SPACES

Spaces: Session 1 (Group 1)

Mindful evaluation of how space changes (and other changes such as moving books offsite) impact library staff/departments
Creativity room for students, faculty, staff
Virtual or physical storage for 3D objects—student/faculty work
Public event space/auditorium for library programs (e.g. 3MT, special panels/lectures)
More group study equipped with technology, glass write-on walls
Keep all spaces clean, painted, odor free
Get rid of unused furniture and equipment clutter
Clarity around space ownership and better idea of facility management procedure
Dedicated employee meeting space
Bridge walkway over Peace Garden—Tepper library space and connect to Hunt
Rethink and evaluate service spaces and ways to create more library spaces
Exhibit spaces for students, faculty, staff
Underground storage with automatic retrieval
Nearby print materials (visible, same building, underground?) but there’s flexible space, old and new
More attractive end panels for shelving units
Review print collections—send unused materials offsite to free up space
Reading room and open hours at offsite
Dedicated restrooms for library staff
Dedicated digital scholarship center- physical space
More open/inclusive to all CMU members in library
Unplugged zone
Redesign or upgrade server room

Spaces: Session 2 (Group 2)

Refurbished staff lounge
People who work together often should be closer together
Quiet contemplation space
Replace old furniture with variety of options (individual and group work)
Consolidate all archival collections in one space
Improve seating (lockable/individual study cubes, window well seating)
Library-only meeting place
Faculty space—collaboration with information
Presentation practice space with technology
More BYOD spaces
Better offices and spaces for staff (including dedicated offices for people without)
Telecommuting opportunities to help with staff space
DataViz space with skilled staff (especially cosmology)
Food free areas (enforced)
Don’t sacrifice staff/faculty space for patron space
Remove IDeATe 1st floor classrooms and redesign space for users
Better physical or digital signage in spaces with real-time availability notices
Library space is for library (not partners)
Quiet/private space for staff who are not feeling well
Better training to use equipment/tech in library spaces
Design spaces that inspire users to think and innovate
Offsite storage space with dedicated staff, open hours, reading room
Look at opportunities to use underused spaces (e.g. video collection, archives reading room) for meetings/consultations
Quiet booths, soundproofed, for practice, music, interviews

Spaces: Session 3 (Group 3)

Consolidate HVAC/security for archives and special collections
Ask Provost to go to departments and ask for liaison space
Remove center stacks on HL2 (and behind video collection)
Create story center to watch video/audio about CMU history (in archives)
Dedicate a book-centric humanities lab at Hunt or create humanities library
Remove all stacks on HL2 to create student study flex-space
Reading room at offsite where people can access materials
Reclaim and organize space for library use and really think about space depts are losing
Remove HIBD from HL3
Staff-only men’s restroom
New furniture and new paint and more outlets library-wide
Digital directory sign for staff and departments and names/room numbers on offices
Digital scholarship space
Remove Osher from HL
Advertising space around university for library services and collections
CAT for Hunt staff lounge
Robot races inside Sorrells
Mindfulness/unplugged room
Dedicate wall space in high foot traffic area to display local research/scholarship (recent)
Redesign Maggie Murph cafe and seating area
Update/remodel staff spaces (new furniture etc.)
Better entrance doors at Hunt
Repurpose small spaces at Mellon for archive use
Appropriate storage for artistic properties (not a closet)
Renovate Hunt staff lounge
Offer new stage at Sorrells for interactive events (lectures etc.) open to university
Renovate office space at offsite to provide scanning services (e.g. ILL at offsite)
Digital exhibition room for documentaries, photo slideshows
Create a space for old computers and AV kit that can be used
Flexible multi-use staff lounge for meetings, lunch, library events
Offsite renovation—compact shelving/automated retrieval

Spaces: Session 4 (Group 4)

