

# University Library System FY14 Planning and Budget Report

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## 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 FY13 Accomplishments

### Overview

In FY12 the ULS focused on a large-scale planning process with the goal of restructuring the ULS to increase its value to the University (described in the FY13 report). This year, the ULS implemented its new vision. Moving to a restructured service framework does not happen overnight; at the same time, the ULS has made substantial progress this year.

Before summarizing the year's accomplishments, it may be helpful to provide some background. The restructuring of ULS services was evidence based. During the period 2001 to 2009, North American research library reference desk transactions fell 47% and circulation of the physical collections fell 18%. Meanwhile, in exciting new trends, the demand for online scholarly

resources seems unquenchable, the university community's use of library resources is increasingly network-based, librarians are reaching out to bring their skills directly to users, the popularity of library physical space endures while the nature of use is changing, and research libraries are embracing new roles in support of scholarly communication.

In its creation and implementation of a new service framework, the ULS has acted on this evidence, and it is striving to be a model of innovation and best practice among North American research libraries. The table that follows this introduction provides details of ULS progress toward delivering new benefits to Pitt's students and scholars:

- **Increasing the quality of service** through
  - proactive outreach to scholars and students by liaison librarians
  - substantial improvements in the ease of remote access to e-collections
  - continuous improvement of scholarly collections
  - updating the professional skills of ULS staff and librarians
- **Increasing cost-effectiveness** through the consolidation and reconceptualization of service desks (in addition freeing up liaisons for new roles)
- **Optimizing the use of space** in library buildings to better meet student and scholar's needs
- **Supporting positive change in scholarly communications** through digital library and open access publishing activities

