Contents

Section 1: Executive Summary

1.1 MISSION & STRATEGIC GOALS

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

ULS Goals:

Excellence in Education: Consistently deliver resources, services and facilities to enhance learning and growth in academic programs and to support excellence and innovation in teaching and instruction.
Maps to University Goal 1: Advance Educational Excellence

Pioneering Research: Enrich the University's research enterprise by providing resources, services, training, and expertise throughout the research lifecycle to support scholars as they discover, gather, create and share innovation and new knowledge.
Maps to University Goal 2: Engage in Research of Impact

Community Strength: Advocate and exemplify the principles of diversity and inclusion, broad access to information, the free flow of ideas, and an informed citizenry by being a locus of shared, openly accessible and trusted content about our city and the Pittsburgh region, enabling self-education and the pursuit of cultural, professional, economic and personal interests.
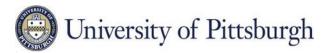*Maps to University Goal 3: Strengthen our Communities*
Maps to University Goal 4 - Promote Diversity and Inclusion

Global Reach: Increase the University's global impact by ensuring that the output of Pitt researchers is made visible to a global readership, by supporting Pitt's international research and learning programs, and by fostering worldwide sharing of knowledge.
Maps to University Goal 5 - Embrace the World

Top Value: Sustain our organizational commitment to efficiency and effectiveness through careful planning, assessing, and partnering. Demonstrate the value and expertise we add to the teaching and research endeavors of the University and seek opportunities and resources to support our existing momentum.
Maps to University Goal 6 - Build Foundational Strength

1.2 MAJOR ACCOMPLISHMENTS – YEAR OVERVIEW

Please include the most significant unit level accomplishments for FY 18 and how these achievements support the goals/strategies outlined in the Plan for Pitt. You can also include unit-specific goals/objectives that may not map back to a specific goal/strategy within the Plan for Pitt.

Engage in Research of Impact

- In 2017 we conducted nearly 1,000 in-depth research consultations with Pitt faculty, staff and students.
- In 2017 the ULS held professional development workshops on 15 different topics, including:
  - Basic Python Through Jupyter
  - Digital Humanities Approaches to Text Analysis
  - EndNote Basics Workshop
  - Introduction to Data Visualization with Tableau
  - Introduction to Network Analysis and Visualization
  - Measuring Research Impact

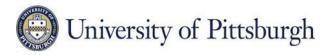 These workshops were attended by just under 400 participants.
- In 2017, five ULS-led research data management sessions were given at Dissertation Bootcamp events, hosted by the Writing Center, which reached 75 students.
- In coordination with HSLS, the ULS customized a data management planning tool, DMPTool, for University of Pittsburgh use, by adding Pitt specific sample language that faculty can modify for their data management plans and resources on Pitt data management services for their reference. In April 2016, there were 157 Pitt faculty, students, or staff who had used DMPTool in some way; in January 2018, there were 238 users. In April 2016, users had made 155 plans within DMPTool; in January 2018, there were 245 plans made in DMPTool.
- One of the most impactful areas of ULS engagement with RDM (research data management) service has been through ULS representatives' participation in the University-level Research Data Management committee. Aaron Brenner and Nora Mattern contributed to writing the Data Management Committee Report submitted to the Provost in July 2016. In the lead up to this report, both contributed to leading four focus groups with researchers to collect information about data management practices and needs, held in spring 2016. In 2017, Nora Mattern participated in the policy subcommittee of this group, which met monthly and is working toward development of University policy and infrastructure. In fall 2017 with Melissa Ratejeski of HSLS, Nora conducted in-depth analysis of peer institutions' data management-related

policies to understand thematic coverage. In 2018, this work was shared with the full University Data Management Committee, which reports to Rob Rutenbar, Senior Vice Chancellor for Research.

- Working collaboratively with the Health Sciences Library System (HSLS), the ULS undertook a campus-wide ORCID researcher ID drive. ORCID iD, a unique and persistent identifier for researchers, enables systems to accurately collect and present research activities (publications, data, and grants) with minimal effort on the researcher's part, and aiding in school, department, and institution level reporting. As of December 31, 2017 there were 3,787 ORCIDs with associated Pitt e-mail addresses.

- This year the ULS created a Metadata and Discovery Unit. This 3 FTE unit is a center for ULS expertise in descriptive, technical, and administrative metadata, with a focus on access, discovery, and stewardship of digital content created, hosted, or published by the ULS. The unit develops and implements metadata strategies, policies, and procedures for such metadata within the Library System and provides expertise to others at the University of Pittsburgh.

- In September 2017, the ULS completed a project to integrate D-Scholarship@Pitt, the open access institutional repository, with the University's Faculty Information System (FIS). Working with CSSD, the ULS contributed over 11,000 records deposited in D-Scholarship to the new FIS, based on the Symplectic Elements. The integration of these two systems allows works deposited in the FIS to be automatically added to D-Scholarship@Pitt. This simplifies the document deposit process while simultaneously building a repository of faculty output that can be broadly shared with the global research community.

