CityU Scholars – What have we gone through?

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CityU Scholars
What have we gone through?

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University Librarian
Run Run Shaw Library
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Head, Research Support & Scholarly Communication
Run Run Shaw Library
City University of Hong Kong
Agenda

• City University of Hong Kong – an Introduction

• CityU Scholars
  • Rationales for Building the System
  • Reasons for Choosing PURE

• Challenges at Different Stages
  • Incubation Stage – Assessing and Responding to Project Risk Factors
  • Development and Implementation Stage – Operational Challenges
  • Launch and Production Stage - Engaging the Users and New Roles of the Library

• Connecting the Present to the Future

• Lessons Learnt
About City University of Hong Kong (CityU)
City University of Hong Kong

- One of the eight government-funded universities in Hong Kong
- Established in 1984 as City Polytechnic of Hong Kong
- Assumed full university status in 1994
- 27 academic departments
- More than 14,000 FTE students (Gov’t funded) and 2,300 staff
CityU ranked among the top universities in Asia

CityU’s research strengths have received worldwide recognition

City University of Hong Kong
City University of Hong Kong

119th World University Rankings 2018
12th Asia University Rankings 2017
7th Young University Rankings 2017
### CityU Subjects in QS Top 150 (2016)

<table>
<thead>
<tr>
<th>Top 1 – 50</th>
<th>Top 51 - 100</th>
<th>Top 101 - 150</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linguistics (26)</td>
<td>Architecture/Built Environment</td>
<td>Engineering – Mechanical</td>
</tr>
<tr>
<td>Communication &amp; Media Studies (27)</td>
<td>Business &amp; Management Studies</td>
<td>Psychology</td>
</tr>
<tr>
<td>Mathematics (46)</td>
<td>Computer Science &amp; Information Systems</td>
<td>Sociology</td>
</tr>
<tr>
<td>Engineering – Civil &amp; Structural (46)</td>
<td>Development Studies</td>
<td></td>
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<tr>
<td>Social Policy &amp; Administration (47)</td>
<td>Economics &amp; Econometrics</td>
<td></td>
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<tr>
<td>Accounting &amp; Finance (49)</td>
<td>Engineering – Electrical &amp; Electronic</td>
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<td>English Language &amp; Literature</td>
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<td>Law</td>
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<td></td>
<td>Materials Science</td>
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<td></td>
<td>Modern Language</td>
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CityU Scholars

• The current research information system of CityU
• Officially launched in June 2017
• Aggregates the University’s research information from different internal and external sources on a single platform
• Provide a single source of truth for showcasing, reporting and benchmarking purposes
CityU Scholars – Why
Points of Pain

Technology
- Existing systems in sunset period (technology deficit)
- Growing information requirements from stakeholders – custom development of in-house system fails to meet the need

Reporting
- Multiple reporting of the same information on different platforms
  - Tedious
  - Time consuming for faculty and administrators
  - Report discrepancies (under-reporting of research performance)
### Specific Data Needs

| Data Source                          | • Data from a single source of truth  
|                                     | • Data entered once and ideally collected at point of creation (e.g., publisher) |
| Data Reporting                      | • Data to be reported many times in many different formats  
|                                     | • Data consolidated can be extracted and analyzed for special reports, unexpected queries, and predictive analytics |
| Data Quality                        | • Data validated to ensure accuracy  
|                                     | • Data enhanced for comprehensiveness |
Intended Benefits: Bigger Picture

**Administrative Units**
- Data Accuracy
- Efficiency
- Timeliness
- Streamlined administrative processes

**Researchers**
- Overview of researcher network
- Showcasing accomplishment
- Tracking research impact
- Minimizing administrative workload for different reporting
- Platform to meet funders’ open access archiving requirement

**University Management / Senior Management of Academic Units**
- Tracking institutional research performance
- Real-time analysis of research information
- Benchmarking different academic units and researchers for appraisal and personnel decisions

Images from free clipart in Clipart Library at [http://clipart-library.com/](http://clipart-library.com/)
CityU Scholars – PURE
## Choosing the New System: Make or Buy?

<table>
<thead>
<tr>
<th>Make</th>
<th>Buy (and modify)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Institutional expertise</td>
<td>• Standard architecture</td>
</tr>
<tr>
<td>• Build on existing infrastructure</td>
<td>• Interaction with feeds</td>
</tr>
<tr>
<td>• Custom solution to fit specific needs</td>
<td>• Vast vendor expertise</td>
</tr>
<tr>
<td></td>
<td>• Software quality</td>
</tr>
<tr>
<td></td>
<td>• Cloud solution</td>
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</tbody>
</table>
Choosing the New System: Vendor Choice

• Available portal solution rather than API
• Completeness of solution
• Configurability to fit Hong Kong’s reporting needs
• Link to SCOPUS and Web of Science data (emphasis on SCOPUS)
• Vendor’s ability to execute
• Price
CityU Scholars – Challenges
Challenges at Different Stages

Incubation: 2015 - 2016
Development & Implementation: April 2016 - Apr 2017
Launch & Production: Apr 2017+
Incubation Stage
Assessing Project Risk Factors
Incubation Stage: Assessing Project Risk Factors

- Number of users involved
- Number of departments
- Project cost
- Systems affected

Project Complexity

- Willingness to share data
- Willingness to participate in the project
- Investment in prior solution

