Outreach and Engagement in the Time of a Pandemic: USM Library Experience

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ABSTRACT

The COVID-19 pandemic has been affecting the social and economic sectors worldwide, and higher education is no exception. The closure of the universities, campuses, and library buildings due to the nationwide Movement Control Order (MCO) imposed by the Malaysian Government in March 2020 has forced the librarians to modify and leverage online services and digital collections. This paper shares the experience of the USM library in response to the COVID-19 pandemic since early March 2020. It describes how the library communicates, provides access as well as explores new initiatives during the crisis. As an academic library of Research Universities in Malaysia, Universiti Sains Malaysia (USM) Library has implemented a hybrid approach method by providing both online and in-person services from the beginning. As a result, USM Library managed to respond, communicate, and reach out to the end-users via existing approaches and platforms rather than starting from scratch during the lockdown period. While access to in-person services is limited, other services such as document service delivery, research support, and electronic collections are available online. Furthermore, this global health crisis provides the opportunity for the librarians to evaluate, rethink and explore new initiatives to strengthen library services further and demonstrate their relevance to the user community.

Keywords: Academic libraries; Coronavirus; COVID-19; Pandemic and library services; User services; Remote library supports; Research support services; User services.

INTRODUCTION

COVID-19 in Malaysia & USM Library building shutdown

World Health Organization (WHO) (2021) on 11 March 2020 declared that the world is facing 'the first pandemic caused by a coronavirus' or COVID-19. As of 26 April 2021, there have been 146,841,882 confirmed cases of COVID-19 globally, including Malaysia.

Malaysia detected the first case of COVID-19 on 25 January 2020 involved three Chinese Nationals who previously had close contact with an infected person in Singapore (Elengoe, 2020). The number of cases in controlled and grew relatively slowly until a religious event gathering in Sri Petaling, Kuala Lumpur, which participated by 16,000 people worldwide. On 16 March 2020, 553 cases of positive COVID-19 had reported. Soon after that, the Malaysian Government announced a Movement Control Order (MCO) or 'Malaysian Quarantine' starting 18 March 2020 until 3rd May 2020 (Phase 1) and extended to 9 June 2020 (Phase 2). As of 17 June 2021, Malaysia still recorded high COVID-19 cases with 678,764 total positives cases, where 66,097 are hospitalized, 608,465 recovered, and 4,202 deaths (Flanders Trade, 2021). As the preventive measure to effectively control the COVID-19 situation, the Malaysian Government had imposed several phases of various MCO levels (Phase 1-Phase 6), ranging from high-risk areas to low-risk areas: Movement Control Order, Recovery MCO, and Conditional MCO, Enhanced MCO, and Targeted Enhanced MCO. To date, Malaysia currently had been put under MCO (Phase 6) since 21 May 2021.

After the announcement of MCO (Phase 1) by the Malaysian Government, Universiti Sains Malaysia (USM) had ordered the mandatory closure for all non-essential services included libraries. All staff was asked to work from home, and students had sent back to their homes. Soon after the order, the Top Management and Head of Divisions of USM Library had set up an immediate meeting to discuss the best efforts of providing library services and the strategies to be taken in supporting university teaching and learning during the lockdown period. Since access to the library buildings and physical collection is suspended, the meeting agreed that the Library might extend the circulation services and divert all users to the digital library services.

USM library had acted fast and decided that the most crucial plan during this unprecedented time is to ensure that we could communicate well with as many end-users as possible, continue supporting them, and offer more effective and innovative services. Therefore, this paper shares the outreach and engagement strategies taken by the USM Library in response to the coronavirus disease 2019 (COVID-19) outbreak.

COMMUNICATING WITH USM COMMUNITY

The immediate priority after the closure of the USM Library building was to communicate and update users about services provided during the MCO. To reach as many staff and students, USM Library used various communications tools, including Email, Website Notice, Social Media (Facebook and Instagram), and Live Chat services.

Email and Website

USM Library used email as the primary medium in promoting library information within the USM community for quite some time. Electronic mail systems allow the creation and transmission of messages sent to individuals or select groups of individuals. The recipient can then read the news, answer it, store it electronically, forward it to another individual, print a paper copy, or delete it. It is a great tool and an effective way to communicate with library users, especially during the critical stage (Wolfe, 2005). Besides the email, library

announcements and notices related to COVID-19 also accessible via Library Website. The information about MCO services will appear as a pop-up when visitors visit the Library Website at www.lib.usm.my. Figure 1 illustrates the pop-up messages of USM Library MCO services on the website.
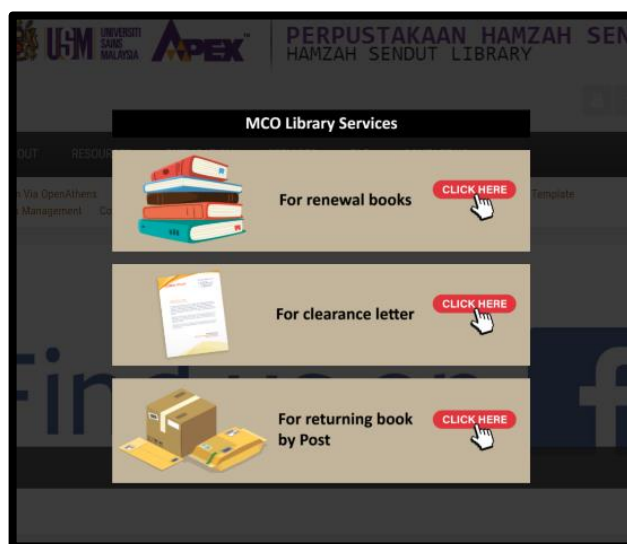