- This year the ULS has undertaken an effort to streamline the user request fulfillment process (i.e. interlibrary loans, requests for items from our storage facility, etc.). To address the identified issues, the ULS is now working to implement an updated version of the Voyager Web-based OPAC (PITTCat), that provides a greater ability to customize the request forms and workflows. These changes, expected to be completed within the next quarter, will make the requesting process quicker and easier for our users.
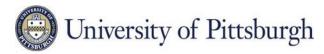
Advance Educational Excellence

- At the start of Fall 2018, the ULS, in collaboration with the Office of International Students (OIS) and the Joseph M. Katz Graduate School of Business, offered a self-enrolled course on Academic Integrity through CourseWeb. Content included tutorials on academic integrity, plagiarism, and quoting sources, and a certification quiz. As of February 2018, 290 students received a certificate of completion based on a score of 80% or better in the quiz. Enhancements will continue throughout the coming year with collaboration from the English Language Institute, Swanson School of Engineering, and School of Computing and Information.

- In partnership with the Center for Teaching and Learning (CTL), we established Open Lab @ Hillman, a staffed drop-in and scheduled 360-video and new media consultation service, along with recurring media workshops.

- 26% of all ULS instruction sessions in 2017 were directly embedded in undergraduate and graduate courses, while eight ULS librarians taught 10 different for-credit courses.
- Since 2016 ULS has conducted annual Higher Education Data Services (HEDS) information literacy testing at all Pitt regional campuses. The results inform teaching of these skills across all Pitt campuses.
- ULS hosted and participated in the IMLS-funded national forum, "Data Science in Libraries" May 16-17, 2017
- The University Library System (ULS) in partnership with the Office of Undergraduate Research (OUR) continues to offer the Archival Scholar Research Awards (ASRA) opportunity to a diverse community of undergraduate scholars and researchers from the humanities at the University of Pittsburgh. Since the program's inception in 2016, 30 ASRA students, who represent a variety of disciplines, interests, and research agendas, have conducted original research using archives, special collections, and primary sources.

Strengthen our Communities and Promote Diversity and Inclusion

- In partnership with the Office of Diversity and Inclusion, the ULS created the "ULS Diversity Speakers' Bureau", to offer diversity training for ULS faculty and staff. This seven-workshop series included topics such as "Introduction to Trans Theory and Trans-Inclusive Spaces", and "Implicit Bias". The number of attendees for this series was approximately 100.
- The library at Pitt- Johnstown was instrumental in creating a first ever diversity symposium on the Johnstown campus. Using a Year of Diversity grant, the symposium charted the course for finding strength in differences through critical dialogue about the most pressing diversity issues facing the University of Pittsburgh Johnstown campus; additionally, it advanced ongoing conversations on diversity and inclusion on the Johnstown campus.
- For the last three years, the library at Pitt-Titusville has teamed up with the Liberal Arts department to host events at the library with a theme of diversity and inclusion. The most successful events are the "Read One and Done" roundtable discussions. Students are asked to read from a pre-selected text focusing on a "hot topic" about race or race relations. Students have read about "Black Lives Matter", police violence and violence against police, and most recently about the protest and removal of Confederate statues across the country. This ongoing series is designed to help foster communication and discussion between individuals who come to Titusville from diverse backgrounds and those from less diverse areas.
- This year the ULS completed the digitization of The Pitt News (formerly the Pitt Weekly) student newspaper from the first issue in 1910 to 1998 (and up to 2014 soon). This is a significant addition to the corpus of Pitt community materials made available in the Documenting Pitt digital archive and provides a unique student perspective on University history.

Build Foundational Strength

- Hillman Library is currently undergoing a multi-year renovation to better meet the evolving needs of the Pitt community in the changing information environment.
- The ULS completed our multi-year migration of our digital library platform to a more modern, flexible, and open system called Islandora. The new system, holding 1.7 million objects, provides a significant improvement to searching and browsing of digitized content, like Historic Pittsburgh, for researchers from Pitt, the regional, and the worldwide scholarly community. Unlike our previous system, Islandora supports the search and browse of all types of content, such as manuscripts, maps, photographs, books, etc. New viewing tools enhance the experience of interacting with the content itself. Islandora also adds a necessary and much needed digital preservation component. Finally, as an open source product, it has developed a community around it who work together to improve and enhance the system.
- This year, the library received the following notable gifts:
  - Mrs. Georgia Holmberg, through a $150,000 Charitable Gift Annuity, endowed The Georgia and James Holmberg Library Research Award. Until the endowment is fulfilled, Georgia will provide an annual gift of $5,000 to allow Archives & Special Collections to make awards to undergraduate/graduate students or researchers to use our collections in their study or research.
  - Henry Clay Frick Foundation made a grant of $80,000 over the past two years to transform the graduate study space in the Frick Fine Arts Library into an experiential teaching and learning lab.
  - Mrs. Diana Jannetta donated Dr. Peter Jannetta's collection and provided $25,000 to help process the collection.
  - A $10,000 grant was received from the Garner-Glaser Foundation for archival scholars to do work in the Martha Glaser and Erroll Garner collections.

