

University Library System

Planning and Budget Report FY12

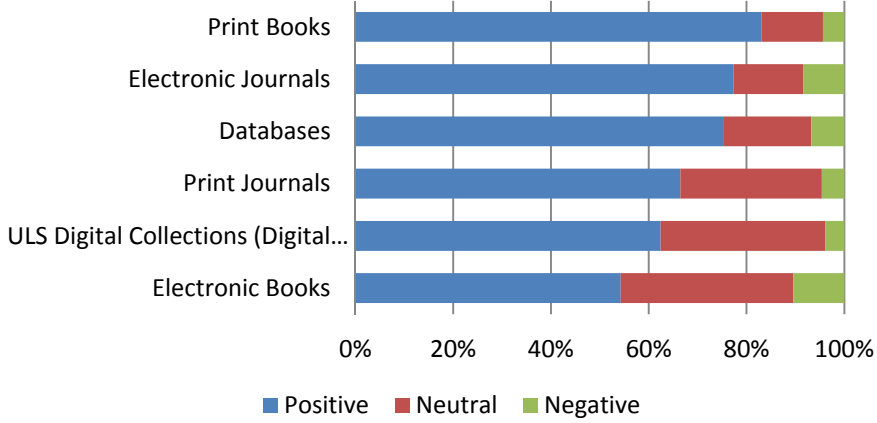


The ULS is reporting on the first year of planning utilizing the long-range plan that was created last year. We have experienced successful incentives that will continue through FY13, in addition to some objectives that were not realized. However, these unsuccessful objectives have brought us to new and better tools for discovery, while our successful initiatives continue to help us improve our communication, assessment, and organizational agility, in accordance with our long-range plans.

We have incorporated both our report on last year's objectives in addition to providing planning goals for FY12 in the same document to better illustrate the constant flux the ULS experiences in a year – as well as our agility in changing gears if an objective does not meet our expectations for improving quality in the ULS. This year's Planning and Budget report includes objectives for our information resources and collections, infrastructure, services, innovation in scholarly communication, and organizational agility, all organized under the specific University Goals outlined by the Provost. We have also included an overview of the results from our 2010 ULS General Survey. As we did in last year's report, we request that the committee recognize the unique position of the ULS in planning and reporting, for, as a support unit, the ULS goals include both temporary projects in addition to the support and continued assessment of on-going, traditional library services that are not influenced by specific changes such as academic program needs, enrollment numbers, or graduation rates as experienced in traditional academic departments. Assessment is a crucial objective in all ULS departments as we strive to address the ever-changing user needs that are present in our environment of rapid technological change.

The types of objectives set by the ULS are also unique, as we focus on different metrics than the traditional academic department. Our print and electronic collections remain the mainstay of the library system, developed both for use by our students and faculty during the academic term and for future research needs. The effective use of these materials cannot be measured by a traditional cost/benefit analysis. Additional library services, including the circulation of research materials or reference assistance, also do not produce a tangible product. These ULS services obtain their value when the user applies the reference advice or materials to their research. With this in mind, the ULS can gather direct feedback from the perspectives of both the library user and the library staff after the transactions. This assessment of our services provides a multitude of information to better inform future planning decisions for improving, adding, updating, or adapting the services we provide.

University Goals Addressed	<ul style="list-style-type: none"> • Provide high-quality undergraduate programs in the arts and sciences and professional fields, with emphasis upon those of special benefit to the citizens of Pennsylvania • Offer superior graduate programs in the arts and sciences and the professions that respond to the needs of Pennsylvania, as well as to the broader needs of the nation and the world • Ensure operational efficiency and effectiveness • Engage in research, artistic, and scholarly activities that advance learning through the extension of the frontiers of knowledge and creative endeavor
ULS Goal	Information Resources and Collections Select and organize information resources in the most efficient and accessible means to support the needs of our primary users' research, teaching, and learning regardless of location or format, while preserving and maintaining the University's existing and future unique collections.
ULS Objectives	<i>Explore the changing needs of our users and adapt our current means of resource selection and content delivery.</i>
Strategies	<ul style="list-style-type: none"> • Conduct a survey of library patrons starting in the Fall FY11 semester in order to identify user needs and reactions to our past service practices; including e-books, reserves, journals, and the online catalog. • Conduct a cost effectiveness study of e-journals and their impact on the ULS community.
Measurements	<ul style="list-style-type: none"> • Show an increasing favorability across all services using survey data.

<p>Evaluations of FY11 Plan</p>	<p style="text-align: center;">ULS Collections and Resources User Satisfaction Ratings</p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>ULS Collections and Resources User Satisfaction Ratings</caption> <thead> <tr> <th>Collection Type</th> <th>Positive (%)</th> <th>Neutral (%)</th> <th>Negative (%)</th> </tr> </thead> <tbody> <tr> <td>Print Books</td> <td>82</td> <td>12</td> <td>6</td> </tr> <tr> <td>Electronic Journals</td> <td>78</td> <td>12</td> <td>10</td> </tr> <tr> <td>Databases</td> <td>75</td> <td>15</td> <td>10</td> </tr> <tr> <td>Print Journals</td> <td>65</td> <td>28</td> <td>7</td> </tr> <tr> <td>ULS Digital Collections (Digital...)</td> <td>62</td> <td>32</td> <td>6</td> </tr> <tr> <td>Electronic Books</td> <td>55</td> <td>35</td> <td>10</td> </tr> </tbody> </table>	Collection Type	Positive (%)	Neutral (%)	Negative (%)	Print Books	82	12	6	Electronic Journals	78	12	10	Databases	75	15	10	Print Journals	65	28	7	ULS Digital Collections (Digital...)	62	32	6	Electronic Books	55	35	10
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<p>Outcomes for FY12</p>	<ul style="list-style-type: none"> • The ULS will facilitate a cost-effectiveness study with researcher Don King. This study is being expanded from a previous study in one department of Technical Services. • The ULS will expand a user satisfaction study on e-books that was previously done with faculty. The new study will focus on student satisfaction with e-books. • Using data gathered from the 2010 ULS General Survey, survey questions for next year will be customized. 																												
<p>ULS Objectives</p>	<p><i>Provide innovative tools to enhance the accessibility, findability, availability, and integration of our print and digital collections.</i></p>																												
<p>Strategies</p>	<ul style="list-style-type: none"> • Identify new tools that will increase accessibility and integration of our collections. • Investigate further browsing features offered by current catalog system to increase “virtual browsing” capability and allow better discovery using PittCat. • Perform a usability survey once the tools are implemented. 																												
<p>Measurements</p>	<ul style="list-style-type: none"> • Measure favorability rating from usability surveys. • Select, implement, and customize new services as indicated by user submitted feedback. 																												
<p>Evaluations of FY11 Plan</p>	<ul style="list-style-type: none"> • Comments from feedback survey indicated aspects of the new catalog system (AquaBrowser) were not user-friendly, such as the “word cloud”. • Determination was made that AquaBrowser did not provide level of discoverability 																												

