

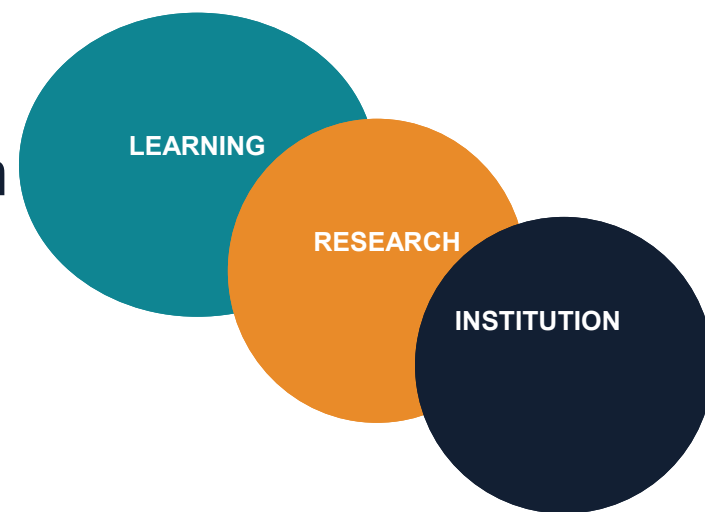
INTERNATIONAL LECTURE

Japan Association of Private University Libraries (JASPUL)

日本私立大學圖書館協會國際圖書館合作研討會

Reimagining Academic Libraries in Taiwan

重新想像臺灣的大學圖書館：從知識基礎設施到 AI 賦能創新



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Roadmap

1. University challenges
大學面臨的挑戰

2. Library challenges
圖書館面臨的挑戰

3. Library value
圖書館的價值

**4. Transformation of
Academic Libraries in
Taiwan**
台灣的大學圖書館的轉型

**5. Redefining the
Academic Library**
重新定義大學圖書館

6. Moving Forward
邁向未來

01

Key Challenges Facing Taiwanese Universities

台灣的大學面臨的關鍵挑戰

Demographic contraction, differentiation, and AI-driven change

Five pressures are converging on universities

五大壓力正同時衝擊大學

Demography 人口

Smaller cohorts
and aging
population
學生人數減少且
人口老化

Finance 財務

Tuition
dependence,
constrained
budgets
依賴學費、預算
緊縮

Differentiation 差異化發展

Need for
distinctive
missions and
programs
發展特色定位與
課程

Learning 學習

Hybrid, lifelong,
flexible
pathways
混合學習、終身
學習與彈性學習

AI 人工智能

Curriculum,
assessment,
integrity,
governance
課程設計、學習
評量、學術誠信
與治理

The university is changing; the library cannot remain organized around yesterday's assumptions.
大學正在改變，圖書館不能再以過去的假設來規劃未來。

Taiwan Higher Education: A Long-Term Demographic Challenge

臺灣高等教育：長期少子化的挑戰

Taiwan’s Higher Education Landscape | 臺灣高等教育概況

Year 年度	Public 公立	Private 私立	Total 合計
2020	48	104	152
2025	49*	100*	149*

About two-thirds of Taiwan’s higher education institutions are private.
臺灣約三分之二的大專校院為私立，因而更容易受到招生人口下降與財務壓力的影響。

2025 figures include open universities and religious colleges. 2025年數據包含空中大學及宗教研修學院。

Source: 《大專校院概況統計》
https://stats.moe.gov.tw/files/ebook/higher/113/113higher.pdf?utm_source=chatgpt.com

First-Year Student Population

大學一年級學生人數

Year 年度	Students 學生數	Status 趨勢
2020	229,000 22.9萬	Actual 實際
2023	195,000 19.5萬	Actual 實際
2028	186,000 18.6萬	Projected 預估
2030	221,000 22.1萬	Temporary rebound 短暫回升
2041	151,000 15.1萬	Projected 預估

AI: Curriculum, Assessment, Integrity, Governance

AI：課程、評量、學術誠信與治理

Area	Key Question
Curriculum	What should students learn with and about AI? 學生應該運用 AI 學習什麼？又應該學習哪些關於 AI 的知識？
Assessment	How do we assess student learning when AI can generate the answer? 當 AI 可以生成答案時，我們該如何評量學生的學習？
Integrity	How should AI use be disclosed, verified, and attributed? AI 的使用應如何揭露、查證與註明？
Governance	Who sets the rules, manages risks, and ensures accountability? 誰來制定規範、管理風險，並為 AI 的使用負責？

AI is not merely changing university technology; it is changing how universities teach, assess, govern, and define academic responsibility.

