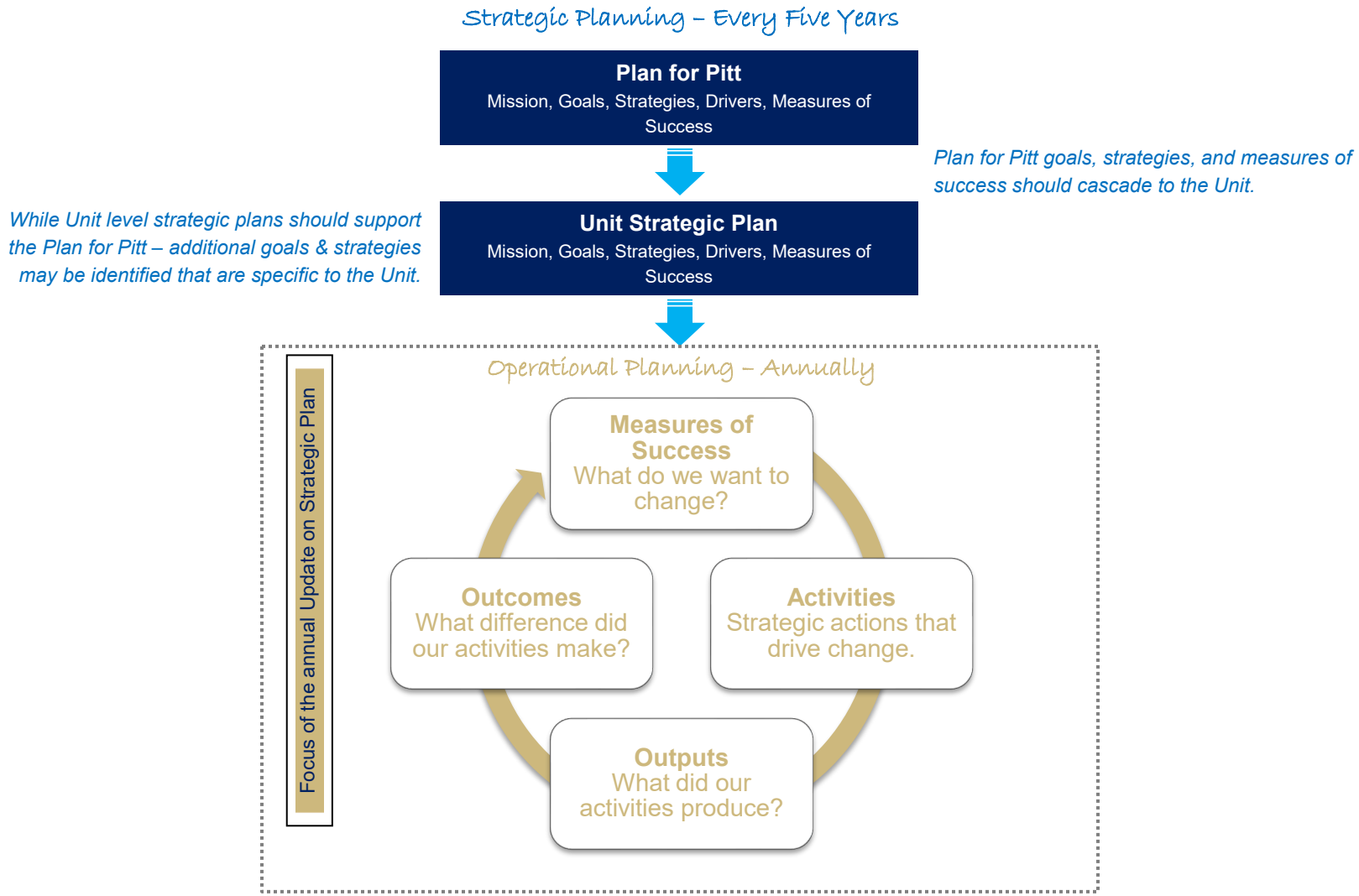
Update on Strategic Plan – Academic Year 2019

Framework



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Section 1: Executive Summary (limit - no more than 5 pages)

1.1 MISSION & STRATEGIC GOALS

Mission

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

Values

At the University Library System we are guided by the Core Values of Libraries and those of the University of Pittsburgh. In everything we do, we are deeply committed to:

- Diversity
- Innovation & Creativity
- Teamwork & Collaboration
- Customer Service
- Adapting to Change and Learning

Goals & Strategies

Goal 1*: Be a catalyst for critical scholarly inquiry, innovation, creation and learning at the University of Pittsburgh. Strategies:*

- Develop robust understanding of the behaviors and needs of our communities.
- Weave our resources and expertise throughout the technical and social infrastructure that supports the research lifecycle at Pitt.
- Provide access to information that meets the changing needs of the University community.
- Be an advocate, partner, and resource for experiential and dynamic teaching and learning at Pitt.
- Promote our libraries as a hub for inquiry, innovation, creation, and learning.
- Integrate information skills and related critical thinking competencies into the curriculum

Goal 2: *Be a leader in active, trusted stewardship of the evolving scholarly and cultural record. Strategies:*

- Strengthen our ability to ingest, preserve, and provide access to born-digital and digitized information.
- Expand our capacity to collect, preserve, and provide access to multi-modal scholarship.
- Actively collect and preserve scholarly and cultural materials that amplify under-represented voices and global perspectives.

Goal 3: *Model and champion openness, transparency, and accessibility.Strategies:*

- Promote openness and transparency in decision making processes.
- Invest in open scholarship to enable broader access to information and more open, equitable, and academy-centered outcomes for scholarship.
- Advocate for changes in economic models in scholarly publishing.
- Provide robust public service that is accessible, inclusive, and approachable.

Goal 4: *Continuously develop and sustain a culture of professional growth, responsiveness, and accountability. Strategies:*

- Improve access to and support professional development for all ULS personnel to nurture creativity and invigorate our programs and services.
- Improve our processes to ensure efficient and effective use of our resources.
- Develop additional resources to advance our mission.
- Improve our systems for collecting, sharing, and use of data to drive informed decision-making and to demonstrate our impact.
- Develop and demonstrate expertise to deliver unique value to the Pitt community.

Goal 5: *Be active creators and connectors in local and global information networks. Strategies:*

- Increase the discoverability, visibility, and usability of the intellectual output of the University community.
- Partner where expertise is complementary and where shared goals exist to achieve mutual benefit.
- Reduce local barriers to participation in global information sharing.
- Work collectively with national and international organizations and movements to effect positive change in the scholarly ecosystem.

Goal 6: *Commit to diversity and inclusion in everything we do. Strategies:*

- Provide programming, content, and services that reflect our commitment to diversity.
- Develop diversity-focused leadership in every part of our organization.
- Create an inclusive and equitable work environment where all can reach their full potential.
- Model best practices and recruitment strategies for hiring and hosting diverse library workers.

