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## Exploration and Reflection on the Management of Faculty Branch Libraries in University Libraries Under the New Context: Postprint

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### Abstract

[Purpose/Significance] This study explores management strategies for effectively coordinating and integrating the development of academic department branch libraries under new circumstances, aiming to provide reference and guidance for the management of such libraries in other university libraries. [Method/Process] Beginning with an analysis of the current management status of academic department branch libraries in domestic university libraries, this paper reviews the difficulties and challenges encountered in the development of these libraries at Shanghai Jiao Tong University over the past decade, along with the evolution and refinement of its management models, and summarizes their management effectiveness. [Results/Conclusion] The paper proposes that internal control standards should serve as the fundamental criterion, refined governance as the guiding principle, and that institutional development and management standardization should be strengthened to achieve effective coordination and integrated development of academic department branch libraries.

### Full Text

#### Preamble

#### Exploration and Reflection on the Management Strategy of University Library Branch Libraries Under the New Situation

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**Abstract:** [Purpose/Significance] This paper explores effective coordination and overall planning strategies for the construction of faculty branch libraries under new circumstances, aiming to provide reference and guidance for the management of branch libraries in other university libraries. [Method/Process]

Starting with an analysis of the current management status of faculty branch libraries in domestic university libraries, this article reviews the difficulties and challenges encountered in the development of branch libraries at Shanghai Jiao Tong University over the past decade, as well as the evolution and improvement of its management model, and summarizes its management effectiveness. [Result/Conclusion] The paper proposes that branch library administration should be guided by internal control norms, oriented toward precise governance, and focused on strengthening institutional development and management standardization to achieve effective coordination and integrated development of faculty branch libraries.

**Keywords:** university libraries; branch libraries; management strategy

Universities integrate three major functions: teaching, scientific research, and social service. They serve as crucial venues for knowledge dissemination and scientific innovation, as well as important bases for talent development and scientific and technological advancement. As the information center and service platform of a university, the university library is inseparable from teaching, research, and talent cultivation. It functions not only as the repository of educational and research information, providing technical support to faculty and students and promoting efficient utilization of information resources, but also as a provider of authoritative and precise information services.

In addition to the central library, many universities have established faculty libraries (branch libraries) or reference rooms to purchase and collect subject-specific literature needed by faculty and students, meeting their information needs through multiple channels. In 2015, the Ministry of Education issued the *Regulations on Libraries in Regular Institutions of Higher Education*, in which Chapter 2, Article 7 classifies university libraries into four types: main library, campus branch libraries, subject branch libraries, and faculty/department branch libraries (reference rooms) [1]. Among these, faculty/department branch libraries (reference rooms), as one of the four types of university libraries, are typically located near the teaching and research facilities of their respective faculties, making them geographically closest to faculty and students. Their primary objective is to meet the information needs of their faculty, bearing the responsibility for collecting and satisfying the demand for specialized literature and information resources with disciplinary characteristics. The construction and development of faculty/department branch libraries (reference rooms) substantially impact facilitating convenient and rapid access to required literature for faculty and students, balancing literature resource construction and services across different disciplines and faculties within the university, and promoting the overall healthy development of the university's disciplines. Therefore, the construction and management of faculty/department branch libraries (reference rooms) have always been an important topic in library science research.

In recent years, the emergence of requirements for business innovation, service transformation, precise governance, and internal control management

has created a new situation for the construction and management of faculty/department branch libraries (reference rooms). On one hand, since the Ministry of Finance issued the *Internal Control Standards for Administrative Institutions (Trial)* in 2012, the Ministry of Education and the Ministry of Finance have continuously released various administrative regulations and policies requiring administrative institutions, including universities, to emphasize internal control standards and strengthen implementation. As an important component of the university management system, university libraries (including faculty/department branch libraries and reference rooms) must ensure the legality of fund flows for literature resources, the economic efficiency of business activities, and the standardization of management activities as necessary components of university internal management system reform and deepening. Literature resources differ from teaching and research equipment in terms of procurement, use, storage, and other aspects, requiring a set of internal control standards applicable to literature resources.

