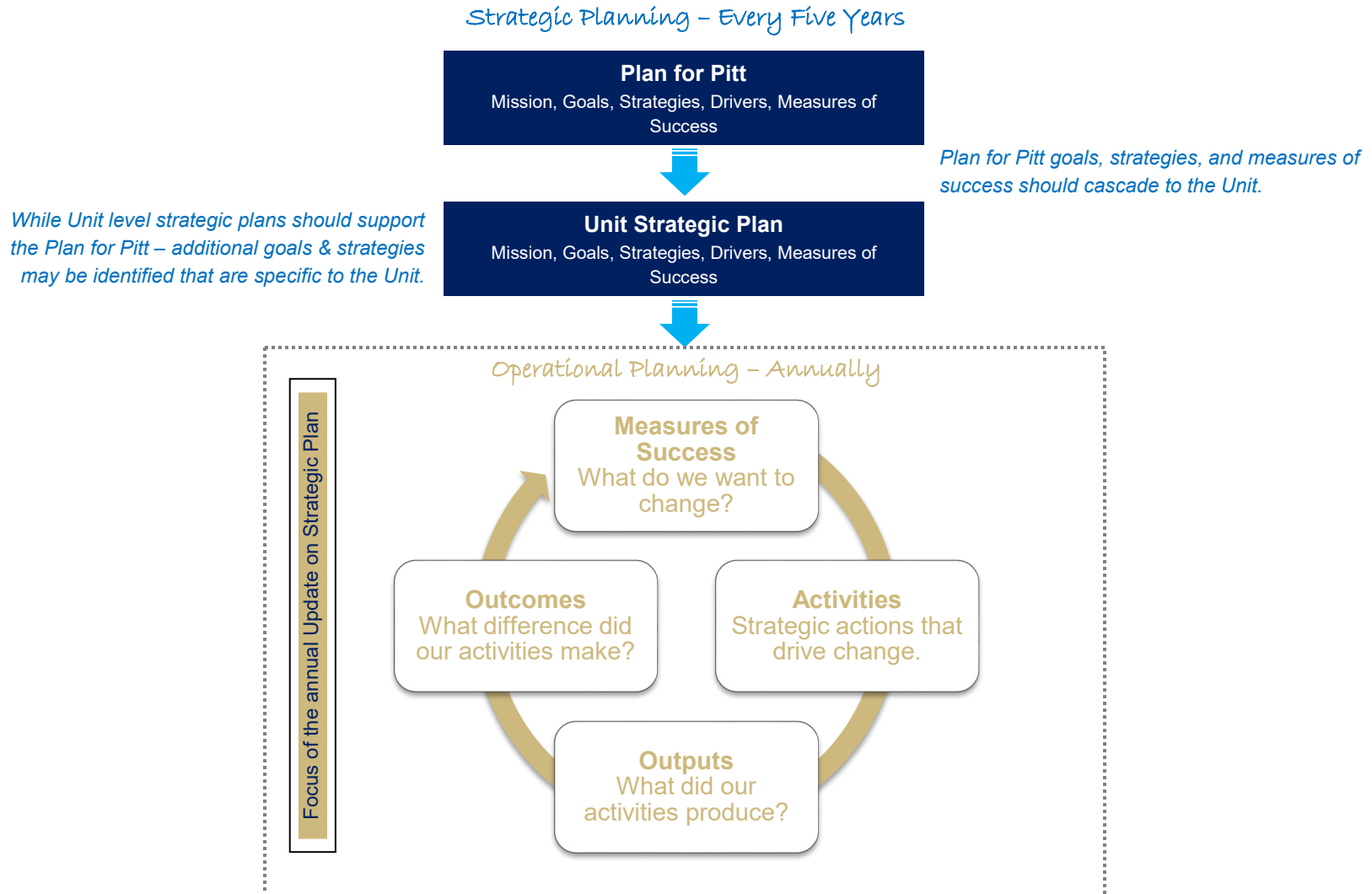


Update on Strategic Plan – Academic Year 2020

Framework





Contents

<i>Section</i>	<i>Title</i>	<i>Page</i>
1	Executive Summary	
2	Measures of Success	
3	Strategic Actions	
4	Appendices (anything else you want to include!)	

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

1.1 MISSION & STRATEGIC GOALS

Please include the mission and strategic priorities/goals that are outlined in the Unit's strategic plan. How do they map back to the Plan for Pitt?

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. (University goals *Engage in Research of Impact and Embrace the World*)

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. (University goals *Engage in Research of Impact and Embrace the World*)

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. (University goal *Build Foundational Strength*)

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. (University goals *Build Foundational Strength and Strengthen Communities*)

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. (University goal *Advance Educational Excellence*)

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. (University goal *Promote Diversity and Inclusion*)

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

Please include the 3-5 most significant unit level accomplishments in the prior year 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. Additional accomplishments can be shared in the appendices.

The ULS made significant advancements in many areas this past year. The three we are choosing to highlight are:

STUDENT SUCCESS

The library has undertaken a number of initiatives to support student success. These include infrastructure and expertise in support of experiential and multimodal learning, providing opportunities for research through scholarships and internships, and efforts to better understand our student populations' needs.

To better understand our student populations, the ULS worked with Ithaka S+R, a research organization, to administer a survey of Pitt undergraduate students. In addition, the ULS convened a Student Library Advisory Council consisting of both undergraduate and graduate students, as a mechanism by which the library can hear directly from students and get input to help shape library programs and services. The results of these inputs have, and will continue, to improve our library programs and services, some of which are reflected in this document, such as endeavouring to build a portfolio of internship opportunities, something which students are keenly interested. The libraries, seeking additional inputs, are conducting a survey of graduate students in Spring 2020.

The ULS launched two new graduate student opportunities: the ULS Digital Scholarship Summer Graduate Internship Program and the ULS Digital Scholarship GSA, both based in ULS Digital Scholarship Services (DSS). During Summer 2019, two summer interns learned about digital scholarship and completed independent projects. These positions offer an opportunity for graduate students to develop digital skills while embedded in a library context. The 2020 GSA increased departmental capacity by helping with outreach and the workshop series in addition to participating in consultations and working on digital scholarship projects. DSS also participates in student development opportunities through the student worker Geographic Information Systems (GIS) Work Lab positions, which employ skilled undergraduate students in a consultative role focused on GIS support.