1.2 MAJOR ACCOMPLISHMENTS – YEAR OVERVIEW

As you can see in the sections that follow the ULS has accomplished a great deal this past year. We highlight the items below because of their importance to the library's role in student and faculty success through programs, services, spaces, and increased staff expertise.

Reopening of the Hillman Library Fourth Floor ***(****Advance Educational Excellence)*

The remodelled Hillman Library Fourth floor opened in September 2018 and has been extremely popular with students. In fact, the Fourth Floor was recently voted "The Best Place to Study on Campus" by Pitt News readers. There, students can engage in their academic pursuits in a modern spacious location that accommodates a variety of learning styles and modes. We are actively monitoring the use of the floor through surveys, photographic studies, and other means and find that:

- 70% of students who visit Hillman's 4th Floor spend three or more hours per each visit.
- Afternoons and early evenings are the busiest times with average occupancy of the open single seat areas around 65%. During midterms and finals on the 4th floor, we note occupancy levels reaching the mid 80 to lower 90 percentages based on time and day of week.
- Individual carrels are the most popular seating arrangement, with occupancy levels reaching 100% during busy times.
- Study rooms available only to graduate students also see increased usage during the afternoons and early evenings, especially during midterms and finals, reaching occupancy highs of 51%.
- Group study rooms on the 4th floor are booked 38% more often than the study rooms on the other floors of Hillman Library.

Expansion to Library Offsite Storage Facility *(Build foundational strength)*
A newly expanded, secure, climate-controlled offsite storage space with a capacity of 3.5 million volumes was completed in August 2018. This critical piece of infrastructure enables the library to reinvent space on campus to support our strategic priorities around collaboration, creation, exploration of unique collections, and the production of new forms of scholarship.

Increased Grant Activity *(Build foundational strength)*
One of our strategic priorities is to develop additional resources to advance our mission. To that end we are pleased to report that grant activity in the ULS has increased significantly this year over last, and these past two years together show a substantial increase over years prior, with 25 grant applications submitted over the last two years. In this past year we have successfully received $500,746.53 in grant funding (versus FY17 total $224,761). We unsuccessfully applied for $471,538.73 and have outstanding proposals for $508,833.00.

Increased Curricular Engagement with Primary Sources from Archives and Special Collections (A&SC) *(Advance Educational Excellence)*
As the ULS emphasizes the depth of our distinctive collections, we see great opportunity in their increased use, reuse, transformation, and celebration. An important gateway to these new engagements with unique collections is their use in the curriculum. In the past year the A&SC offered a total of 72 class visits during the fall and spring terms (2017-2018) to students in the Department of English, History of Art & Architecture, Department of History, History of Philosophy of Science, Department of Anthropology, and Gender, Sexuality, and Women Studies Program. This represents an increase from 64 class visits scheduled in 2017. Thus far, A&SC hosted 50 classes during the fall semester. Classroom instruction has increased by 800% since 2012.

Involvement in National Collections Consortia *(Engage in Research of Impact)*
The ULS recently joined EAST (Eastern Academic Scholar's Trust), a shared print retention partnership of research libraries. In EAST, and similar initiatives, member libraries commit to preserving in perpetuity a specific segment of general collections books and journals. Together, these efforts ensure that the scholarly record in maintained and accessible, enabling libraries to make strategic collections retention and development decisions. We have been active this year in identifying specific book and journal titles that we own and will commit to retaining. Similarly, the ULS has long been a member of the Hathi Trust, a global partnership whose goal is to ensure that the cultural record is preserved and accessible. To that end Hathi not only provides a platform for digitized materials, but also organizes the local retention commitments of member libraries. Through these venues the ULS both ensures that items in our collection will be preserved and

accessible to scholars into the future, and that titles in other library's collections will be available to our researchers. These commitments free members from the responsibility to retain a comprehensive corpuses of print materials locally.

1.3 RECOGNITION

Grants

- The University of Pittsburgh University Library System (ULS) has received a one-year, $180,000 grant from the Henry Luce Foundation to support the creation of a feature-length documentary film titled *Unreconciled Memories: Reflections on China's Cultural Revolution,* a collaboration between the ULS East Asian Library (EAL) and Dartmouth College.
- Librarians Tyrica Terry Kapral and Aaron Brenner, along with Matthew Lavin in the English Department, received a $37,478.53 Mellon Grant for a project called From Collection Records to Data Layers: A Critical Experiment in Collaborative Practice, which is part of a larger initiative entitled: Collections as Data: Part to Whole, which aims to foster the development of broadly viable models that support implementation and use of collections as data.
- Tyrica Terry Kapral and Robin Kear have received a program grant from the Great Stories Club at the American Library Association. As part of the Great Stories Club series on Truth, Racial Healing & Transformation, Pitt librarians Robin Kear and Tyrica Terry Kapral will work with teens at Pitt's Community Engagement Center (CEC) in Homewood to read and discuss stories that explore questions of race, equity, identity, history, institutional change, and social justice.
- The ULS received a $35,100 Seed Grant from the University to support the Contemporary Chinese Village Data (CCVD) project. CCVD will create an open resource of primary data extracted from the ULS's collection of Chinese village gazetteers. This initiative, the first of its kind in the world, will produce a dataset of significant research value based on the East Asian Library's growing collection of Chinese village gazetteers. CCVD intends to make selected data available via an open-access, user-friendly platform that allows researchers and students world-wide to search and sort data concerning China's most basic administrative unit: the village. Lacking lowest administrative unit data has been a gap in the Chinese studies field. Therefore, ULS' initiative - CCVD - will benefit the global community of Chinese studies.
- ULS Archivist Zach Brodt was awarded $9,247 by the American Institute of Physics to support the processing of University Archives collections pertaining to the University of Pittsburgh's Physics Department. Collections included in this project are the papers of theoretical physicist and environmental lawyer Edward Gerjuoy; the papers of plasma physicist and entrepreneur Wade Fite; and records pertaining to the construction and use of the Van de Graaff accelerator, an instrument that was one of a kind when it opened at Pitt in 1966. Together, these collections will provide researchers access to records documenting one of the most accomplished physics departments during the Cold War period.

Memberships & Awards

- Liaison Librarian Robin Kear was appointed as a member of the American Library Association's (ALA) Center for the Future of Libraries Advisory Group. The Center works to identify emerging trends relevant to libraries and the communities they serve, promote futuring and innovation techniques to help librarians and library professionals shape their future, and builds connections with experts and innovative thinkers to help libraries address emerging issues.