On the other hand, business innovation and service transformation have become focal points and research hotspots for libraries. Reports such as SCOUNL's "Mapping the Future of Academic Libraries" [2], ACRL's "2018 Top Trends in Academic Libraries" [3], and the IFLA Trend Report (2018 Update) [4] have all highlighted the impact of rapid technological change and higher education development on libraries, particularly university libraries. Changes in open access, learning and teaching practices, widespread application of network information technology, and shifts in the research, teaching, information behavior, and needs of university faculty and students have all contributed to the adjustment and reshaping of library organizational structures, collaboration methods, and service scopes. Under this trend, faculty branch libraries (reference rooms) also face transformation from traditional libraries (reference rooms) to new types of libraries (reference rooms) adapted to the digital network environment.

In this new situation, university libraries need to seriously consider how to manage and effectively revitalize the dispersed literature and information resources across the campus.

## 2 Research Status of Faculty Branch Libraries in University Libraries at Home and Abroad

### 2.1 Research Status

Different documents use varying terms for faculty/department branch libraries (reference rooms), including faculty libraries (reference rooms), faculty (subject) branch libraries, faculty branch libraries, and faculty specialized branch libraries. There is currently no widely accepted definition in the profession to distinguish these terms. However, most consider libraries (reference rooms) that have been integrated into the university library system and are located in or near faculty buildings as faculty branch libraries or faculty subject (specialized) branch libraries. This paper adopts this terminology, limiting its research ob-

ject to faculty libraries (reference rooms) that are integrated into the university library system and located in or near faculty buildings, hereinafter referred to as “faculty branch libraries.”

In recent years, foreign research on the construction and management of faculty branch libraries in university libraries has been relatively limited, focusing primarily on business collaboration between branch and main libraries, as well as related services and marketing [5-6]. Domestic research has been more extensive, addressing the following perspectives:

- (1) **Research on the construction and development status and models of faculty branch libraries.** Studies by Li Yanfen et al. [7-8] investigated and analyzed the current status of faculty branch library construction in domestic university libraries. Liu Haipeng et al. [9-11] proposed integrating or transforming university faculty reference rooms through a subject branch library model. Wang Xuelian et al. [12-13] explored subject branch library construction under innovative subject librarian service models. Tang Wenhui et al. [14] proposed a faculty branch library construction model based on subject groups. Zheng Yanping [15] discussed building subject learning shared spaces based on faculty reference rooms from three aspects: management system construction, service function setting, and assessment system building. Huang Li [19] explored electronic resource construction in university library subject branch libraries. Yang Shunmei [20], Zhang Hwei et al. [21], Yu Liying [22], Chen Junlian [23], and Zhuang Mei et al. [24-25] addressed faculty branch library construction from the perspective of resource co-construction and sharing and literature guarantee system construction. They also identified problems in faculty branch library development, such as inconsistent management levels and lack of business and administrative management [23]. Overall, research on the management system and strategies of faculty branch libraries remains limited. Against the backdrop of universities placing greater emphasis on the overall planning of book and material assets and strengthening internal control management, new requirements have been proposed for the depth and precision of faculty branch library management, making the issue of management strategies for faculty branch libraries an urgent research topic.
- (2) **Empirical research on business related to faculty branch library construction.** Yan Ling [16] and Wang Fumin [17] respectively discussed the positioning of faculty branch libraries and their role in university library subject services, using Tsinghua University Library and South China Normal University Library as examples. Gong Mei et al. [18] reviewed and summarized the main stages and experiences of Peking University Library’s main-branch library system construction, analyzing the difficulties and challenges encountered during construction and looking forward to the future development direction of faculty branch libraries.

## 2.2 Management Models

Comprehensively considering human resources, funding, administrative affiliation, and business guidance, the management and operation of main-branch library systems in university libraries at home and abroad generally adopt three models: centralized, decentralized, and hybrid.

In the **centralized main-branch library model**, human resources, funding, and business management of faculty branch libraries are uniformly planned and managed by the main library. The main-branch library model of Xiamen University Library represents this approach [26].

The **decentralized main-branch library model** is represented by Tsinghua University Library, where faculty branch libraries are managed by the faculties they serve. Based on voluntary principles, they accept business coordination and guidance from the main library, which has little binding power over the daily management and operation of faculty branch libraries [24-25].

In the **hybrid management main-branch library model**, although human resources and funding of faculty branch libraries still belong to respective faculties, they typically accept unified business coordination and resource planning from the main library. Peking University Library's main-branch library model tends toward this hybrid management and operation model [18].