The University Library System continues to offer, in partnership with the Office of Undergraduate Research (OUR), the Archival Scholar Research Awards (ASRA) opportunity to a diverse community of undergraduate students at Pitt. Since the program's inception in 2016, 52 ASRA students, who represent a variety of disciplines, interests, and research agendas, have conducted original research using our archival and special collections materials.

Other research opportunities for undergraduate students included, in FY2019, for-credit internships for three Museum Studies and ten History undergraduate students.



Archives & Special Collections makes available several grant and award opportunities and points to partner institutions for others, for instructors, students and scholars that focus on the use of distinctive collections to create new scholarship, and to disseminate this knowledge to the broader community. These funding opportunities include:

- Arlen Specter Center Research Fellowship
- Center for Philosophy of Science Summer Archival Fellowship
- The Dick Thornburgh Forum for Law & Public Policy Grant Awards
- Elsie Hillman Civic Forum Student Programs
- Erroll Garner – Martha Glaser Archive Research Award

This year, Open Lab at Hillman, an academic makerspace and a partnership between the University Center for Teaching and Learning and the ULS, moved into a larger, dedicated space in Hillman Library. Four new Virtual Reality (VR) workstations were added to the lab. The lab supports a growing number of instructors incorporating VR, 3D printing, and other emerging technologies into their courses. The lab also provides direct support to students interested in exploring these technologies on their own. The lab is partially staffed with student workers who gain valuable experience with the lab's technology and user support. Also, in support of experiential learning, we have hired for a new position, Digital Creation Specialist. This role is positioning the Digital Stewardship Lab in Hillman's Digital Scholarship Commons as a hands-on pedagogical space within Hillman Library.

We continue to expand support for experiential, multi-modal learning. Items from our audio-visual equipment lab collection, which includes still cameras, video cameras, podcasting kits, lighting kits, and other items, were checked out 6,112 times in 2019. This includes equipment used for specific Film Studies classes as well as check out for use for projects for other courses, as well as for personal use. Our video production studio, the One Button Studio, was reserved just under 400 times and our podcasting booth, the Whisper Room, was reserved 583 times.

The ULS has licensed Omeka, a user-friendly tool for creating interactive digital exhibits by organizing digital objects into collections, providing robust metadata, and adding longform interpretive/contextual content. Omeka can be used for classroom assignments, by individual researchers to highlight their work, as well as for the creation of exhibits to display digital collections materials.

This past year the ULS offered workshops on topics including: *Understanding and Practicing Cartographic Literacy*, *A Beginner's Introduction to Web-scraping*, *Introduction to 3D Scanning*, *Make Scholarship Open! Using Repositories and Archives to Share Your Work*, and many others. These workshops had just over 1,000 participants.

Last year's revamp of the Electronic Theses and Dissertations (ETD) Support Program resulted in increased in-person consultations and attendance at ETD workshops in FY19, as well as new workshops and trainings for Pitt staff and faculty who work with graduate students on ETD preparation and submission. ETD Support worked in new modes of communication such as live and recorded YouTube videos to reach non-traditional and remote students. ETD Support also worked with the Provost's Office to complete Phase One of an ETD Modernization process including electronic approval forms, new flexible citation and figure/image guidelines, and a new LaTeX document formatting template.

In 2018 ULS hired its first ever Entrepreneurship Librarian, LaMonica Wiggins. She worked with Jake Meadows and the *Posture Protect* team while developing their posture correcting device. LaMonica provided guidance on creating market comparisons, exploring product viability, and accessing other resources at Pitt (such as the Innovation Center and ULS intellectual property experts). The team went on to win the “Best Overall Project” at the Swanson School of Engineering Design Expo.

AFFORDABILITY

The ULS has put in place a number of initiatives to support access and affordability by providing paid internships and research awards, supporting open scholarship and open education resources, and by providing significant-cost items for students to “borrow not buy.”

In response to the increased interest in Open Educational Resources (OER) at the University of Pittsburgh, the ULS created an OER Team of librarians and staff with expertise to assist faculty in identifying, using, and creating open materials for the classroom. Through a partnership with the Center for Teaching and Learning, the ULS OER Team created a "pipeline" for OER-related requests to best utilize the strengths of both units. This partnership supported applications for 30 OER grants from the Provost's Office since fall of 2018 and the subsequent funded projects. The ULS is facilitating the deposit and sharing of the final products of these OER grants. Examples include the open casebook "First Amendment: Freedom of Expression" by William Carter (School of Law), first edition finished and deposited in D-Scholarship.

The ULS continued its Textbook Project this year. Through this program the University Library System buys multiple copies of textbooks for selected undergraduate courses and lends them to students 100% free of charge so students have the opportunity to borrow instead of buy their textbook. The ULS won the 2019 Pitt Day of Giving Attendance Challenge for Places, Experiences and More, adding \$1,000 to our Pitt Day of Giving Textbook Project. Forty-two donors contributed \$3,960 toward the project.

Hillman Library continues to buy various types of electronics like calculators and laptops for loan to students. These items circulated 15,000 times in FY19.

The ULS is now offering a number of opportunities for internships and for-credit opportunities across our libraries. These aim at providing students with opportunities to acquire new skills or conduct original research, and to do so without incurring personal costs.



This year we continued our support for the ULS/School of Computing and Information Diversity Resident visiting librarian program which provides a Master of Library and Information Science student from an underrepresented group the opportunity to gain valuable, hands-on experience in a large academic library system. The goal of this two-year program is to increase the number of underrepresented racial/ethnic minorities within academic librarianship by providing the graduate education and the practical experience critical for successful entrance into the profession. ULS financial support totals \$63,024 annually.