Embrace the World

- The ULS, in association with the Asian Studies Center and the University Center for International Studies, has created an oral history project called CR/10. Its aim is to collect the memories and impressions of ordinary people of China's Great Proletarian Cultural Revolution. One remarkable feature of the interviews is that a vast majority of participants chose not to have their face or voice disguised, speaking on the record about their experiences though interviewees names are kept confidential. This unique project has received local, national, and international attention and is already being included in the curricula of several Pitt and CMU courses.

1.3 RECOGNITION

Please indicate notable distinctions achieved during the year and represent the Unit/School/Regional Campus differentiation.

GRANTS
- The ULS, in partnership with Pitt's University Center for Social and Urban Research, the Carnegie Library of Pittsburgh, and the Urban Institute has been awarded an Institute of Museum and Library Services National Leadership Grant of $224,761 for a project aimed at developing public and academic libraries' capacity to support the general public in making effective use of open civic data. While local governments and other civic organizations are making considerable investments in open data, there is growing awareness that the act of simply making data available does not necessarily result in community impact. This project will develop public and academic libraries' capacity to act as intermediaries between citizens and civic organizations to help the public to apply and use open civic data to achieve real impact.

AWARDS
- The ULS' Coordinator of Diversity and Inclusion Initiatives, Crystal McCormick-Ware, was awarded the 2017 Chancellor's Staff Award for Commitment to Diversity and Inclusion. This award honors "a staff member who has contributed to the University's diversity initiatives and worked to create a culture of inclusion in their department, business unit or school and the University."
- Librarian Robin Kear was selected to participate from in the International Federation of Library Associations and Institutions (IFLA) International Leader Associate Programme. This program is an IFLA Key Initiative designed to increase the cohort of leaders who can effectively represent the wider library sector in the international arena and to develop leaders within IFLA.

NOTABLE PUBLICATIONS
- Librarians Kate Joranson and Robin Kear co-edited a book called *Digital Humanities, Libraries, and Partnerships*, published by Elsevier Chandos Publishing. The book encapsulates a cultural shift for libraries and librarians and presents a collection of authors who reflect on the collaborations they have formed around digital humanities work.
- Scholarly Communications Librarian Lauren Collister published a chapter in the book *English in Computer-Mediated Communication: Variation, Representation, and Change*, edited by Lauren Squires, entitled "At least I'm not Chinese, gay, or female": Marginalized voices in World of Warcraft".

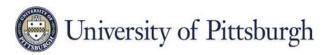## 1.4 GOALS & STRATEGIC ACTION PLANNED FOR NEXT YEAR

The ULS FY19 Planning and Budget Committee produced six strategic options focused on the theme of identity. These options are a culmination of information and feedback gathered from ULS colleagues; an informational panel of University Deans; a committee visit to the library at Pitt-

Johnstown to gather feedback from the regional libraries; examination of industry publications and reports; an annual all-colleagues Fall Forum; and nine PBC environmental scans.

Internally, we seek to reinforce our organizational strength through personnel development and institutional enrichment. Externally, we strive to capitalize on our ability to collaborate by developing programing to personalize the undergraduate experience and strengthen their ties to the university to achieve greater academic success, as well as by pursuing partnerships within the greater Pittsburgh community. Institutionally, we endeavor to be leaders in the stewardship and preservation of digital assets, as we have demonstrated with analog assets, and unique materials, and provide expertise in record and information management for the University of Pittsburgh.

- **First Year Undergraduate Student Success-** *Enhance the position of the University Library System as a recognized resource for first year undergraduate students attending the University of Pittsburgh beyond traditional library services.* ULS locations, as neutral and open spaces, are uniquely positioned as hubs of student academic and social activity and are thus poised to increase investment in student success. The ULS can serve the greater University community, and play a greater role in the academic success of distinct populations of first year students, by facilitating targeted programs such as peer-to-peer mentoring, personalizing first year student development via workshops and labs, collaborating with University partners to identify academic trends in "at risk" students, and partnering with faculty and instructors to embed selected information literacy competencies within the core General Education curriculum. This new approach to student engagement would complement our traditional roles of providing access to resources and research support by fostering better-equipped undergraduate students throughout their matriculation and by creating lifelong learners, resulting in higher retention and increased usage of ULS services.
  Maps to University Goal 1: Advance Educational Excellence

- **Personnel Development and Empowerment-** *Streamline skills development by improving access to professional and career enrichment opportunities for ULS personnel whereby strengthening the University Library System and University.* The ULS will expand opportunities for organizational growth through a richer engagement of all ULS colleagues to meet higher education professional development needs, career enrichment interests, and training directly related to working in a 21st century library. The greatest resource at the ULS is its workforce, and following the example of Pitt's Year of Healthy U, the ULS will focus on employee's professional and intellectual wellness. Enhanced developmental and career enrichment opportunities for colleagues foster an engaged and highly skilled workforce invested in the success of the organization and institution to the benefit of our patrons and partners.
  Maps to University Goal 6: Build Foundational Strength