Reclaim library spaces
Lab with centrally controlled computers
Sell Mellon Library space to chemistry/biology
Improve transport between building (e.g. to/from offsite)
Improve signage including office names and numbers
Put working groups together
Humanities Library
Architecture and Design Library
Offsite storage reading room
Collaborative multipurpose rooms for teaching/workshops with technology etc.
Division wall for Studio A
Digital scholarship space
Showcase remaining books—curated, visible, attractive, part of space
Bridge walkway over Peace Garden
More space for archives and special collections
Re-evaluate furniture and whiteboards in basement
Zoning of public vs. faculty/staff spaces
Flexible use meeting/consultation/workshop space (under library control)
Spaces for classes, events, exhibits
Negotiate embedding librarians into departments to create more library space
Move HIBD from HL3
Shared cold storage across local libraries
New furniture for quiet study on HL3
Redo staff lounge
Restrooms on HL1 (gender neutral?)
Exhibition space, digital and analog, across library
Incorporate more “play” and creativity into space
On-campus digitization services
Look at empty space for new hires
ASRS for Hunt and offsite
Evaluate all current and new space for HVAC, pest control, power
Vastly improve building maintenance
Compact shelving
Eliminate video collection space (not collection)
Improve offsite archives facility
Redesign technical services space—staff cubicles and work area

**Spaces: Session 5 (Group 5)**

Diversity of makerspaces open to all
Evict Osher
Define space and perception of space—do we need a new library? Revisit and optimize staff workspaces
Multipurpose staff lounge—partition wall
Compact shelving at offsite
Renovate and update Mellon Library
Redo/redesign cafe area—modular seating, no big tables, collaborative tools, moveable furniture
Bean bag chairs
Exhibit procedures—support, advertising opportunities, easier to find request form
Better use of reading rooms as small event spaces
Outdoor seating/gazebo with power
Collaborative/relaxed comfortable work space with department and team areas
Research consultation area with special service (GIS, etc.) help
Interactive discovery screens/tools beyond catalog iPad kiosks—when not in use highlight library events
Top-to-bottom cleaning and maintenance of building
Presentation practice room and Skype interview room
Finish wiring Hunt conference room
More interactive screens
Personal charging/security stations
Short-term plan for space
Signage for physical and virtual
Self-service features to rethink access services space and staffing
Meditation room
Virtual communication system (webinars etc.)
Use shelves or remove them (no empty ones)
COLLECTIONS

Collections: Session 1 (Group 2)

Open a reading room at offsite storage
Simplify search process
Develop a formal process to communicate information about new collections
Develop collections for under-represented groups, such as African-American students
Consolidate print collections to one library/location and provide delivery services
More aggressive analysis of collections to inform decisions about acquisitions and maintenance
Hire dedicated staff for collections maintenance
Data-driven acquisitions and collection management decisions with usage statistics
Research what you’re replacing
Continued work on serendipitous discovery of digital collections (e.g. Yewno)
Digitize collections that support university programs
Consolidate archival collections to one space
Fetching for patrons and delivery to faculty offices or circulation desk
Focus on unique and special collections not available elsewhere
Redistribute the collections allocation budget
Encourage vendors to join InCommon Federation for SSO
Formal review of leading resources for all academic units in order to identify gaps
More money to develop signature collections with CMU focus (e.g. George Romero)

Collections: Session 2 (Group 3)

Library app for smartphones to access collections
Make it easier for scholars to create archives and special collections around items in their research
Encourage vendors to join InCommon Federation for SSO
Select an ILS that allows easy use of linked data for catalog records
Either support or get rid of art properties
Collection assessment—select areas for concentration
Partner with vendors to improve e-book platforms
Reduce the print collection by at least 30-40%—purchase e-copies where possible
Keep more detailed statistics for collections
Design a collections interface that is targeted to algorithms not humans
Provide funding for in-house digitization of special collections
Are we missing collection areas? (e.g. government collections)
Hold a digital resource day for students to bring resources to light
Return to vendors that lease or rent materials instead of purchasing
Utilize digital collections for online exhibitions
Increase allocations for physical collections for disciplines that rely on these
Streamline research databases based on usage and department
Weed video collection
Unify special collections into one unit
Solicit more input from users on what to collect
Partner with Pitt to combine off-site storage
Regular data-driven collection assessment
Video streaming service
Create collection of historical software that is easy to access
Host and collect endangered government data