For foreign university libraries, decentralized and hybrid main-branch library models are more common. For example, Oxford University Library distinguishes the collection service positioning of the main library and faculty branch libraries according to two demand levels: general and basic academic needs versus deep and specialized academic needs. Collection information from each faculty branch library is revealed and shared through a unified university catalog system. However, in terms of service mechanisms, each faculty branch library adopts various service forms—such as lending to all university faculty and students, lending only to faculty and students of its own faculty, and reservation-based reading—based on its own human resources, total collection volume, and content level, thus forming a decentralized main-branch library model [27]. Harvard University Library adopts a hybrid main-branch library model, where each faculty branch library is administratively affiliated with its faculty and relatively independent in business, possessing autonomy and respective characteristics in collection development planning, literature information resource selection, organization, and utilization to primarily meet the information needs of its faculty's faculty and students. When faculty branch libraries encounter issues that cannot be solved by a single branch or are unsuitable for a single branch to handle independently—such as information technology support, digital resource construction, electronic resource procurement, information resource sharing, and centralized preservation and integration of literature—the main library coordinates and organizes to ensure resource information sharing and technical cooperation among branch libraries. For example, before purchasing electronic resources, each branch library must submit its purchase plan to the Library

Steering Committee for comprehensive evaluation and demonstration. After approval, the main library negotiates with publishers or distributors. Following the purchase, the main library organizes and allocates cataloging work for the resources, enabling all readers to retrieve newly purchased electronic resources through the library's online catalog system. Each branch library then promotes the use of electronic resources according to its readers' needs [28].

Overall, the main-branch library management and operation models adopted by various university libraries are related to factors such as the historical background of their respective faculty branch libraries' establishment, the university's degree of emphasis on faculty branch libraries, and disciplinary construction characteristics. For instance, during the initial establishment of Xiamen University Library's faculty branch libraries, the university provided unified and clear regulations on the positioning and affiliation of the main and branch libraries from an institutional perspective, enabling the smooth implementation of Xiamen University Library's centralized main-branch library model [26]. Universities adopting a decentralized main-branch library model typically have faculties that have long emphasized collecting professional literature for their disciplines and have formed relatively complete and highly specialized collection systems to meet their respective disciplinary needs. Directly adopting a centralized management and operation model on the basis of such well-established faculty literature resource collection systems would require frequent coordination and balancing of resource demands among branch libraries, potentially creating significant pressure on the main library's coordination and management and possibly prolonging the process of meeting specialized literature needs, thereby affecting the overall speed of the library's response to faculty and students' literature and information needs.

### **3 Management of Faculty Branch Libraries at Shanghai Jiao Tong University Library**

#### **3.1 Historical Overview**

Shanghai Jiao Tong University Library (hereinafter referred to as SJTUL) began systematically reviewing and coordinating the management of faculty reference rooms over a decade ago. At that time, eight faculties had established reference rooms. These reference rooms were basically set up by each faculty according to its own teaching and research needs during its disciplinary development. Literature procurement and operation funds were borne by the faculties, and daily management personnel were administratively affiliated with the faculties. Among them, except for a few reference rooms such as the School of Economics and Management that had relatively more business associations with SJTUL and established cooperative relationships for resource sharing, most faculty reference rooms had limited business connections with SJTUL. Moreover, almost all faculty reference rooms limited their collection resources to use by their own faculty only, not providing services to other faculties. This situation was not

conducive to the co-construction and sharing of literature across the university and the integrated management of library assets. Due to the lack of overall management and business guidance, there were inconsistencies among faculties in funding investment for reference rooms and in the development of collection resources, with certain problems existing in aspects such as opening hours and funding investment.

Given that SJTUL had no actual administrative, personnel, or financial affiliation with faculty reference rooms and could not implement centralized planning and unified management, SJTUL proposed a decentralized main-branch library management model based on the commonly adopted “main-branch library model” for faculty branch libraries in domestic university libraries. Under this model, SJTUL provides literature and information services for teaching, research, and related academic activities for all faculty and students, while encouraging and supporting faculty branch libraries to focus on providing book lending, material compilation, and information services for the research and higher-level teaching activities of their own faculties.