AI 改變的不只是大學的技術環境，更正在改變大學如何教學、如何評量、如何治理，以及如何界定學術責任。

02

Key Challenges Facing Academic Libraries in Taiwan

臺灣的大學圖書館的關鍵挑戰

Visibility, capacity, platform dependence, and expanding responsibilities
能見度不足、專業量能受限、平台依賴，以及職責持續擴張

Overview of Academic Libraries in Taiwan

臺灣學術圖書館現況概覽

Area | 面向

Current Landscape | 現況

Higher Education Landscape 高教體系

149 institutions | 49 public · 100 private
149所 | 公立49 · 私立100

Collections & Resources 館藏與資源

61.8M print volumes + extensive digital resources
約6,179萬冊紙本館藏 + 大量數位資源

Library Use 圖書館使用

Print Circulation ↓ | Digital Resource Use ↑
紙本借閱 ↓ | 數位資源使用 ↑

Library Cooperation 圖書館合作

Consortial purchasing · Interlibrary loan · Resource sharing
聯盟採購 · 館際互借 · 資源共享

Funding Strategies: Approaches to funding at national and private universities

經費策略：國立與私立大學的經費來源與配置

1. Funding Approaches at National (Public) Universities

National universities enjoy substantial state backing and institutional autonomy, giving them greater fiscal flexibility for large-scale digital initiatives and physical developments.

- **Government Operating Subsidies for Basic Needs** (基本需求補助)
- **Higher Education Sprout Project** (高教深耕計畫)
- **University Endowment Funds** (校務基金)
- **Government-Funded National Projects** (政府資助的國家型計畫)

2. Funding Approaches at Private Universities

Faced with declining student enrollments caused by demographic shifts, private university libraries face severe budget constraints and rely on cost-optimization and direct institutional subsidies.

- **Tuition Dependency** (對學費收入的依賴)
- **Higher Education Sprout Project** (高教深耕計畫)
- **Targeted MOE Private School Subsidies** (私校獎補助金)
- **Alumni Donations & Corporate Sponsorships** (校友捐贈與企業贊助)

「fewer students → lower tuition revenue → tighter university budgets → pressure on library budgets」

Consortia and Strategic Alliances in Taiwan's Academic Libraries

大學圖書館的聯盟與策略合作

Alliance Level	Representative Consortia / Systems	Core Operational Benefits
National Electronic Resources	CONSER / TAEBDC	Consortial Negotiation & Outright Purchases: Mitigates cost inflation for international databases and builds a nationwide shared e-book collection. 聯合議價與買斷採購：降低國際資料庫價格上漲的壓力，並建立全國共享的電子書館藏
National Physical Literature	NDDS / RapidILL	Complementary Collection Sharing: Builds a nationwide resource-sharing network that reduces unnecessary duplication in the acquisition of specialized materials. 互補性館藏共享：建立全國學術資源分享網絡，減少專門性館藏的重複採購；也大量使用國際館際資源分享機制
Regional & University Systems	NTU System / TCUS	Seamless User Experience: Enables cross-institutional borrowing with a single library card and inter-campus return services, creating a more integrated user experience across participating university libraries. 無縫的使用者體驗：透過一卡跨校借閱與校際代還服務，為聯盟成員校的使用者提供更整合、便利的圖書館服務體驗。

Six forces are reshaping academic libraries

六股力量正在重塑大學圖書館

Demographic & economic

人口與經濟

Prove value with fewer students
and tighter budgets

學生更少、預算更緊

AI as first inquiry AI

成為資訊查詢的第一入口

Users start with ChatGPT, not
the library

使用者先問 ChatGPT，而不是先找
圖書館

Platform concentration

學術資源平台日益集中

Search and content ecosystems
reduce negotiating power

搜尋與內容日益集中於少數平台，圖
書館的議價能力隨之下降

Open science

開放科學

New stewardship and preservation
responsibilities

圖書館的角色從資源取用進一步延伸至開
放取用、研究資料管理與研究成果傳播

Policy & values

政策與核心價值

Rights, privacy, integrity, equity
資訊權利、隱私保護、學術誠信與公
平近用

Interdependence

相互依存

Pressures amplify one another

這些壓力並非各自獨立，而是彼此交織、
相互放大。

These six forces are not simply changing library services. Together, they are
challenging the traditional position of the academic library within the university.
這六股力量改變的不只是圖書館的服務，而是正在挑戰大學圖書館在大學中的傳統定位。

