University Library System FY15 Planning and Budget Report

Contents

Executive Summary

Mission/Vision Statement from ULS Long Range Plan 2011-2014

The mission of the University Library System (ULS) at the University of Pittsburgh is to provide and promote access to information resources necessary for the achievement of the University's leadership objectives in teaching, learning, research, creativity, and community service, and to collaborate in the development of effective information, teaching, and learning systems.

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 2011-2014

- **Services**: Improve the University community's research, teaching and learning by re-envisioning library services on all campuses to meet changing needs and enhance user satisfaction.
- **Information Resources and Collections:** Understand and support the university community's research, teaching, and learning through effectively and efficiently selected and organized information resources and collections. Preserve and maintain the University's existing and future unique collections.
- **Infrastructure**: Ensure that our facilities, equipment, and systems are accessible, functional, and meeting the needs of our community. Promote and facilitate an inclusive professional work environment that is challenging, satisfying, and rewarding for staff at all levels. Expand diversity programming.
- **Organizational Agility:** Encourage initiatives that will identify areas for innovative changes in our organizational and operational methods.
- **Innovation in Scholarly Communication**: Lead in transforming the patterns of scholarly communication and support researchers in the production and sharing of new knowledge.

Summary of FY14 Accomplishments

Overview

In FY14, the ULS continued to improve its services, strengthen its collections and their use, improve its infrastructure and organizational capability, and build upon its leadership position in advancing innovation in scholarly communication.

Services

The ULS is now in its second year of a restructured public service framework, which has included the creation of the Research and Educational Support (RES) unit and the implementation of a liaison model for librarians. This year, improvements in support of this service framework focused on outreach, communication, and building staff skills.

The space provided by our library facilities is also a core service; this year we responded to an often-heard need for overnight study space by modifying Hillman Library hours to remain open for 24 hours a day, 5 days a week. The move has received very positive feedback, and late night user counts have averaged in the hundreds, peaking at over 400 users per night during December 2013.

Collections

Satisfaction remains high with ULS collections and results from the ULS General Survey show increases in already high levels of satisfaction across most collection areas.

Satisfaction with ULS E-books resources in particular grew by 18%. During FY13, our e-book collection grew 12%, and we now have over one million e-books available in our collection.

We have worked to make our collection acquisitions more flexible and responsive. Examples include the growth of our Patron Driven Acquisition (PDA) program, and the earmarking of funds for readily responding to faculty needs for new journal subscriptions. We are currently in the process of adding thirty new journal titles which were requested by faculty over the past two years.

Infrastructure and Organizational Agility

Several significant facilities improvements took place or were completed in FY14, including the re-opening of the Hillman Library plaza and the installation of hi-tech study spaces.

The ULS website, a key piece of our online infrastructure, was completely redesigned and released at the beginning of the fall semester. In previous surveys we had found relatively high levels of dissatisfaction with the website; numbers from this Fall showed significant drops in the level of dissatisfaction with the new website.

The ULS increased its capacity for gathering and applying data to support strategic decision-making with the hire of a Coordinator of Strategic Assessment. [The ULS Strategic Assessment Unit's plan for FY14-16 will be attached to this report]. Internal training initiatives, including a leadership development program, were continued and expanded this year.