- Librarian David Grinnell from Archives & Special Collections has recently been elected Pennsylvania Caucus Representative for the Mid-Atlantic Regional Archives Conference. The Caucus Representative serves a two-year term, starting July 1st, and is a member to the Steering Committee (which is equivalent to a Board of Directors).
- Vanessa Gabler from the Office of Scholarly Communications and Publishing has been elected to the Board of the Library Publishing Coalition, an independent, community-led membership association of academic and research libraries and library consortia engaged in scholarly publishing. She will serve a three-year term from June 2018 to June 2021. The ULS was one of the original members of the LPC, and Vanessa has served on the Program Committee for several years.
- Faye Leibowitz was selected to serve as a member of the ALA Association for Library Collections and Technical Services Committee on Cataloging: Description and Access "RDA Toolkit Restructure and Redesign Project (3R) Task Force." This main goal of the Task Force will be to assist in evaluating the updated version of the cataloging tool RDA Toolkit.
- Crystal McCormick Ware was announced as the staff winner of the University of Pittsburgh Iris Marion Young Award for 2019.

Publications

- *Collaboration Adventures with Primary Sources: Exploring Creative and Digital Outputs* by Jeanann Croft Haas, University of Pittsburgh and Jennifer Needham, Deerfield Academy, Journal of Interactive Technology and Pedagogy, (January 2019)
- *John Filson's Kentucke: Internet Search Yields 'Hidden' Manuscripts* by Ed Galloway. *Manuscripts*, Vol. 70, No. 3 (Summer 2018)
- *Collecting Oral History in an Academic Library: The CR/10 Projec*t by Sandi Ward. Journal of East Asian Libraries, No. 167 (2018)
- *Medieval Monsters: Terrors, Aliens, Wonders;* book review by Kiana Jones, published in ARLIS/NA Reviews (September 2018)
- *Designing for the Near Future* by Jeff Wisniewski, Online Searcher, (May-June 2018)

1.4 GOALS & STRATEGIC ACTION PLANNED FOR NEXT YEAR

Please include highest-priority goals and strategic actions planned for the upcoming year. Examples could include significant recruitments, new program development, process improvement, curriculum development/revisions, grant funding, community engagement, enrolment, etc. These goals and strategic actions can carry from previous years.

Hillman Library Third Floor Renovation

Hillman Library's third floor is scheduled to close in March of 2019 for renovation, and to reopen by Spring 2020. Major programmatic changes to the floor include a significantly enhanced presence for Archives & Special Collections, whose space will include a large reading room, classroom, and both physical and virtual displays capabilities. In addition, the floor with be home to a space called the Text/Context Lab. The Text/Context Lab, located on the third floor of Hillman Library, will provide an active environment for the creation, manipulation, and disassembly of text, as well as the wide variety of forms and media in which text is represented, experienced, and stored. The lab is developed and operated as a partnership between the University Library System (ULS) and the Center for Creativity (C4C).

Strategic Recruitments

Over the last year we have recruited for a number of new positions in areas of strategic importance, including hiring an Entrepreneurship Librarian, an Events Coordinator to support expanded programming and outreach, and a Digital Scholarship Librarian, to name a few. In the coming year we continue these efforts, with two important searches: first, recruitment for the position of Associate University Librarian for Research and Learning. This position will have the critical responsibility of providing strategic directions for expanding our research support services. Second, we are recruiting for a position of which a major responsibility will be identifying grant opportunities and providing grant writing support. We have made great strides over the last year in increasing our grant activity and, to accelerate this momentum, seek to have more dedicated grants support in the organization.

Process Improvements: Reference Services and Interlibrary Loan Services
In the coming year we plan an end to end review of ULS reference services and interlibrary loan services (workflows analysis and recommendations, resource sharing across ULS, quality monitoring and ongoing training), to ensure efficient and effective service for Pitt and the broader community.

New Library Management System Implementation
During FY20, the ULS will implement a new integrated library system to provide cost effective management of library resources and processes and to offer services that meet the current and future needs of the University of Pittsburgh community. The system will replace the Ex Libris Voyager Library Management system in use since 1998 at all University of Pittsburgh libraries, including the University Library System and its five campuses, the Health Sciences Library System, and the Barco Law library.

From the ULS FY20 Planning and Budget Committee
These proposed initiatives were developed through a highly-participatory, organization-wide planning process, and are currently under consideration for adoption for FY20.

- *Collective In-Service Training Day:* Establish a common level of understanding of designated topic or approach that can be applied and referenced in both internal and external exchanges. The 2019 iteration will focus on diversity and inclusion.
- *ULS Membership Evaluation*: Evaluate ULS memberships to review value to organization, maximize return on investment, facilitate opportunity sharing, and enhance professional standing.
- *Required Supervisory Training:* Demonstrate campus leadership by requiring a standard level of training for all employees hired, promoted, or shifted into a supervisory role.
- *ULS Student Advisory Board:* Develop a robust understanding of the behaviour and needs of the undergraduate and graduate student communities by establishing a formal mechanism for dialogue and information exchange.
- *Open Education and Textbook Affordability:* Promote textbook affordability through data-driven reserve acquisitions, collaboration with the University Bookstore, and support of the Open Education targeted outreach initiative.
- *Digital Accessibility Audit:* Prioritize inclusive accessibility and functionality of ULS digital landscapes through comprehensive review of websites, repositories, electronic records, and vendor content.
- *Physical Accessibility Audit:* Prioritize inclusive accessibility and functionality of ULS physical environments through comprehensive review of departmental, off-site, and regional facilities.

1.5 CHALLENGES & CONCERNS

Please include challenges/concerns you see on the horizon that may serve as an impediment to achieving your goals for the new year. Also include ideas for remediating these potential barriers.

The library collections budget has been static for the last several years. In order to maintain our existing subscriptions, we have had to supplement our acquisitions budget from both operational and salary budget lines. We are grateful for the increase of $369,000 for collections for the coming year but do note that the collections budget has been underfunded for many years, so restoring the collections budget will be a multi-year effort.

Section 2: Measures of Success

Measures of Success are SMART goals. S=Specific, M=Measurable, A=Achievable, R=Relevant, T=Time Bound. Indicators identified in this section can be top unit-specific, strategic or key performance indicators (KPIs).

***2.a Top Unit-Specific Indicators** reflect aspects of a Top ranked peer Unit that we aspire to reach that can't be mapped back to a Plan for Pitt goal. These indicators are related to external reputation and ranking.*

***2.b Strategic Indicators** reflect an aspect that the individual Unit is trying to **strategically change**. Strategic indicators should focus on areas that an individual Unit will have significant impact on through programmatic or investment choices. Hence, for each strategic indicator listed, there should be a defined strategic action(s) that will drive the desired change (see Section 3). The preference is that Measures of Success are linked to the Plan for Pitt scorecard, however, it is recognized that individual Units may have measures specific to their region/discipline.*

***2.c Key Performance Indicators** are elements that a Unit tracks on a routine basis to ensure operational success and the overall health of the unit. For KPIs, Units are not actively trying to change the trajectory – the focus is more on maintaining a given trend within a defined threshold. These are "management 101" indicators.*

Terminology:

- ***Baseline** is the numerical value (count, rate, percentage, etc.) at the point when measurement begins. Indicate the year when measurement begins for each indicator.*
- ***External Benchmark** is the numerical value of the indicator among institutions/organizations outside of Pitt.*
- ***Current Year** is the numerical value of the indicator in the reporting year.*
- ***Target** is the numerical value for the indicator that the unit seeks to reach.*
- ***Measurement Period** is the anticipated number of years that it will take to reach the target (the measurement period can differ by indicator).*

- *Use the **Trend** column to convey how the numerical value of the indicator has changed over the course of the measurement period.*

Additional information about the indicators – benchmarked peers, justification for target, etc. – should be included in the appendices.