In FY19 the ULS undertook several initiatives related to Open Access, which aims to facilitate rapid global scholarly exchange and unrestricted public access, included:

- Facilitation of the deposit of 46 datasets and over 1,000 other research objects generated by Pitt researchers into the Open Access institutional repository D-Scholarship. These 46 datasets are the result of additional outreach and an increase in the recognition of the library's role in support of open data and reproducibility.
- Payment by the library of article processing charges (APC) for 20 Pitt researchers which allow their publication to be openly available to the world immediately upon publication.
- Provision of infrastructure and expertise to support the publication of 71 open access journals.

DEVELOP ADDITIONAL RESOURCES TO ADVANCE OUR MISSION

The ULS has continued to make strides in both our fundraising and grant seeking efforts. We have also been systematically examining workflows across departments and units to ensure excellent service and efficient use of resources.

This past year saw a significant increase in grant activity over the previous. For FY19-20 the amount requested increased 56%, from \$610,453.00 to \$950,802.00, and the amount awarded increased 119%, from \$232,174.00 to \$507,969.00. Notable grants include:

- \$297,040.00 from the Institute of Museum and Library Services (IMLS) to continue the *Civic Switchboard* project, which provides a framework and training based on the idea that libraries and library workers should be key actors in civic open data ecosystems and act as core data intermediaries.
- \$169,860.00 from the National Endowment of the Humanities (NEH) for *The Homestead Steel Strike and the growth of America as an Industrial Power*, a project that will provide teachers with a full accounting of the circumstances that led to the Battle of Homestead and what its lasting impact has been in the United States, using both classroom instruction and site visits to pertinent local destinations such as U.S. Steel's Edgar Thomson Works, the Rivers of Steel Museum, and others.
- \$36,069.00 from the Council on Library and Information Resources (CLIR) Recordings at Risk Program to digitize recordings in the Kuntu Repertory Theatre records and the Bob Johnson papers.
- \$5,000.00 from the Chinese Studies endowment to support the completion of the *CR-10* project, led by Haihui Zhang and Kun Qian. *CR/10* is an oral history project that aims to neutrally collect ordinary people's authentic memories and impressions of China's Great Proletarian Cultural Revolution. The grant purchased visual material for a documentary film version of the project, including footage used during historical background segments and anonymous interviews.

Our fundraising efforts are showing a substantial return, with \$272,000 cash and \$168,000 in-kind raised this past year. This represents a doubling of amounts raised from our FY17 baseline.

We have increased our starting salary for professional librarians to \$50,000 from \$36,000 in FY16. This moved the ULS from last place, 114th in the ARL starting salary, to 55th place, better positioning us to attract high caliber candidates in a competitive environment.

We conducted a comprehensive review of our libraries' reference services. Based on these results, we have reallocated our liaison librarians' time to allow for more personalized engagement with and support for the academic departments they support.

1.3 RECOGNITION

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

- *What unit accomplishments exemplify the Unit's strength?*
 - *School Level: such as ranking change, award, national distinction, media presence*
 - *Faculty: such as awards, distinctions, significant individual funding or academic accomplishments, media presence*
 - *Student: such as individual student recognition, competition placement, media presence*
 - *Staff: such as staff recognition and professional awards*
- *What factors contributed to or enabled these accomplishments?*

Memberships & Awards



Cassaro, Jim (July, 2019). Presided over the editorial board meeting of *Fontes Artis Musicae*, participated in Publications and Membership committee meetings, and chaired two paper sessions, *Musical Iconography and Instruments* and *Music and Society*, at the annual congress of the International Association of Music Libraries, Archives and Documentation Centres (IAML), Kraków, Poland.

Koenig, Anne & Webster, Berenika (December, 2019) won Top Poster award at Association of Research Libraries (ARL) Assessment Conference, Houston, TX.

Lynch, Christopher (2020). Joined the Committee on the Publication of American Music of the American Musicological Society.

The University Library System, University of Pittsburgh, became a member of the Latin Americanist Research Resources Project (LARRP) pilot project to steward a set of open access scholarly e-books published by CLACSO (Latin American Council of Social Sciences).

Wiggins, LaMonica (2020). President of the Pennsylvania Black Librarians' Caucus (PABLC).

Notable presentations

Cantrell, M. H., & Collister, L. B. (September, 2019). *The status quo bias and the uptake of open access*. Project presented at the Conference on Open Access Scholarly Publishing, Copenhagen, Denmark.

Cantrell, M. H., & Collister, L. B. (November, 2019). *The status quo bias and the uptake of open access*. Project presented at OpenCon, Philadelphia, PA.

Cassaro, Jim (July, 2019). *Resurrecting Galuppi: Towards a Critical Edition of Li tre amanti ridicoli*. Paper presented at the annual congress of the International Association of Music Libraries, Archives and Documentation Centres (IAML), Kraków, Poland.

Lynch, Christopher (October, 2019). *Acknowledging the Contributions of Indentured Servants to Stephen Foster's Career*. Paper presented at the Conference of the Allegheny Chapter of the American Musicological Society, Gannon University, Erie, PA.

Wiggins, LaMonica (2019). *Library Launch: Academic Libraries Supporting University-run Accelerators, Tech Transfer Offices and Co-curricular Activities*. Poster presented and awarded third place at the Business and Finance Division's Awards Reception and Poster Competition, Special Libraries Association Conference, Cleveland, OH.

Wisniewski, Jeff (2019) *Designing for the Near Future: Spaces and Technology*. Workshop presented at Internet Librarian Conference, Monterey, CA.

Notable publications

Andreassen, H. N., Berez-Kroeker, A. L., **Collister, L.**, Conzett, P., Cox, C., Smedt, K. D., McDonnell, B., and the Research Data Alliance Linguistic Data Interest Group. (2019). Tromsø recommendations for citation of research data in linguistics (Version 1). *Research Data Alliance*.

Brod, Zachary L. (2019). The Talking Dead: Evidence of Life in the Allegheny County Coroner's Inquest Records. *Manuscripts*, 71 (4): 275-284. ISSN 0025-262X

Cantrell, M. H., & Collister, L. B. (2019). The status quo bias and the uptake of open access. *First Monday*, 24 (7).

Dill, Diana and Kalinowski, Alice (November, 2019). Knowledge IQ: Fostering knowledge sharing among liaison librarians. *American Libraries Magazine* and “American Libraries Direct” email update.

