

# University Library System (ULS) FY17 Planning and Budget Report

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## Executive Summary

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

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

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

### Strategic Priorities from ULS Long Range Plan 2014-2017

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

## Summary of FY16 Accomplishments

### Overview

In FY16, the ULS continued to improve its services, formalized support for digital scholarship, worked collaboratively across the University, and build upon its leadership position in advancing innovation in scholarly communication.

## Excellence in Education

- In collaboration with the University of Pittsburgh's Office of Undergraduate Research, Scholarship & Creative Activity, the library offered the Archival Scholars Research Awards (ASRA) to ten undergraduate students for the first time in spring 2016. Encouraging students to engage with primary sources, awardees receive a stipend to work with a Faculty mentor to develop independent research projects that draw upon resources found in the University of Pittsburgh's archives and special collections. Throughout the semester, students receive archival training from librarians, archivists, and curators, attend three workshops, and participate in an end of term presentation to report out about their research.
- In an effort to make sure the ULS is providing excellent class-based instruction, the ULS focused this year on reinvigorating our teaching skills, ensuring teaching staff have a solid foundation on which to develop and deliver high-quality instruction. To this end, we focused on two specific deliverables: A dynamic Instructional Design Toolkit, to support class and workshop design across topical areas, and a series of instructional design workshops. Moving forward, we anticipate that the results of this work will help our colleagues to better design instruction and instruction assessment activities, and to better articulate to faculty and other academic support units various ways to collaboratively develop information literacy skills in students.
- The ULS, in collaboration with the Office of Research, is hosting a first-in-a-series research salon in Hillman Library's Digital Scholarship Commons. The goal of the salon is to highlight topics around which there is significant research activity here at the University, to bring together in the same room cross-disciplinary researchers, and to highlight the research activities of students of all level here at Pitt. The topic of the inaugural salon, to be held in April 2016, is cybersecurity.
- This year the ULS partnered with the Office of International Students to design and deliver workshops on academic integrity. As a result of the success of these workshops the ULS is now working with the CIDDE to create short online modules about academic integrity aimed at international graduate students. When completed these modules will be available through CourseWeb and can be integrated into courses by any interested instructor.
- The ULS instituted a pilot program to provide video and audio recording equipment to students enrolled in a Film Studies mockumentary film class. The equipment is owned by the Film Studies Department but maintained, stored, and circulated via the ULS. The response to the pilot from the students and faculty was positive, and the program is now being expanded to additional faculty members.

## Pioneering Research

- This year the ULS undertook a strategic audit of the research lifecycle as experienced by various academic disciplines and scholars. The goal was to collect in one place information about current ULS and University services supporting elements of the

research workflow, identify University-wide resources supporting researchers at various stages in the cycle, identify gaps, and propose new services as need. The Library has completed the audit, has created a comprehensive website of ULS and University researcher support services, and has as a result of this process, begun collaborating with the Office of Research, the Clinical and Translational Science Institute (CTSI), and others.

- As more research funders require grant proposals to include research data management (RDM) plans, and as the role of research data in the reproducibility of science is being highlighted, the ULS is supporting researchers by offering a new suite of services that include: Help in creating a data management plan, consultations on understanding funder mandates for data management planning and sharing, consultations on understanding publisher mandates for data sharing, and assistance with describing, choosing formats, and finding repositories for data. A related effort, promoting the University's institutional repository D-Scholarship as a permanent home for data, is also underway.
- The ULS instituted a Geographic & Spatial Data Services program, which aims to supply up-to-date geospatial data, equipment, data resources, and dedicated staff to provide service across disciplines in the use of geospatial data and to promote the ULS' role as a campus hub for geospatial data activity and expertise. The team has co-hosted spatial data events with UCSUR, has identified campus and external partners and stakeholders, and offers workshops, office hours, and one-on-one consultations on an ongoing basis.
- Bibliometric and altmetric data can be used as evidence of impact in grant, job or promotion applications. This year the ULS launched services around these areas and is actively working with faculty and departments to help them, for example, find the best journal for their new research paper, Identify potential collaborators, track the social impact of their research, and increase the visibility of their research.