Primary Goal / Indicator	Baseline	External Benchmark	Current Year	Target	Measurement Period	Trend
2.a Top Unit-Specific Indicators						
Total expenditures per student (2.a.1)	FY16 15th among Pitt peer institutions (out of 21)	FY17 Avg. peer cohort $1,350 (ARL)	FY17 15th among Pitt peer institutions (out of 21) with spent of $1,063	Place in top 50% of peer institutions	FY16-	ULS's rank among peer institutions is **static**
Students per professional librarian (2.a.2)	FY16 17th among Pitt peer institutions (out of 21)	FY17 Avg. peer cohort 253 students per prof librarian (ARL)	FY17 16th among Pitt peer institutions (out of 21) with 293 students per prof librarian	Place in top 50% of peer institutions	FY16-	ULS's rank among peer institutions **improved**
2.b Strategic Indicators – Plan for Pitt						
Advance Educational Excellence						
Students' self-assessment of "library and online research skills" at entry to Pitt and at time of taking survey (SERU q. 58) (2.b.1)	FY15 0.75 pt. improvement (between starting at Pitt and at time of taking survey)	FY18 median improvement for SERU baseline group: 0.88 pts.	FY18 0.73 pt. Improvement – bottom in peer group	To place above median value of the baseline group	FY15-	Unchanged
Levels of student satisfaction with "availability of library research resources" (SERU q. 41) (2.b.2)	FY15 4.82 (with baseline median of 4.82)	FY18 median for SERU baseline 4.79 (on a 6-pt. scale)	FY18 4.87 (placing Pitt in top quartile)	To place above median value of the baseline group	FY15-	**Maintained** the position

Primary Goal / Indicator	Baseline	External Benchmark	Current Year	Target	Measurement Period	Trend
ULS LibGuides embedded into Pitt courses (2.b.3)	Fall 2017 term: 507 public facing LibGuides, incl. 130 embedded into Pitt courses	N/A	Fall term 2018: 540 public facing guides, incl. 151 embedded into Pitt courses	Increase proportion of LibGuides embedded into Pitt courses	FY17-	Volume of ULS-created study guides directly embedded into Pitt classes **increased**
Pitt students participating in ULS instruction sessions (2.b.4)	FY16 19,170	N/A	FY18 18,419	Maintain trend FY19 (first 6 months only) 12,047	FY16-	Overall numbers of students participating in ULS-led instruction sessions is **static**
HEDS information literacy test (Pitt regionals only – Seniors) (2.b.5)	FY16 Pitt HEDS score 57.7% (and 52% of incoming first years)	Baseline HEDS score for first year 61% and	FY18 Pitt HEDS score was 65% (and 53% for incoming first years)	Monitor performance to adjust instruction based on HEDS findings	FY16-	We note **improvement** in IL testing for Pitt Seniors in regional campuses (though we cannot assert statistical significance due to small cohort sizes)
Use of special and archival collections (Number of instruction sessions using primary resources) (2.b.6)	FY17 206	N/A	FY18 195	Maintain trend	FY17-	Number of instructions sessions is **static**
Archival Scholar undergraduate student research (ASRA) scholarship (2.b.7)	FY17 10	N/A	FY18 13	Maintain trend	FY17-	**Increasing**
Increase in-class use of ULS's new collections and services (2.b.8)	Fall 2018 Items in the AV equipment collection circulated 1,864 times and were used by 225 students. Fall 2018 over 1,100 first-year students participated in Academic		Spring 2019 point toward record breaking numbers, with the potential for more than 280 students using the collection	Maintain trend	FY18-	**Increasing**

Primary Goal / Indicator	Baseline	External Benchmark	Current Year	Target	Measurement Period	Trend
	Foundations library session.					
Engage in Research of Impact						
D-scholarship deposits (2.b.9)	FY16 Records added: 1,291 ETDs deposited: 683		FY18 Records added (publications): 949 Data sets added: 3 ETDs deposited: 678	Maintain trend	FY16-	Ingestion of publications to d-Scholarship has **decreased** in the last year. The ETD submissions remain **static** and we started adding data sets
Number of ORCID IDs associated with Pitt researchers (2.b.10)	FY16 2,838 (28% of targeted population)	N/A	FY18 4,834 (48.5% of targeted population)	Reach 50% of targeted population in next 3 years	FY16-FY19	ULS is **on target** to reach its goal by FY19
Number of research consultations (2.b.11)	FY16 1,030 consultations	N/A	FY18 840 consultations	Increase number of research consultations carried out by liaison and functional area librarians	FY16-	**Decreasing**
ULS-published and hosted OA journals (2.b.12)	FY16 40 published titles; 29 hosted titles		FY18 43 published titles; 28 hosted titles	Maintain trend	FY16-	**Static**
Research Data Management: Consultations, trainings, DMPTool statistics (2.b.13)	FY16 155 new data plans; 15 consultations and trainings	N/A	FY18 70 new data plans; 30 consultations and trainings; 49 new DMPTool users	Maintain trend	FY16-	In-person consultations **increased,** but plans created using DMPTool dropped, due to reduced outreach and promotion of that specific tool
Number of Geographic Info Systems consultations, labs, and workshops (2.b.14)	FY16 45 consultations		FY18 61 consultations; 215 GIS-related reference transactions;	Maintain trend	FY16-	**Increased**

Primary Goal / Indicator	Baseline	External Benchmark	Current Year	Target	Measurement Period	Trend
			17 instruction and outreach sessions			
Pitt-authored research publications supported through OA Publishing Fund (2.b.15)	FY16 26 publications; 19 unique authors		FY18 27 publications; 23 unique authors	Shift support towards "OA-friendly" publishers; cap support levels at $3,000 to drive publisher fees down; encourage applications for funding from across all Provost's area schools/departments	FY16-	**Static**
Strengthen Communities						
Instruction and outreach activities designed for broader regional and local communities (2.b.16)	FY17 61 events		FY18 37 events	Increase number of community-focused events		**Decreasing**
Archives & Special Collections relating to showcasing history of underrepresented communities in Pittsburgh (2.b.17)	FY16 3 African-American experience collections added		FY18 1 African-American experience collection added	Up to 5 new collections to be added in FY18-19	FY18-	**Static**
Embracing the World						
Instruction sessions to international and minority students (2.b.18)	FY17 16 library sessions designed for international students and/or in languages other than English	N/A	FY18 14 library sessions designed for international students and/or in languages other than English	Maintain ULS capability to deliver sessions in Chinese, Japanese, and Korean	FY17-	**Static**
Promote Diversity and Inclusion						
Diversity training for ULS staff (2.b.19)	FY17 7 training sessions delivered		FY18	Continue with training and expand to include more topics	FY17-	FY18 topics included: socioeconomic diversity, disability