Figure 1: Pop-Up messages of USM Library MCO services on the website

Social Media (Facebook & Instagram)

Besides Email and Website, the Library uses Social Media (Facebook and Instagram) to build and maintain lasting relationships with customers. USM Library started to use social media in 2013. Since that, those platforms have become the most effective tools in spreading messages related to library services to our users. According to Eriksson (2018), social media is an effective tool for risk and crisis communication during disasters and emergencies. Announcements and promotions of each library service are always disseminated to users via both platforms. We also receive many inquiries from users through the Message Box. Li et al. (2020) stated that social media had used by people to look for and share information during the COVID-19 outbreak in an unparalleled manner.

Live Chat

USM Library has been offering the Live Chat service since April 2018 but only can be accessed at the Research Support Portal. The questions received are more to research support services. Due to MCO, the Library decided to go one step further by making Live Chat the primary tool to communicate with library users when physical interaction is almost non-existent. The Live Chat function has been moved to the Library's main website almost immediately.

Live Chat service has become the best platform for customers to obtain information, quick consultations, and know the latest developments of the Library and its activities. Questions raised through this platform include general questions, inquiries on circulation

(loan and return of materials), searching for Library materials, publishing on academic journals, off-campus access to online library resources, and Research Support programs. This service has successfully reduced the feeling of uncertainty and anxiety among USM students and researchers in facing difficulties of not having resources at hand, of not being able to be on the campus during MCO, which hinders their learning and research progress.

The high users' reliance on Live Chat services during the MCO period can be seen from the increment of the statistic compared to the year before, which was more than a 500 percent increase (the number of inquiries shoots up from 376 to 2395). As a perspective, the statistics in the first month of MCO increased by more than 1000 percent, where the number of inquiries received was 161 compared to only 12 in February 2020. This upward trend remained high from April to December 2020, which was 2,181 compared to only 376 inquiries in the same period of 2019. Table 1 presents the statistic of Live Chat Services for January to December 2019/2020.

Table 1: Statistic of Live Chat Services (January to December 2019/2020)

Year	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
2019	26	37	47	35	23	15	26	24	66	39	18	20	**376**
2020	14	12	161	254	215	350	210	170	154	193	335	300	**2395**

CONTINUiTY OF LIBRARY SERVICES

The closure of the USM Libraries' buildings suspended the users' ability to access the physical books, circulation services, in-person reference services, and interlibrary loan services. In response to this situation, USM Library quickly announced the continuity of the library services via the extended circulation services, the availability of online resources as a substitute to printed resources, document delivery, and online research support service.

Access to Collections and Extended of Circulation Services

The closure of the library building restricted access to all printed collections, including books, periodicals, and thesis. However, the online resources included e-books, e-journals, and e-thesis, which were still accessible via Off-Campus Login. USM Library had extended the borrowing period for the circulation services, and overdue fines were automatically waived. Table 2 lists the opening schedule and services offered during MCO starting 18 March 2020-11 July 2021.

Table 2: Opening schedule and services offered from 18 March 2020-25 May 2021

18 March 2020-	The library building closed. No fines were imposed. Online only.

8 June 2020	
9 June 2020- 11 October 2020	Limited library access (USM staff and students only).
12 October 2020- 6 December 2020	The library building closed. No fines were imposed. Online only.
7 December 2020- 12 January 2021	The library building closed. Borrowing and returning services are allowed on Monday, Wednesday, and Friday 9.00 AM-12.00 PM.
13 January 2021- 11 May 2021	Limited library access (USM staff and students only).
12 May 2021- 11 July 2021	The library building closed. No fines were imposed. Online only.

InterLibrary Loan and Document Delivery Services

Interlibrary loan is a service that helps users to get materials that not available in USM Library from other university libraries in Malaysia. This service is provided to the users under the cooperation of the Malaysian Standing Conference of National and University Libraries (PERPUN) network and the Librarians Association of Malaysia. All libraries under the PERPUN network agreed on information resources exchange with certain conditions (Perpustakaan Negara Malaysia, 2000). During library closures, the Interlibrary Loan Service is unavailable between USM Library and the PERPUN network. The service resumes back on 9 June 2021 after MCO (Phase 2).

While the interlibrary loan for books is suspended, the Document Delivery Service remains available with no interruption. Two Document Delivery Service is provided to the USM community named Article Request Services and Pay Per View Services. For Article Request Services, USM Library will obtain articles requested via PERPUN networks. When the articles were not available within this network, the request will be extended to Pay Per View services. The Library will purchase the articles directly from the providers or publishers, and the university will bear the cost of obtaining this article.