Summary of accomplishments

FY13 Objectives and Strategies	FY13 Progress Against Expected Outcomes																						
<p><b>ULS Goal: Services</b></p> <p><b>Objectives:</b></p> <p>Re-envision library services to better support teaching and learning and enhance user satisfaction</p> <p>Increase awareness and communications</p>	<ul style="list-style-type: none"> <li>The redesign of ULS public services was launched in the summer of 2012 and went into full operational mode at the start of this academic year. A tremendous effort went into the launch, including raising awareness in late summer and fall through marketing efforts and a new ULS Media Day, rewriting job descriptions (including some reclassifications), the delivery of a substantive training program to prepare staff and librarians for their new roles, and more.</li> <li>Only a few months into the implementation, the ULS General Survey of fall 2012 captured baseline levels of awareness and satisfaction with the redesigned services. Already, 36% of survey respondents knew how to contact their liaison librarians, and awareness/satisfaction levels with the single service desk were higher than anticipated. As indicated in the FY14 plans in the next section, further activities are planned to raise awareness and satisfaction levels in the coming academic year.</li> </ul> <div data-bbox="581 982 1334 1402" style="text-align: center;"> <p><b>Baseline awareness: Do you know how to contact your liaison librarian?</b></p> <table border="1"> <caption>Baseline awareness: Do you know how to contact your liaison librarian?</caption> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>36%</td> </tr> <tr> <td>No</td> <td>16%</td> </tr> <tr> <td>Have heard of program but not my liaison</td> <td>10%</td> </tr> <tr> <td>Unaware of program</td> <td>38%</td> </tr> </tbody> </table> </div> <div data-bbox="643 1440 1269 1843" style="text-align: center;"> <p><b>Hillman Library Ground Floor Service Desk Satisfaction</b></p> <table border="1"> <caption>Hillman Library Ground Floor Service Desk Satisfaction</caption> <thead> <tr> <th>Satisfaction Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Satisfied</td> <td>33.1%</td> </tr> <tr> <td>Satisfied</td> <td>33.1%</td> </tr> <tr> <td>No Opinion</td> <td>33.1%</td> </tr> <tr> <td>Somewhat Disappointed</td> <td>0.7%</td> </tr> <tr> <td>Disappointed</td> <td>0.0%</td> </tr> </tbody> </table> </div>	Response	Percentage	Yes	36%	No	16%	Have heard of program but not my liaison	10%	Unaware of program	38%	Satisfaction Level	Percentage	Very Satisfied	33.1%	Satisfied	33.1%	No Opinion	33.1%	Somewhat Disappointed	0.7%	Disappointed	0.0%
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<p><b>FY13 Objectives and Strategies</b></p>	<p><b>FY13 Progress Against Expected Outcomes</b></p>																					
	<ul style="list-style-type: none"> <li>• <u>Internal Communications:</u> The ULS adopted a systematic process to improve internal and external communications. Internally, a new weekly newsletter has been favorably received and highly successful at raising awareness of ULS strategy and activities. Two all-staff planning events broke last year’s already good attendance records.</li> <li>• <u>External communications</u> are expanding both quantitatively and qualitatively:             <ul style="list-style-type: none"> <li>○ <u>Social media:</u> A ULS Social Media Librarian position was created and began responsibilities in November, and the ULS Facebook presence has been expanded.</li> <li>• <u>Marketing events and fairs:</u> Developed new marketing folders containing audience-specific inserts for undergraduates, graduate students/researchers and faculty. These helped communicate ULS innovations all year, initially at the ULS Media Day, a new fall event. Media Day yielded feature stories on ULS redesigned spaces and services in the University Times and Pitt Chronicle September issues. The ULS also extended outreach, attending twice as many university campus fairs as last year (from 9 to 19). Six liaison librarians (in addition to the ULS communications coordinator) represented the ULS at various events, which had reached almost 4,000 Pitt prospects and their parents, graduate students, existing students and transfers, and accepted students as of this writing.</li> </ul> </li> </ul>																					
<p><b>ULS Goal: Information Resources and Collections</b></p> <p><b>Objectives:</b>            Increase awareness, use and satisfaction with collections</p> <p>Increase visibility, availability of e-books and digital resource collections</p> <p>Build distinctive and unique</p>	<ul style="list-style-type: none"> <li>• <u>Research Collections:</u> The ULS General Survey of FY11 provided a baseline of satisfaction with ULS collections by type. The General Survey of FY13 tested satisfaction again. Results indicate that satisfaction is up from FY11 levels.</li> </ul> <div data-bbox="597 1381 1268 1881" data-label="Figure"> <table border="1"> <caption>Satisfaction with ULS Collections by Type of Material, FY11 and FY13</caption> <thead> <tr> <th>Material Type</th> <th>FY11 Survey (%)</th> <th>FY13 Survey (%)</th> </tr> </thead> <tbody> <tr> <td>Print books</td> <td>80</td> <td>80</td> </tr> <tr> <td>E-journals</td> <td>75</td> <td>85</td> </tr> <tr> <td>Databases</td> <td>75</td> <td>85</td> </tr> <tr> <td>Print journals</td> <td>65</td> <td>75</td> </tr> <tr> <td>E-books</td> <td>55</td> <td>65</td> </tr> <tr> <td>ULS Digital...</td> <td>60</td> <td>80</td> </tr> </tbody> </table> </div>	Material Type	FY11 Survey (%)	FY13 Survey (%)	Print books	80	80	E-journals	75	85	Databases	75	85	Print journals	65	75	E-books	55	65	ULS Digital...	60	80
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<b>FY13 Objectives and Strategies</b>	<b>FY13 Progress Against Expected Outcomes</b>
<p>collections</p>	<ul style="list-style-type: none"> <li>○ The budget structure was simplified to create flexibility in the collection development process, enabling titles to be selected in subjects where they are most needed each year, and the flexibility to be better able to respond to requests for new journals and databases.</li> <li>● The FY13 General Survey also captured a <u>baseline to quantify FY13 levels of awareness</u> of ULS collections by type of material. Baseline results indicate the need for more work to raise awareness of e-books (28% unaware) and of ULS distinctive collections (33% or more unaware). Work is already underway to analyze usage statistics for ULS digitized collections with the intent of identifying future initiatives for increasing visibility and use.</li> <li>● <u>E-Books</u>: In FY12 the ULS moved from pilot to programmatic support for a new method of acquiring new electronic books. “Patron Driven Acquisition” is a cost effective method to provide on-demand access to thousands of e-books while only paying for those that are used. During this first full year, the ULS added 15,864 e-book titles to PittCat+ for discovery; a small percent were used enough to trigger a loan or purchase. Of the books used, many of them were used 10 or more times during the year.</li> <li>● <u>Unique collections: The Dr. Thomas E. Starzl archive project</u>: Publicly launched Starzl website (<a href="http://starzl.library.pitt.edu">http://starzl.library.pitt.edu</a>) in conjunction with the announcement of Dr. Starzl’s being named the recipient of the prestigious Lasker-DeBakey Clinical Medical Research Award. 370 boxes of Dr. Starzl’s print archives have been processed and made available to researchers, (though not yet open to the public). The website is being expanded with a “People” section, which will highlight the distinguished role of Dr. Starzl in the medical community.</li> </ul>
<p><b>ULS Goal: Infrastructure</b></p> <p><b>Objectives:</b> Renovate existing spaces in Hillman</p> <p>Improve remote access to collections</p> <p>Improve ULS virtual space</p>	<p><u>Hillman Library improvements</u>: Many low-use books, journals and microforms have been moved to make room for additional study spaces. Since September 1, over 10,000 items have been processed into storage, primarily reference material, bound periodicals, microforms and over 45,000 maps.</p> <ul style="list-style-type: none"> <li>● <u>Additional public space now contains</u>: <ul style="list-style-type: none"> <li>○ Dissertation Writing Room with 71 carrels, soon to be 83. These have been very positively received by Graduate Students, to quote from one student’s letter: “I have been able to write more and be more productive than I have ever been before in my time at Pitt.”</li> </ul> </li> </ul>