Innovation in Scholarly Communication

The ULS continues to grow its Open Access publishing program, to steward the University's research output in its D-Scholarship repository, and to diversify its support services around scholarly communication, such as improving its resources to assist in understanding copyright.
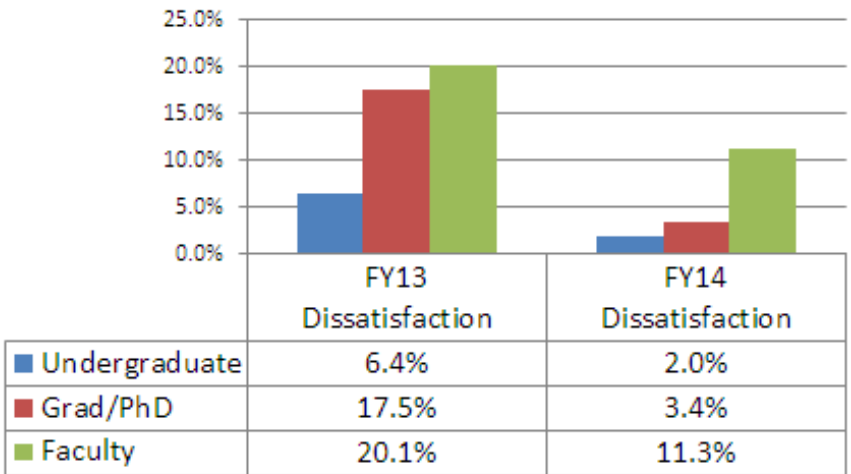
The ULS has taken a lead role in integrating "altmetrics" – alterative measures of impact for scholarly publications and activities – into our publishing platforms; this year we became the world's first publisher to integrate our partner Plum Analytics' PlumX widget into our journal publishing program.

Summary of accomplishments

FY14 Objectives and Strategies	FY14 Progress Against Expected Outcomes
ULS Goal: Services **Objectives:** Further our service of *place* by providing 24 hour / 5 day a week study space access to Hillman Library on a trial basis Build upon the recently established liaison librarian model to further communicate how the ULS can assist faculty, graduate students, researchers, and undergraduates Collaborate with CIDDE to further integrate the Library's presence in CourseWeb	Hillman Library 24/5 service: Beginning in the Fall 2013 semester, Hillman Library modified its hours of operation to remain open 24 hours a day between Sunday and Thursday nights. A new overnight staff position was created and filled. Late night usage, between 11pm and 6am during the Fall term, have averaged in the hundreds of visitors, peaking at over 400 average visitors per night in December 2013:

Month (2013)	Visitors	Nights open	Average
September	2617	20	131
October	5326	23	232
November	3524	18	196
December	5272	13	406

Response from users of the late night hours has been positive, and comments in our ULS General Survey demonstrate the real impact made for students:

> *"As a PhD student who is also a working mom, I love the flexibility offered by the extended hours."*

> *"It is extremely relieving to know that I have access to the library all day and night."*

> *"...the past two years of my undergrad I was not always able to stay at the library past 2am and would have to find another study area. Now that Hillman is open 24 hours I can safely stay in one place."*

Liaison librarian outreach: Liaison librarians developed a series of targeted "elevator speeches" to better explain ULS services to specific campus audiences (faculty, graduate students, and undergraduates). Liaisons developed internal training materials to sharpen skills and coordinate outreach activities. In efforts to raise their visibility, liaison librarians attended a number of campus events, including admissions, resident assistant, and graduate student fairs, as well as orientations for new faculty and transfer students. Data from our ULS General Survey shows that awareness of liaisons still needs improvement, and work towards that end will continue in FY15.

Collaboration with CIDDE: Following last year's successful integration of

FY14 Objectives and Strategies	FY14 Progress Against Expected Outcomes
	ULS resources into CourseWeb, in October 2013 the ULS and CIDDE signed a partnership agreement expanding the relationship to include collaborative instructional workshops. Workshops are underway this year; several have made use of instructional space in Hillman Library. The two units have also worked together to raise awareness of their services and resources.
ULS Goal: Information Resources and Collections **Objectives:** Focus on promoting special and digital collections, while gaining a better understanding of their user communities Work through ULS liaison librarians to ensure faculty and departments are aware of newly available e-collections and digital research materials Assess satisfaction with the PittCat+ catalog, one of the ULS's primary gateways to information resources Continue to improve satisfaction with	Research Collections: The FY14 ULS General Survey showed continuing improvement in satisfaction with ULS collection resources. The largest increase in satisfaction was in the E-books category, increasing 18%, and showing continuing success of our "Patron-Driven Acquisition" model, a cost-effective strategy in which on-demand access to E-books drives purchases of only those books that are used. Highlighting Special and Digital Collections: Several initiatives focused on promoted awareness and use of ULS special and digital collections. • Both the Special Collections and Archives Service Center have conducted surveys of targeted user groups in order to gather information that will drive new service initiatives in the next year. • Special Collections has already seen a large increase in the number of class sessions making use of its resources; in FY14 eighteen different classes used the collections, compared to six in the previous year. • Success in obtaining collections over the last few years has led the