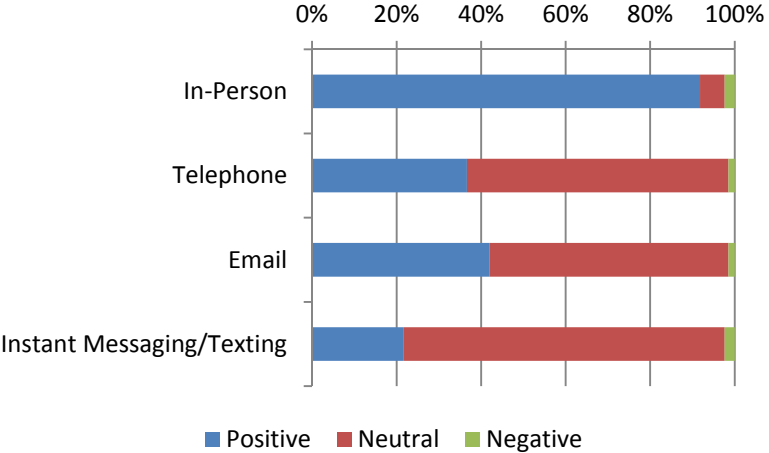
	<p>to meet our needs.</p> <ul style="list-style-type: none"> • Usability testing delayed as we changed tools, so we will delay testing until we implement new catalog interface for FY12.
Outcomes for FY12	<ul style="list-style-type: none"> • Implement new catalog tool, Summon, and do usability testing to assess the most appropriate user environment.
ULS Objectives	<i>Maintain our digital and print collections through conservation, preservation, and stewardship.</i>
Strategies	<ul style="list-style-type: none"> • Gather feedback from users to ensure collections are meeting their needs. • Continue identifying areas in which the library can eliminate expenditures for duplicate and low use items.
Measurements	<ul style="list-style-type: none"> • Gather and apply user feedback and implement changes to acquisition trends.
Evaluations of FY11 Plan	<ul style="list-style-type: none"> • From our 2010 ULS General survey, 186 user comments were collected. 16% of the comments complimented the ULS collections as a whole, while the other comments ranged from particular needs for collection development, critiques of the current catalog interface, and online accessibility concerns.
Outcomes for FY12	<ul style="list-style-type: none"> • Identify and analyze duplication rates between our holdings (using Summon data) – Hathi Trust – Internet Archives to determine the future management of our legacy/print collection. • Determine to what extent our collections are unique and how these issues implicate how we use storage in future (i.e. how will we manage print duplicates). • Combine duplicates study with monograph use analysis of Endeavor (last 10 years) and use analysis of monographs in storage. • Also overlap with usage study of licensed ebooks in our collection against duplicates in our print collections.

University Goals Addressed	<ul style="list-style-type: none"> • Ensure operational efficiency and effectiveness • Engage in research, artistic, and scholarly activities that advance learning through the extension of the frontiers of knowledge and creative endeavor • Diversity
ULS Goal	Infrastructure <p>Ensure that our facilities, equipment, and systems are accessible, functional, and serving the needs of our community. Promote and facilitate a professional work environment that is challenging, satisfying, and rewarding for staff at all levels.</p>
ULS Objectives	<i>Renovate our existing spaces, equipment, and systems with an evolving vision to better support user-centered activities and needs.</i>
Strategies	<ul style="list-style-type: none"> • Renovate the Cup & Chaucer space to increase useable space and the number of available power outlets. • Explore the feasibility for an “information commons” space that would allow for collaboration with other University academic services to provide student centered research support.
Measurements	<ul style="list-style-type: none"> • Conduct a feedback survey regarding facilities to gauge user satisfaction with changes and to inform future planning decisions.
Evaluations of FY11 Plan	<ul style="list-style-type: none"> • Initial reports from Sodexo have been extremely positive. • Gate counts for Hillman Library have not shown any marked difference from before the renovation.

	<p style="text-align: center;">Facilities User Satisfaction Ratings for All ULS Libraries</p> <table border="1"> <caption>Facilities User Satisfaction Ratings Data (Estimated)</caption> <thead> <tr> <th>Category</th> <th>Positive (%)</th> <th>Neutral (%)</th> <th>Negative (%)</th> </tr> </thead> <tbody> <tr><td>Lighting</td><td>90</td><td>5</td><td>5</td></tr> <tr><td>Cleanliness</td><td>88</td><td>5</td><td>7</td></tr> <tr><td>Available Seating</td><td>85</td><td>5</td><td>10</td></tr> <tr><td>Noise Level</td><td>80</td><td>10</td><td>10</td></tr> <tr><td>WiFi Connection Speeds</td><td>78</td><td>12</td><td>10</td></tr> <tr><td>Adequate Signage</td><td>75</td><td>10</td><td>15</td></tr> <tr><td>Available Hours</td><td>70</td><td>10</td><td>20</td></tr> <tr><td>Overall Comfort Level</td><td>68</td><td>12</td><td>20</td></tr> <tr><td>Available Outlets</td><td>65</td><td>15</td><td>20</td></tr> <tr><td>Study Space</td><td>60</td><td>25</td><td>15</td></tr> <tr><td>Room Temperature</td><td>55</td><td>25</td><td>20</td></tr> </tbody> </table> <p style="text-align: center;"> ■ Positive ■ Neutral ■ Negative </p>	Category	Positive (%)	Neutral (%)	Negative (%)	Lighting	90	5	5	Cleanliness	88	5	7	Available Seating	85	5	10	Noise Level	80	10	10	WiFi Connection Speeds	78	12	10	Adequate Signage	75	10	15	Available Hours	70	10	20	Overall Comfort Level	68	12	20	Available Outlets	65	15	20	Study Space	60	25	15	Room Temperature	55	25	20
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<p>Outcomes for FY12</p>	<ul style="list-style-type: none"> • Re-designate quiet study areas. • Based on feedback the ULS will install graduate student lockers, as part of new initiative to enhance services to graduate students. • From the feedback the ULS will convert the Current Periodicals Room on the fourth floor of Hillman Library into a reading room with assigned cubicles for graduate students. 																																																
<p>ULS Objectives</p>	<p><i>Build upon current relationships to increase the communication of ideas and support between ULS staff, University faculty, other University departments, and other relevant professional sources outside the University in order to provide and promote in-depth academic subject expertise, state of the art technical knowledge, skill building, and provide opportunities for effective training, development and leadership in the ULS.</i></p>																																																
<p>Strategies</p>	<ul style="list-style-type: none"> • Set up a committee to explore opportunities for staff/faculty development, including cross-training, workshops, webinars, or other facilitated learning experiences that do not require travel. 																																																