A highly digital library can become less visible

圖書館越數位化，反而越不容易被使用者看見

Users enter scholarship through

使用者透過以下管道進入學術資訊世界

Google

First point of inquiry

Publishers

First point of inquiry

Generative AI

First point of inquiry

○

Even when the library pays, licenses, organizes, and preserves the evidence.

即使這些知識資源是由圖書館付費購置、取得授權、組織整理並長期保存。

Responsibilities expand while staffing capacity tightens

圖書館的職責不斷增加，但人力卻日益吃緊

current work 現有工作

Acquisition 採訪
Metadata 詮釋資料
Access 取用
Preservation 典藏

New work 新工作

AI literacy AI素養
Research data 研究數據
Evidence synthesis 證據整合
Rights & privacy 權利與隱私
AI evaluation AI評估

The gap 落差

Few libraries can hire every specialist.
很少有圖書館能夠聘用各領域所有需要的專業人才。
Shared expertise and collaboration become essential.
共享專業人才與跨館合作變得更加重要。

03

The Value of Academic Libraries in the AI Era

AI 時代大學圖書館的價值

The future of the university and the library must be considered together

As higher education contracts and AI becomes the first point of inquiry...

隨著高等教育規模縮減，AI 成為資訊查詢的第一入口...

What must the academic library become?

未來的大學圖書館，必須成為什麼？

Library value is shifting from transactions to processes

圖書館的價值正從單次服務，轉向對學習與研究過程的支持

FROM individual transactions

從「個別服務」

A search

A loan

A database session

一次檢索 | 一次借閱 | 一次資料庫使用



TO learning & research workflows

「融入學習與研究流程」

A learning pathway

A research workflow

An evidence chain

學習路徑 | 研究流程 | 證據鏈

From delivering answers to safeguarding the conditions under which knowledge can be trusted.

從「提供答案」轉向「守護知識可信賴的基礎」

Three pillars of trustworthy knowledge infrastructure

可信知識基礎設施的三大支柱

EVIDENCE

可信證據

Traceable sources 來源可追溯
Complete retrieval 檢索具完整性
Retraction awareness 撤稿能辨識
Provenance 歷程可查證

INFRASTRUCTURE

基礎設施

Licensing 授權管理
Privacy 隱私保護
Interoperability 系統互通
Continuity 服務持續

CAPABILITY

專業能力

AI literacy AI 素養
Research methods 研究方法
Equitable support 公平支持
Professional judgment 專業判斷

The library should not compete with general-purpose AI

AI excels at

AI 擅長

- speed 快速
- synthesis 整合
- scale 規模化
- convenience 便利

Libraries must safeguard

圖書館必須確保

- evidence 證據
- rights 權利
- memory 知識記憶
- continuity 持續性
- shared capability 共享能力

Not another chatbot — but a trusted knowledge infrastructure for learning, research, and institutional resilience.