Research Support Services

Research support services can be defined as a range of services to support researchers and the institution's research strategies (Tang & Zhang, 2021). Si, Zeng, Guo, and Zhuang (2019) explained that academic libraries had prepared various solution strategies to provide researchers with innovative information services throughout the process of teaching, learning, and doing research. Based on each scope and phase of the research cycle, researchers can benefit from the moment the idea is created, implemented, disseminated, and returned (Gessner, Eldermire, Tang, & Tancheva, 2017). Frequent activities conducted under research support services in academic libraries such as bibliometric, research data management, open access, scholarly publications, search guides, consulting, and tool recommendations research assistance (Raju, Adam, Johnson, Miller, & Pietersen, 2015). USM Library had introduced Research Support Services on 23 January 2013 to enhance limited reference services. The USM Library research support services included research support training covering various topics involved in the research cycle, reference consultation, and research data management activities.

(a) Research Support Training

USM Library conducted the research support training for ten modules: 1) Literature Search, 2) Bibliographic Management Using Mendeley, 3) Google Drive for Research, 4) Google Scholar for Researcher, 5) Build a Research Profile, 6) Publishing Strategy, 7) Thesis Formatting Template, 8) Thesis Formatting with Microsoft Word, 9) Data Analysis Using SPSS (Basic) and 10) Evidence-Based Medicine. Traditionally, the training was conducted face-to-face at the library computer lab or any venue requested by the users.

In November 2018, USM Library had introduced the research support training online (webinar) using Webex Meeting Platform. Since that, USM Library had conducted the training using both modes alternately. Early experience in organizing online training provided an advantage for USM Library when the total lockdown was imposed in March 2020. As a result, MCO not affected the delivery of training to library users. The statistic for 2020 shows a 15% increment of the participants, which achieved 12,070 compared to only 10,764 in 2019. The increment of the participants and the great feedback received on each module show that the online teaching trend is positive towards the online mode offered by the Library. Figure 2 illustrates the statistic for Research Support Training participants (January to December 2019/2020).
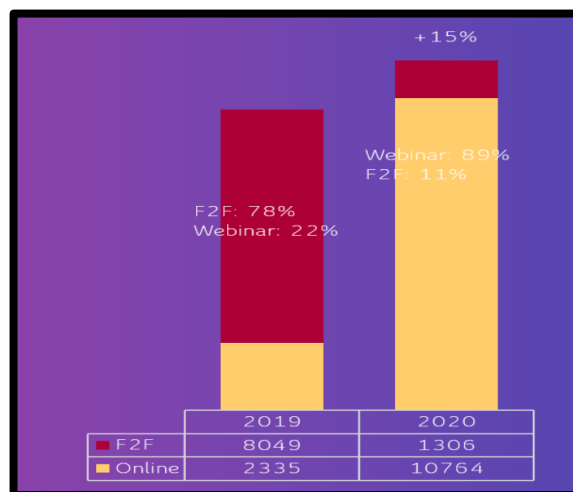

Figure 2: Statistic for Research Support Training participants (January to December 2019/2020)

(b) Online Learning Platform

Online Learning@PHS (accessible at: https://referencephsusm.wordpress.com/online-learning) has become one of the popular platforms for online learning among library users, especially during the lockdown period. The platform provides information such as e-Learn@PHS, e-Guides, and the Recorded Webinar Video services. The platform allows users to attend classes and workshops 24/7 place without limitations. In 2020, the number of videos downloaded by users was 12,877 downloaded compared to 2019, which is only at 431 downloaded, an incredibly significant increase (over 2,800%). The remarkably high percentage increase indicates the buoyant demand for consumer

education classes organized by the USM Library. The number of visitors who visited the Online Learning portal platform also increased from 91,174 to 98,832 in 2020, increasing 8.3% from the previous year. Figure 3 presents the statistics of Research Support Portal & Online Learning @PHS visitors for 2019/2020.
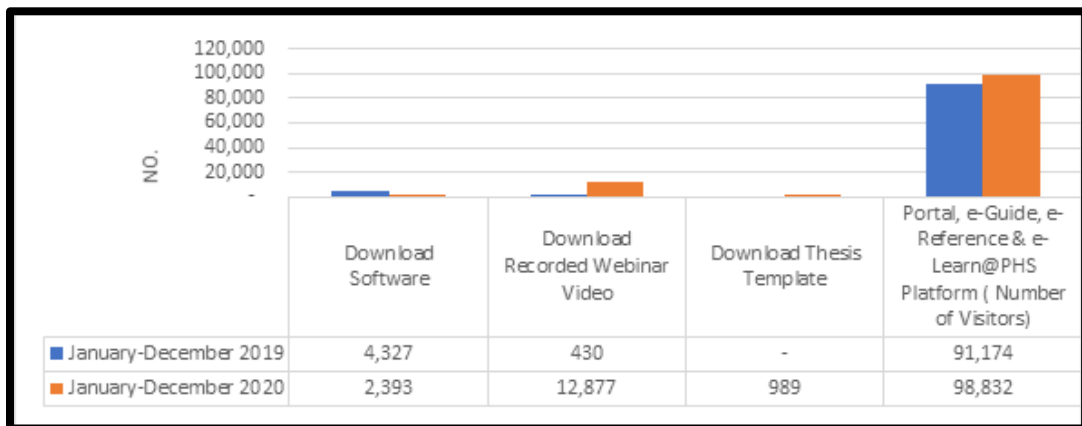