Primary Goal / Indicator	Baseline	External Benchmark	Current Year	Target	Measurement Period	Trend
	107 participants		7 training sessions delivered 98 participants			resources, women's studies, Title IX, and Veteran's Affairs
Diversity Fellow program (2.b.20)	FY17 12 out of 20 Fellows moved to careers in academic librarianship		FY17 12 out of 20 Fellows moved to careers in academic librarianship	Continue with program and expand to include other libraries at Pitt and seek external funding	1998-	The program was suspended in FY18 due to reorganization of SCI programs
Develop fund to support purchase multiple copies of textbooks to ease student financial burden (2.b.21)	Fall 2018 $6,304.73 spent on textbooks 11 circulations per textbook (compared with 4 circulations per item on reserve)			Continue with the program; extend available funds and promote access	FY19-	
Build Foundational Strength						
ULS staff presentations at professional regional, national and international conferences (2.b.22)	FY16 8	N/A	FY18 30	Increase output of both expectation and nonexpectation librarians	FY16-	**Increasing**
ULS staff publications (articles, book chapters and books) (2.b.23)	FY16 6	N/A	FY18 18	Increase output of both expectation and nonexpectation librarians	FY16-	**Increasing**
ULS donor base (2.b.24)	FY17 251 active donors	N/A	FY18 287 active donors			**Increasing**
Annual dollar amount of donations to Library Fund (2.b.25)	FY17 $165,743	N/A	FY18 $1,056,733			**Increasing**

Primary Goal / Indicator	Baseline	External Benchmark	Current Year	Target	Measurement Period	Trend
Beginning salary rankings (ARL Salary Survey) (2.b.26)	FY16 $36,000 (114th- - last in ARL salary survey)	FY16 Public peer avg. $47,600 (ARL Salaries Survey)	FY17 $37,764 (113th in ARL salary survey)	Move to top 100 ARL salaries rank	FY16-19	**Increasing.** FY18 reported beginning salary is $40,000
Increase grants income (2.b.27)	FY17 $224,761		FY18 $500,746.53			**Increasing**
2.c Key Performance Indicators						
ARL Investment Index rank *(2.c.1)*	FY15 33rd	ARL statistics	FY17 32nd	Remain in top 40th percentile among ARL academic institutions	FY15-	**Moved up** 1 place over FY16 rank
Library Visitors (virtual) - LibGuides user sessions *(2.c.2)*	FY16 352,704	N/A	FY18 827,817	Maintain trend	FY16-	**Increasing**
Library Visitors (physical) *(2.c.3)*	FY15 1,792,897	ARL statistics	FY18 1,737,598	Maintain current levels (esp. during Hillman renovation)	FY15-	**No change**
Seats (Oakland and Regionals) *(2.c.4)*	Fall 2017 2,933 (Oakland) 1,210 (Regionals)	12% of enrollment	Fall 2018 3,650(Oakland) 1,210 (Regionals)	12% of total student population across all campuses and increase capacity at Hillman	FY18-	**Achieved** Oakland Campus: seats to accommodate 12.7% of total enrolled student headcount All Campuses: 14.1%

Section 3: Strategic Action (How are we going to change it?)

Please include the unit-specific strategies and specific strategic actions that your Unit has taken (or will continue to take) to meet the goals identified in Section 2: Measures of Success. Also, unit-specific strategies that do not map back to a University strategy can be included. "Strategic Actions" are milestones that need be achieved to support the unit strategy. "Status" should include what milestones you have achieved to date, and as appropriate, prior year and future milestones. "Linking" should include a list of strategic indicators from Section 2.b. which the unit strategy is trying to change – all strategies should support at least one strategic indicator. You may also include in this column additional Plan for Pitt strategies supported by this action (secondary strategies). When listing additional secondary strategies, you may reference by number – for example write "1.2" instead of writing the full strategy "Serve as a leader in personalizing educational experiences". Note: only fill in boxes where corresponding action is occurring.

When defining strategic action consideration should also be given to the drivers within the strategic plan. The three drivers include: partnering for impact, harnessing information, and shaping our culture.

Goal 1: Advance Educational Excellence				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
1.1 Enhance the curriculum *at all levels through innovative, discipline-based approaches to teaching and learning, and appropriate uses of technology to enrich the on-campus learning environment*	Partner where expertise is complementary and where shared goals exist to achieve mutual benefit.	Partner with the Office of Undergraduate Research to offer archival research awards to students.	(As of FY19) The ULS continues to partner with the Office of Undergraduate Research on the Archival Scholar Research Award. These awards support original research using archives, special collections, and primary sources.	*Strategic Indicator(s) – Section* 2.b.7 *Secondary Strategies* 2.1
	Integrate information skills and related critical thinking competencies into the curriculum.	Integrate information literacy skills in first-year student curriculum.	As part of the Academic Foundations (FP0001) course, 67 introductory library sessions were held at Hillman Library in Fall 2018 reaching over 1100 first-year students. A required library assignment and visit are part of the class syllabus and have been an integral part of the program for years. In 2018, 15 librarians and 19 library specialists helped to conduct these sessions. Before	*Strategic Indicator(s) – Section* 2.b.1 2.b.4 and 2.b.8 *Secondary Strategies* 1.2

Goal 1: Advance Educational Excellence				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
			the library visit, students are required to complete a pre-class tutorial introducing them to keyword searching, the PITTCat+ library catalog, and characteristics of scholarly information. During the library visits, librarians and specialists introduce students to the ULS and conduct an in-class activity requiring students to critically evaluate information. Each year, the library component is assessed, and the lesson is updated to best meet first-year student needs.	
	Be an advocate, partner, and resource for experiential and dynamic teaching and learning at Pitt.	Support student video production	12 faculty members in English, Studio Arts, Film Studies create assignments that require their students' use of equipment that circulates from Hillman Library in the form of lighting kits, podcasting kits, audio recording kits, portable projectors, cameras, lenses, microphones, tripods, and much more.	*Strategic Indicator(s) – Section* 2.b.8
	Be an advocate, partner, and resource for experiential and dynamic teaching and learning at Pitt.	Support curricular needs around audio production	This year we installed the Whisper Room, located on the ground floor of Hillman Library, a sound-isolated booth that is ideal for making audio recordings for both podcast and video projects. From September 2018 when the room went online to current the room was reserved close to 200 times.	*Strategic Indicator(s) – Section* 2.b.8