Measurements	N/A
Evaluations of FY11 Plan	<ul style="list-style-type: none"> The previous professional training group (Public Service Training Group – PSTG) was renamed the Professional Training and Development Group (PTDG) and restructured to include sessions that focused on not only public service issues, but all issues that would affect staff and faculty working in the library. Due to this change in the group, we are still formulating a means to effectively assess the success of our meetings. We do plan to increase the learning opportunities, but we need to make a policy on how to count attendance.
Outcomes for FY12	<ul style="list-style-type: none"> Create an assessment plan for the PTDG group. Utilize SharePoint to facilitate pre-planning of sessions, scheduling, and communication of external training opportunities to all ULS staff. Consider how to include library professional conference attendance as part of this assessment plan.
ULS Objectives	<i>Promote an organizational culture that emphasizes continuous improvement through learning and identify mechanisms that promote the recruitment and retention of competent, highly trained, dynamic, and diverse library professionals.</i>
Strategies	<ul style="list-style-type: none"> Continue and expand the focus of the diversity workshops to include not only new ULS employees, but to also reach out and provide workshops that encourage continuous attention to diversity awareness amongst all ULS employees.
Measurements	N/A
Evaluations of FY11 Plan	<ul style="list-style-type: none"> The amount of attendees decreased to 36 from 48 attendees in the past year, however this count is not a relevant assessment of diversity programming, as the workshops only include new employees, so we cannot use this type of measurement as a goal.
Outcomes for FY12	<ul style="list-style-type: none"> Continue to maintain the Diversity Residency program. Develop an assessment plan to adequately measure continuous improvement in diversity training. Expand focus of current diversity programming for library professionals in the ULS, beyond basic diversity workshops geared only towards new ULS employees.

<p>University Goals Addressed</p>	<ul style="list-style-type: none"> • Provide high-quality undergraduate programs in the arts and sciences and professional fields, with emphasis upon those of special benefit to the citizens of Pennsylvania • Offer superior graduate programs in the arts and sciences and the professions that respond to the needs of Pennsylvania, as well as to the broader needs of the nation and the world • Ensure operational efficiency and effectiveness • Engage in research, artistic, and scholarly activities that advance learning through the extension of the frontiers of knowledge and creative endeavors
<p>ULS Goal</p>	<p>Services</p> <p>Re-envision library services on all campuses to enhance user satisfaction by applying appropriate innovative techniques for increased accessibility and usability.</p>
<p>ULS Objectives</p>	<p><i>Conduct a detailed analysis of our current reference practices and performance to develop a better model, blending both traditional and digital formats.</i></p>
<p>Strategies</p>	<ul style="list-style-type: none"> • Assess current reference service desks staffing and hours to provide more appropriate service availability. • Identify low traffic times for each library location over the course of a year to adjust staffing and hours accordingly. • Conduct a focused survey on user preferences and reactions to both traditional and electronic reference services. • Redesign existing reference assessment standards and tools to more efficiently collect data and provide meaningful analysis. • Create a current set of best practices for virtual reference services.
<p>Measurements</p>	<ul style="list-style-type: none"> • Compare the average number of reference questions per hour at each desk against the amount of available staff and hours provided. • Analyze gate counts and head counts in departmental and branch libraries for low traffic measurements relative to library size and staffing to be more cost effective. • Analyze general user preferences between traditional and electronic reference services. • After implementation, survey reference librarians to gauge their ease of use with

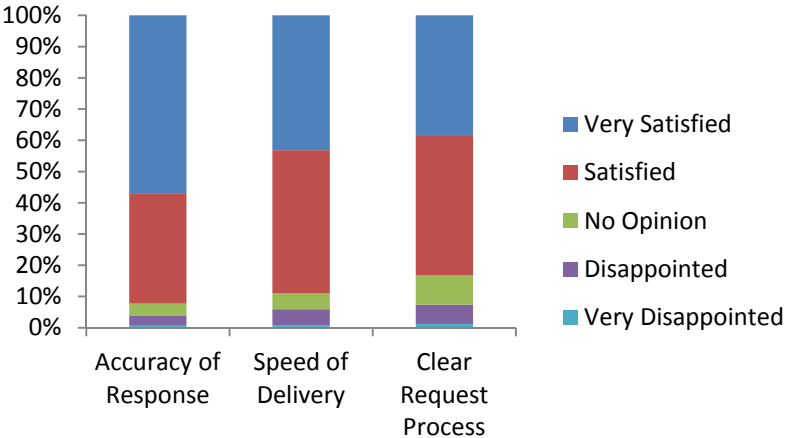
	the new interface and standards.																				
<p>Evaluations of FY11 Plan</p>	<ul style="list-style-type: none"> Hillman library reduced the number of on duty professional staff during low traffic hours. Hillman, Langley and Chemistry hours were adjusted to more efficiently provide appropriate levels of staffing for our patrons. (Complete data set available upon request). <p style="text-align: center;">Traditional vs. Electronic Reference Preferences</p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Estimated Data from Reference Preferences Chart</caption> <thead> <tr> <th>Service</th> <th>Positive (%)</th> <th>Neutral (%)</th> <th>Negative (%)</th> </tr> </thead> <tbody> <tr> <td>In-Person</td> <td>90</td> <td>5</td> <td>5</td> </tr> <tr> <td>Telephone</td> <td>35</td> <td>60</td> <td>5</td> </tr> <tr> <td>Email</td> <td>40</td> <td>55</td> <td>5</td> </tr> <tr> <td>Instant Messaging/Texting</td> <td>20</td> <td>75</td> <td>5</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <ul style="list-style-type: none"> A large percentage of the Neutral responses were counted as "Not aware of this Service"; therefore, the ULS will investigate opportunities to market these services to our patrons. 	Service	Positive (%)	Neutral (%)	Negative (%)	In-Person	90	5	5	Telephone	35	60	5	Email	40	55	5	Instant Messaging/Texting	20	75	5
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<p>Outcomes for FY12</p>	<ul style="list-style-type: none"> Based upon survey comments and direct communication with administration, two new research assistance services will be created for students: <ul style="list-style-type: none"> Consultation service for all students to request a one-to-one meeting with a librarian. Formal enrollment program to match graduate and post-graduate students with a subject librarian for in-depth research assistance. With the advisement of a newly hired Virtual Reference Coordinator, Clare Withers, finalize and train librarians on the new standards. 																				
<p>ULS Objectives</p>	<p><i>Use existing information literacy instruction and assessment efforts to develop innovative methods for serving the instructional needs of the University community both physically and virtually.</i></p>																				
<p>Strategies</p>	<ul style="list-style-type: none"> Create support materials for use by faculty and librarians to address the key elements of the SAILS information literacy categories. 																				