Satisfaction with ULS resources (collections)

FY13 vs. FY14 results:
High Satisfaction:
Print journals 50.7% vs. 58%
DBs 66.3% vs. 64.5%
Print books 65.9% vs. 70.2%
E-journals 71.8% vs. 74.8%
E-books 35.8% vs. 53.6%

	Print Journals	Subject DBs	Print Books	Electronic Journals	E-books
Satisfied/Very Satisfied	58	64.5	70.2	74.8	53.6
Neither	18.6	16.4	14.6	11.8	19.6
Dissatisfied/Very dissatisfied	3	3	3.4	5.6	7.4
Do not use	20.5	16	11.8	7.8	19.5

FY14 Objectives and Strategies	FY14 Progress Against Expected Outcomes
ULS resources supporting advanced research and scholarship	ULS to increase the amount of storage space in the Thomas Blvd facility for housing archival collections. PittCat+ Catalog: Based on concerns with PittCat+ searching expressed in the FY13 ULS General Survey, the ULS gathered additional information this year from the Pitt community and in February 2014 the search functions were upgraded by the vendor. Notwithstanding this progress, we will reassess user satisfaction with PittCat+ next year. Patron Driven Acquisition: We now have 22,320 titles available from our primary patron-driven acquisition (PDA) vendor. From July through December 2013, 13,292 titles were accessed in 32,588 user sessions. Most of this usage was insufficient to cause a trigger/purchase, but there were 436,958 pages viewed and 43,451 pages printed or copies. There were 8,014 chapter downloads and 1,515 full title downloads. The value of all titles accessed *if purchased at list price in print* was $1,221,779, but the actual cost to the ULS was less than one-tenth that amount.
ULS Goal: Infrastructure **Objectives:** Continue redesign efforts in Hillman Library, including the reallocation of space on the ground floor and more space for group and quiet study areas throughout the building. Evaluate redesign of our virtual space, the ULS web site, for its effectiveness; results will be used to drive further iterations of this process. Continue ULS	Hillman Library improvements: • Renovation of the plaza surrounding the library' first floor was completed, with a refurbished deck, landscaping and upgraded seating. A party to celebrate the reopening was held on August 29 -- over 2,000 people attended and they consumed 1,200 hamburgers, 1,100 hotdogs, 400 veggie burgers, 2,856 cookies, and 3,000 cups of water! • A research and learning area has been created on the ground floor. The Ground Floor Instruction Area is equipped with computers, seating and overhead screen projection to support ULS's information literacy program. • Six new technology group study rooms were created, equipped with computer software and hardware that enables students to collaborate on projects and display their work. • Student seating areas for individual and collaborative study have been added throughout the library. • Additional power outlets are among the most frequently-mentioned needs in our user surveys; in FY14 we have added 146 outlets in public spaces throughout the building. ULS Website Redesign: A significant redesign of the ULS website was completed this year, informed by a development process that included user studies, persona development, and iterative testing. The website continues to be a very important piece of ULS infrastructure for our users, particularly faculty and graduate students. It is used "frequently" or "very frequently" by over 60% of faculty and over 70% of graduate/PhD students surveyed in FY14.

