

University Library System (ULS) FY16 Planning and Budget Report

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Executive Summary

Mission/Vision Statement from ULS Long Range Plan 2014-2017

The University Library System (ULS) advances the University's strategic priorities by direct engagement in the enterprise of knowledge creation, teaching, and learning on our campuses and beyond. Through our deep expertise, rich information resources, inviting facilities, and innovative services, we catalyze partnerships and inspire intellectual discovery, critical thinking, creative expression, the free flow of ideas, and the worldwide progress of knowledge.

The primary users of the ULS include the students, faculty, and staff of the University of Pittsburgh and, through our collaboration with organizations and institutions worldwide, the global research community.

Strategic Priorities from ULS Long Range Plan 2014-2017

- **Excellence in Education:** Consistently deliver resources, services and facilities to enhance learning and growth in academic programs and to support excellence and innovation in teaching and instruction.
- **Pioneering Research:** Enrich the University's research enterprise by providing resources, services, training, and expertise throughout the research lifecycle to support scholars as they discover, gather, create, and share innovation and new knowledge.
- **Community Strength:** Exemplify the principles of diversity and inclusion, freedom of information, the free flow of ideas, and an informed citizenry by being a locus of shared, openly accessible, and trusted content about the Pittsburgh region, enabling self-education and the pursuit of cultural, professional, economic, and personal interests.
- **Global Reach:** Increase the University's global impact by ensuring that the output of Pitt researchers is made visible to a global readership, supporting Pitt's international research and learning programs, and fostering the global sharing of knowledge.
- **Top Value:** Sustain our organizational commitment to efficiency through careful planning, assessing, and partnering. Demonstrate the value and expertise we add to the teaching and research endeavors of the University and seek opportunities and resources to support our ongoing efforts.

Summary of FY15 Accomplishments

Overview

In FY15, the ULS continued to improve its services, strengthen its collections and expand their use, enhance its infrastructure and organizational capability, and build upon its leadership position in advancing innovation in scholarly communication. This was our concluding year operating under the ULS Long Range Plan 2011-2014. A new plan spanning FY14-17 is in place.

Services

The ULS engaged an outside marketing firm to assist with strategies to more effectively communicate with Pitt faculty. The firm's work included convening a series of focus groups with faculty across disciplines, as well as an environmental scan of the online communication efforts of peer institutions regarding outreach to faculty. The report's findings have been used to inform service and communication design changes, including the successful Wine and Cheese faculty event, Open Access Week, and social media efforts.

The ULS contracted with the research firm Ithaka S + R to perform a needs assessment of non-tenure stream faculty and teaching assistants. The assessment was designed to help us improve student research skills by gaining a better understanding of Pitt faculty's attitudes toward and use of library services. Ithaka S + R and ULS staff performed in-person and telephone interviews and data analysis during the Fall and Spring terms and recommendations from the final report will be implemented during FY 2016.

To increase awareness of our services among undergraduates we strengthened our partnership with the Office of Student Affairs. The ULS worked to better inform advisors of our services and build a stronger process for referring students and improving their research skills. The ULS also instituted a partnership with the Office of International Students to increase awareness of ULS services to this important and growing population. Finally, the ULS is regularly liaising with the Student Government executive board to both gather input on existing and future initiatives, and also as a means to help raise awareness of and promote ULS services.

Collections

The ULS focused this year on how to optimize the visibility and usefulness of ULS distinctive physical and digital collections locally and globally. In consultation with stakeholders we revised and improved our use of ULS collection copyright guidelines and are streamlining and publicizing the process of requesting scans of items from our collections. Researchers, whether members of the Pitt or the global research community, can request electronic copies of photographic materials, texts, manuscripts, maps, and similar media, from our unique collections.

The ULS received several archival collections documenting the legacies of notable African Americans. Collectively, these unique research materials significantly enhance the diverse holdings already found at the ULS.