	<ul style="list-style-type: none"> • Set a timeline for survey application and establishment of institutional baseline measures for future analysis. • Continue to expand subject support materials using LibGuides.
Measurements	<ul style="list-style-type: none"> • Using results of previous SAILS, establish trends between freshmen and senior test results to identify areas in which the library can apply resources and instructional support • Increase participation of seniors by 15% in order to establish training guidelines.
Evaluations of FY11 Plan	<ul style="list-style-type: none"> • Creation of general IL standards rubric completed. • 72 ULS LibGuides were created to support faculty teaching and instructional sessions. • Initial timeline for freshmen and senior testing has been implemented but baseline measures are still being analyzed. • We have seen an 18% increase in Freshmen participants (Fall 2009, 2682; Fall 2010, 3170), but a 12% decrease in senior participants in the past testing cycle (Spring 2009, 297; Spring 2010, 261).
Outcomes for FY12	<ul style="list-style-type: none"> • Increase SAILS participation through faculty outreach and collaboration. • Generate a status report of where we stand versus other institutions regarding SAILS standards.
ULS Objectives	<i>Build on existing ULS access services to explore new avenues of access to users.</i>
Strategies	<ul style="list-style-type: none"> • Gather user feedback on access services via the ULS general survey. • Make modifications to the current systems that would result in lower the turnaround time (TAT) for document delivery and receive higher user satisfaction ratings from user feedback. • Investigate and compare different Interlibrary Loan (ILL) platforms to ensure the ULS is using the most efficient system for document delivery.
Measurements	<ul style="list-style-type: none"> • Establish a local baseline of user needs and satisfaction ratings related to access services. • Measure number of transactions and turnaround time (TAT) for the ULS Requests from other Libraries service, the RAPID ILL request service, and the Get It! Request service.

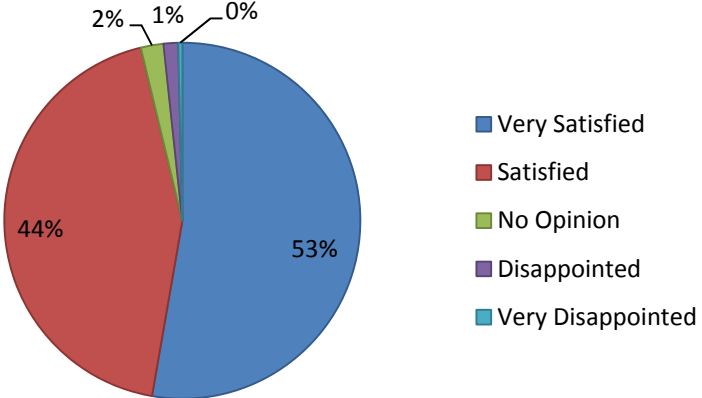
- Implementation of a new system followed by usability testing.

Evaluations of FY11 Plan

How satisfied were you with your experiences requesting materials from other libraries?



As a whole, how satisfied were you with the service provided by the lending staff?



- The process to analyze TAT for document delivery contained too many variables to make an accurate decision with current data sets.
- A new system called RELAIS is being tested and customized to satisfy our document delivery requirements.

Outcomes for FY12

- Explore new methods to analyze the turnaround time for document delivery by:
 - Study the workflow related to storage and retrieval.
 - Investigate the necessary staffing levels for document delivery and storage units.
 - Implement and gather feedback on the new ILL platform for document delivery.

	<ul style="list-style-type: none"> ○ Set a standard expected TAT for each service.
ULS Objectives	<i>Re-engineer all ULS public services to set a new standard for excellent service and adapt to the changing needs of our user demographic.</i>
Strategies	<ul style="list-style-type: none"> • Hire consultants for a one year study to create scenarios and strategic initiatives to further this objective. • Identify intra-departmental collaborators who will support the creation and maintenance of a University Information Commons. • Implement new quality assessment measures based upon the re-engineered services.
Measurements	<ul style="list-style-type: none"> • Measure the success of the re-engineering through the use of focus groups and user surveys.
Evaluations of FY11 Plan	N/A for initial year
Outcomes for FY12	N/A for initial year

University Goals Addressed	<ul style="list-style-type: none"> Engage in research, artistic, and scholarly activities that advance learning through the extension of the frontiers of knowledge and creative endeavor Cooperate with industrial and governmental institutions to transfer knowledge in science, technology, and health care. Expand international focus and activities. Develop in Collaborative Research
ULS Goal	Innovation in Scholarly Communication Lead in transforming the patterns of scholarly communication and support researchers in the production and sharing of new knowledge.
Objectives	<i>Articulate and exemplify new models of scholarly communication that support the principles of efficient knowledge production, rapid dissemination of new research, and open access to scholarly information.</i>
Strategies	<ul style="list-style-type: none"> Increase the number of faculty submissions to D-Scholarship. Facilitate new online journal publishing and the transition of previously print journals to an online environment.
Measurements	<ul style="list-style-type: none"> Increase D-Scholarship submissions by 15%. Publish a minimum of three new faculty journals through FY11.
Evaluations of FY11 Plan	<ul style="list-style-type: none"> The number of records in D-Scholarship more than doubled from 2,740 on 2/1/2010 to 5,691 on 2/1/2011, representing a growth of 108 percent. Most of this dramatic growth can be attributed to the loading of 2,260 records for Dr. Thomas Starzl's complete published works in April, 2010. Excluding the Starzl records, the number of works contributed by other faculty increased by 40% over the year, to 156 new works, up from 111 the prior year. During the past year, the ULS has entered into agreements with 13 new journals in a variety of disciplines. All 13 are peer-reviewed Open Access publications. Of these, six are primarily edited at the University of Pittsburgh. The remaining seven have international editorial teams that are not located at Pitt. This rapid growth can be attributed to increased outreach through media press releases and positive word-of-mouth recommendations.
Outcomes for FY12	<ul style="list-style-type: none"> Continue the promotion of D-Scholarship.