Lynch, Christopher (June 2019). Review of *Opera for the People: English-Language Opera and Women Managers in Late 19th-Century America*, by Katherine K. Preston. *Notes* 75 (4): 675–77.

Lynch, Christopher (Spring 2019). Review of *The Opera House: A Film*, directed by Susan Froemke. *Journal of the American Musicological Society* 72 (1): 295–302.

Mentions

Aaron Brenner and the Civic Switchboard Project were featured in: Enis, Matt (January, 2020). Civic Data Partnerships, *Library Journal*.

Robin Kear was featured in: Chatterjee, Sritama (2020). Teaching Research in the First-Year Writing Classroom in the U.S, *Inside Higher Ed* [Blog Post].

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.

Programming

The re-opening of the 3rd Floor of Hillman Library provides opportunities for new programs and services. The Text/Context Lab, a new space and service developed with our partner the Center for Creativity, will provide an active environment for the creation, manipulation, and disassembly of text. It will be available for both curricular and extra-curricular uses.

A hallmark feature of the new 3rd Floor will be a large-scale, interactive digital exhibit wall. The 20x6ft wall will offer numerous opportunities to co-curate exhibits by members of the University community.

In partnership with the Rivers of Steel National Heritage Area, we are hosting two NEH History and Landmarks Workshops entitled *The Homestead Steel Strike and the Growth of America as an Industrial Power*.

Process improvements

In the summer of 2020, the Library will launch a new Library Management System and public search interface to replace the 20+ year old PittCat library catalog system. It will significantly improve both user experience and internal efficiencies. Moreover, it will improve our ability to collect and analyze data to enable more rapid data-informed decision making.

We will create a working group to conduct an audit of paper forms generated and used by ULS staff at all campuses. The resulting inventory will provide a basis for prioritizing the conversion to digital.

In the archives and special collections arena, we are in the process of investigating software tools to aid with streamlining archival workflows, improving customer relations management, and increasing the findability of archival materials.

We are investigating warehouse management software to improve request fulfillment workflows in our offsite high-density storage facility.

In FY19 we embarked on a new three-year survey cycle of Pitt faculty, graduate students, and undergraduate students. The undergraduate survey was completed last year, the graduate student survey is currently underway, and the faculty survey will launch in Spring 2021. The results of these surveys inform our decisions about programming, content, and services.

Curriculum development/revisions

In FY21 we will embark on a project to systematically review all our instruction efforts, across ULS departments, to better align with current pedagogical best practices and address the skill needs of current and future students and faculty.

Community engagement

Archives & Special Collections (A&SC) plans to grow and deepen our relationship with the University's Community Engagement Centers by offering more programs to residents to increase their knowledge and preservation of historical resources that document their neighborhood. With the opening of the Hill District CEC, we have an opportunity to expand our reach to a new community by helping the neighborhood understand and benefit from the use of the historic resources available within A&SC. Further, A&SC plans to expand the workshops we can offer to public school teachers in Allegheny County by participating in more instruction opportunities offered by the Allegheny Intermediate Unit (AIU).

As Archives & Special Collections (A&SC) seeks to expand its outreach to the Pitt and Pittsburgh community by offering programs, events and workshops, it requires the dedication of a full-time professional who can concentrate on developing new and innovative methods to engage with these audiences. The newly renovated space in Hillman Library for A&SC offers opportunities for increasing engagement with distinctive collections through instruction opportunities and scholarship. Moreover, this librarian will focus on creating compelling exhibits, both physical and digital, that promote the wealth of primary resources held by the University Library System.

Diversity and inclusion initiatives

We will be creating a ULS-wide outreach and communication plan to develop, enhance, and promote diversity initiatives throughout the ULS. Working in conjunction with the ULS Coordinator of Diversity and Inclusion Initiatives and new ULS Diversity Committee, plans will include special projects related to collections, digital and book displays, social media engagement, informal and formal cultural events, and partnerships with Pitt and non-Pitt groups. Relevant student, university, and community groups will be included as part of the planning process.

CHALLENGES & CONCERNS

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

The library collections budget has been static for the last several years, and the costs, particularly of electronic journals, continue to outpace general inflation several fold. We note that the collections budget has been underfunded for many years, so restoring the collections budget will be a multi-year effort.

The current budgeting environment provides challenges generally and specifically as it relates to funding for internships, scholarships, research awards, as well as for continuing to support experiential and multimodal learning, and for new credentialing programs around digital skills building.

We share the challenges other responsibility centers on campus have expressed around the Human Resources classification and compensation systems and practices.

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)	FY2016 15 th among peer institutions (out of 21)	FY2018 Avg. peer cohort \$1,357 (ARL)	FY2018 14 th among peer institutions \$1,081 (Pitt)	Rank in the top 50% of peer institutions	FY2016 - FY2025	Upward trajectory
Students per professional librarian (2.a.2)	FY2016 17 th among Pitt peer institutions (out of 21)	Avg. peer cohort 257 students per prof librarian (ARL)	FY2018 15 th among peer institutions with 293 students per librarian	Rank in the top 50% of peer institutions	FY2016 - FY2025	Upward trajectory
2.b Strategic Indicators – Plan for Pitt						
<i>Advance Educational Excellence</i>						
ULS LibGuides (information and research resource guides) embedded into Pitt courses	Fall 2017: 507 public facing guides, incl. 130 embedded into	N/A	Fall 2019: 559 public-facing guides, incl. 199 embedded into	Increase number of LibGuides embedded into academic courses on Canvas	FY2017 -	Upward trajectory