- Significant media attention surrounded the announcement that the Erroll Garner Archives was coming to Pitt. Garner was born in Pittsburgh in 1921 and by the time he was a teenager could be found playing at clubs in the Hill District. Although he never learned to read music, he went on to become one of the most well-known jazz pianists of the twentieth century. *Misty*, his best-known composition, was recorded and performed by hundreds of people since it was first recorded in 1954.

- Frank Bolden graduated from Pitt in 1934 with a Bachelor of Science and was the first African American member of the marching band. Denied admittance to Pitt's medical school, even though he received high grades at Pitt, he overcame that and other adversities and fashioned a remarkable career in journalism. Bolden's materials include correspondence, writings, ephemera, photographs, honors and awards, found in some 18 boxes.
- The Robert Johnston Papers document how theater had a position in the changing political climate of the 1960s and 1970s. Johnson founded Theater Urge as a subsidiary of the Black Dance Theater Ensemble. As a faculty member at Pitt, Johnson teamed up with August Wilson, Rob Penny and Vernell Lillie and worked on an activist agenda through theatrical productions.

The ULS is committed to serving the needs of the Pitt research community by providing access to wide range of high quality scholarly content. This past year the library conducted an Electronic Periodicals Use Exercise, seeking to understand how we can provide the Pitt community with the resources it needs while at the same time being responsible stewards of the library budget. The exercise identified standalone journal subscriptions and assigned them to usage categories (no usage, very low, low, moderate, and high). The results will be used to inform managing journal subscription inflationary pressures moving forward.

Infrastructure and Organizational Agility

A Digital Scholarship Services area was created on the ground floor of Hillman Library. The space was established with several objectives: to facilitate collaborative, interdisciplinary scholarship that makes use of digital tools and resources, to give a front-end to several ULS services that had limited physical presence in Oakland, and to house staff with appropriate expertise who would be available for consultative support and who work on developing new services in support of digital scholarship.

The ULS collaborated with CSSD, the School of Information Sciences (iSchool) and HSLs on a Senate Plenary to further campus conversations regarding collaboration around supporting research data management (RDM) at Pitt. The Plenary, "Managing Research Data: Challenges and Opportunity at the University" brought together University faculty members and other data management stakeholders; the result was a renewed momentum for the improvement of data management infrastructure and services across the University. Following the plenary, ULS representatives are working with colleagues from CSSD, the iSchool, the Department of Biomedical Informatics, and others in a group that is investigating data management capabilities at the University level.

The ULS Strategic Assessment Unit was created this past year to improve our coordination of data collection and analysis to support operational and strategic priorities and demonstrate value. This year it focused on developing and testing approaches to demonstrating impact of various library services (including measuring student learning outcomes relating to their use of library services and resources).

This year ULS internal staff training focused on creating online training webinars for onboarding new staff and hands-on workshops on staff-requested technology tools. We also continued the internal leadership development program, with a new cohort that included participants from CMU and Duquesne.

Innovation in Scholarly Communication

Researcher identifiers are critical to the management of scholarly reputations and streamlining of collection and analysis of research outputs of scholars. After an analysis of existing systems, the ULS has recommended that ORCID is adapted at Pitt. To date, we have created the mechanism for the Pitt community to obtain their ORCID iDs and to grant the University access to these iDs. Beginning this fall the Swanson School of Engineering will pilot this system and it will be rolled across the rest of the University during the 2016 academic year.

The ULS continues to expand our e-journal publishing program with emphasis on incentivizing open access and pursuing partnerships that build on the university's Living Globally priorities. Currently there are 37 scholarly journals published by ULS, with 52 additional journals hosted by ULS (through Scholarly Exchange® hosting service). Most are Open Access (CC-BY is standard license), with editorial teams that are located around the world and six of these journals have multilingual content.

Collaboration

Responding to Chancellor Gallagher's charge to consider ways that Pitt and CMU libraries might collaborate, Fern Brody joined Keith Webster, Dean of the University Libraries at CMU, Barbara Epstein, Director of the Health Sciences Libraries at Pitt, Erika Linke, Associate Dean of the University Libraries at CMU, Ron Larsen, Dean of the School of Information Sciences, University of Pittsburgh, on a small task force charged with submitting a report of recommendations for collaboration among these libraries.