	<ul style="list-style-type: none"> • Create guides and examples to assist faculty in uploading their materials
ULS Objectives	<i>Build collaborative partnerships with faculty and research communities within the University and around the world to improve the production and sharing of scholarly research.</i>
Strategies	<ul style="list-style-type: none"> • Provide technical support for new locations and monitor existing document delivery projects, which include: <ul style="list-style-type: none"> ○ Malian Medical Library ○ St. Paul's University, Kenya ○ Botswana • Provide platform and support for a multi-media site, the Keyword project, with Jesus College which will present the current contents of Raymond William's monograph and a forum for submission and vetting of new content. • Follow-up initial informational meeting regarding content partnership with Gale, regarding access expansion for: <ul style="list-style-type: none"> ○ Audubon material ○ Latin American materials ○ More Gale content
Measurements	<ul style="list-style-type: none"> • Complete collaborative initiatives as individually needed through FY11 and beyond.
Evaluations of FY11 Plan	<ul style="list-style-type: none"> • Due to the lack of a sustainable network infrastructure the ULS was unable to assist the African libraries in their current projects. • The Keyword project is currently underway and on schedule. • There have been no new developments regarding the Gale partnership.
Outcomes for FY12	<ul style="list-style-type: none"> • The ULS will continue to build a collection to be donated to St. Paul's University in Kenya. • The ULS will assist in developing a University of Pittsburgh office in Beijing that will facilitate research and collaborative endeavors. • Investigate opportunities for a network of partner libraries in Japan.
ULS Objectives	<i>Provide the technology infrastructure and expertise to support the creation of new digital collections, the development of innovative publishing services, and the establishment of trusted repositories for the research output of the University.</i>
Strategies	<ul style="list-style-type: none"> • Introduce a new position in charge of managing the editorial decisions involved with our e-journal publishing endeavors.

	<ul style="list-style-type: none"> • Explore the platform viability and persistence of our current e-journal applications. • Analyze document storage trends common to our peer research libraries. • Provide support and training programs for faculty creating new journals.
<p style="text-align: center;">Measurements</p>	<ul style="list-style-type: none"> • Create reports on e-journal applications and storage trends and measure ULS attainability. • Implement training schedule and related materials by FY12.
<p style="text-align: center;">Evaluations of FY11 Plan</p>	<ul style="list-style-type: none"> • The ULS has made substantive improvements to improve the continuity of our e-journal publications this year. The ULS is now a member of CrossRef and is authorized to register a Digital Object Identifier for each published article, thereby ensuring its future discoverability. A standard memo of understanding has been developed to define the roles and responsibilities of the ULS and its publishing partners. A standard author copyright agreement was developed with the Office of General Counsel to codify the ULS' Open Access policy using Creative Commons licensing. • The ULS has continued our work with the LOCKSS initiative and plan on expanding our involvement as we produce new content. We have also joined the Hathi Trust, a major new collaborative digital preservation initiative. • A new position was created to oversee our e-journal publishing activities. In the Spring of 2010, the Electronic Publications Associate began developing a training and awareness program to assist journal editors to adapt to the electronic publishing environment. Beginning with an initial needs assessment and continuing with customized workflow consultation, design, and training, editors learn best practices in e-journal publishing for accepting submissions, conducting reviews, copy and layout editing, and preparations of issues for final publication.
<p style="text-align: center;">Outcomes for FY12</p>	<ul style="list-style-type: none"> • Implement training schedule and related materials by FY12. • Conduct an analysis of ULS digital publishing programs for long-term sustainability using: <ul style="list-style-type: none"> ○ Cost/Benefit analysis ○ Projection of sustainability over 10 years • Create a faculty advisory group for journal publishing. • Provide more opportunities for online journal publishing, focusing initially on international journals. • Another position will be created to aid in the creation and management of our e-journal publishing endeavors.

University Goals Addressed

- Engage in research, artistic, and scholarly activities that advance learning through the extension of the frontiers of knowledge and creative endeavor
- Ensure operational efficiency and effectiveness
- Develop in Collaborative Research

<p>ULS Goal</p>	<p>Organizational Agility Encourage initiatives that will identify areas for innovative changes in our organizational and operational methods.</p>
<p>ULS Objectives</p>	<p><i>Implement a more efficient communication system to share internal information between ULS departments.</i></p>
<p>Strategies</p>	<ul style="list-style-type: none"> • Create a committee to address internal feedback and communication avenues. • Plan for an annual open faculty/staff meeting with ULS director and assistant directors to address planning decisions and general questions and concerns.
<p>Measurements</p>	<ul style="list-style-type: none"> • Creation of committee to set charge and plan initial goals. • Schedule open faculty/staff meeting for FY11.
<p>Evaluations of FY11 Plan</p>	<ul style="list-style-type: none"> • A ULS committee is currently creating the infrastructure for a renovated intranet using SharePoint. • A general open meeting was not conducted with senior staff but a more focused open meeting regarding the changing needs of reference services took place. Several new initiatives were discovered as a result of this meeting.
<p>Outcomes for FY12</p>	<ul style="list-style-type: none"> • Explore the feasibility of a public ULS blog to publish ULS related news and provide an easily accessible space for responding to user feedback. • Utilize our in-service day to facilitate a ULS wide discussion of current trends and concerns. • Hold at least one open meeting to allow all ULS staff to share ideas and expectations within the ULS.

ULS Objectives	<i>Investigate the impact of ULS services on the needs of the University in order to prioritize future planning decisions.</i>
Strategies	<ul style="list-style-type: none"> • Systematically work with all ULS units to align departmental plans with the newly-created long-range plan. • Create a data repository for assessment data collection.
Measurements	<ul style="list-style-type: none"> • Completion of a schedule for departmental meetings with assessment librarian. • Completion of data repository.
Evaluations of FY11 Plan	<ul style="list-style-type: none"> • The assessment librarian and the associate directors met with each library department to help focus their planning and goal setting methods. • The ULS SharePoint site will be the foundation of the assessment data repository and is currently being built by the assessment librarian.
Outcomes for FY12	<ul style="list-style-type: none"> • Individual meetings with departments will continue annually to refine strategies and goals. • The assessment data repository structure will be completed within FY12. Once that is completed best practices for collecting and analyzing data will be revisited. • Collaborate with the University Legal Counsel and CIDDE to create a copyright informational site to assist researchers and publishing faculty and students in finding answers for their copyright concerns.
ULS Objectives	<i>Increase service efficiency and cost effectiveness through the reallocation of resources as indicated by assessment data analysis.</i>
Strategies	<ul style="list-style-type: none"> • Identify areas in which reallocation is possible and make changes as needed, through the utilization of the assessment data repository.
Measurements	<ul style="list-style-type: none"> • Continue to reallocate the ULS budget over 5 years, toward key initiatives.
Evaluations of FY11 Plan	<ul style="list-style-type: none"> • New positions were created with reallocated funds, as follows: <ul style="list-style-type: none"> ○ Clare Withers, Coordinator for Virtual Reference ○ Vanessa Gabler, Electronic Publications Associate ○ Justin Pastrick, Communications Support Specialist ○ Darryl Bishop, ETD/Web Services Photography Student Assistant

	<ul style="list-style-type: none">• Margaret McGill moved from Fine Arts to Special Collections.• Hillman Current Periodicals Room was closed.• Cessation of binding.
Outcomes for FY12	<ul style="list-style-type: none">• Current job positions will be revised to ensure proper workflow allocations.• Closing of GSPIA library.• Possible hiring of student to assist with LibGuides management.• Hire new staff members to assist in D-Scholarship and storage activities.

