UNIVERSITY OF SOUTH FLORIDA LIBRARIES

Digital Scholarship Services

DSS Strategic Plan
2016/17-2018/19

January 2017

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Introduction

In July 2016, Todd Chavez, the Dean of the USF Libraries, made the strategic decision to combine the scholarly communications staff and the digital information services staff into one unit, Digital Scholarship Services (DSS). This new department will combine support for the USF Tampa Library's two repositories—the Scholar Commons institutional repository hosted on bepress' Digital Commons platform and the Digital Collections digital repository hosted on the Sobek platform.

This reorganization combined the skills of two related areas with complementary goals that were previously located in separate departments with little to no cross-communication or coordination. This allows for the acquisition and expansion of skills in each area, better utilizing staff time during downtime from either side. As Dean Chavez noted in his plan for the proposed department in June 2016 (see Appendix), DSS can provide services to students and faculty who may lack access to the software, hardware, or expertise needed to implement digital projects for their teaching or research goals. It also places digital scholarship services on an equal footing with more traditional library functions.

The two repositories have historically had varied goals and outside pressures. Digital Collections was originally part of Special Collections, and at the time of the merging, was still mainly reformatting materials from that collection to house in the online repository. Scholar Commons was formed to serve faculty and to collect, disseminate, and showcase original research from USF faculty and students. Merging the two units has energized the staff, and DSS looks forward to having a strong, unified impact on the success of the library's strategic goals.

DSS Vision & Mission

DSS VISION

Promote worldwide long-term open online access to research and primary source materials on behalf of USF and its partners.

DSS MISSION

Support the research and teaching activity of the USF community, promote innovative educational opportunities for students, and enrich the worldwide research landscape.

As part of our mission, DSS will:

- Build digital collections that provide open access to research and primary source materials.
- Advocate for author rights and promote scholarly publishing literacy.
- Help researchers at USF move their work through the various stages of the research lifecycle.
- Partner with faculty to present their research online and preserve their work through our repository systems.
- Preserve long-term access to digital materials.
- Explore applications of emerging technologies.

DSS: The Environment

DSS was created as a new department by the Dean of the USF Libraries in July 2016 with strong support from the Provost, the Faculty Senate, and the library's faculty. Faculty within and outside of the library have been very excited and supportive of the new unit. There are a wide variety of stakeholders for this new unit, including:

- Provost
- Dean of the USF Libraries
- Faculty/researchers
- Community partners, including individuals, museums, other organizations
- Digital Heritage Humanities & Collections staff
- Journal/monograph editors and authors
- Other library departments, including Special Collections
- Graduate students/Graduate Studies
- Office of Undergraduate Research
- National Cave and Karst Research Institute (NCKRI)—Karst Information Portal
- Donors
- Alumni

The digitization group has had a history of being "on demand" for various parties, rather than having planned projects, so DSS will shift that focus both within and outside of the department. This involves structuring workflows so that more material funnels through the Director—at least temporarily—so that DSS can get a handle on what is coming into the department.

One of the early questions that the department faced was trying to define what belongs in Scholar Commons and what belongs in Digital Collections, without getting into a turf war between the two. DSS is still determining how much cross-linking there should be between the two collections.

Technology changes rapidly, and this department will have challenges keeping up. Additionally, the scholarly communications landscape has changed tremendously in the past five years. Awareness of open access (OA) and related issues is growing. Innovation constantly pulls us in new directions, requiring ongoing training. Textbook affordability, including open educational resources and OA textbooks, is a major initiative from the Provost that heavily impacts this unit. The library's point person in charge of the Textbook Affordability Program (TAP) will be retiring soon, so while there may be changes in how this initiative is managed, DSS is dedicated to supporting TAP.

DSS is an innovative, forward-thinking group, but it is very small and there is a high demand for its services. Hopefully the staff will grow, and the department can upgrade its very outdated equipment in the next few years to better meet demand. Equipment for digitization is expensive and often obsolete within five years, which means the department must strategically plan the next piece of equipment each year with a lot of advance notice. DSS requires a robust equipment fund, which is currently very limited. Foundation or grant money could be potential funding sources.

We would like to explore our future relationship with the library's Digital Media Commons (DMC). Like DSS, this group develops digital content and supports innovative educational experiences. DSS would like to collaborate with DMC to see how the two can benefit each other.

There is also a pressing need for a documented preservation plan for all digital materials in the library. There are several options, including various LOCKSS repositories and cloud services. The digitization area is clogged with physical copies of digitized material, so DSS intends to develop a long-term plan that does not rely on hard-copy formats. The new Digital Initiatives Advisory Group in the library is going to assign a task force to work on creating a library-wide plan that will address these concerns.