NO.	Download Software	Download Recorded Webinar Video	Download Thesis Template	Portal, e-Guide, e-Reference & e-Learn@PHS Platform (Number of Visitors)
■ January-December 2019	4,327	430	-	91,174
■ January-December 2020	2,393	12,877	989	98,832

Figure 3: Statistics for Research Support Portal & Online Learning @PHS visitors (January to December 2019/2020)

(c) Massive Open Online Courses (MOOC)

In 2018, USM Library launched the first MOOC program known as Jom Cari Maklumat @Perpustakaan, where this program is designed as the library orientation for new USM undergraduate students. Later in 2019, another two modules were added made the total of MOOC courses available is three: 1) Jom Cari Maklumat @Perpustakaan, 2) Literature Search for the Beginner 3) Essential Publishing Tools for Researchers. USM Library MOOC aimed to enhance researchers' and students' skills and competencies. When MCO had restricted the movement of everyone in many aspects, MOOC will become a great tool that gives more flexibility to students and lecturers wherever they are, anytime without being limited to physical classes like the conventional education system to learn. Figure 4 illustrates the courses available for USM Library MOOC that accessible at the Online Learning Platform.
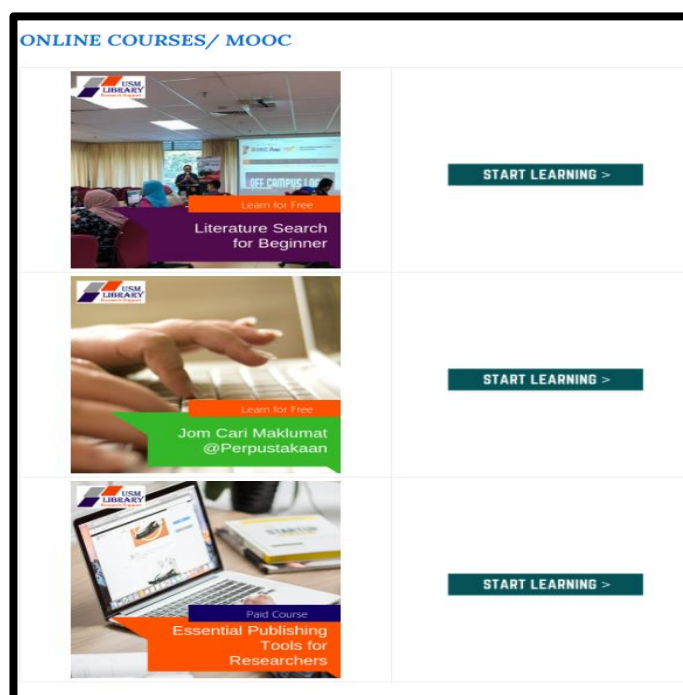
Figure 4: Courses available for USM Library MOOC

(d)   Reference Consultations

Reference consultation services play a significant role in supporting the research of the USM community. This service is offered as a part of research support services that solve research-related problems faced by the students or researchers. The consultation is provided via various mediums, including face-to-face, telephone, email, and WhatsApp. Later, after the Library received a high demand for consulting services, the delivery of this service was improved by conducting Research Consultation Day, an open day concept whereby the customers can meet librarians to solve any research-related problems.

Besides email, telephone and WhatsApp, the Library introduced virtual reference consultation services in 2019 to help the off-campus users and those unable to present themselves physically. During this time, the demand for a face-to-face meeting is still higher compact to the virtual. After the COVID-19 crisis, this virtual meeting was the primary medium used, replacing the face-to-face meetings. Since librarians have become accustomed to online meeting tools such as Webex, Zoom, Microsoft Teams, and Google Meet in teaching sessions, they are given the freedom to choose any application as long as the session is smooth and effective.