FY13 Objectives and Strategies	FY13 Progress Against Expected Outcomes										
<p>(the website)</p> <p>Further develop staff skills</p> <p>Continuously improve diversity programming</p>	<ul style="list-style-type: none"> <li>○ 60 additional lockers; 46 additional tables; added 146 outlets; expanded Writing Center space for staff who meet informally with students.</li> <li>○ Quiet study floor designated and promoted for the 4<sup>th</sup> floor of Hillman.</li> <li>○ Group Study Reservation System: 2,038 reservations made for the period September-December 2012.</li> </ul> <p>Focus groups are planned for Q3-Q4 to gather input for further refinements of these and the above renovations.</p> <p><u>E-Collections Remote Access:</u> In late summer, ULS implemented a new system for providing secure access to licensed e-collections from off campus. ULS survey results (see chart) indicate substantial improvement in user satisfaction – a major accomplishment, as remote access had been a source of significant difficulties.</p> <div data-bbox="625 982 1247 1507" data-label="Figure"> <table border="1"> <caption>How would you rate your ability to access online materials provided by the library when you are not on campus?</caption> <thead> <tr> <th>Rating</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Extremely easy</td> <td>26%</td> </tr> <tr> <td>Very easy</td> <td>56%</td> </tr> <tr> <td>Difficult</td> <td>14%</td> </tr> <tr> <td>Very difficult</td> <td>4%</td> </tr> </tbody> </table> </div> <p><u>ULS Website Redesign:</u> User-focused redesign of the ULS website has begun. The cross-departmental collaborative has begun a process that includes identifying best practices, interviewing users, and strategizing on the effective integration of social media, that is expected to be completed by Fall 2013.</p> <p><u>Diversity:</u> Highlights include new partnerships with multicultural groups on campus, celebration of the 100<sup>th</sup> anniversary of Alpha Phi Alpha, and promoting ULS employment/scholarship opportunities to minority students.</p>	Rating	Percentage	Extremely easy	26%	Very easy	56%	Difficult	14%	Very difficult	4%
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FY13 Objectives and Strategies	FY13 Progress Against Expected Outcomes
<p><b>ULS goal: Organizational agility</b></p> <p><b>Objectives:</b> Initiatives for innovation and continuous improvement of organization and operations</p>	<p><u>Leadership program:</u> The ULS implemented a program of 13 learning events to help selected individuals better manage projects, work across organizational boundaries, and communicate effectively at a variety of levels. Participant survey results suggest the program is yielding positive changes for the ULS as well as personal and professional growth.</p> <p><u>User studies:</u> Progress toward a culture of assessment was achieved. In addition to the annual survey, three new studies (space redesign evaluation, student literacy skills, and website usability) are complete or will be by FY end.</p> <p><u>New structures for working collaboratively:</u> Two new collaboratives established (one for liaison librarians; one for the web redesign). Progress toward a sustainable structure for, and long-term commitment to, inclusive strategic planning.</p>
<p><b>ULS Goal: Innovation in scholarly communication</b></p> <p>Scholarly publishing</p> <p>Grow D-Scholarship</p> <p>Promote open access (OA)</p> <p>Assistance for scholars on copyright, fair use, and impact assessment</p>	<p><u>E-journal publishing/OA:</u> 34 peer-reviewed scholarly research journals currently being published; six subject-based author self-archiving repositories being managed. Submissions in the institutional repository, D-Scholarship@Pitt, rose from 7,002 to 10,544 during calendar year 2012, an increase of over 50%. ULS additional accomplishments include:</p> <ul style="list-style-type: none"> <li>• Acceptance into the Open Access Scholarly Publishers Association (OASPA), becoming the first library publisher in North America to join the organization.</li> <li>• Implementation of a sustainability program for its publishing services to support this program through cost recovery.</li> <li>• Acquisition of the Scholarly Exchange® hosting service and trademark, which offers software hosting services to partners around the world seeking a low-barrier entry into Open Access journal publishing. The service provides a new revenue stream.</li> <li>• Becoming a founding member of the Library Publishing Coalition, a new organization dedicated to advancing the field of library publishing.</li> </ul> <p><u>Scholarly impact assessment:</u> With a number of Pitt faculty partners and Plum Analytics, the ULS completed a pilot program to test <i>altmetrics</i> (new ways to analyze the reach and impact of published research).</p>