Goal 1: Advance Educational Excellence				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
1.2 Serve as a leader in personalizing educational experiences *of undergraduate, graduate, and professional students, with attention to mentorship, advising, and tailoring engagement to the goals of individual students*	Develop robust understanding of the behaviors and needs of our communities.	Position the ULS as a recognized resource for first year undergraduate students (First Year Undergraduate Student Success Initiative)	The ULS was involved in summer orientation programs, programmatic planning with the Office of First Year Experience, ULS email outreach to first year students, and campus outreach to faculty and staff, with an upcoming panel as part to the University's Personalized Education initiative in March 2019.	*Strategic Indicator(s) – Section* 2.b.4 *Secondary Strategies* 3.1
1.3 Enrich the student experience *through engagement with diverse cultures and perspectives and expanded opportunities for study abroad and by integrating global perspectives in the curriculum*				*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*
1.4 Promote access and affordability *through partnerships with local school districts, increased voluntary support for student aid, improved time-to-degree for all students, and expanded access to master's and professional education*	Provide access to information that meets the changing needs of the University community.	Textbooks on reserve in the library pilot program.	In order to address the rising costs of textbooks and to support learning for students in targeted large-enrolment courses, the ULS invited donations during Pitt's Day of Giving toward purchasing textbooks for course reserve. This initiative was considered a pilot in the Fall 2018 term and the ULS is reviewing data to inform a strategy around further development of a textbook reserve collection. Textbook pilot items accounted for 4.7% of the total number of items on reserve and	*Strategic Indicator(s) – Section 2.b.21*

Goal 1: Advance Educational Excellence				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
			12.5% of all the circulations. Three of the four pilot courses were in the top 10 of circulations per course. 91% of the pilot items circulated at least once as compared to 51% of the non-pilot reserve items.	

Goal 2: Engage in Research of Impact				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
2.1 Identify and engage in strategic research opportunities *where we can have significant impact on society*	Weave our resources and expertise throughout the technical and social infrastructure that supports the research lifecycle at Pitt.	Pilot Virtual Reality Lab	The ULS is creating a Virtual Reality Lab as part of a collaboration between ULS Digital Scholarship Services, and the Center for Teaching and Learning, along with input from faculty member Dr. Zach Horton from the Department of English. Upon coming online in early March, the new lab will feature four VR stations and several VR games and experiences, including “Eagle Flight" and "Star Trek: Bridge Crew.” Dr. Horton’s class will also be exploring these VR experiences in our new VR Lab as part of their curriculum this term.	*Strategic Indicator(s) – Section 2.b.8* *Secondary Strategies 1.1*
	Weave our resources and expertise throughout the technical and social infrastructure that supports the research lifecycle at Pitt.	Explain the value of the use of library historical resources in the curriculum for answering contemporary questions.	Two ULS librarians partnered with History of Art & Architecture faculty to co-lead *Making Advances*, an A.W. Mellon-funded workshop for faculty and graduate students in May 2018. This collection-based workshop explored the visual politics of sex, sexuality and gender through Pittsburgh’s rich museum and library collections and sought to build connections between historic materials and the challenges of the present.	*Strategic Indicator(s) – Section 2.b.8*
	Strengthen our ability to ingest, preserve, and provide access to born-digital and digitized information.	Increase internal ULS capacity for the preservation of digital assets	This year the ULS conducted national search which resulted in the hiring of a dedicated full-time faculty Librarian who is responsible for developing processes to grow the ULS digital archives and preserve digital assets.	*Strategic Indicator(s) – Section 2.a.2* *Secondary Strategies* 2.3

Goal 2: Engage in Research of Impact				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
	Develop and demonstrate expertise to deliver unique value to the Pitt community	Support faculty work using library expertise around geospatial data, data description and other library skills	Several ULS librarians are proving ongoing support to the Mapping Religious Pittsburgh project, led by Ben Gordon and Rachel Kranson from the Religious Studies department. The goal of the project is to create an online exhibition that will highlight, map, and analyze sites and objects related to religious life in the Pittsburgh region and that will also build a repository of data of such sites and objects.	*Strategic Indicator(s) – Section 2.b.11*
	Strengthen our ability to ingest, preserve, and provide access to born-digital and digitized information.	Digitize unique materials to make readily access to researchers both locally and globally	The ULS scanned and added online to Historic Pittsburgh, Documenting Pitt and/or ULS Digital Collections 27 new digitized collections, including issues from the Pittsburgh Daily Dispatch, UE News, African American Jazz Preservation Society Oral Histories, Chinese Overseas Student Newsletters, and U.S. Senator Arlen Specter speeches and press releases. A&SC has worked with Historic Pittsburgh partners to add over 1,000 new objects from their collections to Historic Pittsburgh, plus there has been an expansion in the types of content that are contributed by partners, such as digitized manuscripts.	*Strategic Indicator(s) – Section 2.b.17*
	Provide access to information that meets the changing needs of the University community.	Provide quick access to physical materials not owned by the ULS	Buy not Borrow program: Users requesting items via Interlibrary Loan that are not textbooks, not owned by the ULS, and have been published in the United States in the last 3 years will be purchased via Amazon,	*Secondary Strategies* 6.4

Goal 2: Engage in Research of Impact				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
			as long as the cost is less than $75. This process allows the ULS to obtain desired materials for patrons more quickly and supports patron-driven acquisitions. In the past year, $1,122 was spent on 34 requests fulfilled through Buy not Borrow with an average cost of $35 per item.	
2.2 Position the University to participate in large research collaborations *through investments in shared core facilities, strategic recruitment, and partnerships with industry*	Promote our libraries as a hub for inquiry, innovation, creation, and learning.	Make available to the Pitt and global research communities unique collections of national and international distinction and interest	Archives & Special Collections opened signature collections for research use including Dr. Thomas Starzl, U.S. Senator Arlen Specter, Irma D'Ascenzo, Jock Sutherland, and Bebe Moore Campbell.	*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies 1.3*
2.3 Expand our computational capacity*, human and physical, to meet research needs across a broad range of disciplines into the future*	Be an advocate, partner, and resource for experiential and dynamic teaching and learning at Pitt.	Leverage partnership to advance maker techniques, equipment instruction, scholarly inquiry	Expanded partnership between the University Center for Teaching and Learning and the ULS via an Open Lab at Hillman satellite location that offers virtual reality exploration, 3D printing demonstrations, 360 video creation, and fabrication using a vinyl cutter.	*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*
2.4 Extend the impact of our research *through application to practice, policy development, and commercial translation*	Increase the discoverability, visibility, and usability of the intellectual output of the University community.	Facilitate the use software in academic departments that automatically captures, analyzes,	As part of a team, with the CSSD Service owner, the Engineering Library supported the implementation of Elements* in the Swanson School of Engineering. It is now the case that all Swanson School of	*Strategic Indicator(s) – Section 2.b.10* *Secondary Strategies 6.5*