Collections: Session 3 (Group 4)

Increase the collections budget for everything
Clear, transparent collection policies and strategies
Major weeding that includes staff input and is data-driven
Explore integrating collections with Pitt
Major research into preservation of born-digital—we should be leaders in this area
Digitization projects for library collections on demand
Dedicated terminals/service points to showcase and provide access to archival collections
Tools to access all collections in one space
Pop-up exhibits for unique collections across campus
Narrow collecting focus for depth not breadth
Explore ASRS for Hunt and offsite
Better tools and workflows to access digital special collections/archives
Classify print journals (call numbers)
Examine platform access to digital collections for acquisitions and collections—multiuser etc.
Analyze subscriptions vs. ownership
Marketing and communications initiatives to showcase collections
Limit items going to offsite
Digital tools to search, access, and create presentations and exhibitions across silos
Increase capacity and prioritization of care for archival and special collections
Physically care for print collections—treat remaining print collections as an asset
Enhance MyLibrary/MyCollections to allow saving of digital resources @CMU—improve ability to save, identify, and access digital research materials
Get the most from consortial relationships
Stronger focus on metadata for digital collections
Reevaluate microfilm/microfiche collection
Strategies and tools to support holistic digital preservation across silos
Clear digital collection/preservation policies for both digital research objects
Virtual shelf browse in catalog
Evaluate big service packages
More robust collection care budgets for archives and special collections
More resources for digitization
Hire electronic resources librarian
Incorporate AV collections and streaming into wider library operations

Collections: Session 4 (Group 5)

3D scanning of objects in archives
Fill key positions in acquisitions
Purchase an ILS that integrates unique items
Assess community interest in popular fiction/non-fiction
Make streaming media easier to id/access and acquire more
Increase acquisitions experimentation e.g. licensing vs. purchase
More diverse formats for digital collections—less device dependent
Digitize large format collections (e.g. maps)
Staff dedicated to enhancing collections discoverability—user-focussed R&D
Purchase perpetual access for e-books
Find another home for Osher
Better communications about digital products—marketing to users, transparency
Identify e-reading tools that support pedagogical aims
Weed collection at offsite
Increase organizational structure around collection development—better disciplinary collaboration
ASRS for offsite collection
Increase visibility of archives and special collections
Refine and improve “where is it” function on catalog
Participate in shared print projects to shrink collection
Staff to support digital accessibility issues
Develop life-cycle plans for equipment
Virtual bookshelf
Get rid of art properties
Use or remove exhibit cases
Steamline materials ordering process
Use metrics to assess journal usage
Better process to assess equipment before we buy
Entire collection in CAMEO
Dedicated purpose-built space for special collections
Preservation program for special collections
Review allocation allotments
Discovery system that discovers everything we have
Collections: Session 5 (Group 1)

We need a collection development policy
Increase efforts to share subscription costs with institutions, schools
Increase collaboration on campus via exhibits and events
More programming to bring students to collections
Better advertising of unique collections
Prioritize digitization based on use
Review audio collection to develop policies and increase access
Provide Amazon-like recommendations in catalog
Increase IT and e-resources staff to improve access to e-collections
Better findability/promotion of digital collections
Assistance in identifying funding and resources for digitization
Digitize collections to unify analog and born-digital material
Regular shelf-reading to manage print collection
Scanning on demand for e-delivery services
Tools to better collect stats and metrics on collections to make data-driven decisions
Use video to highlight special collections and archives
Develop born-digital records program
Better signage in library
Enhanced metadata for collections—dissertations
Develop non-traditional lending—e.g. yoga balls
Reliable documentation to track donors and donations
Support or get rid of artistic properties
Display collections in different ways—highlight books
Online exhibits for special collections and archives
Virtual reality library
Library cats
Gift policy for faculty donations

OPEN SCHOLARSHIP

Open Scholarship: Session 1 (Group 3)