## Brief Statement of FY14 Strategic Priorities and Actions

### Overview

The ULS's FY14 strategic priorities were developed through the second year of a highly-participatory, organization-wide planning process. FY14 actions build upon successful FY13 accomplishments and use evidence, reported above, to support the cost-effective application of resources. Major themes for FY14 align with the fundamental goals of the ULS Long Range Plan, and include:

- Expanding outreach and promotion of ULS services and resources, particularly for our most distinctive collections
- Supporting the changing needs and uses of our physical space
- 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

### FY14 Priorities

Our FY14 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 transform its support of research and education to align itself with the needs and practices of 21<sup>st</sup> Century students and faculty. As information becomes ever more widely available electronically – through an increasing variety of channels, tools, and devices – this support increasingly requires outward communication and an establishment of ULS presence in a variety of research and learning workflows. To that end, FY14 priorities include:

- Building upon the recently established liaison librarian model to further communicate how the ULS can assist faculty, graduate students, researchers, and undergraduates
- Collaborating with CIDDE to further integrate the Library's presence in BlackBoard
- Evaluating the evolving research practices of undergraduates to better inform the design and communication of Library services
- Furthering our service of *place* by providing 24 hour / 5 day a week study space access to Hillman Library on a trial basis

#### *Information Resources and Collections*

Providing users with outstanding research collections remains a core goal of the ULS. As with our research support services, these collections' value is realized to the extent that they are known and used. Recognizing that raising awareness and increasing the use of our resources and collections are ongoing needs, several FY14 strategies prioritize raising the visibility of the ULS's collections of distinction, including:

- A focus on promoting special and digital collections, while gaining a better understanding of their user communities

- Working with a consulting partner to continue the strategic management of print collections
- An assessment of satisfaction with one of the ULS's primary gateways to information resources, the PittCat+ catalog
- Working through ULS liaison librarians to ensure faculty and departments are aware of newly available e-collections and digital research materials
- Continuing to improve satisfaction with ULS resources supporting advanced research and scholarship

## *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 our staff. All of these require ongoing strategic attention in order to support our broader goals. Each has also been the focus of significant action in FY13; these are multi-year initiatives that continue as priorities for FY14:

- The FY13 redesign of our virtual space, the ULS web site, will be evaluated for its effectiveness; results will be used to drive further iterations of this process.
- The redesign efforts in Hillman Library, started in FY12-13, continue. Most prominent among these is the reallocation of space on the ground floor, but the ULS will continue to allocate more space for group and quiet study areas throughout the building.
- The capabilities of ULS staff will continue to be developed through a targeted internal skills development program and an increase in our existing diversity programming.

## *Organizational Agility*

The ULS's FY14 planning marks the second year of a revamped process designed to elicit a much greater involvement from individuals and groups at all levels in the organization. Our approach connected bottom-up and top-down decision making in new ways and allowed us to reach, engage with, and build commitment among many more individuals than in the past. This broad level of engagement has been an important measure of progress, but has also revealed areas requiring strategic prioritization if we are to realize the potential of a more agile organization:

- An internal leadership development program, started in FY13, will continue with a new cohort, designed to increase the organizational capacity to manage projects, assess user needs, and work collaboratively across the organization
- A revision of the existing ULS committee structures, started in FY13 will continue in FY14

## *Innovation in Scholarly Communications*

The ULS continues to play a leading role in transformative developments in scholarly communication through its E-Publishing initiatives, its scholarly repositories, and its growing support around the activities of scholarly publishing and archiving. FY14 priorities expand on these strengths by:

- Increasing the types and formats of digital content archived in the D-Scholarship@Pitt institutional repository
- Broadening our partnerships to publish open access scholarly material
- Expanding our scholarly “altmetrics” service, which provides an expansive picture of public engagement with a scholar’s research, beyond a pilot group of faculty
- Working with CIDDE and the Office of General Counsel to assist faculty’s understanding of rights and responsibilities with respect to copyright and scholarly publishing

The table in the next section provides a full listing of FY14 strategic priorities in the suggested format. The headings consist of Institutional (university) Goals, ULS Goals, FY14 Strategic Actions, and Measurable Outcomes. This table represents our priorities and new expected outcomes for FY14.

