

Strategic Options Analysis – Version 1.0 - Nov. 18, 2011

User Services Task Force – November 2011

This document focuses on **the future of user services in the ULS**. In this document, the scope of user services extends across F2F (face-to-face) and virtual reference, collection development, instruction, access and web services and thus includes activities related to the future of service points (both on campus and online); the future of instruction and information literacy programs; the redesign of public library space; outreach, engagement, and liaison activities; new public interfaces such as mobile applications; using social media; assessment of usage, users, and usability; job descriptions and professional skill development; and more.

This document presupposes completion of a user services organizational redesign in FY12, including introduction of a new service model for reference services and a Liaison Librarian program.

The proposed strategic actions listed below represent the ideal. No attempt has been made at this point to prioritize the actions or assess feasibility from a staffing or resource allocation perspective. These steps will follow.

Strategic Outcome	Program statement – Why are we doing this?	What we have to do to be successful	Proposed Strategic Actions
Clare and Marnie Support high-quality undergraduate programs and superior graduate programs	Renovate our existing spaces, equipment and services with an evolving vision to better support user-centered design principles.	Further develop the “one point” patron service model to target user communities.	Create additional study spaces: <ul style="list-style-type: none"> • Create open renovation space by assessing ground floor collection use and reducing collection footprints accordingly. (Q1, FY13) • Redesign study areas to create many more group study areas, with at least 6 group study spaces in Hillman Library by the end of FY13. (Q1-4, FY13) • Design flexible teaching spaces to be constructed within the new Knowledge Commons. (Q1-4, FY13) • Investigate and implement an online, mobile accessible group study reservation system. Determine system requirements and review outside products. Purchase and test system. Assess system performance (Q1-3, FY13)

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			<p>Implement a Hillman Knowledge Commons “concierge” service offering selected technology to help students to complete projects from start to finish.(Q1-Q3, FY13)</p>
		<p>Create a “21st Century” teaching space</p>	<p>Create “21st Century” teaching and learning spaces utilizing flexible seating, mobile computing, video and emerging web 2.0 technologies to encourage course-integrated analysis and synthesis of information and media. (Q2-4 FY13)</p> <p>Create a Student Media Center for teaching and utilizing mobile computing, Web 2.0 and emerging technologies to encourage analysis and synthesis of information and media. Utilize the newly developed collaborative structure to identify and select technology. Investigate service delivery and determine media center policies regarding equipment and information use. Train public services staff on troubleshooting equipment. (Q2-4 FY13)</p> <p>Investigate the feasibility of a data management lab where ULS librarians assist researchers in creating a process to retrieve, analyze and synthesize data. (Q2, FY13)</p>

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		<p>Understand current needs, expectations, behaviors and preferences of target user communities.</p>	<p>Create a ULS Student Advisory Board in order to better inform and market Knowledge Commons and Service redesign initiatives. (Q1-2, FY13)</p> <ul style="list-style-type: none"> • Utilize the newly developed collaborative structure to work closely with the LSAB (Q1) • Draft a statement of purpose for the Student Advisory Board; determine the responsibilities, terms for participants, and meeting schedule (Q1, FY13) • Design a specific process or mechanism for eliciting input and for communicating suggestions to library administrators (Q2, FY13) • Seek representation from users and non-users, on and off-campus, undergraduate and graduate (Q2, FY13) <p>Create a ULS Faculty Advisory Board in order to facilitate further implementation of the Liaison model, to increase awareness of existing resources and services, and to gather input concerning future initiatives that support faculty research and teaching.</p> <ul style="list-style-type: none"> • Utilize the newly developed collaborative structure, including key stakeholders, to work with the Faculty Advisory Board (Q4, FY13) • Draft a statement of purpose for the Student Advisory Board (Q3, FY13) • Determine the responsibilities, terms for participants, and meeting schedule (Q3, FY13) • Design a specific process or mechanism for eliciting input and for communicating