(2.b.1)	academic courses on Blackboard		academic courses on Blackboard			
Participants in ULS instruction sessions and workshops (2.b.2)	FY2017 20,879	N/A	FY2019 19,715	We are creating a position of Head of Learning Design to align our efforts in this area	FY2017 -	Remains largely unchanged
Use of archives and special collections (number of instruction and outreach sessions using primary resources) (2.b.3)	FY2017 206	N/A	FY2019 224	While number of instruction sessions increase over time, we would like to expand them outside our traditional communities in humanities.	FY2017 -	Upward trajectory
In-class use of ULS's new collections and services (use of equipment, etc.) (2.b.4)	FY2017 Circulations of audiovisual equipment: 1,939	N/A	FY2019 Circulations from audiovisual equipment: 5,129, including 1,851 reserves circulations (associated with a class)	Continue evolving collections and services based on classroom and end-user needs	FY2017 -	Upward trajectory
Internship opportunities for Pitt students (2.b.5)	FY2019 28 student internships across ULS (2 graduate and 24 undergrad) = \$80,000 in support	N/A		Build resource base to support increased number of internships	FY2019 -	N/A
<i>Engage in Research of Impact</i>						
ORCID IDs associated with Pitt researchers (2.b.6)	FY2016 2,838 (28% of targeted population)	N/A	FY2019 5,484 (55% of targeted population)	Reach 50% of targeted population in next 3 years	FY2016 - FY2019	Goal achieved



Pitt-generated data sets deposited in D-scholarship (2.b.7)	FY2019 Data sets added: 46	N/A		Increase annual deposits of data sets	FY2019 -	N/A
Research Data Management: DMPTool usage (2.b.8)	FY2016 155 new data plans	N/A	FY2019 58 new data plans; 66 new DMPTool users	In December 2020 ULS appointed a full-time Research Data Librarian. The goal is to increase the number of new plans to the FY16 levels when we last had a dedicated position in this area.	FY2020 - FY2022	Downward trajectory
Workshops attended by graduate student (2.b.9)	FY2017 133 workshops and instruction sessions (11% of total)	N/A	FY2019 151 workshops and instruction sessions (13% of total)	Increase number of workshops aimed at graduate students to 15%	FY2017 - FY2020	Upward trajectory
Maintain electronic collections that are relevant to Pitt research community (2.b.10)	FY2018 Full-text article downloads: 5,455,214	N/A	FY2019 Full-text article downloads: 5,650,831	Remain in the top 50 percentile among Pitt peer institutions (ARL)	FY2018 -	Upward trajectory
<i>Strengthen Communities</i>						
Instruction and outreach activities designed for K-12 students (2.b.11)	FY2017 3 events	N/A	FY2019 5 events	Establish ongoing programming with Pittsburgh and Allegheny County Public School Districts	FY2017 -	Upward trajectory
ULS programming in CECs (2.b.12)	FY19 4 events	N/A		Establish stronger ULS presence in CECs. Increase number of events	FY2019 -	N/A
<i>Embracing the World</i>						
ULS-published and hosted OA journals and other scholarly on-line resources (2.b.13)	FY16 40 published titles; 29 hosted titles	N/A	FY19 45 published titles; 26 hosted titles	Maintain robust publishing platform and further enhance capacity and infrastructure for digital resource sharing	FY2016 -	Upward trajectory



<i>Promote Diversity and Inclusion</i>						
Diversity training for ULS staff (2.b.14)	FY2017 7 training sessions delivered to 107 participants	N/A	FY2019 5 training sessions delivered to 109 participants	Maintain robust program across various aspects of diversity and continue increasing colleague participation	FY2017 -	Remains largely unchanged
Develop fund to support purchase multiple copies of textbooks to ease student financial burden (2.b.15)	FY2018 46 donors contributed \$2,921	N/A	FY2019 42 donors contributed \$3,960; additional \$1,000 was raised during Day of Giving competition.	Evaluate impact of the program in FY2020 to assess the need for continuing effort	FY2018 - FY2020	Upward trajectory
<i>Build Foundational Strength</i>						
Beginning salary rankings (ARL Salary Survey) (2.b.16)	FY2016 \$36,000 (last, 114 th in ARL)	FY 2017 median beginning salary was \$50,000	FY2019 \$50,000 (55 th place in ARL)	Rank in the top 100 ARL institutions for beginning salary	FY2016 - FY2019	Goal achieved
ULS donor base (2.b.17)	FY2017 251 active donors	N/A	FY2019 238 active donors	Grow number of active donors	FY2017 -	Remains largely unchanged
Annual dollar amount of donations to Library Fund (cash)(2.b.18)	FY2017 \$105,738	N/A	FY2019 \$272,198		FY2017 -	Upward trajectory
Annual dollar amount of donations to Library Fund (gift-in-kind value) (2.b.19)	FY2017 \$60,005	N/A	FY2019 \$168,771		FY2017 -	Upward trajectory
ULS staff presentations at professional regional, national and international conferences (2.b.20)	FY2016 8	N/A	FY2019 14	Increase output of both expectation and nonexpectation librarians	FY2016 -	Upward trajectory



ULS staff publications (articles, book chapters and books) (2.b.21)	FY2016 6	N/A	FY2019 8	Increase output of both expectation and nonexpectation librarians	FY2016 -	Upward trajectory
Number of Electronic Information Technology (EIT) assets assessed for accessibility remediation (2.b.22)	FY2020 0	N/A		Complete assessment and remediation process	FY2020 - FY2024	N/A
2.c Key Performance Indicators						
ARL Investment Index rank (2.c.1)	FY2015 33rd		FY18 35th	Remain in top 40 th percentile among ARL academic institutions	FY2015 -	Downward trajectory
Library Visitors (virtual) - LibGuides user sessions (2.c.2)	FY2016 352,704 user sessions		FY2019 1,115,786 user sessions	Maintain trend		Upward trajectory
Library Visitors (physical) (2.c.3)	FY2015 1,792,897		FY2019 1,892,263	Maintain current levels (esp. during Hillman renovation)	FY2015 - FY2023	Remains largely unchanged

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 <i>at all levels through innovative, discipline-based approaches to teaching and learning, and appropriate uses of technology to enrich the on-campus learning environment</i>	<i>Be an advocate, partner, and resource for experiential and dynamic teaching and learning at Pitt.</i>	Utilize library technology and expertise to enrich the learning experience at Pitt, including providing opportunities to engage in experiential learning.	Dan Kaple was hired for the newly created position of Digital Creation Specialist. This role is positioning the Digital Stewardship Lab in Hillman’s Digital Scholarship Commons as a hands-on pedagogical space within Hillman Library. Dan has participated in two Pitt courses and will offer four 3D scanning workshops during Spring 2020.	<i>Strategic Indicator(s) – Section (2.b.4)</i>
				<i>Secondary Strategies</i>