To mobilize faculty enthusiasm for branch library construction, fully integrate university literature resources, promote comprehensive revelation and co-construction and sharing of literature and information resources across the university, and precisely guarantee specialized literature needs of faculties, SJTUL proactively visited faculties and proposed a faculty branch library construction concept based on a two-tier literature resource guarantee system of co-construction and sharing. The principle of this two-tier system is to give full play to the respective advantages of SJTUL and faculties. Faculties rely on SJTUL’s service system to improve and enhance their own literature management and service levels under SJTUL’s guidance and assistance. SJTUL provides overall guidance and supervision for the business of faculty reference rooms, coordinates business personnel training and subject services for faculty branch libraries, and assists them in completing retrospective cataloging of existing collections. Simultaneously, to achieve precise guarantee of specialized literature resources for faculties and avoid resource waste caused by duplicate construction, both parties jointly commit to continuously investing a certain proportion of literature procurement funds at a “1:1” ratio each year to purchase foreign academic monographs related to the faculty’s disciplines. These materials are temporarily stored in the faculty branch library for convenient access by the faculty’s faculty and students, with assets uniformly registered and declared by SJTUL.

### **3.2 Problems and Challenges Under the New Situation**

Over the past decade, SJTUL has encouraged various faculties to establish reference rooms or transform existing ones into SJTUL faculty branch libraries through institutional measures such as the two-tier literature resource guarantee system, thereby advancing the construction of the faculty branch library system. After extensive consultation and effort, in 2009, the Law School Li-

brary and the Higher Education Research Institute Reference Room were the first to join SJTUL's faculty branch library system. Subsequently, inspired by these successful precedents, the Mathematics Department, School of Humanities, School of International and Public Affairs, School of Media and Design, and others signed cooperation agreements for co-construction and sharing with SJTUL, becoming members of the faculty branch library system. However, as mentioned above, under the new situation of rapid digital network technology development, library service transformation trends, and comprehensive advancement of internal control standards, faculty branch library construction and management still face problems and challenges.

- (1) **Simultaneous existence of unmet specialized literature information needs and duplicate resource construction.** On one hand, with limited funds and considering resource construction performance and maximizing fund utilization efficiency, although SJTUL has consistently implemented a literature resource construction principle oriented toward faculty and student needs, it must still prioritize guaranteeing literature information resources with broader demand and more urgent needs. Consequently, situations where the specialized literature resource needs of a single faculty cannot be promptly guaranteed still exist. On the other hand, with increasing interdisciplinary integration, to guarantee research needs in interdisciplinary and cross-disciplinary fields, duplicate construction of professional basic literature resources in multidisciplinary, basic discipline, and cross-disciplinary fields exists between SJTUL and faculty branch libraries and among various faculty branch libraries, which contradicts the original intention of rational resource allocation and efficient utilization.
- (2) **Faculty branch libraries face challenges and pressure from business innovation and service transformation.** Traditional faculty branch libraries were perceived by faculty and students as similar to conventional libraries, with collections primarily consisting of paper-based literature resources, prioritizing service to their own faculty while also providing certain services to all university faculty and students. With the development of digital network information resources, faculty and students have increasingly greater demand for specialized electronic resources. To meet these needs, faculty branch libraries must first conduct investigations and evaluations of electronic resource demands before proposing co-construction needs to SJTUL. This represents a new business for faculty branch libraries. Moreover, as human society enters the era of big data and smart spaces, business innovations and service transformations such as data services, space service optimization, and new technology experiences have also become new demands and challenges facing faculty branch libraries.
- (3) **Comprehensive advancement of internal control standards has put forward clear requirements for the management of faculty**

**literature and materials.** In recent years, internal control work has been comprehensively promoted in administrative institutions. The *Guiding Opinions of the Ministry of Finance on Comprehensively Promoting Internal Control Construction in Administrative Institutions* issued in December 2015 emphasizes that “internal control is an effective means to ensure the standardized, orderly, scientific, and efficient operation of organizational power, and also a long-term guarantee mechanism for achieving organizational goals” [29]. Most domestic universities are public institutions, and their literature resource funds mainly come from financial funds or special appropriations of administrative institutions. Consequently, purchased literature resources naturally fall under the jurisdiction of internal control standards for fixed asset management of administrative institutions. However, although faculty libraries or reference rooms, like SJTUL, are management institutions for university literature resources, their personnel, finances, and materials are directly affiliated with the faculties and relatively independent from the university library in terms of business. SJTUL does not have administrative jurisdiction over faculty libraries or reference rooms, and its business control is also limited. Faculty management departments neither have sufficient energy nor relatively professional experience for the daily management and disposal of library assets, which can easily lead to supervision blind spots and is not conducive to the specific implementation of internal control management requirements. For example, literature and materials (including databases) independently purchased or received as donations by faculties are mainly subject to independent decision-making and management by the faculties, with some not strictly following corresponding procurement process standards and some not being incorporated into unified information platforms. Even when duplicate construction exists, it is difficult to detect promptly, and it is challenging to guarantee data open sharing and the security management of important data.