Strategic Direction #1: *Establish a state of the art digital scholarship department to serve USF and our community partners*

Intent:

Through the development of internal and external partnerships, DSS will not only house varying types of primary and secondary data sources, but create platforms enabling users to interact with the collections in new and innovative ways. Over time, we will better link systems within and outside of DSS to promote more efficient use and discovery of related print and electronic collections.

What "state of the art" entails will change over the course of the next few years. Below are steps the department can take starting now. However, redefining what this term means over time and keeping current with technological developments and their applications to the department's work will be vital to keeping the DSS department on the cutting edge.

Key Actions:

- Identify key areas of focus for new work DSS would like to implement, such as open educational resources, scholarly communication lifecycle, data visualization/contextualization, and text/data mining.
- Conduct training for all department staff to teach new skills and proficiencies and create opportunities to spread work across several people.
- Prioritize equipment needs, document those needs each spring for one new large piece of equipment, and seek funding options.
- Investigate and develop new applications to support and promote the work of DSS.

The following critical success indicators will mark achievement in Strategic Direction #1:

- The department will implement at least three projects each year that represent data in new and innovative ways to encourage application in teaching and research activities.
- 90% of digitized material in an accepted collection will be material that can be used in research.
- DSS will maintain and update a list of new functions or initiatives the department would like to implement.
- DSS will acquire at least one new piece of equipment each year to replace the outdated equipment currently in use.
- Staff will have regular opportunities for more advanced training.
- DSS will implement new technology, encouraging innovation.

Strategic Direction #2: *Develop and implement a strong marketing and outreach plan*

Intent:

DSS offers a wide variety of services for researchers across all disciplines. These services range from open access journal publishing to development of new ways to represent research online. Having such a range of services requires an assertive, unified approach to effectively market and communicate what the department offers. This plan to market our services and do outreach to faculty will help us attract new research projects, collections, and funding.

Key Actions:

- Reach out to faculty to solicit up to three new innovative projects per semester connected to digital collections.
- Establish a web presence for the department that highlights both repositories, services offered, new collections, and contact information.
- Work with the library's Communications and Marketing Director to develop a marketing plan for the unit.
- Organize workflows to develop an evaluation process for new projects to make sure DSS is focusing the most effort on the highest impact work.
- Reorganize work among staff to involve more of the department in outreach efforts.

The following critical success indicators will mark achievement in Strategic Direction #2:

- Statistics for the websites and online collections will show strong traffic coming from a variety of referring resources (such as Google or the library's EDS discovery system).
- DSS workflows and effort will be more focused on collections with higher impact and usage.
- DSS will filter out lower-priority initiatives and restrict time allotted to those efforts.
- The DSS website will assist users in accessing the services they need and making the appropriate contacts.
- Faculty participation by department and college in the institutional repository will increase.

Strategic Direction #3: *Educate students and faculty on scholarly communication and digital literacy*

Intent:

Scholarly communication literacy and digital literacy are key areas in helping faculty and students navigate the world of research and publishing. DSS raises awareness of and knowledge about issues pertaining to electronic publishing, traditional print publishing, intellectual property, data management, and the research process in general. These issues include author rights, reuse rights, predatory publishers, and copyright permissions.

Researchers also need to effectively use tools and software to facilitate their research process. DSS can help introduce researchers to these concepts to ensure that the libraries' patrons have both the knowledge of and access to the tools they need to succeed. This effort involves collaboration with subject liaisons and digital experts within and possibly outside the library.

Key Actions:

- Conduct scholarly communications workshops for editors and authors to equip them with the skills and habits they need to critically and effectively navigate the publishing world.
- Develop a Scholarly Communication Lifecycle for USF, which will refer faculty to various areas of the university that can help them in their research process.
- Train staff library-wide on scholarly communication to enable them to help patrons at point of need.
- Coordinate with Digital Media Commons and instruction librarians in educating patrons in scholarly communication and digital literacy.
- Provide faculty consultation on developing data management plans.

The following critical success indicators will mark achievement in Strategic Direction #3:

- Library staff and faculty will demonstrate a base-level knowledge about scholarly communication and digital literacy appropriate to their position or classification.
- Faculty and students will use the Scholarly Communication Lifecycle to self-refer to various areas of the library and university.
- Faculty participation by department and college in the institutional repository will increase.
- Referrals and consultations with faculty, staff, and students will increase.