Appendix

ULS General Survey 2010 Results

We had 960 respondents fully complete this year's survey. This number far surpassed earlier LibQual survey numbers. The survey was only accessible via the web and was open to any library user. We had a very promising breakdown across the types of users with a very even spread over students, faculty, and staff.

What is your association with the University of Pittsburgh?

Undergraduate Student	335	34.90%
Graduate Student	256	26.67%
PhD Student	133	13.85%
Faculty	197	20.52%
Staff	122	12.71%
Other	20	2.08%

The survey participants were able to list multiple libraries for their most often used locations. This led to some overlap in trying to discern how to interpret local trends, but the overall reactions were consistent across the various locations. The most notable increases in responses came from our Bradford campus and from the Business library.

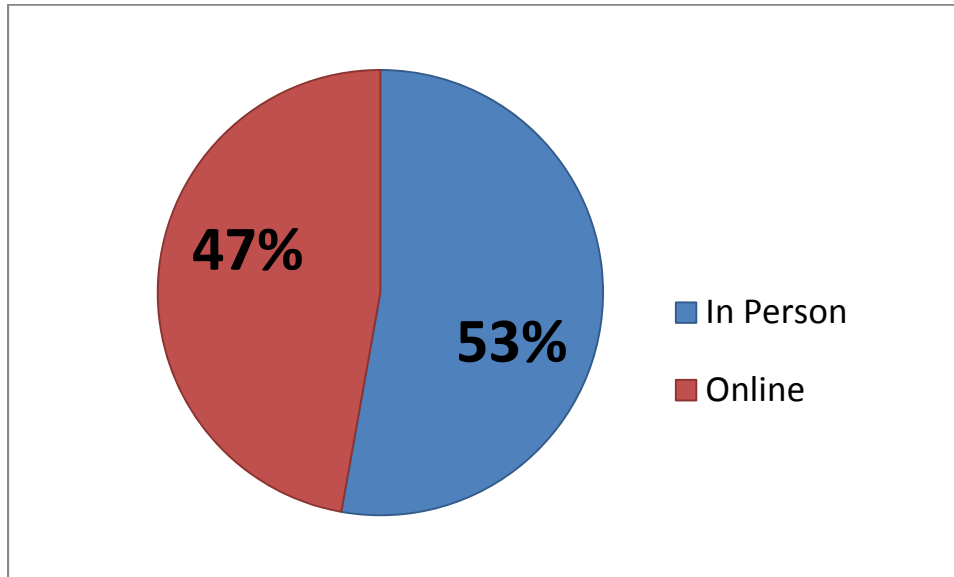
Which library locations do you use most often?

Hillman Library	470	48.96%
Bradford Campus (Hanley Library)	326	33.96%
Business Library	112	11.67%
GSPIA/Economics Library	54	5.62%
Chemistry Library	53	5.52%
Engineering Library	52	5.42%
Information Sciences Library	42	4.38%
Greensburg Campus (Millstein Library)	40	4.17%
Langley Library	37	3.85%
Falk Health Sciences Library	36	3.75%
Fine Arts Library	35	3.65%
East Asian Library	30	3.12%
Barco Law Library	18	1.88%
Johnstown Campus (Owen Library)	18	1.88%
Music Library	16	1.67%
Other	14	1.46%

UPMC	10	1.04%
Archives Service Center	9	0.94%
Titusville Campus (Haskell Library)	2	0.21%