### 3.3 Management Measures and Effectiveness

Facing the problems and challenges of faculty branch libraries under the new situation, SJTUL has relied on a new subject service system, continuously supplemented and optimized management and service strategies for faculty branch libraries through over a decade of exploration and operation under the guidance of relevant national and university policies and regulations, achieving relatively obvious effectiveness.

- (1) **Improving the two-tier literature resource guarantee system through business guidance and themed book exhibitions.** SJTUL has established a multi-campus collaborative service model among branch libraries and implemented a subject librarian system, with subject services as the main thread. To make literature resource construction better meet the teaching and research needs of faculty and students,

SJTUL has incorporated subject librarians' visits to faculties, meetings with professors, collection of literature resource construction needs from faculty and students, and establishment of regular contact with business personnel of faculty branch libraries or reference rooms into the daily work content of subject teams, and included these in the subject librarian assessment mechanism.

To maximize the advantages of faculty branch libraries and enhance their initiative, SJTUL locates foreign academic monograph themed book exhibitions in faculty branch libraries. Subject librarians and faculty branch libraries jointly discuss the disciplinary themes of the exhibitions, while acquisition librarians are responsible for contacting book dealers for display setup. Through the on-site book selection and recommendation by faculty and students at these exhibitions, the "1:1" matching construction system between SJTUL and faculties for specialized resources is effectively implemented, fulfilling the professional literature resource construction principle of "co-construction of resources and sharing of services." This achieves the effect of "rational division of labor and avoidance of duplication," better satisfying faculty and student literature needs while fully integrating existing literature resources of SJTUL and faculties, optimizing the disciplinary structure of literature resources, and improving the effectiveness of disciplinary resource construction. This form of faculty book exhibition has received widespread affirmation and unanimous welcome from faculty and students, enhancing their satisfaction with resources.

To help faculties interested in joining the faculty branch library system and participating in the "1:1" matching co-construction to more realistically understand and evaluate whether they meet the basic conditions for joining, SJTUL compiled a faculty branch library construction requirements checklist. By referring to this checklist, faculties can quickly assess whether conditions are mature for faculty branch library construction. If a faculty can confirm its ability to provide the necessary human and material support, it can apply to join the faculty branch library system. This approach both advocates and encourages faculties to voluntarily transform their reference rooms into faculty branch libraries and ensures the stability of faculty branch library construction from an institutional and procedural perspective, forming a relatively complete two-tier resource guarantee mechanism of collaborative construction and mutual complementarity between SJTUL and faculties.

Taking the Law School as an example, as early as 2006, the Law School and SJTUL began discussing and exploring resource co-construction and sharing, as well as opening the Law School's library collection to all university faculty and students. They discussed the feasibility and specific forms of transforming the Law School library into a Law School branch library of SJTUL and initiated preliminary cooperation. In 2009, after formally becoming a faculty branch library, the Law School branch library adopted the "1:1" matching system for literature procurement funds, with SJTUL responsible for literature procurement and processing, while the branch library assigned dedicated personnel for

circulation and daily operations, receiving business training and guidance from SJTUL. This not only incorporated bibliographic information into the existing library catalog system to achieve literature resource information sharing but also realized standardization of literature resources from procurement and processing to management and utilization.