## Community Strength

- As a part of the Year of the Humanities, the ULS co-sponsored a series of 4 discussions around the theme, "What does it mean to be curious?" Faculty, staff, students, and members of the larger Pittsburgh community came together to discuss how humans formulate questions, discover, and explore. Through these discussions that took place in the Frick Fine Arts Library, the Carnegie Museum of Natural History, Digital Scholarship Commons in Hillman Library, and the Morehouse Lab, participants discussed how curiosity relates to innovation, and developed a shared vocabulary for expressing the value of higher education. These events were popular with long waiting lists to attend.
- In another effort that supported the community at Pitt and the wider Western Pennsylvania region, the ULS has acted as a project partner to the Western Pennsylvania Regional Data Center (WPRDC). The WPRDC, launched publicly in October, 2015, is a partnership between the University of Pittsburgh, the City of Pittsburgh, and Allegheny County, Pennsylvania to provide a civic open data portal and supporting services. Over the last year, the ULS advised and collaborated with the

WPRDC project on several phases of its work, including platform selection, data formats, privacy policies, and partner training. The WPRDC's first advisory board meeting, at which Pittsburgh Mayor Bill Peduto and Allegheny County Executive Rich Fitzgerald made remarks, was hosted in Hillman Library.

## Global Reach

- This year through a selective process the ULS invited two proficient Wikipedia editors to be Wikipedia Visiting Scholars. Each scholar edited dozens of existing Wikipedia articles by adding new information from related ULS archives and special collections as well as uploading over 50 images from ULS digitized collections to Wikimedia Commons. They authored 14 new articles based on archival content held within the ULS, and six new articles based on having access to Pitt licensed resources. As a result of this project our unique archival content is now more discoverable and accessible in Wikipedia, the 6<sup>th</sup> largest website in the world.
- The ULS expanded our e-journal publishing program adding four new titles to its portfolio of 40 scholarly peer-reviewed journals. The journals added are; Impacting Education: Journal on Transforming Professional Practice (sponsored by the Carnegie Project on the Education Doctorate, an international consortium of over 80 schools of education), Journal of World-Systems Research (official journal of the Political Economy of the World-System Section of the American Sociological Association), Journal of Youth Development (refereed publication that seeks to enhance knowledge about matters of current interest to professionals in youth development, as well as to the organizations, funders, and government agencies where they work), and Ledger (world's first scholarly peer-reviewed journal in the emerging interdisciplinary field of cryptocurrency research).

## Top Value

- In Hillman Library, the former microforms area on the ground floor has been transformed into a new space, the Digital Scholarship Commons (DSC). The DSC is designed to support members of the Pitt community who are learning and experimenting with digital and data-intensive research and teaching. Students and faculty can use the space to participate in a workshop, meet with a colleague to discuss a project, digitize a resource for their research, consult with ULS staff about using a digital or data-intensive tool, or view digital scholarly creations of Pitt faculty and students. The DSC is also home to the Digital Scholarship Services offices, a front end to the library's resources, expertise, and services in support of a broad range of digital and data-intensive scholarly activities. These service areas include research data management, data analysis and visualization, mapping and GIS, and digital curation and stewardship.
- Responding to Chancellor Gallagher's charge to consider ways that Pitt and CMU libraries might collaborate, Fern Brody joined Keith Webster, Dean of the University Libraries at CMU, Barbara Epstein, Director of the Health Sciences Libraries at Pitt,

Erika Linke, Associate Dean of the University Libraries at CMU, Ron Larsen, Dean of the School of Information Sciences, University of Pittsburgh, on a small task force charged with submitting a report of recommendations for collaboration among these libraries. This fiscal year the Task Force submitted a final report to their respective provosts.