Every user who wants to request the service must fill in the consultation booking form provided on the Library's website. Through this form, the facilitator or consultant related to the chosen topic will be identified. The consultant then will confirm the meeting via email according to the date and time proposed by the applicant and provides a meeting link for the session. Finally, the consulting services will run according to a schedule agreed by both parties. The duration depends on the level of complexity of a problem faced by

the requestor. Figure 5 presents the statistic for the reference consultations (January to December 2019/2020).
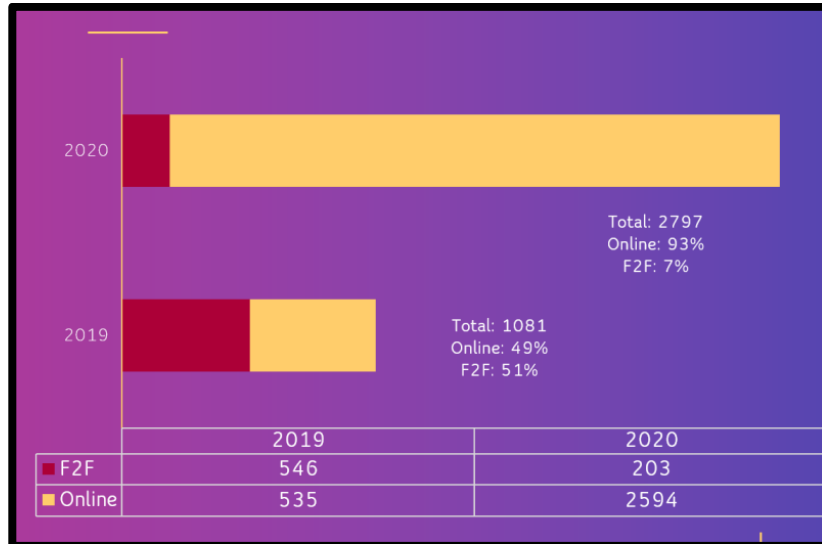

Figure 5: Statistic for Reference Consultations (January to December 2019/2020)

NEW INITIATIVES INTRODUCED DURING THE PANDEMIC

While emergency measures are taken to ensure the continuity of USM Library services, USM Librarians make an effort to be more proactive and innovative by introducing new services, including access to COVID-19 online resources, USM Library TV@Youtube Channel, Library Research Ambassador Program, and Research Data Management initiatives.

a) COVID-19 Online Resources

USM Library had provided a list of resources related to the COVID-19 pandemic on the Library Website to support combatting the spread of COVID-19. As stated by Ali and Gatiti (2020), librarians play essential roles in promoting public health awareness and assisting the researchers by providing and disseminating information, the latest development, research, and literature at the time of the pandemic. The information included in USM Library COVID-19 Online Resources included the COVID-19 Statistics & Data Analytics and a list of free COVID-19 resources provided by Publishers and Non-Profit Organisations. The COVID-19 Online Resources were accessible at: http://www.lib.usm.my/index.php/en/2015-06-22-05-20-57/databases/open-access-journals-2.

b) USM Library TV @YouTube Channel

The learning medium through the YouTube channel has become one of the most popular methods nowadays. The recorded features allow users to control the videos to play, replay, and pause whenever needed. USM Library started the Youtube channel in 2013, but the content has rarely been updated. In March 2020, the new working from home routine allowed USM Librarian to produce short research support videos and uploaded them on the Youtube channel. The channel has then been branded as the official of USM Library TV. At the end of 2020, 169 e-Tutorials videos have been uploaded, comprising ten playlists covering modules such as Searching Strategy, Publishing, Mendeley, Google Scholar, and other informative content. In 2020, the channel had gained 24,300 cumulative views with 540 hours of footage and had 1,197 subscribers. Figure 6 presents the statistic of the USM Library TV@Youtube channel (March to December 2020).
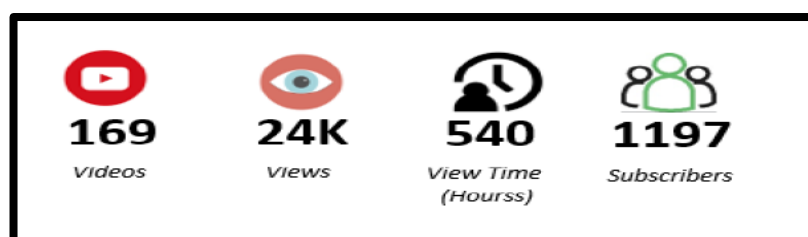

Figure 6: Statistic of USM Library TV @Youtube Channel (March- December 2020)

c) Library Research Ambassador (LRA) Program

Library Research Ambassador (LRA) is an innovative program introduced under Research Support Training. LRA is appointed among USM postgraduate students and academicians who volunteer to share their expertise. This program aims to enrich the research support modules and expand the training on other topics that may enhance the researcher's competency and expertise. Throughout 2020, seven experts were appointed as LRA with expertise in various areas such as publishing, academic writing, graduate on time, and data analysis software. Nine sessions of training had been conducted with a total number of participants, 1,145. Table 3 lists the modules and statistics of the LRA program for January to December 2020.