Goal 1: Advance Educational Excellence

University Strategies	Unit Strategies	Strategic Action	Status	Linking
	<i>Be an advocate, partner, and resource for experiential and dynamic teaching and learning at Pitt.</i>	Utilize library technology and expertise to enrich the learning experience at Pitt, including providing opportunities to engage in experiential learning.	The ULS acquired a subscription to the digital exhibit platform Omeka, used for instruction and research that involves creating custom collection-based digital online exhibits. The platform has already been integrated into English Department course on Science Fiction taught by Dr. Jessica Fitzpatrick	<i>Strategic Indicator(s) – Section (2.b.4)</i>
	<i>Be an advocate, partner, and resource for experiential and dynamic teaching and learning at Pitt.</i>	Utilize library technology and expertise to enrich the learning experience at Pitt, including providing opportunities to engage in experiential learning.	Collections as Data project: Tyrica Terry Kapral and Aaron Brenner, along with Matthew Lavin in the English Department, continued work funded through the Mellon Foundation supported <i>Collections as Data: Part to Whole</i> . The project team developed code to transform library collections data into formats that support re-use by students and scholars. The group also partnered with two undergraduate courses to test the methods and associated learning modules.	<i>Strategic Indicator(s) – Section (2.b.4)</i> <i>Secondary Strategies (2.b.2)</i>



Goal 1: Advance Educational Excellence

University Strategies	Unit Strategies	Strategic Action	Status	Linking
	<i>Be an advocate, partner, and resource for experiential and dynamic teaching and learning at Pitt.</i>	Utilize library technology and expertise to enrich the learning experience at Pitt, including providing opportunities to engage in experiential learning.	Based on feedback from students and faculty, the library component for the Academic Foundations course offered through the Dietrich School of Arts and Sciences followed a “flipped” model that incorporated an interactive in-class tour to complement the out-of-class online tutorial. The tour allowed students to learn about the library’s Digital Scholarship Services, library research services, the Equipment Lending program, and the Open Lab @ Hillman, where they were offered a hands-on experience with virtual reality and maker technologies. Preliminary assessment data indicate these enhancements to the library experience was well-received and appreciated by both students and faculty of the more than 60 sections of FP0001 and FP0003 that	<i>Strategic Indicator(s) – Section (2.b.4)</i>



Goal 1: Advance Educational Excellence

University Strategies	Unit Strategies	Strategic Action	Status	Linking
			visited Hillman Library in Fall 2019.	
<p>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</p>	<p><i>Integrate information skills and related critical thinking competencies into the curriculum.</i></p>	<p>Provide opportunities for students to enhance digital skills.</p>	<p>Digital Scholarship Services has expanded its workshop series, offering 15 workshops during Fall 2019 and 21 during Spring 2020, up from 20 total during the previous academic year.</p>	<p><i>Strategic Indicator(s) – Section (2.b.2)</i></p>
				<p><i>Secondary Strategies</i></p>
	<p><i>Be an advocate, partner, and resource for experiential and dynamic teaching and learning at Pitt.</i></p>	<p>Provide opportunities for research and learning through scholarships and internships.</p>	<p>The ULS launched two new graduate student opportunities: the ULS Digital Scholarship Summer Graduate Internship Program and the ULS Digital Scholarship GSA, both based in ULS Digital Scholarship Services. During Summer 2019, two summer interns learned about digital scholarship and completed independent projects. The 2020 GSA increased departmental capacity by helping with outreach and the workshop series in addition to</p>	<p><i>Strategic Indicator(s) – Section (2.b.5)</i></p>



Goal 1: Advance Educational Excellence

University Strategies	Unit Strategies	Strategic Action	Status	Linking
			<p>participating in consultations and working on digital scholarship projects. These positions offer an opportunity for graduate students to develop digital skills while embedded in a library context. DSS also participates in student development opportunities through the student worker GIS Work Lab positions, which employ skilled undergraduate students in a consultative role focused on GIS support.</p>	
	<p><i>Be an advocate, partner, and resource for experiential and dynamic teaching and learning at Pitt.</i></p>	<p>Provide opportunities for research and learning through scholarships and internships.</p>	<p>Archives & Special Collections makes available several grant and award opportunities for instructors, students and scholars that focus on the use of distinctive collections to create new scholarship, and to disseminate this knowledge to the broader community. These funding opportunities include:</p>	<p><i>Strategic Indicator(s) – Section (2.b.5)</i></p>



Goal 1: Advance Educational Excellence

University Strategies	Unit Strategies	Strategic Action	Status	Linking
			<ul style="list-style-type: none"> • Arlen Specter Center Research Fellowship • Center for Philosophy of Science Summer Archival Fellowship • The Dick Thornburgh Forum for Law & Public Policy Grant Awards • Elsie Hillman Civic Forum Student Programs • Erroll Garner – Martha Glaser Archive Research Award 	
	<p><i>Be an advocate, partner, and resource for experiential and dynamic teaching and learning at Pitt.</i></p>	<p>Provide opportunities for research and learning through scholarships and internships.</p>	<p>The University Library System (ULS) continues to offer, in partnership with the Office of Undergraduate Research (OUR), the Archival Scholar Research Awards (ASRA) opportunity to a diverse community of undergraduate scholars and researchers at the University of Pittsburgh. Since the program's inception in 2016, 52 ASRA students, who</p>	<p><i>Strategic Indicator(s) – Section (2.b.5)</i></p> <p><i>Secondary Strategies (2.b.3)</i></p>