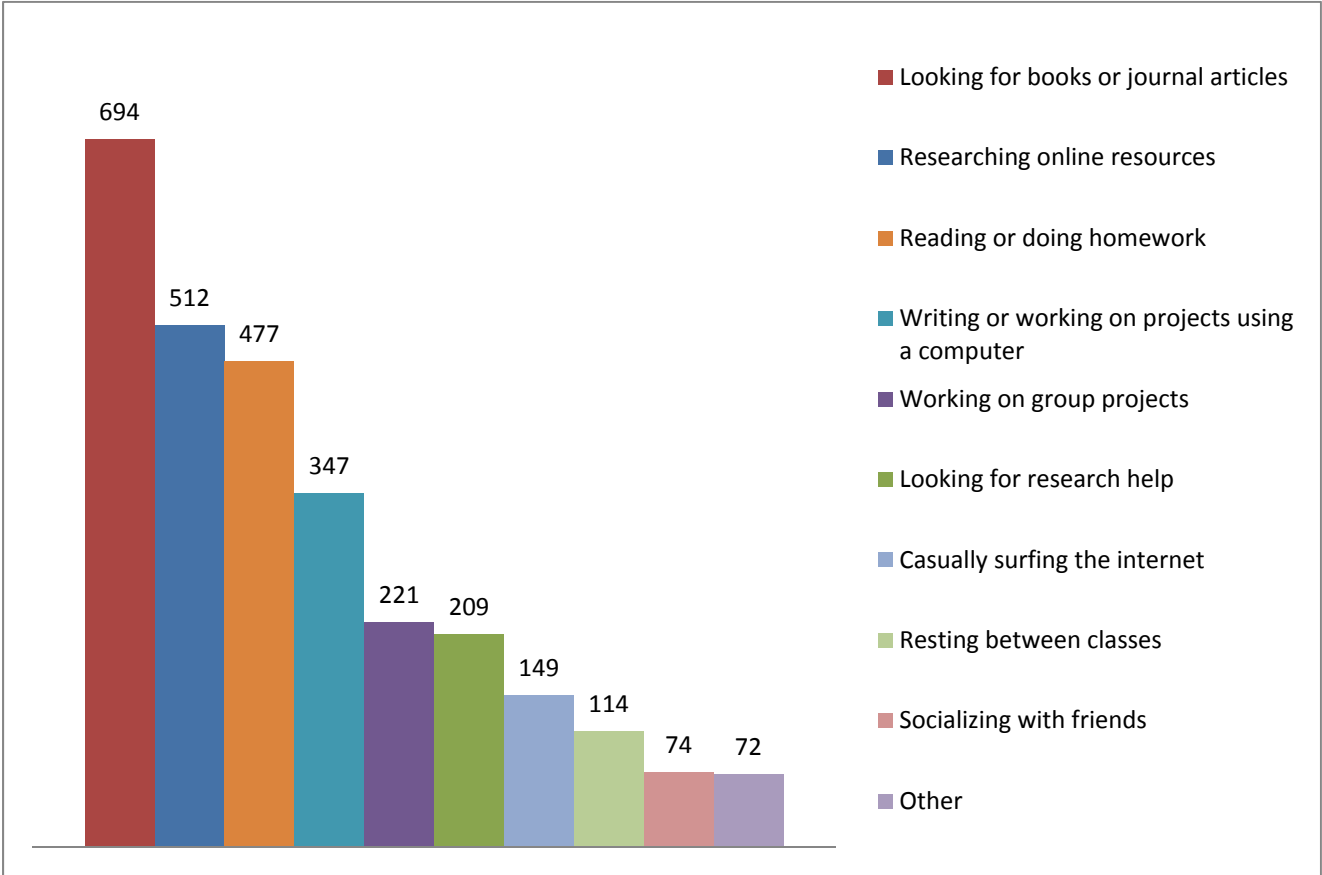
General Questions

Do you use the library more often in person or through the library website?



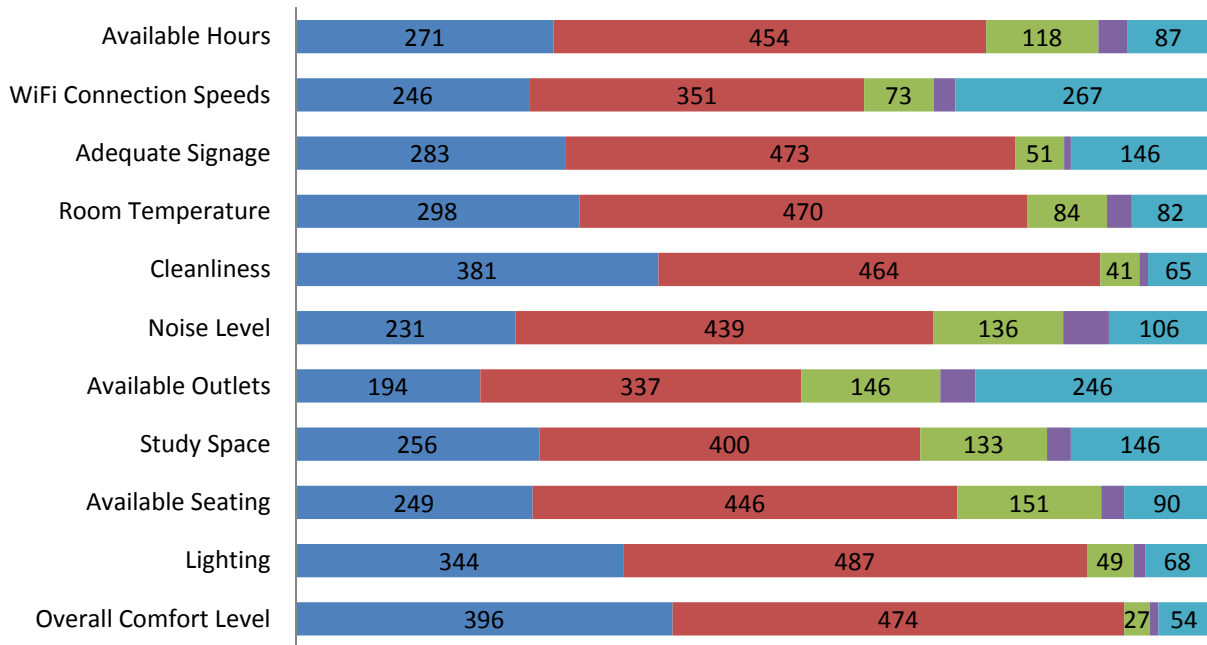
N=960

What activities do you most commonly do when at the library?



n = 960

Please rate your level of satisfaction with these aspects of your experiences in a ULS library.



	Overall Comfort Level	Lighting	Available Seating	Study Space	Available Outlets	Noise Level	Cleanliness	Room Temperature	Adequate Signage	WiFi Connection Speeds	Available Hours
Very Satisfied	396	344	249	256	194	231	381	298	283	246	271
Satisfied	474	487	446	400	337	439	464	470	473	351	454
Disappointed	27	49	151	133	146	136	41	84	51	73	118
Very Disappointed	9	12	24	25	37	48	9	26	7	23	30
No Opinion	54	68	90	146	246	106	65	82	146	267	87

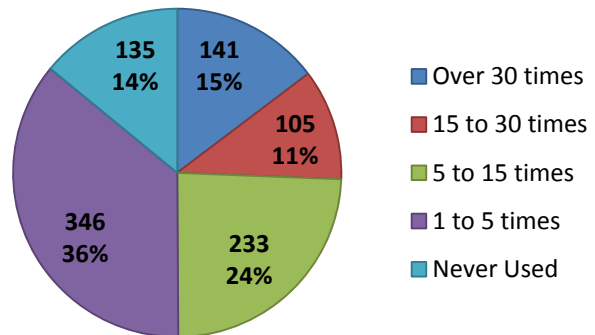
■ Very Satisfied
 ■ Satisfied
 ■ Disappointed
 ■ Very Disappointed
 ■ No Opinion

n = 960

Lending

In order to set a standard for lending services analysis the ULS needed to find out how often people used our services and how satisfied they were by our performance. The first question we asked was:

**How many times did you check out materials in the past year?
(Chart 1)**



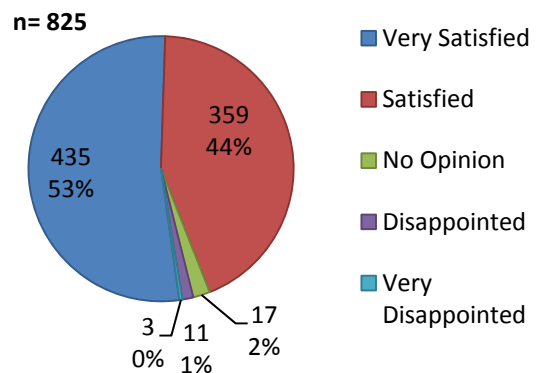
n = 825

From this data we can see that over a third of the respondents physically check out materials 1 to 5 times regularly. Though there was a fairly even distribution between those that have checked out items over 30 times and those that have never checked out materials, a future inquiry might ask a combination question of how frequently the users request or access online materials.

From the previous question, those that had never checked out materials were omitted from answering questions about their satisfaction with the lending staff's service.