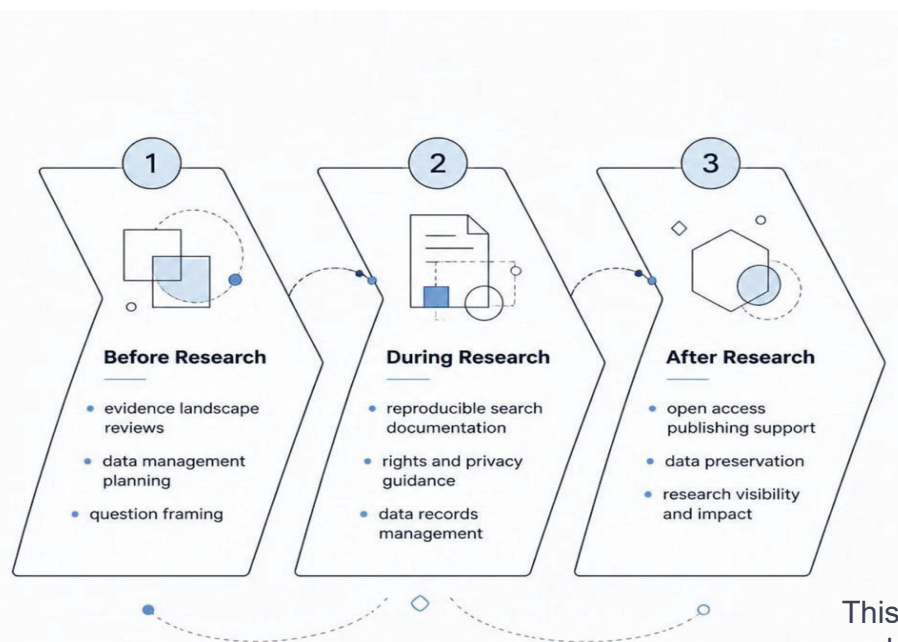
不再是增加一個聊天機器人，而是建立支持學習、研究與大學機構韌性的可信知識基礎設施

The unit of value is no longer the individual query. It is the institutional knowledge environment.

圖書館的價值，不再取決於單次查詢服務；而在於它如何建構與維護整個大學的知識環境。

Services must move upstream in the research lifecycle

圖書館服務必須更早介入研究生命週期



Beyond Discovery 從資訊發現走向更深層的價值

Traditionally, libraries focused on the discovery phase — helping researchers find literature. The strategic shift is to support the **entire research arc**.

從「協助發現文獻」→「支持整個研究歷程」

- **Before:** Evidence landscape reviews, data management plans, question framing 研究證據盤點、研究資料管理計畫、研究問題界定
- **During:** Reproducible search documentation, rights compliance, data records 可重現的檢索紀錄、權利與授權規範遵循、研究資料紀錄
- **After:** Open access publishing, data preservation, research visibility 開放取用出版、研究資料保存、提升研究成果能見度

This upstream and downstream work is increasingly expected by funders, institutions, and the research community. It is where libraries add the most value in the AI era.

從研究前端到後端的全程參與，已成為各界對圖書館的新期待，也是 AI 時代圖書館最能展現價值之處

Earlier engagement allows libraries to contribute more strategically across the research lifecycle.

更早參與研究流程，使圖書館有機會在研究生命週期中發揮更具策略性的價值

04

Transformation of Academic Libraries in Taiwan in the AI Era

台灣學術圖書館的轉型：AI 時代的新角色與策略

Platform renewal + locally designed AI-enabled services

Academic Libraries in Taiwan Are Transforming at Three Levels

學術圖書館正從三個層面進行轉型

BACK OFFICE | Workflow

後臺：工作流程的轉型

Metadata 詮釋資料
Acquisitions 採訪與採購
Licensing 授權管理
Analytics 資料分析

FRONT STAGE | Experience

前臺：使用者體驗的轉型

Discovery 資訊發現
Reference 參考諮詢
Recommendation 資源推薦
Teaching 教學

INSTITUTION | Governance

機構：治理模式的轉型

Evidence 證據治理
Rights 權利治理
Data 資料治理
Institutional memory 機構記憶

These changes often begin with the migration to a new LSP or the development of in-house AI services.

這樣的改變, 往往從轉換LSP 或自行開發AI服務而來

1. Migration to next-generation Library Services Platforms (LSP)

導入新一代圖書館服務平台

Why LSPs matter

為什麼圖書館服務平台很重要？

- Unified print + electronic workflows 整合紙本與電子資源
- Cloud-based operations 雲端作業
- APIs and interoperability 系統互通
- Analytics and workflow automation 智慧分析與流程自動化
- Foundation for AI-enabled services AI 服務基礎架構

Alma

has become one of the most widely adopted LSPs among academic libraries in Taiwan.

Alma 已成為臺灣大學圖書館最廣泛採用的圖書館服務平台 (LSP) 之一

Platform modernization is not the destination; it is the infrastructure for service redesign.