Goal 1: Advance Educational Excellence

University Strategies	Unit Strategies	Strategic Action	Status	Linking
			<p>represent a variety of disciplines, interests, and research agendas, have conducted original research using our archival and special collections materials.</p>	
	<p><i>Be an advocate, partner, and resource for experiential and dynamic teaching and learning at Pitt.</i></p>	<p>Provide opportunities for research and learning in a library context.</p>	<p>Additional research opportunities for undergraduate students included, in FY2019, for-credit internships for three Museum Studies and ten History undergraduate students.</p>	<p><i>Strategic Indicator(s) – Section (2.b.5)</i></p>
<p>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</p>	<p><i>Be an advocate, partner, and resource for experiential and dynamic teaching and learning at Pitt.</i></p>	<p>Provide diversity-focused experiential learning opportunities.</p>	<p>A “Human Library” event was held in April in Hillman Library’s Digital Scholarship Commons. This event provided the Pitt community with an opportunity to meet and have a conversation with someone they would not normally encounter, helping them understand the experiences of others. 4 human ‘books’ met in small, moderated groups of ‘readers’ to tell their story and participant feedback was positive.</p>	<p><i>Strategic Indicator(s) – Section</i></p> <hr/> <p><i>Secondary Strategies</i></p>



Goal 1: Advance Educational Excellence

University Strategies	Unit Strategies	Strategic Action	Status	Linking
	<i>Be an advocate, partner, and resource for experiential and dynamic teaching and learning at Pitt.</i>	Provide diversity-focused experiential learning opportunities,	In collaboration with the Less-Commonly-Taught Languages Center and the Office of Residence Life, the ULS staged an “escape room” event. Students were required to solve challenging, language and library themed puzzles with friends to expose them to both less commonly taught languages and services and courses available through that Center. and to library spaces, tools, and services. Over 100 students participated, and feedback was overwhelmingly positive.	
1.4 Promote access and affordability through partnerships with local school districts, increased voluntary	<i>Invest in open scholarship to enable broader access to information and more open, equitable, and academy-</i>	Promote affordability through data-driven reserve acquisitions, collaboration with the University Bookstore,	Through a partnership with the Center for Teaching and Learning, the ULS OER Team created a "pipeline" for	<i>Strategic Indicator(s) – Section (2.b.7)</i>



Goal 1: Advance Educational Excellence

University Strategies	Unit Strategies	Strategic Action	Status	Linking
<p><i>support for student aid, improved time-to-degree for all students, and expanded access to master's and professional education</i></p>	<p><i>centered outcomes for scholarship.</i></p>	<p>and support of the Open Education targeted outreach initiative.</p>	<p>OER-related requests to best utilize the strengths of both units. This partnership supported applications for 30 OER grants from the Provost's Office since fall of 2018 and the subsequent funded projects. The ULS is facilitating the deposit and sharing of the final products of these OER grants. Examples include the open casebook "First Amendment: Freedom of Expression" by William Carter (School of Law), first edition finished and deposited in D-Scholarship.</p>	<p><i>Secondary Strategies (2.b.10)</i></p>
	<p><i>Invest in open scholarship to enable broader access to information and more open, equitable, and academy-centered outcomes for scholarship.</i></p>	<p>Promote affordability through data-driven reserve acquisitions, collaboration with the University Bookstore, and support of the Open Education targeted outreach initiative.</p>	<p>The ULS OER Team facilitated OER workshops at Pitt-Greensburg (August 2019) and Pitt-Johnstown (January 2020), and presentations at Pitt-Oakland (November 2019)</p>	<p><i>Strategic Indicator(s) – Section (2.b.19)</i></p> <hr/> <p><i>Secondary Strategies</i></p>
	<p><i>Provide access to information</i></p>	<p>Provide medium-term solutions to the problem of</p>	<p>The ULS continued its <i>Textbook Project</i> this year. Through this program the</p>	<p><i>Strategic Indicator(s) – Section (2.b.19)</i></p>



Goal 1: Advance Educational Excellence

University Strategies	Unit Strategies	Strategic Action	Status	Linking
	<i>that meets the changing needs of the University community.</i>	textbook affordability, while continuing to support OER.	University Library System buys multiple copies of textbooks for selected undergraduate courses and lends them to students 100% free of charge so students have the opportunity to borrow instead of buy their textbook. The ULS won the 2019 Pitt Day of Giving Attendance Challenge for Places, Experiences and More adding \$1,000 to our Pitt Day of Giving Textbook Project. Forty-two donors contributed \$3,960 toward the project.	



Goal 2: Engage in Research of Impact

University Strategies	Unit Strategies	Strategic Action	Status	Linking
<p>2.1 Identify and engage in strategic research opportunities where we can have significant impact on society</p>	<p><i>Partner where expertise is complementary and where shared goals exist to achieve mutual benefit.</i></p>	<p>Engage in research partnerships to develop new approaches to understanding the impact of research libraries on the communities they serve.</p>	<p>The library engaged in three large, multi-partner research projects:</p>	<p><i>Strategic Indicator(s) – Section (2.b.21)</i></p>
			<p>The first, in collaboration with University of Washington, aims to develop tools for measuring research library services in support of the research lifecycle. Expected completion date is 2021.</p> <p>The second, in collaboration with Johns Hopkins and University of California Irvine, uses the logic model approach to assess outcomes of student engagement with special and archival collections. Expected completion date is 2021.</p> <p>Finally, in partnership with 15 U.S. and U.K. research libraries, we are investigating current approaches to undergraduate teaching with primary sources. The findings will inform service</p>	<p><i>Secondary Strategies (2.b.20)</i></p>



Goal 2: Engage in Research of Impact

University Strategies	Unit Strategies	Strategic Action	Status	Linking
			development in ours and partner institutions.	
	<i>Partner where expertise is complementary and where shared goals exist to achieve mutual benefit.</i>	Integrate library expertise in digital scholarship tools and methods into appropriate research projects to enhance outcomes.	Aaron Brenner (ULS), Ben Gordon (Religious Studies), and Rachel Kranson (Religious Studies) are Principal Investigators for a 2019 Pitt Seed fund award project <i>ReligYinz: Mapping Religious Pittsburgh</i> , a digital humanities project seeking to transform how religion is studied at the University. It will be centered around a dynamic online exhibit showcasing the lived experiences of religious communities in the city.	<i>Strategic Indicator(s) – Section (2.b.21)</i> <i>Secondary Strategies (2.b.20)</i>
2.2 Position the University to participate in large research collaborations through investments in shared core facilities, strategic recruitment, and partnerships with industry	<i>Weave our resources and expertise throughout the technical and social infrastructure that supports the research lifecycle at Pitt.</i>	Support best practices in the creation, description, and dissemination of research data.	Dominic Bordelon was hired as the Research Data Librarian in Digital Scholarship Services. As the Research Data Librarian, Dominic will provide support and expertise to faculty, students, and researchers engaged in research data management planning, data	<i>Strategic Indicator(s) – Section (2.b.7)</i> <i>Secondary Strategies (2.b.8)</i>