Goal 2: Engage in Research of Impact				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
		showcases, and reports researcher activities	Engineering faculty are using Elements to populate their profiles. Recently hired SSoE faculty have profiles created automatically. *Software used widely at research institutions around the world to capture, analyze, showcase, and report scholarly activities.	
	Reduce local barriers to participation in global information sharing.	Connect D-Scholarship to other University systems	The ULS-operated D-Scholarship@Pitt institutional repository was successfully integrated with Pitt's Faculty Information System, resulting in the possibility for faculty to seamlessly deposit their work into our repository, and conducted outreach to departments to advocate for use of the system to facilitate deposits.	*Strategic Indicator(s) – Section 2.b.9* *Secondary Strategies 2.3*
	Model and champion openness, transparency, and accessibility	Support open access to scholarship	The ULS E-Journal Publishing program flipped (converted from print/subscription to online open access) two society journals that were previously print and subscription only: *Japanese Language and Literature* and *Journal of Child and Youth Care Work.* The program also launched the brand-new *August Wilson Journal*	*Strategic Indicator(s) – Section 2.b.12* *Secondary Strategies 2.1 and 6.3*

Goal 3: Strengthen our Communities				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
3.1 Strengthen life-long alumni connections *to the University through improved outreach and engagement and expanded continuing education opportunities*				*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*
3.2 Foster a culture of civic engagement*, seeking to increase societal impact*	Provide programming, content, and services that reflect our commitment to diversity.	Champion the use of primary source material in University and K-12 curriculum	Archives and Special Collections partnered with Westinghouse Prep School to engage students with our primary resources resulting in a photo exhibit at the Homewood Community Engagement Center.	*Strategic Indicator(s) – Section 2.b.16* *Secondary Strategies 1.4 and 6.5*
	Provide programming, content, and services that reflect our commitment to diversity.	Actively engage Pitt faculty, K-12 educators and the Pittsburgh community to promote scholarly learning	Hosted class visits for K-12 schools including Westinghouse Prep, and Lincoln Park Performing Arts Charter School.	*Strategic Indicator(s) – Section 2.b.16* *Secondary Strategies* 1.4 and 6.5
	Provide programming, content, and services that reflect our commitment to diversity.	Actively engage K-12 educators and the Pittsburgh community to promote scholarly learning	Participate in Pitt's "Day in the Life of a College Student" welcoming 34 middle school students from Propel Hazelwood as part of a larger visit to Pitt's campus.	*Strategic Indicator(s) – Section 2.b.16*
	Partner where expertise is complementary and where shared goals exist to achieve mutual benefit	Connect our resources with community partners for effective research, learning, writing, and teaching.	Offered an intensive day-long workshop to K-12 teachers in Allegheny County through the Allegheny Intermediate Unit.	*Strategic Indicator(s) – Section 2.b.16*

Goal 3: Strengthen our Communities				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
	Reduce local barriers to participation in global information sharing	Provide ULS support for the Civic Switchboard project, which helps libraries become more engaged in their local civic data ecosystems	The Civic Switchboard project, a federally funded Institute for Museum and Library Services National Leadership Grant awarded to the ULS, held two day-long workshops at national conferences, with over 40 attendees from 20 different regions participating. The project also continues to develop a public guide for libraries working with civic data, online at https://civic-switchboard.gitbook.io/guide	*Secondary Strategies 6.5*
	Partner where expertise is complementary and where shared goals exist to achieve mutual benefit.	Connect our resources with partners for effective research, learning, writing, and teaching.	Partnered with the Studio for Creative Inquiry at Carnegie Mellon University and the Department of Studio Arts at Pitt to organize Processing Community Day(s), a focus of which is to make learning how to program and make creative work with code accessible to diverse communities, especially those who might not otherwise have access to these tools and resources. Over 250 participants attended workshops, artist lectures, and panel discussion, including both Pitt, CMU, and community members from the region.	*Strategic Indicator(s) – Section 2.b.8*
***3.3 Increase the economic impact** of our work through fostering*	Develop and demonstrate expertise to deliver unique value to the Pitt community	Create position and recruit for Entrepreneurship Librarian	The library successfully recruited an Entrepreneurship Librarian in December 2018. This position has primary liaison	*Strategic Indicator(s) – Section 2.a.2 and 2.b.8*

Goal 3: Strengthen our Communities				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
entrepreneurship, commercialization, corporate engagement, and mutually beneficial public and private partnerships			activities to the Innovation Institute, Office of Corporate Engagement, and the Small Business Development Center and, in general, supports courses and programs across the University that have entrepreneurship elements.	*Secondary Strategies*

Goal 4 - Promote Diversity and Inclusion				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Measure of Success Impact**
4.1 Transform the campus climate *to reinforce the value of diversity and inclusion as essential to advancing our teaching, research, community engagement and to enriching the student experience*	Develop diversity-focused leadership in every part of our organization.	Offer diversity-focused training to any interested ULS staff.	The ULS continues to partner with Human Resources, the Office of Diversity and Inclusion, and others to offer to any interested ULS staff professional development workshops on such topics as gender theory and trans-inclusive spaces, allies certification training, disability resources, and others.	*Strategic Indicator(s) – Section 2.b.19* *Secondary Strategies 6.1 and 6.2*
4.2 Enrich the student experience *through engagement with diverse cultures and perspectives, expanded opportunities for study abroad, and by integrating global perspectives in the curriculum*	Actively collect and preserve scholarly and cultural materials that amplify under-represented voices and global perspectives.	Showcase materials the demonstrate the depth and global focus of our unique collections	This year the library mounted major exhibits on the North American Indian Photogravures by Edward Curtis, two exhibits on the Silk Road, and one featuring a selection of Koygo woodblock prints.	*Strategic Indicator(s) –* *Secondary Strategies*
4.3 Help to attract and retain a diverse regional population and University community *through the recruitment and retention of a diverse student body, faculty, and staff*				*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*

Goal 5 - Embrace the World				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
5.1 Connect our domestic and international pursuits *to generate synergies that help strengthen our communities*	Actively collect and preserve scholarly and cultural materials that amplify underrepresented voices and global perspectives	Build cultural heritage collections that that support teaching and research	Archives & Special Collections acquired notable and unique collections, including the records of Pittsburgh Filmmakers; rare books/serials including a Jorge Borges notebook, LGBTQA+ journals, dime novels, Children's Literature journals, and 17th and 18th century scientific works; and Pitt faculty papers including Adolf Grunbaum, Nuel Belnap, Franklin Toker, Bill Chase, and Edward Gerjuoy.	*Strategic Indicator(s) – Section 2.b.17* *Secondary Strategies 6.3; 4.2*
5.2 Cultivate globally capable and engaged students *for lives of impact in their communities and beyond*				*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*
5.3 Convene a global community of researchers *that advances our frontiers of knowledge and tackles real-world problems*	Promote our libraries as a hub for inquiry, innovation, creation, and learning.	Host topical international speaker series	The speaker series "Silk Roads Rising: Globalization and Exchange from the 10th Century to the Present," conducted in conjunction with the ULS exhibit "Travelers Along the Silk Roads: 10th Century to the Present," features a group of international scholars from Europe, China, and the US presenting on their respective areas of scholarly concentration. Their expertise will help expand the university community's understanding of the historical Silk Roads and particularly of the ways in which the Silk Roads are rising again across contemporary Eurasia and the economic and security	*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*