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			<p>suggestions to liaison librarians and other ULS stakeholders as well as library administrators (Q3-4, FY13)</p> <ul style="list-style-type: none"> • Seek representation, including adjunct faculty, from diverse disciplines serving undergraduate and graduate student (Q3-4, FY13)
		Explore different Knowledge Commons models and designs in order to inform the Hillman Library redesign	Visit selected Knowledge Commons sites to allow USTF members to make more informed recommendations concerning Hillman Knowledge Commons redesign. (Q1-2, FY13)
		Investigate the Learning Commons service model.	Utilize the newly developed collaborative structure to investigate the Learning Commons service model, and to explore expanded collaboration or partnerships with the Writing Center and other academic support units. (Q1-2, FY13)
		Redesign ULS web services in order to provide improved and enhanced access and service.	<p>Utilize the newly developed collaborative structure, including key campus partners, to review alternative methods for providing remote access to licensed content; make recommendations to senior staff, create and implementation plan, and implement solution. (Q1-4, FY13)</p> <p>Redesign the ULS web site in order to provide enhanced, seamless access to online services and resources.</p> <ul style="list-style-type: none"> • Consult the services of a Web Architect to evaluate current ULS web page design, and recommend options for

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			<p>user-centered site redesign. (Q1, FY13)</p> <ul style="list-style-type: none"> • Include public services representatives on any web design team in order to better advocate user centered delivery of web resources and services . (Q1, FY13) <p>Utilize the newly developed collaborative structure, including key campus partners, to investigate greater integration of ULS information literacy expertise and ULS resources into the CourseWeb system. (Q2-3, FY13)</p> <p>Employ multiple social media tools to reach out to target user communities in order to raise the profile and use of ULS services and resources. (Q2-4, FY13)</p> <ul style="list-style-type: none"> • Utilize the newly developed collaborative structure to identify and select technology. • Investigate service delivery and determine media center policies regarding equipment and information use. • Train public services staff on troubleshooting equipment. <p>Devote sufficient skilled staffing to social media efforts in order to manage and fully implement a robust ULS social media presence.</p> <p>Investigate the feasibility of an e-commerce payment gateway via ULS webpages in order to enable secure payments for publications and services to international and remote users. (Q3-</p>

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			4, FY13)
	Continue to develop the Library Liaison model in order to build on current relationships within the University, provide and promote in-depth academic subject expertise and technical knowledge.	Further expand current relationships and build strategic collaborations within the University community, and identified organizations and individuals outside the University.	Utilize the newly developed collaborative structure to work on the following Library Liaison related goals: <ul style="list-style-type: none"> • Identify best practices for the ULS liaison model . (Q1-2, FY13) • Facilitate “reputation management” and increase awareness of ULS librarians’ expertise and availability by publishing ULS staff subject specializations, photos, and contact information (Q1-2, FY13) • Facilitate training and development within the context of the professional development program. Design a “toolkit” liaison librarians could use in the performance of their duties. (Q1-2, FY13)
	Continue to develop the Public Services staffing model to build on internal relationships within the ULS; utilize technical knowledge; and provide and promote expert, skilled user service.	Further enhance technical and service training in order to provide seamless user-centered service.	Utilize the newly developed collaborative structure to work on the following related goals: <ul style="list-style-type: none"> • Investigate and identify best practices of “one point” service models. (Q1-2, FY13) • Design a “toolkit” to support staff in the performance of their duties. (Q1-2, FY13) • Implement staff participation in ULS collaboratives. (Q1-2, FY13) • Assess cross training efforts and remedy training gaps. (Q2-3, FY13)

