science Library of the Chinese Academy of Sciences. However, overall, the domestic industry is still in its initial stage in this field, and exhibition organization and planning capabilities have certain gaps compared with overseas counterparts. Therefore, it is recommended to closely integrate China's national conditions and actual library work to seek breakthroughs and development in the following aspects:

4.1 Further Strengthening Overall Design of Library Exhibition Services

Based on the investigation, the author drew a mind map covering the elements of overseas library exhibition business (see Figure 2

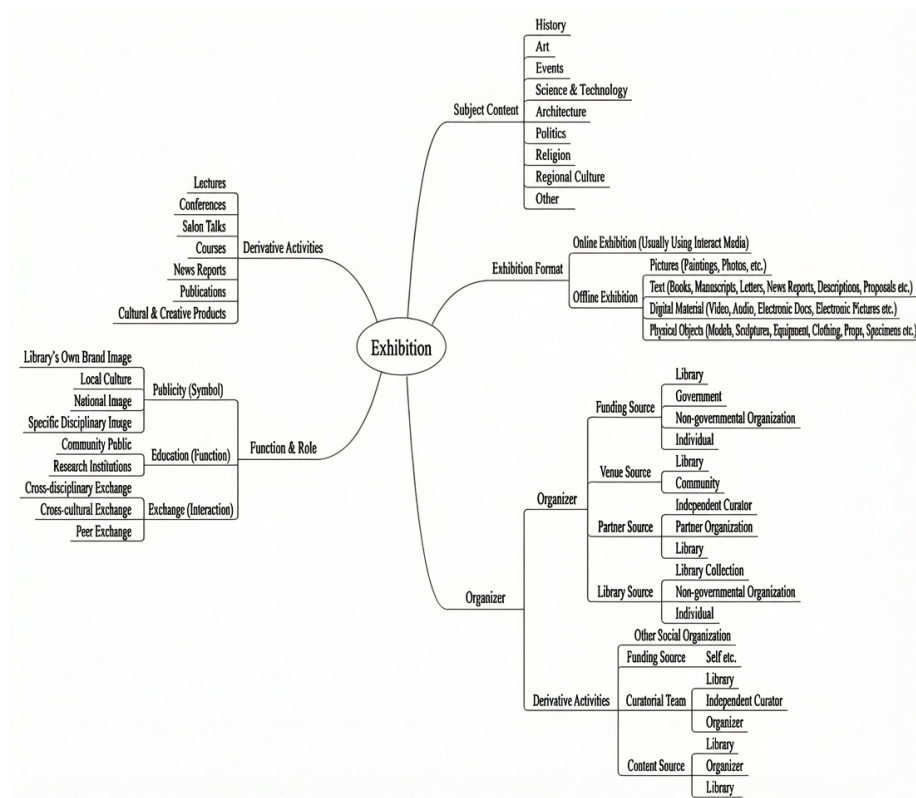


Figure 1: Figure 2

) for simple analysis: From the perspective of organizational forms, overseas libraries usually comprehensively use online exhibitions (internet media) and offline exhibitions to maximize exhibition dissemination effects, while organizing a large number of derivative activities to enhance exhibition social benefits. From the perspective of exhibition organizers, exhibition sponsors are not limited to libraries themselves; various social institutions such as governments, non-governmental organizations, and schools also participate in exhibition preparation and construction in various forms. From the perspective of funding sources, most exhibition funds are donated by non-governmental organizations or individuals, with flexible and broad funding channels. From the perspective of theme content, exhibitions cover multiple categories such as history, art, events, science and technology, and regional culture, with exhibition resources including

both their own collections and social cooperation and public donations. From the perspective of purpose and function, the focus is on building cultural brands for organizations, regions, and nations, providing learning and exchange spaces and opportunities for different social groups.

Drawing on mature overseas experience, domestic libraries should grasp the constituent elements of exhibition business from an overall perspective, strengthening top-level design and overall planning from every link and process. In particular, they should adhere to goal orientation, conducting exhibition theme planning from the overall goals of publicity, education, and exchange; adhere to content orientation, fully exploring their own resources and widely utilizing social resources to improve overall exhibition quality; adhere to problem orientation, improving exhibition process planning by focusing on elements such as funding, venues, teams, and content sources; and adhere to service orientation, enriching display means and expanding derivative activities to maximize the value of exhibition services, focusing on fulfilling social education functions and serving the general public.