### FY14 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 FY14. Measurable outcomes are provided for each of five major goal areas.

<b>Institutional Goal: Provide high-quality undergraduate and graduate programs</b> <b>ULS Goals: Services</b> <ul style="list-style-type: none"> <li>• Continue the process of realigning ULS services with the needs of 21<sup>st</sup> century students, instructors, researchers and faculty</li> <li>• Enhance user satisfaction</li> <li>• Increase awareness and improve communications</li> </ul>	
<b>Strategic Actions</b>	<b>Measurable Outcomes</b>
<ol style="list-style-type: none"> <li>1. Continue to build the effectiveness and awareness of the new Research and Educational Support services: <ul style="list-style-type: none"> <li>• Use liaison librarians to conduct outreach to undergraduate and graduate student organizations</li> <li>• Expand the collaboration with CIDDE by creating subject- and department-specific guides and BlackBoard specific modules</li> <li>• Develop new, targeted communications strategies (including social web methods) to raise awareness and promote use of new services</li> <li>• Implement new methods for two-way, ongoing communications with the Pitt community</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Improvements over baseline community awareness levels captured during FY13 ULS General Survey. Identification of new avenues to support teaching and learning through CIDDE partnership</li> </ol>

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<p>2. In partnership with one or two Pitt departments, conduct and disseminate the results of an evaluation of Pitt undergraduate student research methods. Apply the results to enhance undergraduate success.</p>	<p>2. Evidence to support decisions and actions for improving undergraduate success when conducting research</p> <p>3. Additional evidence about community demand and use of individual and group study spaces, facilities and services in Hillman during extended hours. This evidence will be combined with existing baseline evidence (gate counts, satisfaction levels, etc.) to inform FY15 decisions about open hours for Hillman.</p>
<p>3. In a one-year trial, extend Hillman Library hours during fall and spring semesters, 24 hours/day, 5 days/week</p>	

<p><b>Institutional Goal: Provide high-quality undergraduate and graduate programs. Advance learning and extend the frontiers of knowledge and creative endeavor.</b></p> <p><b>ULS Goals: Information Resources and Collections</b></p> <ul style="list-style-type: none"> <li>• Support the needs of primary users' research, teaching, and learning.</li> <li>• Preserve and maintain unique collections</li> </ul>	
Strategic Actions	Measurable Outcomes
<p>4. Evaluate and optimize the visibility and usefulness of ULS distinctive physical and digital collections locally and globally:</p> <ul style="list-style-type: none"> <li>• Survey users of ULS archives and special collections and use results to establish a baseline of satisfaction and identify new service opportunities for FY15</li> <li>• Complete a needs assessment of selected users of specific ULS digital collections (e.g., Historic Pittsburgh). Take action based on the results of the needs assessment.</li> <li>• Create and implement a specific social media strategy to further awareness of ULS special collections, digital collections, archives and their content.</li> </ul>	<p>4. Improvements over FY13 baselines in community awareness and visibility of special collections. A specific strategy for improving the usefulness of ULS distinctive special collections and archives to target communities.</p>
<p>5. As part of the ULS annual survey, assess user satisfaction with the catalog PittCat+, discuss results, agree on next steps and implement them</p>	<p>5. An evidence-based, documented understanding of user difficulties with PittCat+. A timetable and implementation plan for appropriate and actionable steps to be taken locally, with the system vendor, or both.</p>
<p>6. Develop a program for the ongoing assessment and strategic management of ULS print collections:</p>	<p>6. Documented evidence and analyses from our consulting partner (Sustainable Collections) to support decisions and definition of next steps</p>

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<ul style="list-style-type: none"> <li>Continue consulting with Sustainable Collections Services; identify and implement next steps</li> </ul>	
<p>7. Work through liaison librarians and in other ways to promote use and awareness of advancements in ULS e-collections and digital research materials</p>	<p>7. Materials and programs for heightening faculty and graduate student awareness and usage of advanced research materials, especially e-journals and e-books, in ULS collections</p>