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	<p>Analyze current reference practices and performance in order to implement and advance a responsive user-centered service model.</p>	<p>Realign and expand public services to provide seamless patron service for our target user communities.</p>	<p>Refine the public services staffing model (IM/chat/text/F2F/phone) utilizing specialists to best advantage for seamless “point of need” service to core audience. (Q1, FY13)</p> <p>Provide mobile devices to Liaison librarians to facilitate fully flexible and responsive user centered outreach service (Q2-3, FY13)</p> <p>ULS Mobile app inclusion of Ask-A-Librarian service (Q1, FY13)</p> <p>Augment IM/Chat service by incorporating staffing, when appropriate, via tablets. (Q2-3, FY13)</p>
	<p>Develop and deliver innovative methods for serving the instructional needs of the University students, instructors and staff.</p>	<p>Increase awareness and use of instruction services and tools.</p>	<p>Implement a targeted marketing strategy using traditional and social media to publicize instruction services to instructors and TAs. (Q1-4, FY13)</p>
		<p>Empower Liaison librarians to collaborate with faculty and instructors to design discipline specific information skill learning toward embedding IL learning within curriculum.</p>	<p>Utilize the newly developed collaborative structure to support liaisons in efforts to deliver course and discipline specific information literacy instruction to faculty and instructors. (Q1-4, FY13)</p>
		<p>Identify and leverage webinar and other web 2.0 technology to design and deliver information literacy instruction including learning objects, tools and services to target user communities at point of need.</p>	<p>Leverage webinar and other web 2.0 technology to customize and deliver course specific information literacy instruction including learning objects, tools and services to faculty, instructors and students. (Q3-4, FY13)</p>

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			Devote sufficient skilled staffing to Instructional Design in order to design and implement ULS online instruction program. (Q1-4, FY13)
		Offer a credit-bearing information Literacy course.	Design an information literacy credit-bearing course that is adaptable across multiple disciplines. (Q1-4, FY13)
		Create discipline-targeted assessments of student IL skills at upper undergraduate levels.	Design and deliver information literacy instruction including learning objects, tools and services to target users (Q2-4, FY13)
Dennis and Jeanann Support the collaborative advancement of knowledge and creative endeavor	Explore the changing needs of our users and adapt our current means of resource selection and content delivery. Provide innovative tools to enhance the accessibility, findability, availability, and integration of our print and digital collections. Explore creative collaborations and build upon current relationships among ULS internal and external stakeholders.	Understand the user's experience and embed collections at the point of need to facilitate the research and discovery process.	Utilize the newly developed collaborative structure and include key stakeholders to review alternative methods for providing remote access to ULS licensed resources. Make recommendations to senior staff. (Q 1 FY13) Implement chosen solution (Q2-3 FY13) Use liaison librarian structure to embed library resources into course pages, coureweb, and other course-related tools used by teaching faculty.(Q 2-3 FY13)
		Assess and implement initiatives that focus on user-centered approaches to acquiring and providing access to resources.	Assess the Patron-Driven Acquisitions pilot program and make recommendations to Senior Staff for implementation of the service. (Q 1 FY13) Monitor the service, if implemented, and make adjustments if needed. (Q 1-4 FY13) Create integrated processes by which end-users can recommend content free of rights issues for digitization (Q1-2 FY13)

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		<p>Realign and renovate discoverability and access through improved systems, apps, and infrastructure.</p>	<p>Utilize the newly developed collaborative structure to investigate which mobile devices and social media sites that students most frequently use and recommend a procedure to integrate social media and mobile library websites/apps to search and discover collections. (Q 1 FY13) Implement recommendations (Q2-4 FY13)</p> <p>Initiate an in-depth study of content delivery services including Get It, EZ Borrow, Interlibrary Loan, etc. to identify a mechanism to streamline these systems, improve visibility and usability, and facilitate access to collection materials. (Q 1 FY13)</p>
		<p>Increase awareness, perceived value, relevance, and usage of ULS collections.</p>	<p>Utilize liaison librarian structure to promote and raise awareness of collections and determine what collection initiatives are desired by users. (Q2-3 FY13)</p> <p>Use Social Media tools, mobile library websites and mobile apps to raise awareness of collections. (Q 2-3 FY13)</p> <p>Develop a promotion strategy that includes lectures, workshops, programs, and open houses to highlight specific collections and initiatives. (Q 1-4 FY13)</p>