- **Affiliate Model-** *Cultivate a culture of organizational self-investment by empowering University Library System colleagues to better utilize their talents, skills, and interests for the benefit of the ULS and University.* The ULS has the opportunity to cultivate and grow its present personnel talent and foster invested and committed colleagues beyond departmental boundaries by allowing for secondary staffing opportunities, cross-pollination across departments, and increased communication and cooperation among units. The Affiliate Model

proposes to create a voluntary, yet formally recognized, internal network of secondary affiliations between all ULS locations to expand personnel expertise, participate in projects, and assist in meeting other needs outside of main departments as appropriate. Having a wider variety of colleagues working in different departments gives faculty, students, and patrons different ways to connect with the services and expertise we provide while progressing projects and developing innovative service components.
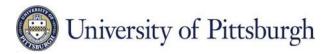*Maps to University Goal 6:* Build Foundational Strength

- **ULS Digital Preservation Capacity-** *Increase internal University Library System capacity for the preservation of digital assets by creating and implementing policies, workflows, and preservation environments that together form a robust digital preservation process.* Proper identification of roles, workflows, software tools, and policy are essential to creating an effective and consistent digital preservation environment including but not limited to born-digital archival material, digitized objects, D-Scholarship institutional repository, digital catalog holdings, subject repositories, ULS websites, and licensed content. Such organizational culture ensures that the ULS is able to deliver trusted content and collections to our users, model services, and safeguard digital assets for future use. The adoption of a consistent digital preservation processes will ensure persistent and authentic access to ULS content, collections, and resources.
Maps to University Goal 6: Build Foundational Strength

- **ULS Digital Records and Information Expertise-** *Advance the University Library System as a leader for digital records and information management at the University of Pittsburgh, through advocacy, expert consultation, models of implementation, and maturation of strategic partnerships.* The University of Pittsburgh has an institutional need for efficient, effective, and sustained digital records and information management of University business records, research output, information exchanges, and legacy platforms. Expanding expertise and tools focused on the proper creation, management, stewardship and preservation of digital records and University information will position the ULS as a trusted leader for digital records and information management at the University of Pittsburgh.
Maps to University Goal 6: Build Foundational Strength

- **Partnerships and Outreach-** *Expand the impact of the ULS through partnerships and outreach within the University of Pittsburgh and the larger Pittsburgh community.* The ULS will offer a visible network of resources, education, expertise, and consultation through expanded partnerships internal to Pitt and across the City of Pittsburgh whereby enhancing our value to the University. Such partnerships will bolster learning skills in underprivileged communities, better connect underrepresented Pittsburgh high school students with pathways to Pitt, encourage an informed citizenry, and develop a network of Pitt supporters and potential donors. Enhancing our partnership opportunities allows the ULS to be better positioned for the future, blurring the lines between departments, schools, and campuses and establishing the identity of the ULS as a source of discovery for all citizens.
Maps to University Goal 6: Strengthen Communities; Promote Diversity and Inclusion
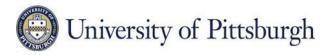
1.5 CHALLENGES & CONCERNS

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.

- Hillman Library is currently undergoing a multi-year renovation. Planning for the movement of materials, people, and adapting services, as well as planning for new spaces, services, and technologies, has and will continue to be a resource intensive process.
- A flat library collections budget has been exacerbated by sharp increases in the prices of all library materials. Increases in subscription rates for journals and databases have been far outpacing the rate of inflation, but there have been no regular increases to the collections budget to counter this. We are continually reviewing low use journals and cancelling when appropriate. We must be extremely conservative about initiating subscriptions to new journals or databases, and we frequently must turn down these requests from faculty. The current budget has severely hampered our flexibility in supporting new faculty and new research areas. If we do not receive additional collections support, we will need to be more aggressive in cancelling journals and databases, and in further reducing the number of print materials we purchase each year. This will impact faculty and students in all disciplines in terms of their ability to conduct research efficiently.
- Our current Library Management System, ExLibris Voyager, was purchased in 1997 and fully implemented in 1999. The vendor is no longer developing new functionality for the software and they are channeling their customers to newer solutions. The legacy Voyager system presents many obstacles to achieving the ULS' vision. It's antiquated, proprietary code lacks key features, cannot be modified or customized, and allows little flexibility to interact with external systems.
- The current ULS planning process has been functioning with a five-year long-range plan that ended in FY17. Having been without a permanent director for the past three years, the organization chose to defer the work of creating a new five-year plan until a permanent director was in place. Now that that has happened, the ULS has begun a process to refresh our long-range plan against the Plan for Pitt. We expect to have this work completed by May of 2018.