Table 3: Modules and   Statistic of LRA Program (January – December 2020)

Modules for LRA	Category of the Ambassador	No of Ambassador	No of Session	Total Participants
Academic Publishing with Open Journal System	Ph.D.Candidates	1	1	47
Academic Writing Tools	Ph.D. Candidates	1	1	402
Academic Writing Using Latex	Ph.D. Candidates	1	3	157
ATLAS.ti for Literature Review	Ph.D. Candidates	1	1	200

Graduate on Time: Challenging & Milestones	Academicians	1	1	149
How to Conduct Systematic Literature Review	Ph.D. Candidates	1	1	115
Structural Equation Modelling Using MPlus	Ph.D. Candidates	1	1	75
		Total	**9**	**1,145**

Research Data Management (RDM) Initiatives

The management of research data is one of the essential roles provided as part of the research support services by the USM Library, specifically by the Research Data Management (RDM) team. Besides the routine tasks, the RDM team had come out with several new initiatives during the pandemic included 1) strengthening Researcher Profile @Directory of Expertise USM, 2) Journal list based on subject @RDM Portal, 3) creating awareness via videos and infographics poster, and 4) conducting training and workshop.

a) Strengthening Researcher Profile @Directory of Expertise USM

Directory of Expertise USM (accessible at: http://experts.usm.my/) is a platform that provides information of USM Experts, including the background, Researcher IDs for Scopus, Google Scholar, ORCiD ID, and Researcher/ Publon ID, citation data, publications, and others. However, there are cases where USM Researchers have various IDs on the SCOPUS, which affected the accuracy of research data output and citations in this platform. As the solution to this problem, the RDM team combines the duplicate Author ID and helps researchers build and update their researcher profiles. By the end of 2020, 202 Researcher Scopus IDs were successfully merged, edited, and updated. The result is a) the display for the Directory of Expertise is updated and robust, b) research cooperation and collaboration with the external parties may increase, c) accurate information of Researchers' publication and citation data, and d) increase the visibility of USM researchers to the public. Figure 7 illustrates an example of the USM Experts interface at Directory of Expertise USM.
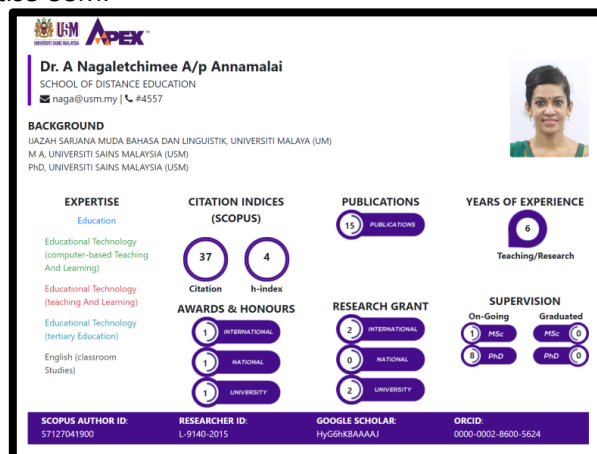

Figure 7: Example of USM Experts interface at Directory of Expertise USM

b) Journal list based on subject @RDM Portal

RDM Team had developed Research Data Management Portal, which included Journal List based on the field related to USM Research. The Portal allows scholars and postgraduate students to search for journals related to their area from Scopus, Journal Citation Report (Web of Science), and MyCITE. In addition, the team also provided personalized assistance for the researchers by providing the list of indexed and peer-reviewed journals that might be considered by the researcher for publishing, specific to their expertise. In 2020, the RDM team had assisted researchers from the School of Management, School of Computer Science, Centre of Knowledge, Communication, and Technology, and Centre for Islamic Development Management Studies (ISDEV), which involved over 31 fields. Figure 8 illustrates the example of an indexed journal list in the RDM Portal.
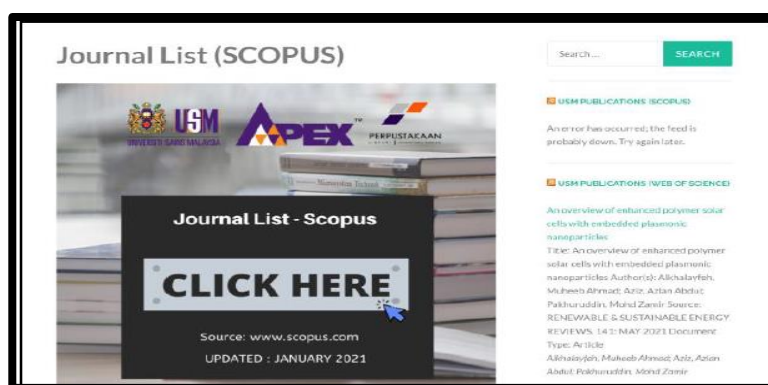