Strategic Direction #4: *Develop and implement a preservation plan for all digital collections to ensure longevity and security of our materials*

Intent:

The USF Tampa Library has developed strong digital collections for more than two decades. However, we want these collections to be known as viable systems for long-term preservation. Though our digital materials are backed up in a variety of ways, and the Scholar Commons material is housed in three archiving systems, there must be a cohesive library-wide preservation plan to properly archive digital materials for long-term stewardship, particularly for the Digital Collections repository.

Key Actions:

- Identify which materials need to be preserved, consulting with other departments as needed.
- Develop a recommendation for archiving digital materials in one or more off-site repositories. This should take bit rot, format migration, and other factors into account that will ensure long-term access.
- Conduct an assessment of the library's digital collections using the College of Research Libraries' Trustworthy Repositories Audit & Certification Criteria and Checklist and make corrections as needed.

The following critical success indicators will mark achievement in Strategic Direction #4:

- Materials will be archived and preserved in one or more off-site or cloud-based preservation systems.
- The preservation plan will document methods for maintaining and upgrading archive systems as needed.

Appendix

USF Libraries: Digital Scholarship Services Unit

Proposed Changes

The USF Tampa Library proposes to internally designate a new unit. The "Digital Scholarship Services" unit will focus on the following:

- Open-Access and digital publishing support;
- Institutional Repository (IR) services highlighting research accomplishments;
- public dissemination requirements associated with external funding;
- online conference management tools, including support for associated digital publications; and
- digitization, digital preservation, and metadata services to support digital projects in any discipline.

The attached graphic depicts the organizational "evolution" of the two units that we propose to merge to form the Digital Scholarship Services unit. The proposed unit will include the following roster of <u>current</u> staff/faculty:

- one director (administratively-assigned librarian to lead the unit);
- one librarian (Scholarly Communication and IR management);
- one Admin-level Coordinator of Library Operations (digital publishing);
- one Staff-level Collection Specialists (digital publishing);
- one Admin-level Manager of Library Operations (supervising digitization services);
- three Staff-level Library Specialists (digitization services);
- one Admin-level Technology & Systems Analyst (database design and management); and
- student assistants to supplement the work of the faculty and staff.

Rationale

The primary driver for the proposed change is the fact that <u>support for digital scholarship is a central and growing concern of the USF Tampa Library</u> and of the broader academic library community. The results of the 2015 Ithaka S+R survey of 1,300 USF faculty (n=168) revealed that a clear majority of respondents desire support for digital scholarship activities (see http://www.lib.usf.edu/guides/ithaka/).

The proposed reorganization combines the skills, expertise, and infrastructures of two units who share complimentary goals and methods but have been in distinct "siloes" as a result of the current organization. The reorganization also addresses two long-standing challenges.

- The reorganization repositions the unit to directly support students and faculty

who seek to engage in digital projects but who may lack access to the software, hardware, or expertise needed to realize their teaching or research goals.

- The reorganization places digital scholarship services on an equal footing with more traditional library functions.

Financial & Budgetary Implications
Other than internally funding the administrative stipend for the director of the proposed unit, there are no known budgetary implications. This is not a cost saving action, rather the intent focuses on 1) increasing collaboration /synergy throughout the library, 2) increasing access to services, expertise, and infrastructure, and 3) maintaining an equitable workload and service portfolio among the members of the library's management team.

Timeline
Our goal is launch the new unit in the fall term to ensure that the services are available to faculty and students as quickly as possible. The personnel impacted by the proposed reorganization will experience no disruption in their assignments and minimal disruption in occupying new workspaces (existing). The librarian who has been identified as the intended director for the new unit has, in effect, been doing this job informally since our previous dean departed in July 2015. Because the anticipated disruptions are minor and largely limited to changed (and improved) workspaces we believe that we can move quickly to implement the proposed reorganization.

Record of Consultations
The following summary outlines consultations to date.

- Discussions concerning the future directions of the library and involving all of the library faculty and senior staff occurred throughout the fall of 2015. Three one-half day meetings generated a consensus around four central themes including the importance of the library's role in supporting digital scholarship.

- The proposed change was shared with the Provost on April 15th as part of a discussion concerning the future of the library's leadership.

- The library's management team discussed the specific details of the proposal during the early part of May and approved the plan and consultation process on May 16th.