## Brief Statement of FY17 Strategic Priorities and Actions

### Overview

The ULS's FY17 strategic priorities were developed through a highly-participatory, organization-wide planning process. FY17 actions build upon FY16 accomplishments and use evidence, reported above, to support the cost-effective application of resources. Several FY17 actions implement recommendations or outcomes of FY16 goals. Major themes for FY17 align with the fundamental goals of the ULS Long Range Plan and the institution-wide strategic plan:

- Facilitate a data rich environment for faculty and students. Expand digital scholarship services in the areas of data services and tools, especially in the humanities and social sciences. Work with university-level partners. Develop data training. Explore linked data.
- Create innovative approaches to learning. Facilitate the use of our unique archival collections by completing implementation of a Fedora/Islandora repository system. Strengthen our teaching role in the university by examining, developing, and articulating our instructional mission. Explore new avenues in services and communication to personalize the library experience for undergraduate students.
- Inspire partnerships and inclusion. Use micro grants to encourage entrepreneurial, participatory, and collaborative endeavors, internally and through partnerships.
- Align support structures for success, diversity, and inclusion. Create an inclusive environment with the creation of a ULS staff assembly. Allow grass-roots practitioner groups to develop across the system to improve community, best practices, knowledge-sharing, and communication. Align library outreach and programs with university efforts in diversity and inclusion. Evaluate and improve the existing Diversity Intern Program.
- Continue the cross-organizational structure of strategic track areas to implement several strategic priorities.

### FY17 Priorities

Our FY17 plan extends the fundamental goals of the ULS Long Range Plan and the institution-wide strategic plan and sharpens our strategic focus in the following ways:

#### *Engage in Research Impact*

As a continuation of an expansion in space and services related to digital scholarship and to support new areas of research, the ULS has focused on several strategic areas around the facilitation of a data rich environment. ULS representatives will participate in University-level planning through the Pitt Data Commons group. Establishment of a training and professional development program within the ULS and training events or "camps" for the broader community will be offered to allow library staff and researchers to develop data expertise. The ULS will

target outreach to graduate students to place their datasets in the ULS institutional repository. Existing geographic and spatial data services will be expanded to include other areas of data-centric research, especially in the humanities and social sciences. Exploring the potential of linked data is key to the ULS's ability to bring our collections out of their silos by connecting directly to other data. Two strategic track areas, Research Data Management and Digital Humanities and Social Sciences, will investigate and implement several of these priorities.

### ***Advance Educational Excellence***

The ULS strives to support the changing learning and research habits of our students, staff, and faculty. To facilitate the use of our unique archival collections, the ULS will make it a strategic priority to complete implementation of a more modern, flexible digital library infrastructure. To reach new populations of students, the ULS will explore personalizing the approach of services and communications to undergraduates. To better teach students critical inquiry through research, the ULS will examine, develop, and articulate the ULS's mission as a teaching organization with the university. A strategic track area, Instructional Design, will implement this priority with the support of a new staff position, Instructional Designer.

### ***Strengthen Communities and Build Foundational Strength***

To improve our own internal community and facilitate partnerships, the ULS will implement several new strategic priorities. To inspire entrepreneurial, participatory, and collaborative endeavors, the ULS will initiate an internal micro grants program. Peers will review proposals through an open process. In our work to exemplify the principles of diversity and inclusion, the ULS wants to create new pathways of practice and communication for staff. A ULS Staff Assembly will be created to support professional and personal development, engagement, and communication for staff across departments and locations. This assembly will work in tandem with the existing ULS Faculty Assembly for librarians. The creation of practitioner groups will be facilitated across the system to improve communication and knowledge-sharing. The ultimate goal is to translate the work of these groups into better workflows and improved service. The ULS will align library outreach and programs with university efforts in diversity and inclusion. The existing Diversity Intern Program will be evaluated and improved.

The table in the next section provides a full listing of the FY17 strategic priorities. The headings consist of Institution-Wide Strategic Plan Goals and Initiatives (found at <http://www.pitt.edu/impact>), ULS Long-Range Goals, FY17 Strategic Actions, and Measurable Outcomes. This table represents our priorities and new expected outcomes for FY17.