<p><b>Institutional Goal: Provide high-quality undergraduate and graduate programs</b>  <b>ULS Goal: Infrastructure</b></p> <ul style="list-style-type: none"> <li>Ensure that facilities, systems, and equipment are optimized to serve the needs of the community.</li> <li>Provide a challenging, satisfying, and rewarding professional work environment.</li> </ul>	
<p><b>Strategic Actions</b></p>	<p><b>Measurable Outcomes</b></p>
<p>8. Virtual space redesign: evaluate the effectiveness of the FY13 redesign of the ULS web site</p>	<p>8. Pre-implementation test results to validate design decisions; post-implementation measurement of satisfaction and use by different Pitt audiences (undergraduates, graduate students, faculty)</p>
<p>9. Space redesign, Hillman:</p> <ul style="list-style-type: none"> <li>Create, conduct, and apply the results of a needs assessment involving representative student users and other Pitt community members to inform the future development of the Knowledge Commons. This will help to align library services and space with the Research and Educational Support Unit's mission.</li> </ul>	<p>9. 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</p>

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<ul style="list-style-type: none"> <li>Follow up to apply results of FY13 focus groups to assess space redesign projects</li> </ul>	
<p>10. Identify new professional skill gaps and launch the first phase of a staff development program to close gaps</p>	<p>10. Agreed-upon, evidence-based priorities for a ULS professional development program; completion of an initial set of training events and follow-up assessments of improved skill or confidence levels.</p>
<p>11. Diversity: Continuously improve current diversity programming and career awareness</p>	<p>11. Diversity: Continue developing multicultural partnerships, celebrating diversity, and promoting ULS employment/scholarship opportunities to minority students</p>

<p><b>Institutional Goal: Ensure organizational efficiency, effectiveness, and responsiveness</b>  <b>ULS Goal: Organizational agility</b>  <ul style="list-style-type: none"> <li>Pursue initiatives for innovation and continuous improvement in organization and operations</li> </ul></p>	
<p><b>Strategic Actions</b></p>	<p><b>Measurable Outcomes</b></p>
<p>12. Complete a third phase of the initiative to increase ULS participation in strategic planning, build shared commitment, improve group work, and enhance internal communications:</p> <ul style="list-style-type: none"> <li>Present a monthly discussion and training series for ULS colleagues on current and proposed initiatives (e.g., ULS repositories, digital collections, publishing programs, scholarly communication issues, library technology, etc.)</li> </ul>	<p>12. Have in place the necessary organizational structures, staff readiness and organizational commitment to sustain our ability to (a) produce inclusive and strategic ULS annual plans; (b) carry out these plans; (c) communicate effectively across the ULS; and (d) maintain current awareness and respond to change</p>



<ul style="list-style-type: none"> <li>• Implement a process for updating ULS information in order to provide current, accurate information on ULS initiatives and services</li> <li>• Define and carry out phase two of the initiative to revitalize the ULS committee structure</li> </ul>	
<p>13. Complete a second ULS Leadership Program to strengthen capacity for managing projects, conducting user research and working across organizational boundaries</p>	<p>13. 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</p>

<p><b>Institutional Goals: Support the collaborative advancement of knowledge and creative endeavor. Expand international focus and activities.</b></p>	
<p><b>ULS Goal: Innovation in scholarly communication</b></p>	
<p><b>Strategic Actions</b></p>	<p><b>Measurable Outcomes</b></p>
<p>14. Expand ULS digital repository services to support a wider variety of material from the Pitt community</p>	<p>14. D-Scholarship@Pitt growth in size and types of content</p>
<p>15. Continue to expand the ULS e-journal publishing program with emphasis on incentivizing open access and pursuing partnerships that build on the university's <i>Living Globally</i> priorities</p>	<p>15. Growth in ULS e-journal titles</p>

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<p>16. Analyze altmetrics pilot results; develop and carry out implementation plan</p>	<p>16. Altmetrics follow-up: capture a baseline of faculty and graduate student awareness and dialogue around new and current metrics for evaluating research impact</p>
<p>17. With CIDDE and the Office of General Counsel, develop ULS-hosted web site for the university community on key issues including copyright and fair use. Achieve faculty and graduate student awareness of the site.</p>	<p>17. New web site: capture a baseline of faculty and graduate student awareness and stimulate understanding of key issues around copyright and fair use</p>