In 2014, the Law School branch library further deepened cooperation with SJTUL, expanding the scope of resource co-construction and sharing from paper-based resources to electronic databases and spatial facilities. First, in electronic resource construction, since law-related electronic databases are highly specialized, after SJTUL satisfied the needs for some relatively popular law databases, the Law School branch library independently funded the procurement of more specialized law databases with narrower audiences. In the pre-procurement stage, the Law School branch library was responsible for collecting faculty and student needs, while SJTUL leveraged its expertise to comprehensively evaluate the academic value of proposed databases, subscription situations in benchmark universities, and market alternatives, providing business guidance in commercial negotiations and procurement process standardization. The three law-related electronic databases ultimately purchased were opened to all university faculty and students, achieving a division of labor in resource construction with respective emphases between the main library and branch libraries. Second, in space service optimization, when upgrading study rooms in the Law School branch library, SJTUL provided technical support while the Law School was responsible for equipment configuration, physical asset management, and property management. The renovation created three types of service spaces for different functional needs: reading rooms, seminar rooms, and 24-hour self-service reading rooms. The seminar rooms were incorporated into SJTUL's integrated management and reservation system for study and discussion spaces, becoming a new self-service learning shared space open to all university faculty and students.

- (2) **Strengthening centralized management, implementing hierarchical management responsibilities, and improving management systems.** During the “13th Five-Year Plan” period, Shanghai Jiao Tong University comprehensively implemented a “centralized management” system for all types of fixed assets, stipulating that all book and literature materials throughout the university be centrally managed by the university library. In accordance with the university's centralized management of book assets and internal control standards for asset management, SJTUL addressed previous difficulties in book asset management of faculty branch libraries by establishing a well-structured, clearly divided, collaboratively connected, and mutually restraining management system through institutional improvement. This clarified the direct management responsibilities of faculties for their branch libraries and improved the management system for book and literature assets of faculty branch libraries.

First, regarding risks such as unscientific book asset planning, unreasonable al-

location, information opacity, and duplicate construction, SJTUL compiled the *Internal Control Operation Standards for Book and Literature Materials Management of Shanghai Jiao Tong University* and issued institutional documents such as the *Management Measures for Book Assets of Shanghai Jiao Tong University* and the *Implementation Rules for Database Procurement Management of Shanghai Jiao Tong University*. These documents clarified systems for registration of incoming and outgoing materials, unified information management, regular statistical summary, and filing mechanisms for faculty branch libraries from four aspects: asset allocation, storage, use, accounting, and disposal, avoiding common problems in literature resource construction. After the release of these documents, the frequency of faculties proactively inquiring about book asset management issues increased significantly, and awareness of book and literature asset management noticeably improved.

Second, leveraging the university-wide fixed asset inventory opportunity in 2015-2016, SJTUL, together with relevant university departments, led management situation investigations and physical inventories of book and literature assets in various faculty branch libraries. Through these investigations and inventories, faculties' awareness of standardized book asset management was strengthened. Based on these findings, SJTUL also proposed a management system of "unified ownership, centralized management, hierarchical responsibility, and accountability to individuals" for book and literature materials, making responsibilities between SJTUL and faculty branch libraries more distinct and communication more frequent.

- (3) **Progressively promoting faculty branch library construction and adjusting cooperation content according to needs.** In promoting the faculty branch library system, SJTUL adopted principles of gradual advancement, voluntary participation, and priority admission for faculties with mature conditions. To help interested faculties assess whether they could provide the necessary support for branch library construction, SJTUL compiled a faculty branch library construction requirements checklist. By referring to this checklist, faculties could quickly evaluate whether conditions were mature. If a faculty could confirm its ability to provide the required human and material support, it could apply to join the faculty branch library system. This approach both advocated and encouraged voluntary transformation of faculty reference rooms into faculty branch libraries and ensured the stability of faculty branch library construction from an institutional and procedural perspective, forming a relatively complete two-tier resource guarantee mechanism of collaborative construction and mutual complementarity between SJTUL and faculties.

Through more than a decade of gradual branch library construction and division-of-labor cooperation in resource co-construction and sharing, the Law branch library jointly established by SJTUL and the Law School has become a model for faculty branch library construction across the university.

- (4) **Overall effectiveness.** Through more than a decade of exploration and

in-depth work in faculty branch library construction, SJTUL has established stable and regular business management and guidance coordination relationships with eight faculties. Currently, nearly two-thirds of the existing faculty reference rooms have been transformed into SJTUL faculty branch libraries, and two newly established faculty reference rooms have also joined the faculty branch library system and the university-wide resource matching co-construction system. During the “13th Five-Year Plan” period alone, foreign-language paper-based book resources constructed through the “1:1” matching method accumulated a total value of over 600,000 RMB.