Organization Culture

- Senior management participation/leadership
- Resourcing (funding & staff)
- Project timeline

Project Structure

- Understanding the technology
- Reporting needs
- Data feeds

Project Technology

High Risk
Development and Implementation Stage

The Operational Challenges
Managing Legacy Data
Customizing Research Output Templates
Researcher profiles
– Who to Cover and What to cover
Developing a Custom Portal
Challenges

- Teleconferencing (inconvenient)
- Time zone difference
- Cultural difference
- Building from the scratch – communicating on every element
- Understanding special requirements (e.g. language)
- Project management approach
- University development (webpage revamp project)
- Tight timeframe
- Progress not as expected

Finally, We made it!
Launch and Production Stage

Engaging the Users
# Engaging Researchers

## Minimizing Workload

- Migrating existing researcher profile information to CityU Scholars on behalf of faculty
- Making their old publications (RoL and Scopus) readily available in the System

> Not causing them significant extra workload

## Promotion

- Road shows in College/School Board Meetings before soft launch
- Update and alert by Project co-directors in **Deans’ meeting**

> Not really a surprise when it is launched

## Practical Need

- Reporting Needs - Research Grants Council (RGC) Report
- Appraisal Needs – Annual Performance Report (ARP)

> Not something they can ignore

## Clear Guidance

- Workshops, drop-in clinics, tailor made training sessions
- User guides, FAQ, Faculty’s checklist
- CityU Scholars ambassadors, subject librarians
- Easy access to assistance (transitional page)

> Not something to be scared of
### Engaging Researchers

<table>
<thead>
<tr>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Showcasing a whole spectrum of research output and activities (not just RGC’s only)</td>
</tr>
<tr>
<td>• Minimizing administrative workload for different reporting</td>
</tr>
<tr>
<td>• Tracking research impact</td>
</tr>
<tr>
<td>• Library’s <strong>regular harvesting</strong> from Scopus and Web of Science</td>
</tr>
<tr>
<td>• Library’s <strong>validation process</strong> guaranteeing data accuracy and quality</td>
</tr>
<tr>
<td>• <strong>Scopus data correction</strong> throughout the process</td>
</tr>
<tr>
<td>• Platform to meet funders’ <strong>open access archiving</strong> requirement</td>
</tr>
<tr>
<td>→ Incentives to engage the researchers</td>
</tr>
</tbody>
</table>
Challenges

• Human resources for the new tasks:
  • Regular harvesting from Scopus on behalf of the faculty
  • Record validation in Pure and meeting deadlines for Research Grants Council (RGC) reporting and Annual Performance Report (APR)
  • Handling enquiries and troubleshooting
  • Open access requests

• Metadata correction
  • Correction not just in CityU Scholars
  • Correction also needed in the source which facilitates Scopus author profile refinement in order to preventing reloading errors in System

• De-duplication
  • Duplicate journal titles, output titles, ISBNs/ISSNs and even DOIs – data errors in the sources, double entries by co-authors, system’s failure to detect duplicates from time to time

• Workflow and logistics design

• Staff training
Connecting the Present to the Future
Embedding Library Support in Research Cycle

**Planning and Proposal**
- Literature Review (Library Collection, information search skills, ILL)
- Citation Management (Mendeley, REFWork, etc.)
- Data Management Plan
- Digital Humanities

**Research Project**
- Experiment / Project (Continuous information search support)
- Research data generation and findings (Continuous library support as needed)
- Working space for research (forthcoming PhD area and “CREATE!”)

**Run Run Shaw Library**
Provision of library collections, space and facilities, different information literacy programs and research support services

**New research ideas**
- **CityU Scholars** (Showcasing, OA copyright verification, full text archiving, data curation, record validation & enhancement, regular harvesting, RGC reporting support)
- Monitoring impact of publication (Research impact measurement)

**Post-publication**

**Finding & Conclusions**
- Author Identity Management (ORCID, Scopus author profile cleanup)
- Publishing Strategies (Journal metrics)
- Copyright (Understanding copyright, Identifying OA journals)

**Publication**

**Scholarly Communication**

**Funding granted**
Lessons Learned
## Lesson Learned

### Top-down Approach

- **Project management structure** - Project Steering Committee chaired by senior management & Project Assurance Team at operational level with required expertise
- **Mission and direction** – Clear rationales and expected outcome
- **University requirements** - Tied up with government reporting and the University’s appraisal mechanism
- **Authority to make decisions** - The final say on difficult issues and different opinions
- **Aligning different stakeholders** - Breaking political boundaries

### Users Perspectives

- Seeing into researchers’ needs
- Providing solutions and reducing duplicated effort in reporting (rather than adding extra workload)
- Balancing between showcasing and embarrassing (not just traditional metrics – not favorable for liberal arts, humanities and social sciences disciplines)
- Personal assistance (CityU Scholars ambassadors, subject librarians, training, precise and clear user guides)

### Communication and Promotion

- Promoting the beauty of the System as an answer to researchers’ needs
- Communicating the rationales – clarifying misconception and understanding the benefits
- Showing eagerness to help (We are here to help!)

**Most important! Make sure you get the human resources you need before starting the project!**
Thank You

Showcase your Research Excellence to the Global Audience

CityU Scholars
A Research Hub of Excellence