平台現代化不是目的，而是推動服務創新的基礎

20 TWAUG member libraries / institutions (2026)

Northern Taiwan

National Taiwan University

National Chengchi University

National Tsing Hua University

National Yang Ming Chiao Tung University

National Central University

Soochow University

Tamkang University

Ming Chuan University

Chung Yuan Christian University

Central & Southern Taiwan

National Chung Hsing University

National Cheng Kung University

National Sun Yat-sen University

National Chung Cheng University

National Kaohsiung University of Science and
Technology

National Kaohsiung University of Hospitality and
Tourism

Source: Taiwan Alma Users Group (TWAUG), 2026

Alma and other LSP are embedding AI into core staff workflows

Alma 與其他圖書館服務平台正將 AI 嵌入圖書館員的核心工作流程

EFFICIENCY 效率提升

Metadata assistance AI 輔助詮釋資料處理
Batch enrichment 批次補充書目資料
Title matching 題名自動比對

INTERACTION 智慧互動

Natural-language questions 自然語言提問
Role-based actions 依角色權限執行操作
Human confirmation 人工確認

INSIGHT 智慧洞察

Analytics assistance 智慧分析
Signal detection 趨勢與異常偵測
Decision support 決策支援

2. Transformation of Academic Libraries and Other Examples of AI Applications

大學圖書館的轉型及其他AI 應用實例



NTU SLIM: Integrating Generative AI into Library Discovery 台大圖書館SLIM: 將生成式 AI 融入圖書館資訊發現

NTU Library introduced an AI Research Assistant into SLIM in 2025, enabling users to ask research questions in natural language and receive five relevant scholarly sources, an AI-generated overview, and related research questions.

臺大圖書館於2025年在SLIM整合查詢系統中導入AI研究助理，使用者可以自然語言提出研究問題，系統提供5篇相關學術文獻、AI生成的主題概覽，以及延伸研究問題。

From Discovery → to AI-Assisted Research

A Cross-Sector Example: NLPI's AI-Enabled Reading Ecosystem

跨館型案例：國資圖逐步建構的 AI 賦能閱讀生態系

2023 | — AI-powered reference & consultation

AI 智慧館員「曉書」從 Reference 開始

2024 | **AI Picks You** — Personalized book recommendations

「AI 為你選書」：從回答問題走向個人化推薦

2025 | **AI Book Finder** — Semantic and natural-language discovery

「AI 找書」：從關鍵字檢索走向語意搜尋

2026 | **PLUS SPACE** — AI + digital collections + co-creation

「數位共創境 PLUS Space」：從 Finding 走向 Creating

A useful public library example showing how AI services can evolve from reference to recommendation, discovery, and co-creation.

公共圖書館案例：AI 服務從參考諮詢，走向推薦、資訊發現與共創。



Tamkang University Library: AI Across Front- and Back-Office Workflows

Front Stage — “Little Book Attendant” | 前臺服務—「小書僮」

- 24/7 AI-assisted library consultation 提供全年無休（24/7）的 AI 圖書館諮詢服務
- NLP-based intent recognition 運用自然語言處理（NLP）辨識使用者需求與意圖
- 12,000+ inquiries handled 已處理超過 12,000 則讀者提問
- Over 90% response accuracy 回答正確率超過 90%

Back Office — “AI Cataloging Assistant” | 後臺作業—「AI 編目格格」

- Supports classification and cataloging of European-language materials 協助歐語圖書的分類與編目作業
- Reduces repetitive staff workload 減少館員重複性工作負擔
- Built using university AI infrastructure 運用校內 AI 基礎設施建置

AI is moving from front-stage user services to back-office professional workflows.

AI 正從前臺讀者服務，逐步深入後臺專業工作流程。

CYCU Digital Humanities Hub: The Library as a Methods Laboratory

中原大學數位人文實驗室：圖書館作為研究方法實驗室

From Resource Access → to Methods Support

從資源取用 → 方法支援

Text & Data Analysis | 文本與資料分析

Data Visualization | 資料視覺化

GIS & Spatial Analysis | GIS與空間分析

AI & Digital Creation | AI與數位創作

AR/VR & Immersive Technologies | AR/VR與沉浸式科技

Methods Consultation & Workshops | 方法諮詢與工作坊

The library provides not only information resources, but also the methods, tools, expertise, and learning environment needed to turn data into inquiry and knowledge.