## **FY17 Strategic Actions and Targeted Measurable Outcomes**

This section traces the connections between the institution-wide strategic plan goals and initiatives, ULS long range goals, and the strategic actions to be implemented by the ULS in FY17. Measurable outcomes are provided for each of the actions.

<p><b>Institution-Wide Strategic Plan Goal: Engage in Research Impact.</b></p> <p><b>Initiative 6: Create a Data- and Computation- Rich Environment.</b></p> <p><b>ULS Goals: Pioneering Research</b></p> <ul style="list-style-type: none"> <li>• <b>Enrich the University’s research enterprise by providing resources, services, training, and expertise throughout the research lifecycle to support scholars as they discover, gather, create, and share innovation and new knowledge.</b></li> </ul>	
<b>ULS Strategic Actions</b>	<b>Measurable Outcomes</b>
<p>1. Build outreach and data preparation guidelines related to deposit of datasets in D-Scholarship@Pitt by targeting students who are submitting ETDs.</p>	<p>Submissions of datasets supporting dissertations to D-Scholarship@Pitt. The creation of written documentation for preparing data for deposit in D-Scholarship@Pitt; the execution of a communications plan targeted at students submitting ETDs.</p>
<p>2. Build upon newly-expanded GIS services [FY16] to fill existing gaps in ULS data related public services supporting the creation and analysis phases of the research lifecycle, specifically data collection, preparation, and visualization.</p>	<p>Establishment or growth of data collection, preparation, and visualization services; cultivation of internal capacity and expertise through designated staff responsibility and professional development, partnerships with stakeholders across campus, attendance at programming and events.</p>
<p>3. Building upon the successes of the ULS/SIS Digital Workshop Series, develop the expertise needed to support expanded data services and organizational effectiveness within ULS.</p>	<p>Establishment of a training and professional development program within ULS and training events or “camps” for the broader community, participation metrics, cost-recovery or revenue for external facing events.</p>
<p>4. Conduct an in-depth environmental scan of Linked Data, enabling the ULS to better understand how we could enhance discovery and use of ULS digital collections, more effectively supporting scholarship and partnerships.</p>	<p>Reports generated will describe staffing and infrastructure needs and opportunities. Presentations and discussion will build awareness of Linked Data within the ULS.</p>
<p>5. Work on the development of University capacity, policy, and infrastructure for data storage, management, and sharing through engagement with appropriate stakeholders and participation in the Pitt Data Commons (PDC) group.</p>	<p>ULS representatives participate in University-level planning through Pitt Data Commons.</p>

<p><b>Institution-Wide Strategic Plan Goal: Advance Educational Excellence.</b></p> <p><b>Initiative 1: Enrich the On-Campus Learning Environment by Becoming a Laboratory for the Development, Testing, and Implementation of Innovative, Discipline-Based Approaches to Teaching and Learning.</b></p> <p><b>ULS Goals: Excellence in Education</b></p> <ul style="list-style-type: none"> <li>• <b>Consistently deliver resources, services and facilities to enhance learning and growth in academic programs and to support excellence and innovation in teaching and instruction.</b></li> </ul>	
<b>ULS Strategic Actions</b>	<b>Measurable Outcomes</b>
<p>6. To improve the accessibility of our unique digital collections and provide researchers with a greater opportunity to discover and interact with our holdings, we plan to prioritize the completion of a new, more modern digital library infrastructure in order to more efficiently manage and make accessible digital archival material.</p>	<p>The success of this option would be measured by the successful implementation of the Fedora/Islandora repository system.</p>
<p>7. To improve the information literacy skills of students and increase internal support for teaching, we plan to gather feedback to develop and articulate the ULS's mission as a teaching organization, as well as developing a ULS-specific working definition of information literacy.</p>	<p>Work with Assessment Unit to create a data collection plan that could include surveys, focus groups, and/or open meetings from at least 85% of librarians and staff who have teaching responsibilities. Adoption of a common definition and mission statement. Work with Communication to develop a lesson plan to promote the mission statement and teaching activities of the ULS.</p>