			challenges that development poses to the rest of the world.	
	Actively collect and preserve scholarly and cultural materials that amplify under-represented voices and global perspectives.	Create globally focused data resource.	In July 2018 the inaugural Pitt Seed program awarded 23 proposals from Pitt faculty and staff members. These projects, chosen from 171 applicants, are designed in a manner that "broadens the ways in which you can directly and actively contribute to Pitt's strategic transformation," Chancellor Patrick Gallagher said in announcing the program. Contemporary Chinese Village Data (CCVD) is one among 23 proposals. CCVD will create an open resource of primary data extracted from the ULS's collection of Chinese village gazetteers. This initiative, the first of its kind in the world, will produce a dataset of significant research value based on the East Asian Library's growing collection of Chinese village gazetteers. CCVD intends to make selected data available via an open-access, user-friendly platform that allows researchers and students world-wide to search and sort data concerning China's most basic administrative unit: the village. The lack of lowest administrative unit data has been a gap in the Chinese studies field. Therefore, ULS' initiative - CCVD - will benefit the global community of Chinese studies.	
5.4 Rewire and improve our infrastructure *to streamline, facilitate, and expand engagement with the world*				*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*

	[insert Unit-specific strategy that does not map back to a University strategy. Add additional rows]			*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*

Goal 6 - Build Foundational Strength				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
6.1 Build a faculty to advance the goals and strategies *of the strategic plan*				*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*
6.2 Create a supportive and productive work environment *that recognizes the contributions of our faculty and staff by offering competitive compensation and providing professional development opportunities*	Create an inclusive and equitable work environment where all can reach their full potential.	Skills development and identification of professional and career enrichment opportunities for ULS personnel (Personnel Development and Empowerment Initiative)	The ULS developed a survey to be distributed in 2019 to all ULS personnel to identify interests in professional development opportunities, best methods for making training available, and constraints that may have prevented personnel from participating in training opportunities in the past.	*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies* 4.3

Goal 6 - Build Foundational Strength				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
6.3 Transform information infrastructure *to expand our reach and better support recruitment, research, learning, and operational efficiency*	Improve our systems for collecting, sharing, and use of data to drive informed decision-making and to demonstrate our impact.	Advance the ULS as a leader for digital information management at the University of Pittsburgh (ULS Digital Information Expertise Initiative)	Archives & Special Collections participated in a pilot project with CSSD to implement "Perceptive Content" for managing electronic records University Records Manager (URM) convened University Records Management Working Group charged with updating the University's outdated retention schedule. Members include key institutional stakeholders such as University Counsel, CSSD, Internal Audit, Human Resources, Registrar, and Faculty Records ULS leading negotiations with Access, Pitt's third-party records management provider, towards a new enterprise contract potentially including document imaging services.	*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies* 2.3 Expand our computational capacity, human and physical, to meet research needs across a broad range of disciplines into the future
6.4 Strengthen administrative and operational efficiency *by improving communication and collaboration between and among academic and business units*	Promote openness and transparency in decision making processes.	Cultivate a culture of organizational self-investment by empowering ULS Colleagues through better utilization of talents, skills, and interests. (Affiliate Model Initiative)	The ULS will utilize the results of an internal survey aimed at identifying pre-existing skills and skill development opportunities to create a ULS dataset which will help to identify expertise and internal partnership opportunities between departments.	*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies* 4.3

Goal 6 - Build Foundational Strength				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
	Improve our processes to ensure efficient and effective use of our resources.	Improve efficiency of operations in our offsite storage facility	In FY18 we conducted a systematic assessment of workflows in our off-site storage facility, in order to ensure a 24-hour delivery time for materials ordered by our patrons. We achieved this goal for books requested during weekdays, reducing the turnaround times from an average of 35 hours (January 2018) to 21 hours (January 2019). We also developed an online dashboard for real time monitoring of the delivery times, open to all colleagues.	*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*
	Improve our processes to ensure efficient and effective use of our resources.	Provide ULS staff with training to increase the awareness of the principles of outcomes-based assessment	To increase the awareness of the principles of outcomes-based assessment in our practice, we offered, open to all colleagues, logic model training workshops. A logic model functions as a roadmap that guides us from our strategic goals to our intended outcomes. Effective logic models make an explicit, often visual, statement of activities that will bring about change and results you expect to see.	*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*
	Reduce local barriers to participation in global information sharing.	Simplify and streamline the Electronic Theses and Dissertations process for graduate students	The ULS undertook ownership of the website for the University's Electronic Thesis and Dissertations program, taking the opportunity to create a new ETD website, update the templates and information, and revamp the ETD support program.	
***6.5 Enhance our ability to partner** both internally and with public and private partners locally, nationally, and globally*	Partner where expertise is complementary and where shared goals exist to achieve mutual benefit.	Expand the impact of the ULS through partnerships and outreach (Partnership and Outreach Initiative)	The ULS has begun to create a list of University of Pittsburgh institutions and centers that we are currently collaborating with and in what capacities. We are also exploring which external to Pitt groups we are currently	

Goal 6 - Build Foundational Strength				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
			partnering with. Using this information, we will develop a framework for identifying mutually beneficial future partnerships and better connecting our current partners to increase impact.	
6.6 Facilitate and support engagement *with Pitt*				*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*

In the table(s) below, please include unit-specific goals that do not map back to a goal within the plan for Pitt. Add an additional table to each unit-specific goal and include associated strategies.

[insert unit-specific goal]			
Unit Strategies	**Strategic Action**	**Status**	**Linking**

Section 4: Appendices (Anything else you want to include)

Related to Section 1: Executive Summary - accomplishments beyond the 3-5 most significant accomplishments provided in the Executive Summary may be included.

Related to Section 2: Measures of Success - please include a list of the institutions that were considered when developing benchmarks, as well as a short explanation of how targets were selected.

Appendix 1: PEER INSTITUTIONS

Aspirational Public Peers: Illinois, Urbana Champaign; Michigan; Minnesota, North Carolina; Virginia; Wisconsin

Private Peers: Boston; Cornell; George Washington University; NYU; Syracuse; Miami; University of Pennsylvania; University of Southern California

Public Peers: Texas, Austin; Florida; Washington, Seattle; Ohio State; Rutgers; Maryland; Penn State

These institutions are used by Pitt as benchmark institutions and belong to Association of Research Libraries (ARL) – an organisation of some 100 of the biggest research libraries in North America.

Any additional information, explanation, or justification can also be provided in this section.