Talk with faculty and students about open access and licensing at the beginning of research
Training for library faculty/staff on interoperable tools
Teaching services unit to serve clients with data services needs
Train all library staff in copyright
Copyright attorney for library
Partner with Pittsburgh Public Civic Data Initiatives (storing and hosting data and events)
Library publishing service/press for monographs
Capture CFA projects and research (presentations, research, concerts)
CMU-based idea repository for working ideas in progress
More digital resources for course reserves and collection
Partnership with Creative Commons including licenses
Web-hosting for faculty, staff, students including showcase of unique research output
Support research data organization and storage
User-friendly digital repository that allows easy self-submission
Arts and humanities collections in repository
Showcase open scholarship projects regularly
Require labs to share research data in CMU repository before publication
Matrix for digitizing collections and stick to it
Track open data with analytical tool
Easy to apply for fund for arts and humanities APCs
Review how peer institutions are using digital resources

Open Scholarship: Session 2 (Group 4)

Add an easy to find tab of resources and services for fundraising, databases, analysis tools, everything digital in one place on repository
Change mindset of peer-review on campus toward open
Consulting services and workshops on metadata and IP
Link on homepage to info on step by step process for OA publishing
Analytics on research—grants, funding, trends
More financial support for open access publishing - focus on students, adjuncts, reproduction fees for images
Easy workflow for digital deposit of ETDs
Digital preservation policies and strategies
Collaboration with peers on platform to share research
More robust preservation tools that are cross-repository platforms
Educating researchers about benefits of open scholarship, open research tools, and software for presentation/access of work
More clearly defined collection policies for digital repositories
Outreach on licensing and copyright options beyond CC-BY
More nuanced understanding of Open Access
Education on metadata and documentation to make data/research reusable

Open Scholarship: Session 3 (Group 5)

Expanded support/expertise for copyright/fair use especially for creative work
Campus and inter-institutional resources for Open Educational Resources (including textbooks)
Library-wide events for repository services and users
Library support for founding OA journals
Data Viz and GIS librarians, staff, labs open to all
Internal training for copyright knowledge
Collaborate with nearby universities on open scholarship
Host open scholarship event
Digital preservation archivist
Staff, expertise, infrastructure for open scholarship
Strategic plan for campus-wide adoption of open scholarship (campus champions)
Evaluate and improve infrastructure to support and host open scholarship
Create list of free OA data sources
Talking points for outreach and education on open scholarship for library and campus
Culture of “open” in the library—practice what we preach
Way to provide access to licensed data to campus users
Reproducibility services and support—verify datasets and code
Library-led ProSEED grant for faculty and students to do work which is open and then shared in
   library and repository
Campus perception/outreach for library as hub of expertise and services for open scholarship

Open Scholarship: Session 4 (Group 1)

Training on components of Open Scholarship for hands-on researchers (students/junior faculty)
Better education outreach on Open Access journals/publications
Marketing and prioritizing roll out of KiltHub
Library-based rewards program for Open Scholarship and Open Access practices for researchers
Streamline software workflows for researchers—curated support
Open Scholarship workshop for faculty, students, librarians
Training on Open Source software for library people
Intro to metadata for researchers to make metadata more accessible
Identify good Open Source tools for disciplines that may not have/use them
Recognize real-world barriers to making data and work publicly available—solutions for working
together in other ways (e.g. closed data archives)
Services to run surveys and collect data with new or existing (open) measures
Programming to promote KiltHub with librarian support
Clarify messaging about KiltHub—what is it? data only? IR? all?
Data management compliance check for researchers with funder mandates
Integration of data management and data ethics with RCR training
Highlight successful OA collaborators between institution

Open Scholarship: Session 5 (Group 2)
Award prizes (kilts?) to users of KiltHub every month/quarter
Ways to increase use of IR
Mandated deposit of ETDs in IR
Recognize that open scholarship may not apply to all disciplines
Incorporate all collections and IR holdings into discovery layer
User friendly interface for searching and downloading from digital collections
Library attorney to advise on copyright, OA, regulatory compliance
Start an open science incubator—real-time open ecosystem to do research in
Training for liaisons in open scholarship and define expectations for skills
Update and improve web pages for open scholarship
Encourage publishers to offer OA
Identify lab notebook that can feed into KiltHub—and encourage/support use
Educate entire campus about open scholarship and OA
Provide money for all types of OA charges (not just APCs)
Encourage more SCOAP3 type OA
Communicate open scholarship initiatives inside library