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.*

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*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.*

Primary Goal / Indicator	Baseline	Benchmark	Current Year	Target	Measurement Period	Trend
2.a Top Unit-Specific Indicators						
Total expenditures per student (2.a.1)	FY16 14th among Pitt peer institutions (out of 21)	Avg. peer cohort $1,342 (ARL statistics)	N/A	Place in top 50% of peer institutions	FY16-	
Students per professional librarian (2.a.2)	FY16 17th among Pitt peer institutions (out of 21)	Avg. peer cohort 254 students per prof librarian	N/A	Place in top 50% of peer institutions	FY16-	
2.b Strategic Indicators – Plan for Pitt						
Advance Educational Excellence 2016						
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)	FY16 median improvement for SERU baseline group: 1.10 pts.	FY16 0.77 pt. improvement– bottom in peer group (no 2017 data available)	To place at or above median value of the baseline group	FY15-	
Proportion of students expressing dissatisfaction with "availability of library	FY15 6.0%	FY16 median for SERU baseline for	FY16 5.2%	To stay below the benchmark value	FY15-	

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Primary Goal / Indicator	Baseline	Benchmark	Current Year	Target	Measurement Period	Trend
research resources" (SERU q. 41) (2.b.2)		% of students dissatisfied: 8.0%	(no FY17 data available)			
Breadth and depth of collaboration with Office of Student Affairs (2.b.3)	FY15 Collaborative programming with 2 units and 19 joint events	N/A	FY17 Collaborative programming with 3 units and 31 joint events, with 2,795 participants	Maintain trend	FY15-	
ULS LibGuides embedded into Pitt courses (2.b.4)	Fall 2017 term: 507 public facing LibGuides, incl. 130 embedded into Pitt courses	N/A	N/A	Increase proportion of LibGuides embedded into Pitt courses	FY17-	
Pitt students participating in ULS instruction sessions (2.b.5)	FY16 19,170	N/A	FY17 20,748	Maintain trend FY18 (first 6 months only) 11,534	FY16-	
Use of special and archival collections (Number of instruction sessions using primary resources) (2.b.6)	FY17 206	N/A	FY17 206	Maintain trend FY18 (first 6 months only) 116	FY17-	
HEDS information literacy test (Pitt regionals only – first year students) (2.b.7)	FY16 Pitt HEDS score 52%	Baseline HEDS score 61%	FY17 Pitt HEDS score 53%	Monitor performance of first year students and design appropriate instruction based on HEDS data	FY16-	

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Primary Goal / Indicator	Baseline	Benchmark	Current Year	Target	Measurement Period	Trend
Academic courses taught by ULS staff	FY16 8 courses taught by 6 ULS staff		FY17 10 courses taught by 8 ULS staff	Maintain trend	FY16-	
Engage in Research of Impact						
D-scholarship deposits (2.b.8)	FY16 Records added: 1,291 ETDs deposited: 683	N/A	FY17 Records added: 2,268 ETDs deposited: 601	Maintain trend	FY16-	
Number of ORCID IDs associated with Pitt researchers (2.b.9)	FY16 2,838 (28% of targeted population)	N/A	FY17 3,787 (38% of targeted population)	Reach 50% of targeted population in next 3 years	FY16-20	
Research publications supported through OA Publishing Fund (2.b.10)	FY16 26 publications and 19 unique authors		FY17 22 publications and 18 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-	
ULS-published and hosted OA journals (2.b.11)	FY16 published: 40 hosted: 29	N/A	FY17 published: 41 hosted: 33	Maintain trend	FY16-	
Number of Geographic Info Systems	FY16	N/A	FY17	Maintain trend	FY16-20	

Primary Goal / Indicator	Baseline	Benchmark	Current Year	Target	Measurement Period	Trend
consultations, labs, and workshops (2.b.12)	• 45 consultations		• 118 consultations • GIS Lab hours – 35/week • 4 workshops			
Percentage of currently subscribed journals cited on Pitt publications in past two years (2.b.13)	FY17 46%	N/A	N/A	Monitor use of journals by Pitt community to guide subscription decisions	FY17-	N/A
Number of research consultations (2.b.14)	FY16 1,030 consultations	N/A	FY17 936 consultations	Increase number of research consultations carried out by liaison and functional area librarians FY18 (first 6 months only) 365	FY16-20	Decreasing
Research Data Management: Consultations, trainings, DMPTool statistics (2.b.15)	FY16 • 155 data plans • 15 consultations	N/A	FY17 • 245 data plans • 30 consultations • 9 events	Maintain trend	FY16-20	FY16 – 29th in # of data plans within DMPTool FY18 – 18th in # of data plans within DMPTool
Strengthen Communities						

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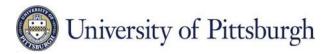| Primary Goal / Indicator	Baseline	Benchmark	Current Year	Target	Measurement Period	Trend
Instruction and outreach activities designed for broader regional and local communities (2.b.16)	FY17 61 events	N/A	FY17 61 events	Increase number of events FY18 (first 6 months only) 14 events	FY17-	Decreasing
Archives & Special Collections relating to African-American history in Pittsburgh (2.b.17)	FY16 3 collections added	N/A	FY17 2 collections added	Up to 5 new collections to be added in FY18-19	FY16-19	Increasing
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	FY17 16 library sessions designed for international students and/or in languages other than English	Maintain ULS capability to deliver sessions in Chinese, Japanese, and Korean FY18 (first 6 months only) 9 library sessions	FY17-	Increasing
Promote Diversity and Inclusion						
Diversity training for ULS staff (2.b.19)	FY17 7 training sessions delivered 107 participants	N/A	FY17 7 training sessions delivered 107 participants	Continue with training and expand to include more topics	2017-	
Diversity Fellow program (2.b.20)	FY17 12 out of 20 Fellows moved to careers in	N/A	FY17 12 out of 20 Fellows moved to careers in	Continue with program (pending continuation of the	1998-	