FY14 Objectives and Strategies	FY14 Progress Against Expected Outcomes
staff internal skills development program and increase our existing diversity programming.	As shown in the following figure, almost one in five graduate students and faculty members expressed dissatisfaction with the ULS website in the FY13 ULS General Survey. Retesting following the introduction of the newly-designed website in fall of 2013 indicated a reduction of dissatisfaction to much more acceptable levels. The most common theme in response to a FY14 ULS General Survey question about the ULS website was that the new site is an improvement. For example: *"I love it! Wow, what a difference"* (Graduate Student) *"Makes it much faster to access MathSciNet which is important to me"* (Faculty) *"The layout is much more user friendly. The quick links are very helpful"* (Undergraduate) While these results are encouraging, another round of user testing has been conducted to make a more detailed comparison with baseline findings before the redesign; these data will be used to drive further refinements for the site.

Improvement in User Perceptions of ULS Website

	FY13 Dissatisfaction	FY14 Dissatisfaction
Undergraduate	6.4%	2.0%
Grad/PhD	17.5%	3.4%
Faculty	20.1%	11.3%

Diversity: Highlights include working with the RISE program to mentor to participants in the program, a coordinated site/online exhibit for Black History Month, and working with the University's Intercultural and

FY14 Objectives and Strategies	FY14 Progress Against Expected Outcomes
	International Leadership Office to partner on activities and to promote employment opportunities within the ULS.
ULS goal: Organizational agility **Objectives:** Continue internal leadership development program, started in FY13, with a new cohort, designed to increase the organizational capacity to manage projects, assess user needs, and work collaboratively across the organization Continue revision of the existing ULS committee structures, started in FY13	Leadership program: The program, first implemented in FY13, was offered again to a new cohort of 11 staff and librarians. Participants are undertaking a program of 14 learning events to help them better manage projects, work across organizational boundaries, and communicate effectively at a variety of levels. Participant survey results again suggest the program is yielding positive changes for the ULS as well as personal and professional growth. The total number of individuals completing this program is now 23; a third cohort is planned for FY15. Improving Assessment: • The ULS hired a Coordinator of Strategic Assessment, strengthening our capacity for gathering and applying data to support strategic decision-making, as well as helping the ULS demonstrate the value of its services to all its stakeholders. • The ULS's Strategic Assessment Unit has conducted stakeholder interviews, developed user personas, and created high-level system requirements for a robust library data management system, which will allow for capture, storage and reporting of ULS statistics. The unit is in the process of putting together a business case for purchase or in-house development of a system. • The ULS General Survey, our largest annual data gathering instrument, drew nearly 70% more responses over the previous year, from 872 responses in FY13 to 1,420 in FY14. New structures for working collaboratively: Over the past three years, the ULS has redesigned its annual strategic planning process in order to make it more inclusive, open, and participatory. These changes have been formalized with a restructuring of the ULS Planning and Budget Committee, allowing planning activities to be handled by the standing committee rather than ad-hoc task forces. Additionally, the ULS has continued to use cross-organizational working groups to pursue annual goals in a collaborative manner; this year saw the establishment of a Liaison Librarian Collaborative and a Teaching and Learning Working Group.
ULS Goal: Innovation in scholarly communication Increase the types and formats of digital content archived in the D-	Scholarly Repositories: The contribution of ULS Subject and institutionally-based repositories is reflected in their world rankings: (http://repositories.webometrics.info/). The data below, for four highly-ranked ULS repositories, reflect their world ranking as of July 2013.

FY14 Objectives and Strategies	FY14 Progress Against Expected Outcomes
Scholarship@Pitt institutional repository Broaden our partnerships to publish open access scholarly material Expand scholarly "altmetrics" service, which provides an expansive picture of public engagement with a scholar's research, beyond a pilot group of faculty Assist faculty's understanding of rights and responsibilities with respect to copyright and scholarly publishing	*(table and body content below)*

ULS Repository Name	World Ranking (out of 1,650)
Archive of European Integration	79
Philosophy of Science Archive	155
University of Pittsburgh D-Scholarship	204
Clinical Aphasiology	800

Open-Access Publishing:

- Two new journals are now published by the ULS: *Forbes & Fifth* (A&S Office of Undergraduate Research), *Pitt Economic Journal* (Economics Dept).
- The Scholarly Exchange hosting service, maintained by the ULS, added five new journals: *Journal of Innovative Engineering*; *Advances in Structural Engineering*; *International Journal of HealthCare, Insurance and Equity*; *Canadian Journal of Montessori Education*; and *International Journal of Expatriate Studies*.
- The ULS journal publishing program was featured in a half-day workshop at the annual NASIG conference and at several other conferences. A chapter of the Library Publishing Toolkit (ISBN 978-0-9897226-1-2), published in July, describes the ULS publishing program.
- In an experimental project with Patrick Manning and the *Journal of World-Historical Information*, the ULS is partnering with Harvard University and with the Public Knowledge Project to integrate Harvard's Dataverse system with OJS (Open Journal Systems). The goal of this project is to allow an author to submit the manuscript for a research article and the supporting data in one operation through the journal Web site.

Altmetrics: The ULS is now the world's first publisher to integrate Plum Analytics' *PlumX* widget into a journal publishing program. The tool is being piloted with the *International Journal of Telerehabilitation*, but soon Plum's alternative metrics will appear on the abstract page for every article of all 35 journals published by the ULS.

Assisting the Understanding of Copyright and Scholarly Publishing:

- Updates made to existing FAQs on general, web, and educational copyright/intellectual matters.
- Completion of a new "Pitt Policies on Intellectual Property" page to co-locate all known university policies on copyright, other intellectual property, and use of logos.
- Completion of a LibGuide on copyright and other intellectual property resources which will allow liaison librarians to embed the guide into courses.

Brief Statement of FY15 Strategic Priorities and Actions

Overview

The ULS's FY15 strategic priorities were developed through a highly-participatory, organization-wide planning process. FY15 actions build upon FY14 accomplishments and use evidence, reported above, to support the cost-effective application of resources. Major themes for FY15 align with the fundamental goals of the ULS Long Range Plan, and include:

- Expanding outreach, engagement and value of ULS services and resources for members of the Pitt community
- Supporting the changing needs and uses of our physical space
- Preparing ourselves and renewing our skills to address the needs of 21st century scholars and students
- Strengthening our user-centered, assessment-driven approach to designing services and developing collections
- Continuing the development of new mechanisms of support for research and scholarly communication in the digital age

FY15 Priorities

Our FY15 plan extends the fundamental goals of the ULS Long Range Plan and sharpens our strategic focus in the following ways.

Services: Research and Educational Support

The ULS continues to revitalize its structure, outreach activities and services to meet the needs and practices of the twenty-first century community of scholars and students. To that end, FY15 priorities include creating stronger partnerships with centers and offices outside the ULS to support research and academic success, improving the visibility and community understanding of how the ULS can help, and continuing to redesign and renew how we underpin the university's mission to expand the boundaries of knowledge and learning.

Information Resources and Collections

Providing users with outstanding research collections remains a core goal of the ULS. In FY14, to get a better sense of our user communities, we surveyed users of archives and special collections. We will use the results of these surveys to raise awareness and increase the use of our unique and distinctive resources and collections. We will also interpret results from our digital scholarship internal strategic audit to implement changes to our existing ULS-developed collections and repositories.

Infrastructure

There are several dimensions to the organizational infrastructure of the ULS: our physical spaces, our virtual spaces, and the diversity, skills, and competencies of ULS colleagues. All of these require ongoing strategic attention in order to support our broader goals. In FY15 we will continue our internal strategic audit to investigate opportunities posed by the shift to digital scholarship and use these findings to further revitalize our services. We will work to align our

spaces, resources, and staff skills to the changing environment by linking the internal audit findings with our ongoing work from FY14 to identify and close professional skills gaps.

Organizational Agility

In our work to build an agile organization, our focus is to foster a culture of assessment and continuous evidence-based improvement through improved coordination of data collection and analysis.   We also will be continuing our internal leadership development program to build our organizational capacity to manage projects, assess user needs, and work collaboratively across organizational boundaries.