<p><b>Institution-Wide Strategic Plan Goal: Advance Educational Excellence.</b></p> <p><b>Initiative 2: Enrich the On-Campus Learning Environment Through a More Personalized Approach to the Student Experience.</b></p> <p><b>ULS Goals: Excellence in Education</b></p> <ul style="list-style-type: none"> <li>• <b>Consistently deliver resources, services and facilities to enhance learning and growth in academic programs and to support excellence and innovation in teaching and instruction.</b></li> </ul>	
<b>ULS Strategic Actions</b>	<b>Measurable Outcomes</b>
<p>8. To improve and personalize the experience of library services for students, we plan to pilot a working group gathering student feedback focused on the undergraduate experience of library services and communications.</p>	<p>Successful recruitment and ongoing participation of students in the development and testing stages. Launching of the new services. Assessment of these services from usability and usefulness perspective. Recommendation for improvements and implementation on larger scale.</p>

<p><b>Institution-Wide Strategic Plan Goal: Strengthen Communities and Build Foundational Strength</b></p> <p><b>Initiative 3: Partnering for Impact</b></p> <p><b>ULS Goal: Top Value</b></p> <ul style="list-style-type: none"> <li><b>Sustain our organizational commitment to efficiency through careful planning, assessing, and partnering. Demonstrate the value and expertise we add to the teaching and research endeavors of the University and seek opportunities and resources to support our ongoing efforts.</b></li> </ul>	
<b>ULS Strategic Actions</b>	<b>Measurable Outcomes</b>
<p>9. To encourage entrepreneurial thinking foster collaboration between the ULS and university faculty, we plan to start an internal micro grants program within the ULS to inspire endeavors that result in innovative programs and projects that enhance teaching and research initiatives.</p>	<p>The success criteria would be the establishment of an internal micro grant program and for the funding of at least one pilot project in FY17.</p>

<p><b>Institution-Wide Strategic Plan Goal: Strengthen Communities and Build Foundational Strength</b></p> <p><b>Initiative 4: Create a Diverse, Inclusive Environment</b></p> <p><b>ULS Goal: Top Value</b></p> <ul style="list-style-type: none"> <li><b>Sustain our organizational commitment to efficiency through careful planning, assessing, and partnering. Demonstrate the value and expertise we add to the teaching and research endeavors of the University and seek opportunities and resources to support our ongoing efforts.</b></li> </ul>	
<b>ULS Strategic Actions</b>	<b>Measurable Outcomes</b>
<p>10. Foster diversity and inclusion in the ULS in variety of ways, including improving staff engagement and communication. Align library programming efforts with university-wide diversity and inclusion efforts.</p>	<p>A. Establish a ULS Staff Assembly to support professional and personal development of staff members across departments and locations.</p> <p>Success is when a Staff Assembly created and reaches an initial participation rate of 30% of the classified staff. Subsequent years could have other success criteria, such as a specific % of growth in staff participation and/or sponsored activities like training, speakers, or joint events with the existing ULS Faculty Assembly.</p>

	<p>B. Reintroduce practitioner groups—groups of staff members with similar goals and responsibilities—in order to foster a greater sense of community across the ULS and a network for knowledge sharing and communication.</p> <p>Successful creation of the groups, regular meetings, and ongoing participation would be the first steps toward success and a measure of sense of community. Another success criterion would be evidence of impact on practice and/or policy. This could be evidenced by suggesting new practices or policies and, possibly, their implementation.</p>
	<p>C. Align library outreach and programs with university efforts in diversity and inclusion. Example: Develop a library program based upon the K. Leroy Irvis Papers and other African-American collections for Black History Month in 2017.</p> <p>Success will be based upon collaborating with faculty and/or students to participate in a display of selected materials and/or a public presentations.</p>
	<p>D. Evaluate and strengthen the existing Diversity Intern Program, including an examination of its duration.</p> <p>Success will be based upon collaborating with the Head of Library Human Resources, the Coordinator of Diversity and Inclusion Initiatives, current and previous interns to evaluate and improve the program.</p>