Primary Goal / Indicator	Baseline	Benchmark	Current Year	Target	Measurement Period	Trend
	academic librarianship		academic librarianship	MLS program at School of Information)		
Build Foundational Strength						
Beginning salary rankings (ARL Salary Survey) (2.b.11)	FY15 $36,000 (115th - last in ARL salary survey)	FY16 Public peer avg. $47,600 (ARL Salaries Survey)	FY17 $40,000	Move to top 100 ARL salaries rank	FY15-19	Increasing
ULS donor base (2.b.22)	FY17 300 names	N/A	FY17 300 names	FY18 (first 6 months only) 486 names	FY17-	Increasing
Annual dollar amount of donations to Library Fund (2.b.23)	FY17 $165,743	N/A	FY17 $165,743	Target: $500,000/year FY18 (till Dec. 2017) $301,765	FY17-20	Increasing
ULS staff publications (articles, book chapters and books) (2.b.24)	FY16 6		FY17 9	Increase output of both expectation and non-expectation librarians	FY16-	
ULS staff presentations at professional regional, national and international conferences	FY16 8		FY17 12	Increase output of both expectation and non-	FY16-	

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Primary Goal / Indicator	Baseline	Benchmark	Current Year	Target	Measurement Period	Trend
(2.b.25)				expectation librarians		
2.c Key Performance Indicators						
ARL Investment Index rank *(2.c.1)*	FY15 33rd	ARL statistics	FY16 33rd	Remain in top 40th percentile among ARL institutions	FY15-	Unchanged since 2013
Hours open (based on Hillman opening times) *(2.c.2)*	FY17 5,828	N/A	FY17 5,828	Maintain current levels (esp. during Hillman renovation phase)	FY17-	Extended to 24/5 model during term time in FY14
Seats (Oakland and Regionals) *(2.c.3)*	FY18 2,933 (Oakland) 1,210 (Regionals)	12% of enrollment	FY18 2,933 (Oakland) 1,210 (Regionals)	12% of total student population across all campuses and increase capacity at Hillman	FY18-	Increasing
Library Visitors (virtual) - LibGuides user sessions *(2.c.4)*	FY16 352,704	N/A	FY17 450,258	Maintain trend	FY16-20	Increasing
Library Visitors (physical) *(2.c.5)*	FY15 1,792,897	ARL Statistics	FY17 1,907,512	Maintain current levels (esp. during Hillman renovation)	FY15-20	Increasing

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"

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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. 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	**Excellence in Education**	(FY16) Improve undergraduate research skills through engagement with primary resource materials and librarian mentoring	(as of FY18) The University Library System (ULS) in partnership with the Office of Undergraduate Research (OUR) continues to offer the Archival Scholar Research Awards (ASRA) opportunity to a diverse community of undergraduate scholars and researchers from the humanities at the University of Pittsburgh. Since the program's inception in 2016, 30 ASRA students, who represent a variety of disciplines, interests, and research agendas, have	*Strategic Indicator(s) – Section 2.b.* ***2.b.6*** *Secondary Strategies*

Goal 1: Advance Educational Excellence

University Strategies	Unit Strategies	Strategic Action	Status	Linking
			conducted original research using archives, special collections, and primary sources.	
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	**Excellence in Education**	(FY16) Expand upon the joint assessment project with Student Affairs as well as investigate opportunities with other non-academic departments, focusing on developing two-way partnerships.	(as of FY18) The ULS has established formal partnerships with the Center for Teaching and Learning, and the Center for Creativity, as well as the Writing Center. The ULS is in discussion with these partners regarding the possibility of tenant space in a renovated Hillman library.	*Strategic Indicator(s) – 2.b.3* *Secondary Strategies* **Plan for Pitt 6.5**
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	**Top Value**	(FY18) According to the College Board, the average student spends over $1,200 for textbooks and supplies	(as of FY18) The library has just begun this project and will report progress next year.	*Strategic Indicator(s) – Section 2.b.* **2.a.1**