Innovation in Scholarly Communications

The ULS continues to play a leading role in transformative developments supporting scholarly communication through its e-publishing initiatives, its scholarly repositories, and its growing support around the activities of scholarly publishing and archiving. FY15 priorities expand on these strengths by broadening our partnerships to publish open access scholarly material and scanning the environment externally and at Pitt regarding activities around researcher profiling systems, academic analytics, researcher IDs, and scholarly social networks.

The table in the next section provides a full listing of FY15 strategic priorities in the suggested format. The headings consist of Institutional Goals, ULS Goals, FY15 Strategic Actions, and Measurable Outcomes. This table represents our priorities and new expected outcomes for FY15.

FY15 Strategic Actions and Targeted Measurable Outcomes

This section traces the connections between institutional goals, ULS long range goals, and strategic actions to be implemented by the ULS in FY15. Measurable outcomes are provided for each of five major goal areas.

Institutional Goal: Provide high-quality undergraduate and graduate programs **ULS Goals: Services** • **Continue the process of realigning ULS services with the needs of twenty-first century students, instructors, researchers and faculty** • **Enhance user satisfaction** • **Increase awareness and improve communications**	
Strategic Actions	**Measurable Outcomes**

1. Engage outside marketing firm and internal resources to develop a ULS branding strategy to build community visibility and perceived value of the ULS services and facilities.
   a. ULS-Wide
   b. External Communications Working Group – focus on instruction and research services.
   c. Social Media - expand social media activity and external communications, the Social Media Working Group will organize several pilot projects for different social media platforms, including, but not limited to, Twitter and blogs, with a structured pilot plan and report system for future projects.
   d. Office of Scholarly Communication and Publishing – identify strategies for improving visibility and use.
	1. Improvements to community awareness usage and satisfaction levels captured in a variety of ways including but not limited to the ULS General Survey.

2. Partner with Centers and offices outside the ULS to improve student success, awareness of our support services, strengthen academic life on campus.
   a. Collaborate with the Office of Student Affairs to access data for students who were identified as "at risk" through the MAP-Works process to research how "library interventions" may prove beneficial in improving retention rates.
   b. Define the next steps for the ULS CIDDE partnership agreement for October 1 2014- May 30 2015.
   c. Conduct a needs assessment of
	2. Partnerships:
	   a. Use of MAP-Works data will provide targeted population information and give us the ability to measure the outcomes of the intervention through access to student's grade information.
	   b. Define and implement partner activities that increase the awareness and use of ULS and CIDDE services.
	   c. Needs assessment conducted; results analyzed and shared, yielding an actionable set of recommendations for FY15.

individuals in the Pitt community who have significant teaching responsibilities in selected humanities and/or social sciences disciplines to identify their instructional support needs.	

3. Outreach:
   a. Access what and how much outreach has been accomplished by liaison librarians, decide next steps and carry them out.
   b. Continue to build the effectiveness and awareness of teaching and learning services through the work of the Teaching and Learning Working Group.
	3. Outreach:
	   a. Use awareness levels captured by the FY14 ULS General Survey and liaison librarians self-reported outreach statistics.
	   b. Improvement over baseline community awareness and usage levels captured during the FY14 ULS General Survey.

Institutional Goal: Provide high-quality undergraduate and graduate programs. Advance learning and extend the frontiers of knowledge and creative endeavor. **ULS Goals: Information Resources and Collections** • **Support the needs of primary users' research, teaching, and learning.** • **Preserve and maintain unique collections**	
Strategic Actions	**Measurable Outcomes**
4. Analyze results from archives and special collections survey and implement improvement to services based on these results in order to optimize the visibility and usefulness of ULS distinctive physical and digital collections locally and globally.	4. Improvements over FY14 community awareness levels and visibility of special collections and archives. A specific strategy for improving the usefulness of ULS distinctive special collections and archives to target communities.
5. Continue with next steps of the strategic audit of ULS-developed collections and services in support of digital scholarship.	5. This project will be measured by the completion of the audit, the communication of the resulting report, and approval of next steps for implementation.