To inform the work of the Task Force, to gather broad feedback and to explore possible areas for collaboration, several activities were undertaken:

- Professor Sheila Corral, Chair, Library & Information Science Program at the School of Information Sciences at the University of Pittsburgh, led a workshop of employees from all three systems to set out possible futures for university libraries over the next decade.
- A survey of all library employees was conducted, specifically seeking views on the impact of collaboration between libraries.
- A survey of faculty attitudes relevant to our work was conducted by ITHAKA Strategic Consulting and Research (ITHAKA S+R). Over 1200 faculty members across both the Pitt and CMU campuses participated.

The interim report of the Task Force was submitted. Reports on the two library staff and faculty feedback activities were made available to all library personnel.

Brief Statement of FY16 Strategic Priorities and Actions

Overview

The ULS's FY16 strategic priorities were developed through a highly-participatory, organization-wide planning process. FY16 actions build upon FY15 accomplishments and use evidence, reported above, to support the cost-effective application of resources. Several FY16 actions implement recommendations or outcomes of FY15 goals. Major themes for FY16 align with the fundamental goals of the ULS Long Range Plan:

- Explore collaboration with Health Sciences Library System (HSLs) and Carnegie Mellon University (CMU) Libraries
- Explore new avenues of outreach including through enhanced partnerships with student affairs and other non-academic departments, including CIDDE and the Office of Research.
- Expand digital scholarship services in the areas of data services and tools, metadata services, and geospatial data services and explore bibliometric services.
- Support research initiatives by improving the system of automatic collection of publications and other material by Pitt authors.
- Assess our single service point model in Hillman Library, improve communication with faculty, and explore advancement efforts.

FY16 Priorities

Our FY16 plan extends the fundamental goals of the ULS Long Range Plan and sharpens our strategic focus in the following ways:

Collaboration with Health Sciences Library System and Carnegie Mellon University Libraries

In FY15, a CMU/Pitt Task Force has been charged with exploring ways in which we both can create new pathways for collaboration between CMU and Pitt that serve as models for institutions of higher learning to accelerate their national and global impact through information technology. The Task Force will be recommending broad areas for deep collaboration. Joint working groups would then be charged with creating and initiating implementation plans.

Excellence in Education

The ULS strives to support the changing learning and research habits of our students, staff, and faculty. To reach new populations of students, the ULS will expand outreach avenues to more non-academic departments. To improve the teaching capacity of staff, professional development opportunities will be created around instructional design skills. To ultimately improve student research skills, selected recommendations from a FY15 needs assessment of NTS faculty will be implemented. The ULS will be enhancing the existing partnership with CIDDE to include a media creation space for students in Hillman Library.

Pioneering Research

As part of an expansion in space and services related to digital scholarship and to support new areas of research, the ULS has focused on several strategic areas including data services and tools including a metadata service, a geospatial data service, and a bibliometric service. The ULS has created a data management working group to develop training, consulting services, and offer new tools. Metadata services will be developed and offered to researchers. Geographic and spatial data services will be updated and more robust. A feasibility study will be conducted to develop a possible new service for bibliometric and altmetric assessment of research impact. A strategic audit on the research lifestyle model in the major disciplines (arts, humanities, sciences, and social sciences) will be conducted to evaluate where existing services fall on the lifecycle and investigate new ones.

Global Reach

The ULS will implement a system that collects full-text documents and citation information for publications and other research outputs and then repurposes the information to populate researcher profiles, institutional repositories, grants management systems, and other university-affiliated information systems. This system will expand the reach and discoverability of Pitt research publications and improve scholarly communications.

Top Value

In our work to build an efficient organization, our focus is to foster a culture of assessment and continuous evidence-based improvement. The work of the single point service in Hillman Library will be collected, evaluated, and analyzed to reflect the current distribution of effort and to identify improvements. Communication with faculty is always a priority, there is always room for improvement, and a training effort will be conducted for all staff that interact most with faculty. Institutionalizing support of ULS advancement efforts will be pursued to maximize effort in this area.