University of Pittsburgh

Goal 1: Advance Educational Excellence				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
voluntary support for student aid, improved time-to-degree for all students, and expanded access to master's and professional education		each year. In response, the library is undertaking "The Textbook Project", a pilot project to purchase and make available to borrow undergraduate textbooks for popular courses.		*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 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				*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*
2.2 Position the University to participate in large research collaborations *through investments in shared core facilities, strategic recruitment, and partnerships with industry*	**Pioneering Research**	(FY16) Work with CSSD (Computing Services and System Development) to implement the Symplectic Elements service to collect publication data for Pitt researchers.	In September, 2017, the ULS completed a project to integrate D-Scholarship@Pitt, the open access institutional repository, with the University's Faculty Information System (FIS). Working with CSSD, The ULS contributed over 11,000 records deposited in D-Scholarship to the new Faculty Information System, based on the Symplectic Elements system. The integration of these two systems allows works deposited in the Faculty Information System to be automatically added to D-Scholarship@Pitt. This simplifies the document deposit process while simultaneously building a	*Strategic Indicator(s) – Section 2.b.* ***2.b.8*** ***2.b.9*** *Secondary Strategies* ***Plan for Pitt 6.3***

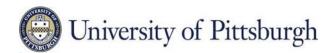| Goal 2: Engage in Research of Impact				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
			repository of faculty output that can be broadly shared with a global research community.	
2.3 Expand our computational capacity, human and physical, to meet research needs across a broad range of disciplines into the future	**Pioneering Research**	(FY16) Develop and expand university-facing services and policies supporting metadata standards and schema	(as of FY18) A new metadata support unit was established in FY18 with 3 FTE. The unit supports the work both the ULS and supports the needs of the Pitt community.	*Strategic Indicator(s) – 2.b.14* *Secondary Strategies*
	Pioneering Research	(FY18) Study patron experience utilizing the ULS document delivery services & implementation of actionable recommendations	(FY18) Because of a lack of system interoperability, the process of requesting materials from other libraries and from storage has suffered from low usability. In FY19 we are laying the groundwork to implement a release of the PITTCat WebVoyage OPAC which will allow us to make significant improvements in the user experience for requesting materials.	*Strategic Indicator(s) –* *Secondary Strategies*

University of Pittsburgh

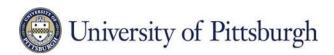| Goal 2: Engage in Research of Impact				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
	Pioneering Research	(FY16) Supply up-to-date geospatial data equipment, data resources, and dedicated staff to provide service across disciplines in the use of geospatial data and to promote the ULS' role as a campus hub for geospatial data activity and expertise.	(FY18) The ULS now offers GIS Lab office hours 30 hrs/wk. This GIS service point is staffed by one staff member and student workers. There are 12 dedicated workstations with specialized GIS software.	*Strategic Indicator(s) – 2.b.12* *Secondary Strategies*
	Pioneering Research	(FY18) Explore Options to Improve the Browsability of ULS Collections	(FY18) As collections move offsite, the ULS is undertaking an effort to recreate the ability to browse the shelves, in a virtual environment. To that end, we investigated several plugins for our existing catalog systems, as well as undertaking an evaluation of a new discovery platform that supports virtual bookshelf browsing natively.	*Strategic Indicator(s) – 2.b.2* *Secondary Strategies*
2.4 Extend the impact of our research through application to practice,	**Pioneering Research**	(FY16) Build upon newly-expanded GIS services [to fill existing gaps in ULS data related public services	(as of FY18) In coordination with HSLS, the ULS customized the DMPTool (data	*Strategic Indicator(s) – Section 2.b.* *2.b.8* *2.b.12*

Goal 2: Engage in Research of Impact				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
policy development, and commercial translation		supporting the creation and analysis phases of the research lifecycle, specifically data collection, preparation, and visualization.	management plan tool) for University of Pittsburgh use. ULS continues to engage with RDM service through ULS representatives' participation in the University-level Research Data Management committee. The ULS integrates data management tools and principles into many outreach and educational initiatives, for example our Researchers@ Pitt Bootcamp events. The ULS is undertaking outreach efforts to encourage the deposit of research data into the University's institutional repository, D-Scholarship.	***2.b.14*** ***2.b.15*** *Secondary Strategies*

University of Pittsburgh

Goal 2: Engage in Research of Impact				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
	Pioneering Research	(FY18) Understand current teaching, learning, and research needs at the University of Pittsburgh in order to inform service and space design going forward.	The ULS worked with research firm Brightspot to: "… identify changes and future needs in academic research, learning, and teaching in order to generate opportunities for how spaces and services in Pitt's academic library can respond to these future needs." Brightspot conducted focus groups, interviews, and surveys with Pitt faculty, and students, as well as library staff. A report with a series of recommendations was the result of that process and is one of many inputs into the designing of spaces and services for a reinvented Hillman.	*Secondary Strategies*

University of Pittsburgh

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	**Community Strength**	(FY18) Explore library services for alumni	(as of FY18) ULS is investigating ways we might support alumni. One idea we decided to explore further was holding workshops during homecoming on topics like "personal digital archiving" or on Pitt history via Documenting Pitt. As a start we will work to get one workshop into the official homecoming program this year. Other ideas were promoting the fact that we offer assistance to alumni via ask-a- librarian, and the idea of a cost-recovery scanning services for alumni's theses or dissertations.	*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*
3.2 Foster a culture of civic engagement, seeking to increase societal impact				*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*