Figure 8: Example of Indexed Journal List in RDM Portal

c) Creating awareness on RDM via YouTube videos and infographics poster

Besides providing information on the indexed and peer-reviewed journals on the Portal, USM Library committed to spreading awareness about RDM activities to USM researchers. In 2020, five videos related to RDM been uploaded to USM Library TV @YouTube Channel, and over 20 infographic posters had been designed and disseminated via USM Library Facebook and Instagram Channel. Figure 9 illustrates the RDM Video Playlists at USM Library TV @Youtube Channel.
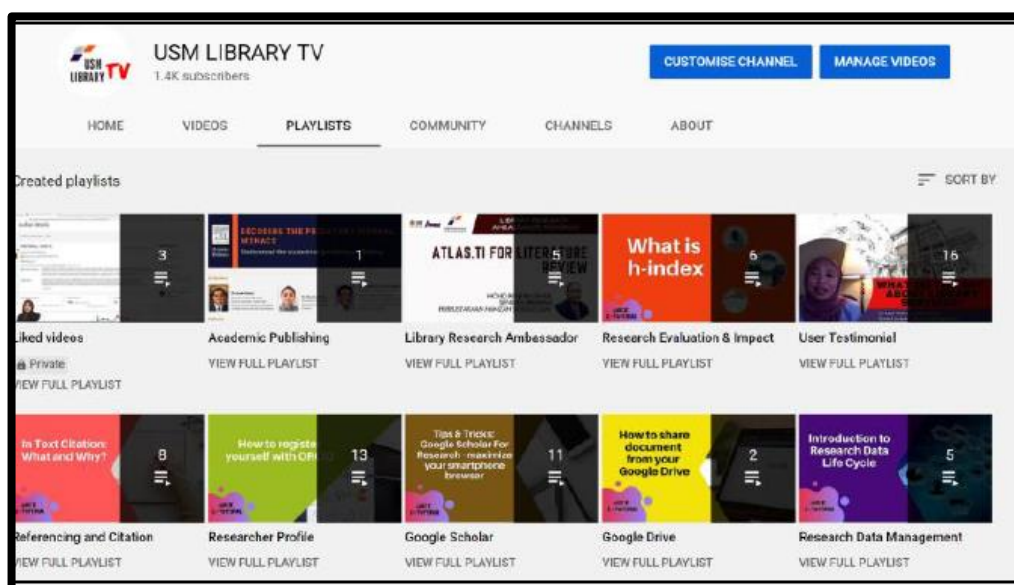
Figure 9: RDM Video Playlist at USM Library TV@Youtube Channel

d) Training and Workshop

In addition, the RDM team also had conducted several training sessions and workshops on RDM and Malaysia Research Assessment (MyRA) Guidelines. In 2020, more than five training had been conducted included 1) Research Data Management and MyRA@USM Workshop during MyPHT 2020, 2) Webinar on Publication Strategy for Academicians (Essential Publishing Tools for Researchers), and 3) Talk on RDM and MyRA during Library Tour Program at the various schools and research center. The training had been attended by over 500 participants among USM researchers and academicians.

INITIATIVES INTRODUCED A YEAR AFTER THE PANDEMIC

After a year of pandemic, while Malaysia is still dealing with the crisis of the COVID-19, USM Librarian keeps being agile, creative and continues to enhance library services by initiating new projects, including the Open Science initiatives, Virtual Counter services, and Research Support @Facebook.

Open Science Initiatives

The Open Science initiative as part of USM Library research data management services was carried out in supporting the development activities of the Open Science platform by the Ministry of Science Technology and Innovation (MOSTI) at the national level. Various plans and strategies were carried out, including establishing an Open Science Committee at the USM Library level, the development plan for Open science policies and infrastructures, promotion, awareness of Open Science practices, and many more.

Kicking in 2021, the USM Library, in collaboration with the USM Research Creativity & Management Office, has organized a symposium entitled "Symposium on Open

Science@USM: Are We Ready?" on 4 March 2021. This symposium targeted USM academicians and researchers as a promotion and awareness program where invited speakers from the Malaysian Open Science Platform and USM Library talked and shared relevant knowledge about Open Science practices. It has pulled a good number of crowds with an attendance of 200 participants. Apart from that, six USM librarians and 4 USM researchers have completed the Training of Trainers Program on Data Stewardship for Open Science and become USM data stewards with the role of assisting and managing research data for USM. Figure 10 presents the poster for the "Symposium on Open Science@USM: Are We Ready?".

Figure 10: Poster for the "Symposium on Open Science@USM: Are We Ready?"

Virtual Counter

Starting February 2021, USM Library had introduced a new service known as Virtual Counter, which allows the users to be assisted by USM Librarian just like at the physical counter. The idea of this service was coined from the online reference consultation services using online meeting software. Starting from the service from the Live Chat platform at Library Website, the user will be asked to choose between two options: 1) Meet the Librarian virtually, or 2) continue chatting. If the user wants to meet with the Librarian virtually, they will be asked to join the online meeting platform. The virtual counter may offer direct communication between users and librarians without being present at the library building. The service is still at the experimental stage where the Librarian needs to identify the software that may provide the best and most efficient virtual counter solutions. The Librarian also needs to consider technical problems or difficulties at the users' side, including software installation or download required, incompatible browser or corporate firewall, trouble joining the meeting, insufficient