ADVANCING RESEARCH

Advancing Research: Session 1 (Group 4)

Librarian door-to-door outreach to scholars (proactive research liaisons)
Holistic approach to digital preservation
Developing the librarian as researcher (co-PI, help plan data/research preservation, get involved in grant economy, and do our own research)
Fail points—Summon/360, fix/replace?
Research tool suite—(interoperable and seamless tools to access library resources)
Collaboration—more and higher quality with peer institutions
IP rights and management education/info for more library personnel
Assign a Librarian to each Dean (librarian asks the dean what is needed, asks about new initiatives, etc.)
Services for supporting big data
Stuff to help people learn about tools from disciplinary perspective
Expanded opportunity for librarians to participate in research showcases (with and as faculty)
Reconstitute senate advisory board
UX Librarian (especially work with digital resources and services)
Bioinformatics librarian
More Domain knowledge librarians
Data tools (GIS, big data) and on-demand high performance computing
Advocacy, born-digital research (P+T, preservation, peer review, credit)
More respect, acknowledgement of, and advocacy for teaching and learning
Hosting research/cross-campus collaboration as a hub and sponsor; establish coherent support
at the library and unit levels
More resources for acquiring e-resources and print to support research
Enhanced metadata for the libraries’ unique digital resources

Advancing Research: Session 2 (Group 5)

Linked data—use it, provide training, tools, processes
Improve discoverability of research services (web-based, tool to add to catalogue, inform)
Library publishing services unit to support non-traditional research (research without traditional
outlet)
Advancing non-traditional/non-linear knowledge (in modes beyond print and digital—e.g. performance)
Need a genuine digital preservation unit
Capturing and sharing what other libraries are doing (greater strategic awareness)
Faculty speakers/talks series (library hosting and promoting these regularly; e.g. Dean’s talk
series; strong branding)
Promoting (marketing and communications) library-led research services
Oral history services
Interdisciplinary research services; faculty matchmaking
À la carte information literacy service
Expanding our scholarly communication ecosystem by collaborating with other campus partners
(e.g. GCC)
Add/incorporate AI into library systems, tools, services
Library adding health and wellness as part of research cycle

Advancing Research: Session 3 (Group 1)

Library to host and promote faculty talking about/sharing ongoing and recently completed research
Assess and recognize current barriers to advancing research—library-based environmental scan of CMU campus
Be the hub for research output—process (currently no coherent CMU policies, requirements)
Pursue partnerships with other campus units (OSP etc.) to promote library support/services to advance research
Enhance metadata of digital collections—increase infrastructure (tech, staff, skills)
Leverage library technology and services (Elements, Figshare) to assess and share ongoing research of campus as a whole
Better communication between library and researchers to assess and meet needs
Provide a way to visualize research—tools to help visualize the research process/threads
Dedicated team who educate library and rest of campus in best practices and approaches/methods
Research 101: what do we do in the library, how do we share with campus, what is research
Survey, design track evolution of what research is
Designate team or librarian to identify interdisciplinary opportunities—internal to CMU and intra-institutional

**Advancing Research: Session 4 (Group 2)**

Offer virtual sandboxes to departments to aid in evaluating tools to advance research
Research methods expertise within librarian group—coach/consult
Work more closely with researchers to understand their needs
Continue to fund new and ongoing research tools and databases
Become more active in linked open data to better expose resources and research
Additional funding for APCs (we keep running through the budget)
Review metadata across the board to aid and enhance discovery
Re-evaluate and reinvigorate bibliotech labs
Research 101: what is it now, how to track its evolution
Stats methods advice and consultation
IoT—encourage partnership with libraries
Encourage library personnel as participatory design guinea pigs
Interdepartmental research collaboration—between departments and library (e.g. Digital Humanities)
Provide training and define expectations for liaison librarians re new tools
Data viz and design consultations
Collaboration with local research institutions
Encourage more vendors to join InCommon Federation