University of Pittsburgh

Goal 3: Strengthen our Communities				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
3.3 Increase the economic impact of our work through fostering entrepreneurship, commercialization, corporate engagement, and mutually beneficial public and private partnerships				*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*
	Community Strength	(FY18) A group convened and created a report that provided the initial plans for a new "distinctive collections" physical space in the newly renovated Hillman Library.	The plan addressed creative uses of space that reflect contemporary teaching, learning and research practices. Further, an updated physical space will facilitate increased community engagement. "Distinctive collections" will seek to expand teaching and learning opportunities for communities around local and regional materials, aligning with the ULS' strategic focus on unique collections.	*Strategic Indicator(s) –* *2.b.6* *2.b.16* *2.b.17* *2.c.5* *Secondary Strategies*

University of Pittsburgh

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*	**Community Strength**	(FY17) Foster diversity and inclusion in the ULS in variety of ways, including improving staff engagement and communication. Align library programming efforts with university wide diversity and inclusion efforts.	(as of FY18) • For the past two years the ULS has conducted a regular series of diversity workshops, covering a wide array of topics like "Campus Disability Resources", "Introduction to Trans-Theory and Trans-Inclusive Space", and many others. Attendance has increased year over year by 30% and the workshops have been rated by participants with an average score of 4.75 on a 5-point scale. There are now 17 ULS staff who are Allies Trained Certified. • The library at the Pitt-Johnstown campus was instrumental in creating	*Strategic Indicator(s) –* *2.b.16* *2.b.19* *2.b.20* *2.c.5* *Secondary Strategies*

| | | | a first ever diversity symposium on the Johnstown campus. Using a Year of Diversity grant, the symposium charted the course for finding strength in differences through critical dialogue about the most pressing diversity issues facing the University of Pittsburgh Johnstown campus; additionally, it advanced ongoing conversations on diversity and inclusion on the Johnstown campus. | |
| | | | • For the last three years, the library at Pitt-Titusville has teamed up with the Liberal Arts department to host events at the library with a theme of diversity and inclusion. The most successful events are the "Read | |

			One and Done" roundtable discussions. Students are asked to read a sentence or short paragraph from a pre-selected reading focusing on a "hot topic" about race or race relations. Students have read about "Black Lives Matter", police violence and violence against police, and most recently about the protest and removal of Confederate statues across the country. This ongoing series is designed to help foster communication and discussion between individuals who come to Titusville from diverse backgrounds and those from less diverse areas.	
4.2 Enrich the student experience *through engagement with diverse cultures and perspectives, expanded*				*Strategic Indicator(s) – Section 2.b.*

University of Pittsburgh

University Strategies	Unit Strategies	Strategic Action	Status	Linking
opportunities for study abroad, and by integrating global perspectives in the curriculum				*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*	**Global reach**	(FY18) Creation of academic integrity/plagiarism tutorials in collaboration with Office of International Students and the Katz Graduate School of Business	For the start of Fall 2018, the ULS, in collaboration with the Office of International Students (OIS) and the Joseph M. Katz Graduate School of Business, offered a self-enrolled course on Academic Integrity through CourseWeb. Content includes tutorials on academic integrity, plagiarism, and citing sources, and a certification quiz. As of February 2018, 290 students received a certificate of completion based on a score of 80% or better in the quiz. Enhancements will continue throughout the coming year with collaboration from the English Language Institute, the Swanson School of Engineering, and the School of Computing and Information.	*Strategic Indicator(s) –* ***2.b.1*** ***2.b.4*** ***2.b.5*** *Secondary Strategies*

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				*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*
5.4 Rewire and improve our infrastructure to streamline, facilitate, and expand engagement with the world				*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				*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*

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	**Top Value**	(FY18) Creation of a Hillman Library Renovation Coordination Group	The Hillman Library Reinvention Group has been meeting regularly and working to provide feedback on a variety of renovation activities. The group has met directly with project architects and is providing feedback on Hillman service design and space development.	*Strategic Indicator(s) – 2.c.5* *Secondary Strategies*
6.4 Strengthen administrative and operational efficiency by improving communication and collaboration between and among academic and business units				*Strategic Indicator(s) –* *Secondary Strategies*
6.5 Enhance our ability to partner both internally and with public and private partners locally, nationally, and globally				*Strategic Indicator(s) – Section 2.b.* *Secondary Strategies*
6.6 Facilitate and support engagement with Pitt	**Top value**	(FY16) Institutionalize a supportive infrastructure for ULS advancement efforts by creating a committee of 6-8 volunteer	(as of FY18) This committee has been constituted and meets regularly. The committee's efforts are now focused on	*Strategic Indicator(s) – 2.b.16 2.b.22 2.b.23*

Goal 6 - Build Foundational Strength				
University Strategies	**Unit Strategies**	**Strategic Action**	**Status**	**Linking**
		staff with the mission to evaluate advancement and fundraising suggestions, facilitate the implementation of strategic options relating to development, and provide support for ULS advancement staff.	fundraising around the 50th Anniversary of Hillman Library as well as identifying and promoting support opportunities around the renovation of Hillman.	*Secondary Strategies*

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 – an organisation of some 100 pre-biggest research libraries in North America.