internet bandwidth, and lack of experience with the online meeting technology. Figure 11 illustrates the Virtual Counter services at Library Website.
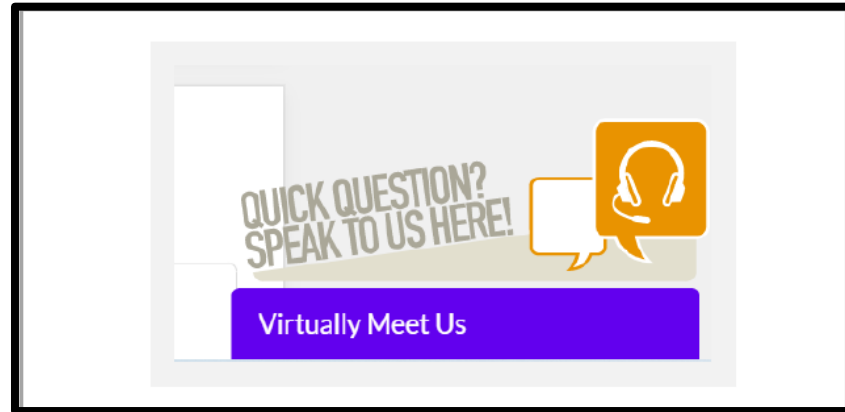

Figure 11: The Virtual Counter interface at Library Website

Research Support @Facebook

Research Support @Facebook initiative is another new strategy executed by USM Library for the year 2021. This initiative aims at ensuring the Library's research support services go global and reach a wider audience apart from its local users. First conducted on 12 February 2021, this strategy focuses on 10 minutes sharing sessions by USM librarians, researchers, academics, and library ambassadors on various topics that include different research tools or platforms, plus tips and tricks that support research activities. All the sessions were conducted as live streaming at USM Library's official Facebook platform. Among topics covered are plagiarism checkers, visualization tools, article searching platforms and applications, big data platforms, and many more. Besides going global, the live session is also a good way for public engagement, enhancing presentation skills, and building up the confidence of the USM Librarian. Based on the analysis conducted, this initiative has boosted Library Facebook platform likes, views, and engagement tremendously, supporting USM Library visibility to the masses. Figure 12 illustrates The Live Streaming Video of Research Support at USM Library Facebook.
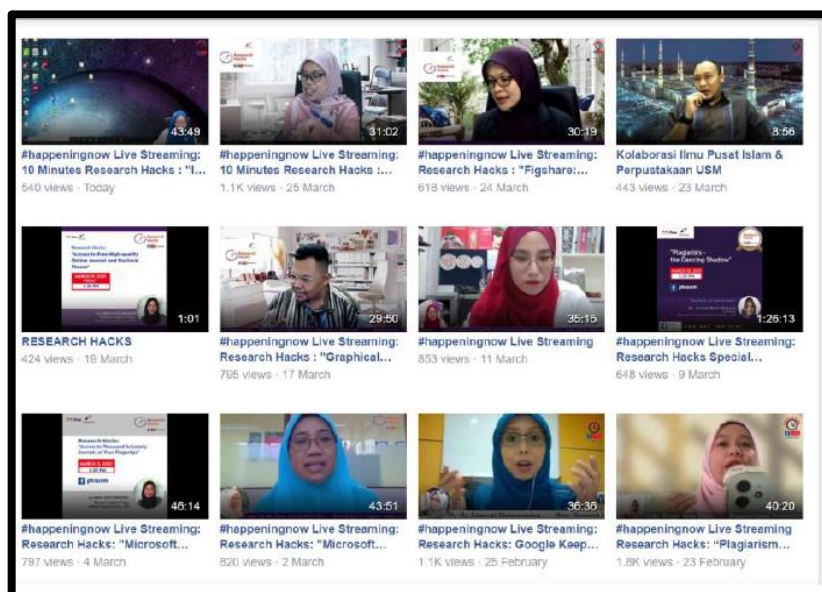
Figure 12: The Live Streaming Video of Research Support at USM Library Facebook

CONCLUSION

At the challenging time of the COVID-19 outbreak, USM Library was able to communicate effectively, continue providing access, and be innovative by offering new initiatives and programs. To ensure the Library may reach as many end-users as possible, USM Library tailored news and updates via various communication channels, including email, website, social media, and live chat. The communication strategy implemented by USM Library is supported by Duhon and Jameson (2013), who pointed out that library outreach is about reaching as many patrons as possible and informing them about the resources beyond their awareness or means to access. Despite the closure of library buildings and the limitations of access to physical resources, USM Library managed to offer virtual services involved access to online collections, document delivery, and research support services. In line with Ali and Gatti (2020), whereby discovered that most libraries managed to offer virtual services such as document delivery, literature search, and online reference services during the pandemic. Moreover, USM Library had introduced new initiatives and programs, including access to the COVID-19 online resources, USM Library TV @Youtube Channel, Library Research Support Ambassador, and Research Data Management initiatives. In 2021, USM Library had introduced the Virtual Counter service, Open Science initiatives, and Research Support @Facebook.

In conclusion, the COVID-19 era provides an eye-opener to the diminishing value of print collections and the increasing need for online for everything. It also a teachable moment where academic librarians learn how to deliver services under "new normal". USM Libraries has made the best efforts to reach the users and ensure library services' continuity during challenging times. With the COVID-19 pandemic still ongoing, USM Libraries will continue to explore new possibilities and flexibilities to offer better services to the users. Nevertheless, the academic Library needs to reconsider and redesign existing services towards digital and online for the post-pandemic.

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