圖書館不只提供資訊資源，更提供將資料轉化為探究與知識所需的方法、工具、專業支援與學習環境。

AI-Enabled Research Support and Service Innovation: Additional Examples

AI 賦能研究支援與服務創新：其他案例



NYCU Library 國立陽明交通大學圖書館

Research Data & Responsible AI Steward
研究資料與負責任 AI 治理者

NYCU Dataverse — Supports research data sharing, preservation, citation, licensing, discovery, and reuse.

支援研究資料共享、保存、引用、授權、探索與再利用。

Responsible AI & AI Literacy — Promotes source verification, disclosure of AI use, privacy/IP protection, and researcher accountability.

強調來源查核、AI 使用揭露、隱私與智慧財產保護以及研究者責任。

From managing information → governing research data & responsible AI
AI 從資訊管理 → 研究資料與負責任 AI 治理

NCKU Library 國立成功大學圖書館

AI-Enabled Service & Research Navigator
AI 智慧服務與研究引導者

AI Smart Librarian — Integrates generative AI with existing library service systems to provide intelligent consultation and service navigation. 整合生成式 AI 與館內服務系統，提供智慧諮詢與服務導引。

AI-Enhanced Research Support — Provides Web of Science Research Assistant and Scopus AI for literature discovery, synthesis, and research exploration.

運用 WoS Research Assistant 與 Scopus AI 支援文獻探索、資訊整合與研究發現。

From answering questions → supporting AI-enabled research workflows
從回答問題 → 支援 AI 賦能的研究流程

Emerging Roles of Academic Libraries in the Digital and AI Era

數位與 AI 時代大學圖書館的新興角色

Dimension 面向	Traditional Role 傳統角色	Emerging / AI-Enabled Role 新興 / AI賦能角色	Representative Institution 代表單位	
Research Data & Open Science 研究資料與開放科學	Information Resource Support 資訊資源支援	Research Data Steward 研究資料管理者	National Taiwan University Library (NTU) 國立臺灣大學圖書館	RDM Learning Hub / RDMLA : DMP、FAIR principles、data lifecycle、repositories & preservation / 資料管理計畫、FAIR原則、資料生命週期、典藏與保存
Digital Collections & Digital Humanities 數位典藏與數位人文	Collection & Archives Curator 館藏與典藏管理者	Digital Scholarship & DH Partner 數位學術與數位人文夥伴	National Chengchi University Library (NCCU) 國立政治大學圖書館	Digital Humanities Research Platform : text analysis、Linked Data、full-text retrieval & visualization / 文本分析、鏈結資料、全文檢索與視覺化
Information & AI Literacy 資訊與 AI 素養	Information Literacy Instructor 資訊素養教育者	AI & Academic Literacy Educator AI與學術素養教育者	National Taiwan Normal University Library (NTNU) 國立臺灣師範大學圖書館	Academic Literacy × Generative AI Workshops : AI writing、copyright & ethics、verification & scholarly communication / AI 寫作、著作權與倫理、查核及學術傳播
Digital Scholarship & Learning Support 數位學術與學習支援	Reference & Instruction Support 參考與教學支援	Digital Scholarship Partner 數位學術夥伴	Chung Yuan Christian University Library (CYCU) 中原大學圖書館	Digital Humanities Hub (DH Hub) : supports DH projects and technology-enabled research / 支援數位人文計畫及科技輔助研究

Taiwan's Academic Libraries in Transition: From AI Adoption to Human-AI Collaboration 轉型中的臺灣學術圖書館：從 AI 導入到人機協作

AI Expands Capabilities AI 擴展能力	Librarians Add Professional Value 館員發揮專業價值	Emerging Changes 正在發生的轉變
Speed · Scale 速度與規模	Source verification 來源查核	AI-assisted discovery AI輔助學術探索
Synthesis 資訊整合	Professional judgment 專業判斷	Research data support 研究資料支援
Natural-language interaction 自然語言互動	Context & ethics 情境與倫理	AI literacy education AI素養教育
Personalization 個人化	Rights & privacy 權利與隱私	Digital scholarship support 數位學術支援
Automation 自動化	Quality assurance 品質把關	AI-enabled reference AI賦能參考服務