Institutional Goal: Provide high-quality undergraduate and graduate programs ULS Goal: Infrastructure • **Ensure that facilities, systems, and equipment are optimized to serve the needs of the community.** • **Provide a challenging, satisfying, and rewarding professional work environment.**	
Strategic Actions	**Measurable Outcomes**
6. The FY14 ULS General Survey showed interest in improving access to ULS resources on mobile devices. Investigate the options available to strengthen our users' mobile experience	6. Issue a report of recommendations based on investigation of what packaged products are available and user feedback.
7. Space redesign, Hillman: Use the results of the internal digital scholarship strategic audit and additional library user surveys/assessments to inform our efforts to create library space for digital activities. This will help to align library services and space with the Research and Educational Support Unit's mission.	7. A Knowledge Commons team has been established which will work to ensure a set of user-centered requirements to inform the design of the Knowledge Commons; an agreed set of adjustments to optimize the alignment of already completed space renovations with user needs. A Hillman renovation project team has been established to minimize disturbance to users from physical infrastructure work.
8. Continue the work of FY14 group that identified professional skill gaps and launch the next phase of a staff development program to close gaps.	8. Completion of an initial set of training events and follow-up assessments of improved skill or confidence levels. A system will be implemented that will provide newly hired staff with structured training regarding the core resources and online tools.

9. Diversity:
    a. Continue current diversity programming and career awareness.
    b. Increase outreach and services to the increasingly diverse Pitt student population (e.g., international students) by defining and undertaking 1 or 2 initiatives for selected target audiences.
	1. Diversity:
	    a. Continue developing multicultural partnerships, celebrating diversity, and promoting ULS employment/ scholarship opportunities to minority students.
	    b. Number of students engaged in specific initiatives and their year-end assessment of the initiatives' benefits to them.

Institutional Goal: Ensure organizational efficiency, effectiveness, and responsiveness
ULS Goal: Organizational agility
- **Pursue initiatives for innovation and continuous improvement in organization and operations**

Strategic Actions	Measurable Outcomes
10. Improve our coordination of data collection and analysis to support ULS operational and strategic priorities and demonstrate value. (ULS Strategic Assessment Unit plan for FY2014-FY16 is attached)	10. The ULS Strategic Assessment Unit was created in September 2013. Outcomes of this unit will be a robust library data management infrastructure; development and implementation of new approaches to demonstrate value of the ULS externally.
11. Complete a third ULS Leadership Program to strengthen capacity for managing projects, conducting user research and working across organizational boundaries.	11. An increase in the number of individuals who can lead change, manage projects, conduct assessments, facilitate group and cross-boundary initiatives, and effectively represent the ULS in a variety of settings.
12. Collaborate with iSchool, CSSD, HSLS, CMU libraries on a conference to launch conversations regarding potential collaboration around supporting research data.	12. Determination of next steps to create local infrastructure to support the research data needs of our teaching and research faculty.

Institutional Goals: Support the collaborative advancement of knowledge and creative endeavor. Expand international focus and activities.
ULS Goal: Innovation in scholarly communication

Strategic Actions	Measurable Outcomes
13. Create a study group to scan the external environment at Pitt regarding activities around researcher profiling systems, academic analytics, researcher IDs, and scholarly social networks.	13. Completion of environmental scan; creation of strategic initiatives for action in FY15.
14. Continue to expand the ULS e-journal publishing program with emphasis on incentivizing open access and pursuing partnerships that build on the university's *Living Globally* priorities.	14. Growth in ULS e-journal titles

Appendix: ULS Strategic Assessment Unit plan for FY2014-FY16

Objectives

The ULS Strategic Assessment Unit was set up in September 2013[1] to coordinate data collection and analysis to support both strategic and operational priorities of the ULS as well as help ULS demonstrate value of its services to all its stakeholders. The Unit comprises 1.75 FTEs and reports to the Associate University Librarian.