4.2 Further Clarifying the Functions and Positioning of Exhibitions

Some overseas libraries position exhibition services as strategic measures to achieve their own values and missions, elevating them to the strategic level. In its 2008 cultural policy, Oxford University Libraries positioned holding exhibitions as an important component of the library's overall strategy and policies to support the university's core action of "wider engagement with society" [37]. In recent years, some domestic libraries have also emphasized strategic layout of exhibition business, giving it prominence and strengthening in organizational structure. In September 2016, the National Science Library of the Chinese Academy of Sciences adjusted its overall business structure and established the Institute History Museum and Cultural Exchange Center (later renamed the Institute History Museum), using exhibition work as an important platform to build "four bases" for institute history and culture display, institute history research, institute and national condition education, and scientific spirit and culture dissemination. In recent years, the Institute History Museum of the Chinese Academy of Sciences has organized a series of important exhibitions and cultural exchange activities, playing important roles in national-level and academy-level major activities, with relevant achievements receiving high praise from all sectors of society. This is a characteristic case of domestic libraries deepening knowledge services as the goal orientation and promoting work transformation and development [39].

4.3 Further Deepening the Spiritual and Cultural Connotation of Exhibitions

Currently, how to effectively build exhibition characteristic brands and shape unique cultural symbols is an important issue that domestic libraries need to

address in exhibition services. Drawing on relevant ideas from overseas libraries, the author believes improvements can be made in the following aspects:

- (1) **Expand and improve work layout to form exhibition theme planning based on audience needs.** Specialized libraries can focus on the word “specialized,” striving to highlight professional characteristics and reflect deep connotations in exhibitions. Public libraries can plan layouts on the word “broad,” meeting the needs of different groups and objects to the maximum extent, conveying community values and cultural concepts through diverse activities. Academic and university libraries should focus on the words “academic” and “research,” organically combining exhibitions with teaching and research activities to form a positive interaction that promotes mutual growth.
- (2) **Deeply explore collection resources to enrich the spiritual and cultural connotation of exhibitions.** For example, Cambridge University Library has always regarded exhibitions as an important platform to showcase Cambridge culture. As one of Europe’s oldest and largest university libraries, Cambridge University Library is committed to using collection resources to serve research and teaching activities, displaying a large number of characteristic collections such as paintings, manuscripts, and maps to readers in novel and unique ways, demonstrating the profound spiritual and cultural connotation of “Cambridge—an ideal place for seeking knowledge and learning” [40]. Domestic libraries also have many successful cases in exploring collection characteristics. For example, in the series of special exhibitions on national precious ancient books organized by the National Library of China, precious ancient books and treasures were displayed, unfolding vivid historical scrolls for the audience. The series of exhibitions organized by the National Library have formed brand effects and received widespread praise from the public, with successful experiences worth summarizing in depth [41].
- (3) **Further innovate forms and means to improve display interactivity and optimize audience experience.** In recent years, some revolutionary new technologies have emerged in the exhibition field, promoting profound changes in exhibition forms from static to dynamic, from two-dimensional to three-dimensional, and from text and image displays to integrated sound, light, and electricity. The “Pioneering Action” Innovation Achievements Exhibition organized by the National Science Library of the Chinese Academy of Sciences used virtual reality, augmented reality, and other interactive display technologies to create immersive scientific expedition scenes for visitors, greatly enhancing exhibition effects. In terms of technical means application, domestic libraries still have considerable room for improvement.

4.4 Further Expanding the Dissemination Power and Influence of Exhibitions

Currently, problems restricting the development of domestic library exhibition business exist at both the technical and conceptual levels, with particularly obvious gaps in characteristic creativity. To improve exhibition quality and level, attention should be paid to the organic combination of culture, art, and creativity, as well as exchanges and cooperation with professional designers, news media, social forces, and readers and audiences. In addition, organizing good exhibitions requires both introducing advanced experiences and letting one's own culture go out. Chinese libraries organizing exhibitions abroad is a beneficial attempt in this regard. The Shanghai Library has established the "Shanghai Window" book exhibition in multiple countries with obvious results. In 2018, the Chinese Academy of Sciences' annual innovation achievements tour exhibition was held in Bangkok, Thailand, Ukraine, and Hong Kong and Macao Special Administrative Regions. Through vivid displays of scientific and technological innovation achievements, it demonstrated China's development achievements and further consolidated the folk foundation for friendly exchanges with relevant countries [42]. This is also a beneficial attempt by Chinese libraries to leverage their own advantages to serve national development strategies.

In conclusion, exhibition business is increasingly becoming a new business growth point for libraries by virtue of its rich and diverse thematic connotations, communication methods that are more easily understood and accepted by the public, and flexible and diverse space utilization. The development of exhibition business can help libraries achieve a role transformation from collecting and processing knowledge to disseminating knowledge and promoting new knowledge production, realizing a leap in library functions and missions. Chinese libraries should combine their own actual situations, fully draw on the experiences gained in the development of overseas library exhibition services, and actively explore characteristic exhibition models that meet China's national conditions and public needs to contribute to the innovative development of library undertakings.

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