- The librarian who was best positioned to lead the new unit by virtue of her expertise and past excellence in leading one component of the merged unit (i.e. scholarly communications and OA publishing) was consulted. She signaled her willingness to serve if the opportunity was presented.
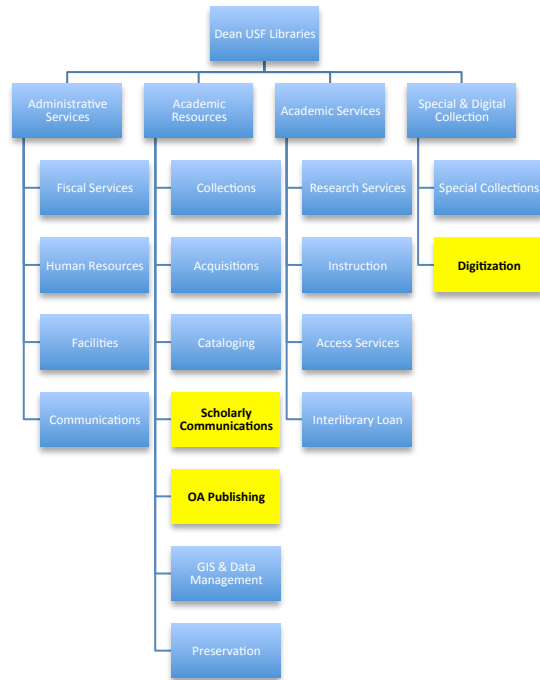
- On the morning of June 1st, a high-level overview of the plan was presented to the entire library during an all-staff meeting. The overview was limited to "broad strokes" and solicited general opinions regarding the need to form a unit focusing on digital scholarship services.

- On the afternoon of June 1st, I shared the specifics of and sought support for the proposed change with the two affected departments – Academic Resources and Digitization Services. Apart from operational questions concerning various functions within the respective units, the comments were positive. Everyone was invited to share any concerns privately if they wanted to do so. None did.

- On the afternoon of June 2nd, I shared the specifics of and sought support for the proposed change with the library faculty (approximately 80 percent were in attendance). I outlined the sequence of events that led to the decision and discussed the assignment of the director; the library's shared governance document outlines how directors are internally appointed, and this meeting served the consultation requirement.[1] Although the process leading to the creation of new units is not addressed in the document, I invited a vote on the issue (carried out by a discussion and voice vote in my absence).

  o The faculty unanimously voted <u>for</u> the appointment of the director of the proposed unit.
  o The faculty unanimously voted <u>for</u> the permanent appointment of the Acting Director for Academic Resources (temporary assignment when I was asked to serve as Interim Dean) to Director of Academic Resources.
  o The faculty overwhelmingly supported the formation of the new unit, but asked to be consulted earlier in similar future processes.
  o The faculty reviewed and provided input into this document.

Submitted June 23, 2016 by Todd Chavez (Interim Dean, USF Libraries) and Barbara Lewis (Chair, USF Libraries Faculty Committee)

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[1] The document states, "Internal appointments must include formal consultation involving the entire faculty. A secured, anonymous vote by faculty in the affected department coupled with a vote by secret ballot to endorse/not endorse the appointment shall be conducted at the discretion of the Dean." Because the faculty in the affected department was limited to one librarian, I met with him personally to seek his input. I also met with the affected staff as a courtesy to them and in recognition of their contributions.

Library Organization, 2009-2012

- Dean USF Libraries
  - Administrative Services
    - Fiscal Services
    - Human Resources
    - Facilities
    - Communications
  - Academic Resources
    - Collections
    - Acquisitions
    - Cataloging
    - Scholarly Communications
    - OA Publishing
    - GIS & Data Management
    - Preservation
  - Academic Services
    - Research Services
    - Instruction
    - Access Services
    - Interlibrary Loan
  - Special & Digital Collection
    - Special Collections
    - Digitization

Library Organization, 2012-2016

- Dean USF Libraries
  - Administrative Services
    - Fiscal Services
    - Human Resources
    - Facilities
    - Communications
    - Digitization
  - Academic Resources
    - Collections
    - Acquisitions
    - Cataloging
    - Scholarly Communications
    - OA Publishing
    - GIS & Data Management
    - Preservation
  - Academic Services
    - Research Services
    - Instruction
    - Access Services
    - Interlibrary Loan
    - Special Collections

Proposed Library Organization

- Dean USF Libraries
  - Administrative Services
    - Fiscal Services
    - Human Resources
    - Facilities
    - Communications
  - Digital Scholar Services
    - Scholarly Communications
    - Digital Publishing
    - Digitization
  - Academic Services
    - Research Services
    - Instruction
    - Access Services
    - Interlibrary Loan
    - Special Collections
  - Academic Resources
    - Collections
    - Acquisitions
    - Cataloging
    - GIS & Data Management
    - Preservation