The objectives of the new unit include:

1) Implementation and maintenance of a robust library data management infrastructure, which will allow for capture, storage and reporting of ULS statistics.
2) Ongoing support of evaluation efforts relating to implementation of the annual planning process.
3) Development and implementation of new approaches to demonstrate value of ULS to the University, profession and wider community.
4) Ongoing support of routine and ad hoc data and analysis requests.

Stakeholder needs

Internal stakeholders	*External stakeholders*

ULS Senior Management needs to:
• demonstrate value/impact of ULS and its services
• promote ULS and its services
• fundraise
• budget
• understand ranking and peer comparisons
• report to University and external bodies
• understand staff culture and satisfaction
 	
ULS service managers and committee chairs need:
  • evaluation of services: user needs, awareness, satisfaction and usage, measured and perceived value and impact
  • evidence-based prioritization and development of new services
  • to track progress towards set goals
  • to carry out staff performance assessment
  • to develop ability to plan and carry out assessment activities
	University administration (faculties and central) need:
	  • periodic and ad hoc reports (rankings, trends, impact, strategic directions)
	  • support for grant proposals, accreditations, etc.
	
	Professional bodies and peer institutions need:
	  • libraries to share the best practice
	  • periodic and ad hoc reports on inputs, outputs and outcomes

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[1] Prior to that ULS had 1FTE Assessment Librarian.

Activities

Objective 1*: Implementation and maintenance of a robust library data management infrastructure, which will allow for capture, storage and reporting of ULS statistics.*

1) Development of a business case for investment into library data management system
    i) 14 interviews conducted to understand data needs of user groups in ULS (Sept-Oct 2013)
    ii) Four personas developed (using Pragmatic Marketing methodology) (Nov 2013)
    iii) High level system requirements developed, mapped to persona needs and prioritized (Dec 2013-Jan 2014)
    iv) Existing commercial and open source systems reviewed (Feb-March 2014)
    v) Business Case for recommendation made (April 2014)
    vi) Implementation – pending approval from Senior Management (Fall 2014)
2) Ongoing maintenance and development of Sharepoint-based data warehouse or capture and store library data and statistics
3) Creation of the Assessment Unit website (on ULS website) to showcase its activities and ULS statistics
4) Support implementation of new/replacement library systems for capture of data
    i) Development of LibAnalytics forms and reports for capture of reference transactions, instruction sessions, replacement of paper-based forms used in Archives and Special Collections and capture of gate and head counts
    ii) Evaluation and testing of collection management tool Intota Assessment
    iii) Roll out of Plum Analytics and evaluation of Academic Analytics (with Provost's Office)
    iv) Re-evaluation of SAILS (with Provost's Office)

Objective 2*: Ongoing support of evaluation efforts relating to implementation of the annual planning process.*

1) Provide support to the PBC in its effort to develop robust and measurable strategic options for prioritization
2) Provide support to strategic actions owners with further development of assessment components of their projects
3) Provide support to owner of strategic actions which use data collection and analysis the strategic actions methodologies call for data collection and analysis as part of the project design

Objective 3*: Development and implementation of new approaches to demonstrate value of ULS to the University, profession and wider community.*

1) Implementation of new assessment tools and data presentation to improve processes and analytical capabilities, including:
    i) migration from Survey Monkey to Qualtrics;
    ii) use of infographics for public facing presentations,
    iii) investigation of use of mobile tools to capture patron records, traffic, etc.
2) Development of a program measuring student learning outcomes resulting from
    i) library instruction, use of library resources (physical circulation, e-journal access, turnstiles), space redesign and development of new services

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        ii) Develop relationships with other university units to support the above
3) Study analyzing library collections based on bibliometric profile of Pitt publications
4) ROI analysis study

Objective 4*: Ongoing support of routine and ad hoc data and analysis requests*

1) Manage bi-annual survey process: development of survey instrument, delivery, analysis and dissemination of findings
2) Develop a template for annual ULS statistics report
3) Support all other data/analyses requested from ULS in support of the organizational mission