Furthermore, paper-based books of faculty branch libraries have been incorporated into the scope of university-wide book asset management. The number of electronic databases co-constructed by SJTUL and faculties continues to increase, with more than 10 databases purchased by faculties and cooperatively shared throughout the university. Faculty branch libraries have become important nodes in the university library literature and information resource service system.

#### 4 Reflections on the Management of University Library Faculty Branch Libraries

Currently, digital and network technologies are developing rapidly, the era of big data is accelerating, business innovation, service transformation, and smart libraries have become overall trends in the library field, and internal control standards are being comprehensively promoted. Under this new situation, university libraries need to further strengthen the management of faculty branch libraries, establish a benign development system for literature information resources and services, collaboratively improve corresponding management levels and efficiency, uphold the concepts of information sharing and resource co-construction, and collaboratively carry out information collection, processing, management, and services to jointly support the university’s discipline construction.

- (1) **Leveraging the functions of faculty branch libraries with emphasis on differentiated construction and management.** Vertically, university library collections should maintain the historical continuity and integrity of the discipline in content, continuously collecting complete system literature resources ranging from professional basic theory to cutting-edge technology and scientific frontiers. Faculty branch libraries have obvious advantages in this regard. Horizontally, university library collections should reflect the interrelationship and penetration among various disciplines, maintaining reasonable proportions among different disciplines and collection types, where the main library has its strengths. Therefore, the focus of resource co-construction and sharing has gradually shifted toward electronic resources. Given that the authorization methods and business models of electronic resources are more complex and diverse than

paper-based literature resources, there is greater potential for exploration in electronic resource co-construction and sharing. Additionally, sharing and allocation of space resources and even human resources between the main library and branch libraries (such as leveraging faculties' specific professional research expertise or technical and geographical advantages to establish university-level shared innovation spaces and group study rooms) can serve as a new direction for comprehensive resource co-construction and sharing between the main library and faculty branch libraries.

- (2) **Streamlining the centralized management system with emphasis on precision and dynamic management.** Under the decentralized main-branch library management model, the main library has difficulty controlling the daily management, disposal, and inventory of book and literature assets of faculty branch libraries. The degree of emphasis that faculties place on their branch libraries often determines the actual construction and management level of the branch libraries. Once a faculty's emphasis on its branch library changes, it can easily cause changes in daily management personnel, library space, and funding investment.

Currently, the external environment is changing rapidly, and unexpected situations occur frequently. It is necessary to establish and improve management mechanisms, strengthen and implement the respective management responsibilities of the main and branch libraries, standardize management and usage behaviors, improve accountability mechanisms, and strengthen supervision and inspection. By implementing measures such as diversified supervision and regular feedback, we can implement national requirements for "tightening our belts" and institutionally ensure that literature resources of both the main library and faculty branch libraries can be effectively revitalized and efficiently used, enabling libraries to better serve and guarantee the university's discipline development.

- (3) **Seizing transformation opportunities to revitalize faculty-level stock resource allocation.** Actively promoting resource sharing between the main and branch libraries is an important way to enhance the utilization efficiency of various resources. The resources referred to here include not only paper-based literature resources. With the popularization of the digital network environment, the information behavior characteristics of faculty and students have changed, and the focus of resource co-construction and sharing has gradually shifted toward electronic resources.

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Peng Jia: paper writing;

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## Exploration and Thoughts on the Management Strategy of Branch Libraries of University Libraries Under the New Situation

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**Abstract:** *[Purpose/Significance]* This paper explores effective coordination and overall planning strategies for the construction of faculty branch libraries under new circumstances, aiming to provide reference and guidance for the management of branch libraries in other university libraries. *[Method/Process]* Starting with an analysis of the current management status of faculty branch libraries in domestic university libraries, this article reviews the difficulties and challenges encountered in the development of branch libraries at Shanghai Jiao Tong University over the past decade, as well as the evolution and improvement of its management model, and summarizes its management effectiveness. *[Result/Conclusion]* The paper proposes that branch library administration should be guided by internal control norms, oriented toward precise governance, and focused on strengthening institutional development and management standardization to achieve effective coordination and integrated development of faculty branch libraries.

**Keywords:** university libraries; branch libraries; management strategy

*Note: Figure translations are in progress. See original paper for figures.*

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