**Advancing Research: Session 5 (Group 3)**

Sustainable funding to maintain research resources (stop relying on grants/soft-funding)
Create opportunities to support interdisciplinary research
Partner with PSC to help people get and use computer time
Increase collaboration with peer institutions
Library host more opportunities for students to practice presenting research
Library host platform to help faculty share research
Hire big data librarian
Presentation studio for students
Create grant package to help facilitate data preservation component of funded research
Virtual sandbox for librarians to test-drive tools and solutions before rollout to faculty/students
New Tools/functions to share digital resources beyond LibGuides
Digital preservation plan beyond back-up
Track and update library knowledge of K-12 information literacy
Fund for unique research requests—no-excuse fund
Support self-publishing—platform and services
Host series of cross-campus workshops and hackathons around special collections and unique digital content
Promote sharing the research, creative and artistic expressions of library personnel within the library

SKILLS AND SERVICES

Skills and Services: Session 1 (Group 5)

Teleconference meeting rooms
Service owners and champions catalog
Data usage and assessment skills development
Additional IT personnel
Digitization services for campus
Skills catalog (internal)
Data services unit
Offsite facility coordinator
Systems librarian
Skills catalog (external)
Staff training program
Offsite facility vehicle
Refine/faster e-reserves digitization/process
Adjunct faculty services
Outreach to academic clubs
Improve offsite communication

Skills and Services: Session 2 (Group 1)

Formal literature review service
New-hire training program
More library initiated events
Born digital preservation program
Library course on research
Fetch service with images of nearby shelf and items
Define and showcase library services
Faculty delivery service
Resources to plan and execute workshops
On-demand scanning service
Small project initiation process
Concierge service
Scanning unique CMU collections
Senior library administrators
Policy on staff training
Improve process and training for directing requests
Full-text service

Skills and Services: Session 3 (Group 2)

Opportunities/funding for staff development
Offer virtual hosting services to other campus groups
Mandatory/codified employee development plans
Provide admin/tech/coordination support to liaison librarians
Professional development program on new technology
Establish written expectations of skill levels (consequences if not met)
Review and evaluate existing personnel positions and responsibilities
Hire more support staff
Encourage staff to share skills and abilities outside of current responsibilities
Set aside time for employee development
Improve marketing and communications of current library services
Not every skill or service should be expected to be provided by libraries
A distinct owner for every service
Obtain necessary equipment to provide services
Evaluate and replace equipment as needed/on schedule
Time training to coincide with roll out of new services
Create more opportunities for internal collaboration

Skills and Services: Session 4 (Group 3)

Entrepreneurial issues librarian (patents, trademarks)
Offsite coordinator
Create ISO standards database
Library R&D team
Web development training for library staff
E-resources/serials librarian
Management training for supervisors
(Allow cold snacks only in HL : more a Space concern not service)
Country-based library ambassadors
Improve library security
More internships for LIS students
Digital preservation specialist
Training on library resources for patrons
Vendor-sponsored training on new ILS
More staff for archives and special collections
Training on online exhibit software
Library event support team
Training on copyright issues
Better inter-departmental comms on workflow changes
Hire software developer for non-library systems
Hire assessment librarian for needs assessments
Standing or treadmill desks
Pet therapy service

Skills and Services: Session 5 (Group 4)

More hires in IT, R&D, circulation, offsite
More staff for cross-disc areas eg GIS
Student internships related to GIS etc.
Combine archives and special collections under common leadership
Inventory current skills to maximize new opportunities for new services
More time and resources for training
Increase metadata services
Expand research and scholarship analytics cross training to enable librarians to partner with researchers
Investigate ways to provide instructional technology support
Hire records manager
Review and update job descriptions to reflect current/future needs
Encourage corps departmental work
Augment RDM services
More digitization staff and services
Strengthen and activate UL management to provide strategic leadership
Create learning and development program for new competencies
E-resources librarian
Workshops and training on digital preservation