The table in the next section provides a full listing of fifteen FY16 strategic priorities. The headings consist of Institutional Mission, ULS Goals, FY16 Strategic Actions, and Measurable Outcomes. This table represents our priorities and new expected outcomes for FY16.

FY16 Strategic Actions and Targeted Measurable Outcomes

This section traces the connections between the institutional mission, ULS long range goals, and the strategic actions to be implemented by the ULS in FY16. Measurable outcomes are provided for each of the actions.

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| Institutional Mission: Support the collaborative advancement of knowledge and creative endeavor. Ensure organizational efficiency, effectiveness, and responsiveness. | |
| Strategic Actions | Measurable Outcomes |
| 1. Collaborate with HSLS & CMU Libraries | Initial success criteria is the naming of broad areas for collaboration by the CMU/Pitt Task Force. Further success criteria are the creation of joint working groups and implementation plans. |

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| Institutional Mission: Provide high-quality undergraduate and graduate programs. Support the collaborative advancement of knowledge and creative endeavor. | |
| ULS Goals: Excellence in Education | |
| <ul style="list-style-type: none"> Consistently deliver resources, services and facilities to enhance learning and growth in academic programs and to support excellence and innovation in teaching and instruction. | |
| Strategic Actions | Measurable Outcomes |
| 2. Expand upon the joint assessment project with Student Affairs as well as investigate opportunities with other non-academic departments, focusing on developing two-way partnerships. | Updates on progress, a report on actions completed, and a report on future recommendations. Timeline to establish meetings. Meetings to establish contact and signing 3-5 formal agreements for collaboration. |
| 3. Create professional development opportunities around Instruction Design (ID) for all staff. | Liaison Instructional Design Track recommends plan for establishment of ID offerings; ULS staff attends ID offerings; completion of individual staff improvement plans; student feedback. |
| 4. Implement selected recommendations of the FY15 needs assessment to improve student research skills by understanding the attitudes and library use by adjuncts, teaching assistants (TAs) and non-tenure-stream faculty in the humanities and/or social sciences. | Based on the findings of the report, the ULS will determine which recommendations to pursue. The completion of the selected recommendations will indicate success. |

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| <p>5. Assess, evaluate, and enhance the partnership established with CIDDE.</p> | <p>By the end of Q1, assess and evaluate the existing partnership. Have 50% of liaison librarians participate in the CIDDE-led offerings; remainder in FY17. Instruct relevant CIDDE staff in information literacy. Provide any recommendations for CourseWeb. If recommended, by the end of FY16, establish physical presence for CIDDE services in Hillman Library.</p> |
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| <p>Institutional Mission: Provide high-quality undergraduate and graduate programs. Support the collaborative advancement of knowledge and creative endeavor. Advance learning and extend the frontiers of knowledge and creative endeavor.</p> <p>ULS Goals: Pioneering Research</p> <ul style="list-style-type: none"> • Enrich the University’s research enterprise by providing resources, services, training, and expertise throughout the research lifecycle to support scholars as they discover, gather, create, and share innovation and new knowledge. | |
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| Strategic Actions | Measurable Outcomes |
| <p>6. Enhance research data management services within the ULS through the development of training, resources, and an organizational workflow model for service delivery.</p> | <p>Creation of a communications plan, creation of targeted external training programs, implementation of internal training programs, and the creation of a report that defines ULS roles and a service delivery model. Attendance at training sessions and use of resources.</p> |
| <p>7. Customize the DMPTool for Pitt researchers; support, promote, and coordinate use of the DMPTool among Pitt research units and researchers.</p> | <p>Determination of customization needed in consultation with Pitt research stakeholders and other university research centers. Approval of customization by General Counsel, Office of Research, Vice Provost for Research, and other constituents. DMPTool customization completed. Customization promoted (communications plan) and tools for awareness and use implemented.</p> |
| <p>8. Develop and expand university-facing services and policies supporting metadata standards and schema.</p> | <p>Creation of a metadata services portfolio for the ULS web site, internal training sessions will be conducted. Training sessions and attendance, service requests, and metadata-related consultations will be tracked.</p> |