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		<p>Identify and monitor relevant government agencies and private foundations for funding opportunities.</p> <p>Identify potential donors and work with Library Administration to cultivate donor relationships as appropriate.</p> <p>Identify significant collections, potential projects, and activities that might be suitable for grant funding.</p>	<p>Ensure sufficient, focused staffing to improve ULS’ ability to write grants and attract funding for ULS initiatives in compliance with Office of Research’s policy and practice. (Q1-2 FY13)</p> <p>{placeholder for E-Science Institute project: Assess ULS role to E-Science initiatives at Pitt, for example, by writing grant proposals or attract funding to advance these resources.}</p>
			<p>Investigate offering limited, on-site Community access to ULS online resources in order to offer the expertise of the ULS to serving its surrounding community.</p>
<p>Dennis and Jeanann</p> <p>Expand international focus and activities/ Support and engage with diverse populations of</p>	<p>Build collaborative partnerships within the University and around the world to improve the sharing of scholarly research.</p>	<p>Foster outreach and collaboration with diverse populations of students and faculty.</p>	<p>Develop library programs (lectures, etc.) to attract a diverse population and highlight our area studies and other diverse collections. (Q 1-4 FY13)</p>

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students and faculty		<p>Expand our user’s access to international materials.</p> <p>Make the University of Pittsburgh’s published and uniquely owned material more accessible internationally.</p>	<p>Consulting with our stakeholders, explore the establishment of new international collection exchange programs to support our area studies programs and to provide Univeristy publications to overseas constituencies. (Q 1-4 FY13)</p> <p>Develop a model to increase efforts to digitize content from our special collections and archives to provide enhanced world-wide access to rare and/or unique material. (Q1 FY13)</p> <p>Continue to work with publishing partners worldwide and pursue new collaboratives to further develop our digital collections. (Q 1-4 FY13)</p>
<p>Judy and Karen</p> <p>Ensure organizational efficiency, effectiveness and responsiveness to university communities</p>	<p>Increase the communication of ideas and collaborative action between ULS staff across departments and with campus partners.</p> <p>Develop an organizational culture that emphasizes user-centered, data-driven decision making and continuous improvement.</p> <p>Promote and facilitate a professional work environment that is challenging, satisfying, and rewarding for staff at all</p>	<p>Reduce organizational fragmentation around user services</p> <p>Develop the necessary organizational structures and cross-functional teams to ensure:</p> <ul style="list-style-type: none"> • Effective internal and external communications; • An inclusive strategic planning process; • The allocation of ULS staff resources to high priority user service initiatives and programs <p>Introduce an annual cycle to assess library users, usage, and usability of physical and virtual library spaces and align ULS services with the results</p> <p>Regularly assess and update staff competencies and skills; provide targeted resources to support both technology training and professional development</p>	<p>Investigate and recommend a system of ULS “collaboratives” to replace or supplement current ULS user services groups and advance collaboration with campus partners (Q1-Q2 FY13)</p> <p>Identify responsibilities and mechanisms for consistently distributing internal and external communications (Q1-Q2 FY13)</p> <p>Identify and conduct relevant user, usage, and usability studies to inform the (1) redesign of user space in Hillman and (2) ULS Web improvements (Q1 FY13)</p> <p>Identify and conduct relevant user, usage, and usability studies to further develop the liaison librarian program and related new roles for staff</p>

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	<p>levels.</p> <p>Increase service efficiency and cost-effectiveness.</p>	<p>Create and implement a project management framework to ensure strategic focus, successful and on-time outcomes, effective marketing/outreach/communications, and the use of assessment data to underpin user services initiatives and programs (Q1-Q3 FY13)</p>	<p>(Q2 FY13)</p> <p>Create and implement an assessment program to determine required ULS competencies and skills, including technology skills; identify gaps; and recommend the means to align competencies and skills with ULS requirements (Q1-Q2 FY13). Investigate and implement a cross-training program (Q3-Q4 FY13)</p> <p>Create and implement a targeted professional development program, informed by assessment, to strengthen high priority competencies and skills, including technology skills (Q3-Q4 FY13)</p> <p>Design, document, implement and train selected staff in a project management framework (Q1-Q3 FY13)</p> <p>Assessment: Assign measurable outcomes to strategic actions for FY13.</p> <p>Add current and ongoing user assessment and feedback data to the Assessment Sharepoint site (Q1-Q4 FY13)</p>