Taiwan's academic libraries are gradually moving beyond resource provision toward deeper integration with learning and research workflows.
臺灣的大學圖書館正逐步超越資源提供的傳統角色，更深入地融入學習與研究流程。

05

Redefining the Academic Library: Three Strategic Roles for the Future

重新定義大學圖書館：面向未來的三項策略性角色

From service provider to strategic partner

What Should the Academic Library Become? 大學圖書館應成為什麼？

Three Strategic Roles for the Future 面向未來的三項策略性角色

LEARNING PARTNER 學習夥伴

Build Literacies 建立素養

Embed in Learning 融入學習

Enable Student Success 促進學生成功

→ Capable Learners

有能力的學習者

RESEARCH PARTNER 研究夥伴

Frame Research 界定研究

Support Research 支援研究

Share & Preserve 傳播與保存

→ Trustworthy Research

可信賴的研究

INSTITUTIONAL PARTNER 機構夥伴

Connect Knowledge 串聯知識

Govern Knowledge & AI 治理知識與AI

Strengthen Resilience 強化機構韌性

→ Resilient Institutions

具韌性的大學

Building the Literacies for Learning in the AI Era

培養 AI 時代學習所需的核心素養

Build Literacies 建立核心素養

Information · AI · Critical literacy

Embed in Learning 融入學習歷程

Courses · Assignments · Inquiry · Reading & writing

Support Student Success 支持學生成功

Equitable access · Belonging · Lifelong learning

From teaching library skills → to strengthening students' capacity to learn, evaluate, and create with AI.

從教授圖書館技能 → 培養學生在 AI 環境中學習、判斷與創造的能力。

Supporting the Entire Research Lifecycle

支援完整的研究生命週期

FRAME 研究設計與證據發現

Question formation 研究問題界定

Evidence landscape 研究證據盤點

Systematic searching 系統性檢索

Data management planning 資料管理計畫

DO & MANAGE 研究執行與資料管理

Text & data analysis 文本與資料分析

Research data management 研究資料管理

Reproducible workflows 可重現研究流程

Rights & privacy 權利與隱私

Metadata & documentation 詮釋資料與研究紀錄

SHARE & PRESERVE 傳播、影響與保存

Open access 開放取用

Data sharing 研究資料共享

Persistent identifiers 永久識別碼

Research visibility & impact 研究能見度與影響力

Long-term preservation 長期保存

The library is moving beyond information discovery to support a more trustworthy, reproducible, and sustainable research lifecycle.

圖書館正從資訊發現，走向支援更可信、可重現且可持續的研究生命週期。

Stewarding the University's Knowledge Infrastructure

機構夥伴：治理與維護大學的知識基礎設施

CONNECT 串聯

Publications 出版成果

Research data 研究資料

Theses 學位論文

Institutional archives 機構檔案

Faculty profiles 教師研究資訊

GOVERN 治理

Rights 權利

Privacy 隱私

AI governance AI治理

Provenance 來源與歷程

Access policies 存取政策

PRESERVE & ENABLE 保存與活化

Preservation 長期保存

Interoperability 系統互通

Discovery 資訊發現

Reuse 再利用

AI-ready knowledge AI可用知識

The library helps the university connect, govern, preserve, and mobilize its knowledge as a trusted institutional asset. This also makes institutional knowledge more discoverable, reusable, and AI-ready. 圖書館協助大學串聯、治理、保存並活化其知識，使其成為可信賴的機構資產，同時使機構知識更容易被發現、再利用，並為 AI 應用做好準備。

06

06 — Moving Forward: Strategic Priorities for Academic Libraries

邁向未來：大學圖書館的策略行動

From Vision to Action 從願景走向行動

Three Strategic Priorities

三項策略優先事項

1. MAKE VALUE VISIBLE

讓價值被看見

Demonstrate how the library contributes to learning, research, and institutional goals.

清楚呈現圖書館對學習、研究與大學發展的貢獻。

2. EMBED IN WORKFLOWS

融入核心流程

Move from stand-alone services to deeper integration with teaching, research, and institutional workflows.

從單一服務走向教學、研究與機構核心流程的深度整合。

3. BUILD SHARED CAPACITY

建立共享能力

Develop staff capabilities, trusted infrastructure, and cross-institutional collaboration.