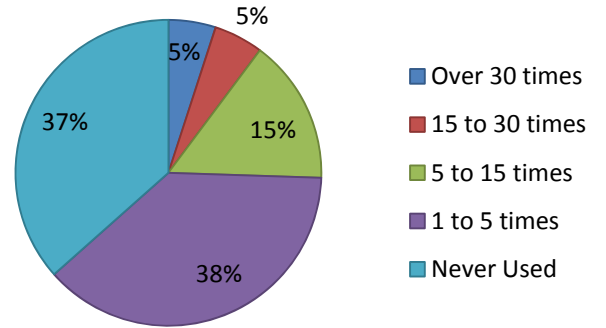
To see how satisfied our users were with our lending staff service levels we asked:

**As a whole, how satisfied were you with the service provided by the lending staff?
(Chart 2)**

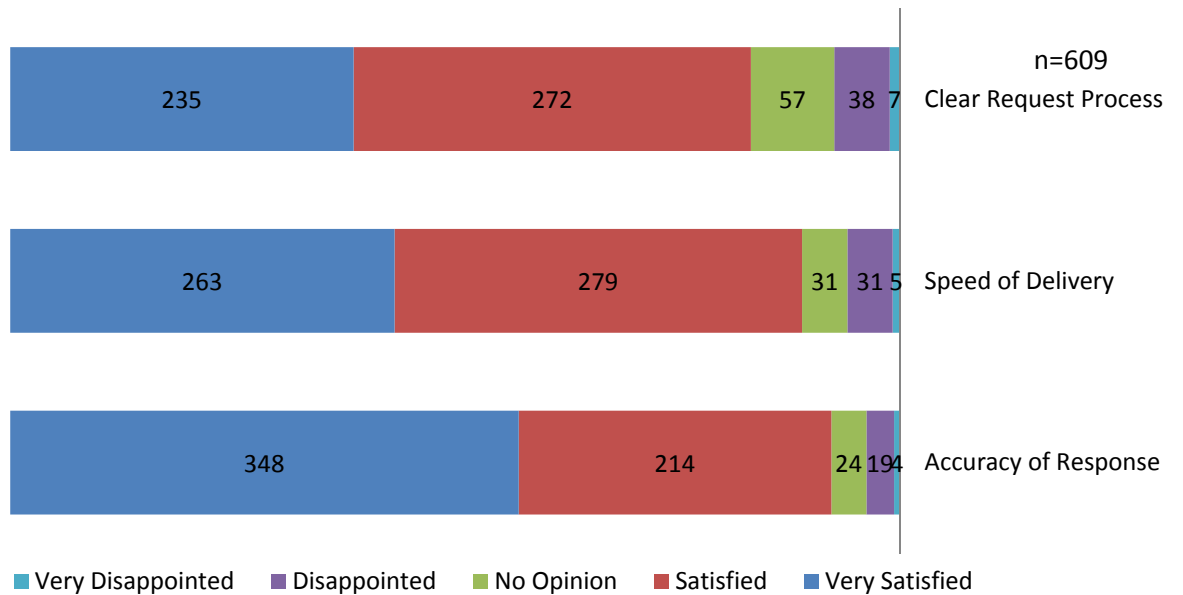


Borrowing from other Libraries

Approximately how many times did you request a book or journal article from another library through the ULS?

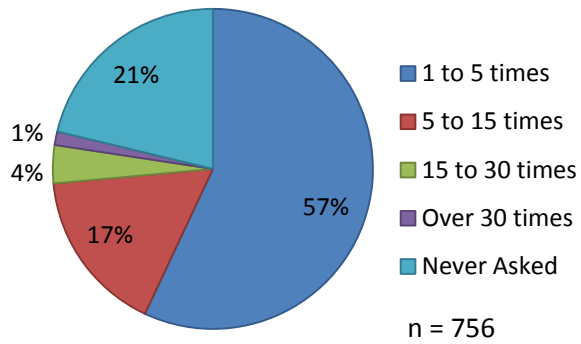


How satisfied were you with your experiences requesting materials from other libraries?

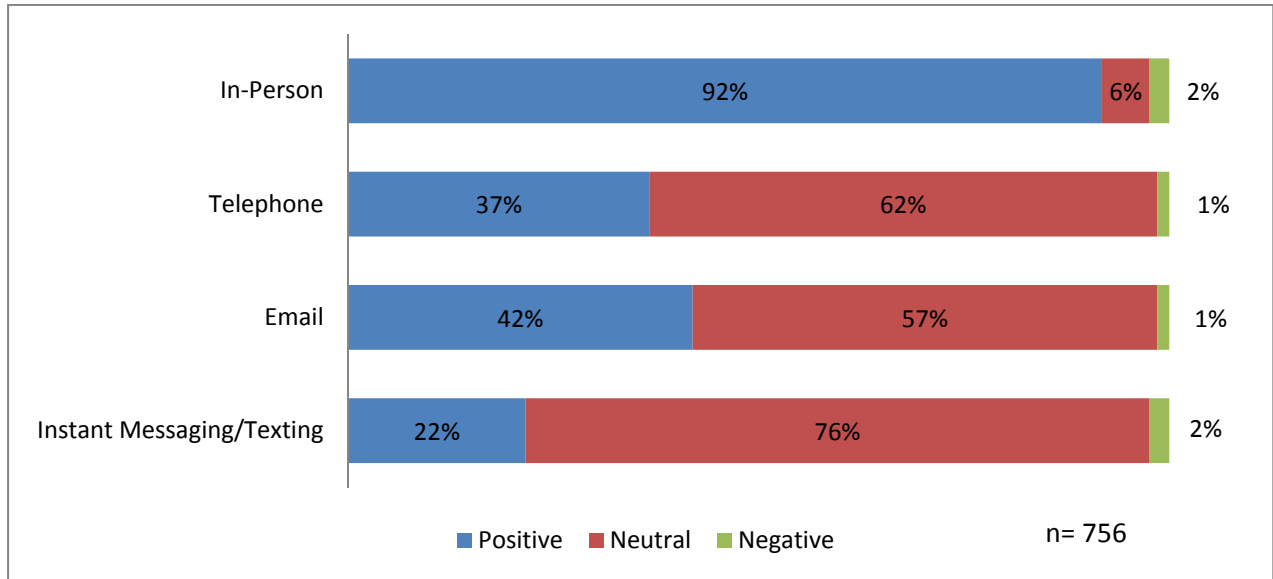


Ask a Librarian Services

Approximately how many times did you ask a librarian for assistance in person, on the phone, in an email, or through our instant messaging service combined?



How would you rate your satisfaction with each of these reference services?



Who do you ask for advice when you have a question about your research or assignments?

Professor	49
Colleague/Fellow Student	26
Librarian	20
No one	11
Internet	9
Other	4
Family	0

N = 119

Collections

How satisfied are you with the resources available in the ULS collections?