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| <p>9. Supply up-to-date geospatial data equipment, data resources, and dedicated staff to provide service across disciplines in the use of geospatial data and to promote the ULS' role as a campus hub for geospatial data activity and expertise.</p> | <p>Identify equipment, software, staffing, and training needs. Purchase equipment and software and hire staff. Develop communications plan. Offer training sessions provided to ULS staff and the university community. Showcase successful projects.</p> |
| <p>10. Conduct a feasibility study for the development of a new ULS service that provides the Pitt community with education and tools for bibliometric/altmetric assessment of research impact.</p> | <p>Trials for the major tools are organized and conducted; a communications plan is in place to make researchers and research units aware of their availability; information about their appropriateness and usefulness is gathered; enough information is gathered to facilitate an informed decision about their adoption and the development of a service.</p> |
| <p>11. Conduct a strategic audit of the research lifecycle as experienced by various academic disciplines and scholars. Prepare a report on findings and propose new initiatives based on these findings.</p> | <p>Working group formed; communications plans created to inform university community about the audit; assessments conducted; phases of the research lifecycle mapped to services and tools available from the ULS and the university and also to services and tools needed; report drafted, which identifies new service/collection/technology initiatives or coordination/collaboration with existing initiatives; recommendations presented to Senior Staff; report findings shared with ULS PBC for information and planning purposes.</p> |

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| <p>Institutional Mission: Support the collaborative advancement of knowledge and creative endeavor. Expand international focus and activities.</p> | |
| <p>ULS Goal: Global Reach</p> | |
| <ul style="list-style-type: none"> • Increase the University's global impact by ensuring that the output of Pitt researchers is made visible to a global readership, supporting Pitt's international research and learning programs, and fostering the global sharing of knowledge. | |
| <p>Strategic Actions</p> | <p>Measurable Outcomes</p> |
| <p>12. Work with CSSD (Computing Services and System Development) to implement the Symplectic Elements service to collect publication data for Pitt researchers.</p> | <p>Successful implementation of the service; developing a communication plan; creation of workflows for faculty and others to review and approve the data provided; use of data by D-Scholarship, the Faculty Information System, and other institutional information systems and research repositories; evidence of faculty using the gathered data to populate their own webpages.</p> |

| <p>Institutional Mission: Ensure organizational efficiency, effectiveness, and responsiveness</p> <p>ULS Goal: Top Value</p> <ul style="list-style-type: none"> • Sustain our organizational commitment to efficiency through careful planning, assessing, and partnering. Demonstrate the value and expertise we add to the teaching and research endeavors of the University and seek opportunities and resources to support our ongoing efforts. | |
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| Strategic Actions | Measurable Outcomes |
| <p>13. Conduct an assessment of the Hillman Library Information Center Service (ICS) desk interactions and liaison librarian outreach activities using LibAnalytics, staff interviews, and job descriptions in order to ensure timely service and successful partnering with academic departments within the University.</p> | <p>Initial success criteria would be to gather more data through staff interviews. This could be measured by the number of interviews conducted. The Library General Survey might also be employed in the gathering of qualitative data, through comments. Implement recommendations for improvement.</p> |
| <p>14. Identify and implement a communications training program for librarians and staff that focuses on developing communication, networking, presenting, and teaching skills related to interactions with faculty.</p> | <p>The number and variety of communications-related trainings and engagements created, the number of staff participating which may include targeted benchmarks, demonstrated engagement from different parts of the ULS, and feedback from participants.</p> |
| <p>15. Institutionalize a supportive infrastructure for ULS advancement efforts by creating a committee of 6-8 volunteer staff with the mission to evaluate advancement and fundraising suggestions, facilitate the implementation of strategic options relating to development, and provide support for ULS advancement staff.</p> | <p>Creation and establishment of the committee itself could mark success during FY16. Additional workshops or event benchmarks could be utilized to measure the group's output. The number of donor events and the degree of staff involvement could also mark success.</p> |