發展館員能力、可信賴的基礎設施與跨校合作。

One Future, Different Pathways

共同方向，不同路徑

Research-Intensive

研究型大學

Research data
Open science
AI governance
Scholarly communication

Teaching & Student-Centered

教學型大學

Student success
Curriculum integration
Career & digital capability

Professional & Regional

技職型及區域型大學

Industry information,
local knowledge,
community engagement,
lifelong learning

Not every library needs to do everything. Strategy begins with institutional mission.

不是每一所圖書館都需要做所有事情；策略應從大學的使命與需求出發。

From Vision to Action: A Practical Roadmap

從願景到行動：大學圖書館的實踐路徑

Priority Area 重點面向	NOW 現在 Identify & Prioritize 盤點與聚焦	NEXT 下一步 Pilot & Embed 試行與融入	TOGETHER 共同發展 Share & Scale 共享與擴展
AI 人工智慧	Audit current AI use and risks 盤點館內 AI 使用現況與風險	Pilot 1–2 high-value AI-enabled services 選擇 1–2 項高價值服務試行 AI	Develop shared AI guidelines and case repositories 共同建立 AI 應用指引與案例庫
Learning 學習	Review current information literacy programs 盤點現有資訊素養課程與活動	Embed AI literacy into courses and assignments 將 AI 素養融入課程與作業	Co-develop teaching modules with faculty 與教師共同發展教學模組
Research 研究	Identify researchers' priority support needs 盤點研究者最需要的支援	Strengthen RDM, systematic searching, and open science support 強化研究資料管理、系統性檢索與開放科學支援	Build cross-institutional research-support networks 建立跨校研究支援與專業網絡
Infrastructure 基礎設施	Map publications, data, repositories, and metadata 盤點出版成果、研究資料、典藏系統與詮釋資料	Improve interoperability, rights management, and preservation 強化系統互通、權利管理與長期保存	Develop shared platforms and trusted knowledge infrastructure 發展共享平台與可信賴的知識基礎設施
Staff 館員能力	Identify staff capability gaps 盤點館員專業能力缺口	Build capabilities in AI, data, DH, and research support 培養 AI、資料、數位人文與研究支援能力	Expand joint training, staff exchange, and professional development 推動跨校培訓、館員交流與共同專業發展

Moving Forward Together: Taiwan–Japan Collaboration

攜手前行：臺日大學圖書館合作

Areas of Collaboration 合作面向	LEARN TOGETHER 共同學習	BUILD TOGETHER 共同建構	EXPERIMENT TOGETHER 共同實驗
AI & Staff Development AI 與館員專業發展	AI literacy practices AI 素養實務 Staff training 館員培訓	Responsible AI guidelines 負責任 AI 應用指引 Shared competencies 共同核心能力	AI-enabled services AI 賦能服務 Joint pilot projects 共同試行計畫
Research Support 研究支援	Research data management 研究資料管理 Open science & digital scholarship 開放科學與數位學術	Shared expertise 共享專業知能 Training resources 共同培訓資源	Joint research-support projects 共同研究支援計畫 New service models 新型研究服務模式
Knowledge Infrastructure 知識基礎設施	Metadata & preservation 詮釋資料與長期保存 Interoperability 系統互通	Shared standards 共同標準 Trusted knowledge infrastructure 可信賴的知識基礎設施	Cross-institutional discovery 跨機構知識發現 Knowledge reuse 知識再利用

Different contexts, shared challenges, stronger capabilities through collaboration.

情境不同，挑戰相通；透過合作，共同強化面向未來的能力

WHEN AI MAKES ANSWERS ABUNDANT...
當 AI 讓答案變得無所不在.....
TRUST BECOMES EVEN MORE IMPORTANT.
信任就變得更加重要。

Academic libraries safeguard the foundations of trusted knowledge—empowering learners, strengthening research, and building resilient institutions.
大學圖書館守護可信賴知識的基礎——賦能學習者、強化研究，並建構更具韌性的大學。

CAPABLE LEARNERS · TRUSTWORTHY RESEARCH · RESILIENT INSTITUTIONS
有能力的學習者 · 可信賴的研究 · 具韌性的大學

Thank you!