Goal 2: Engage in Research of Impact

University Strategies	Unit Strategies	Strategic Action	Status	Linking
			acquisition, data sharing, and long-term data stewardship.	
	<i>Expand our capacity to collect, preserve, and provide access to multi-modal scholarship.</i>	Promote D-Scholarship, the University of Pittsburgh's institutional repository, as a stable, secure, and open platform for the sharing of data sets.	Data deposits into D-Scholarship increased in FY19 (46 new datasets deposited) as the ULS worked with Dr. Paul Pilkonis and his staff to digitize and share data and instruments from his many research projects. D-Scholarship is also now housing the dataset from the <i>Contemporary Chinese Village Gazetteer (CCVG)</i> project, a recipient of Pitt SEED funding, as well as supporting data for dissertations, journal articles, and conference presentations.	<i>Strategic Indicator(s) – Section (2.b.7)</i>
	<i>Provide access to information that meets the changing needs of the University community.</i>	Support scholarship in existing and emerging areas of interest at the University.	With the acquisition of the George A. Romero Collection, the ULS is building a Horror Studies Collection to support a new discipline of research activity	



Goal 2: Engage in Research of Impact

University Strategies	Unit Strategies	Strategic Action	Status	Linking
			by seeking and securing new archival collections. The ULS transitioned a staff member to become dedicated to this pursuit as the coordinator of this effort.	
<p>2.3 Expand our computational capacity, human and physical, to meet research needs across a broad range of disciplines into the future</p>	<p><i>Work collectively with national and international organizations and movements to effect positive change in the scholarly ecosystem.</i></p>	<p>Support open initiatives platforms.</p>	<p>The ULS hosted the <i>Public Knowledge Project Development Sprint</i> in the summer of 2019, bringing together developers, editors, and scholars from diverse communities to improve the open source software Open Journal Systems, the most popular journal publishing software platform in the world.</p>	<p><i>Strategic Indicator(s) – Section (2.b.13)</i></p> <hr/> <p><i>Secondary Strategies</i></p>
<p>2.4 Extend the impact of our research through application to practice, policy development, and commercial translation</p>				<p><i>Strategic Indicator(s) – Section 2.b.</i></p> <hr/> <p><i>Secondary Strategies</i></p>
	<p>[insert Unit-specific strategy that does not map back to a University strategy. Add additional rows]</p>			<p><i>Strategic Indicator(s) – Section 2.b.</i></p> <hr/> <p><i>Secondary Strategies</i></p>



Goal 3: Strengthen our Communities

University Strategies	Unit Strategies	Strategic Action	Status	Linking
<p>3.1 Strengthen life-long alumni connections to the University through improved outreach and engagement and expanded continuing education opportunities</p>	<p><i>Develop additional resources to advance our mission.</i></p>	<p>Engage alumni through outreach, events and programming.</p>	<p>This past year the library served as host to the Young Alumni networking event during homecoming, giving recent graduates a chance to see the transformations taking place in Hillman Library.</p>	<p><i>Strategic Indicator(s) – Section (2.b.17)</i></p> <hr/> <p><i>Secondary Strategies</i></p>
<p>3.2 Foster a culture of civic engagement, seeking to increase societal impact</p>	<p><i>Develop additional resources to advance our mission.</i></p>	<p>Engage alumni through outreach, events and programming.</p>	<p>The Beginning Genealogical Research – Discover Your Family Tree! workshop was held during homecoming on October 25, 2019. There were 50 registered attendees with a 50-person waiting list. David Grinnell, Coordinator of Archives and Manuscript Collections, University Library System, led the workshop. He provided guidance on beginning research, an introduction to essential record types, and useful information regarding online resources (including Pitt’s own Documenting Pitt and Historic Pittsburgh websites).</p>	<p><i>Strategic Indicator(s) – Section</i></p> <hr/> <p><i>Secondary Strategies</i></p>



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



Goal 4 - Promote Diversity and Inclusion

University Strategies	Unit Strategies	Strategic Action	Status	Measure of Success Impact
<p>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</p>	<p>Provide programming, content, and services that reflect our commitment to diversity.</p>	<p>Use library content, services, and expertise to advance and enhance initiatives campus wide.</p>	<p>ULS units including Archives and Special Collections and Digital Scholarship Services supported the work of the <i>Scholars in Residence Responding to the Tree of Life Tragedy</i>, a program sponsored by the Office of Undergraduate Research, as they created digital and physical exhibits.</p>	<p>Strategic Indicator(s) – Section (2.b.3)</p>
				<p>Secondary Strategies (2.b.4)</p>
<p>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</p>				<p>Strategic Indicator(s) – Section 2.b.</p>
				<p>Secondary Strategies</p>
<p>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</p>				<p>Strategic Indicator(s) – Section 2.b.</p>
				<p>Secondary Strategies</p>
	<p>[insert Unit-specific strategy that does not map back to a</p>			<p>Strategic Indicator(s) – Section 2.b.</p>



	University strategy. Add additional rows]			
				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	<i>Work collectively with national and international organizations and movements to effect positive change in the scholarly ecosystem.</i>	Partner nationally and internationally to advance open scholarship.	The ULS, became a member of the Latin Americanist Research Resources Project (LARRP) pilot project to steward a set of open access scholarly e-books published by CLACSO (Latin American Council of Social Sciences).	<i>Strategic Indicator(s) – Section (2.b.13)</i>
				<i>Secondary Strategies</i>
5.2 Cultivate globally capable and engaged students for lives of impact in their communities and beyond				<i>Strategic Indicator(s) – Section 2.b.</i>
				<i>Secondary Strategies</i>
5.3 Convene a global community of researchers that advances our frontiers of knowledge and tackles real-world problems	<i>Reduce local barriers to participation in global information sharing.</i>	Facilitate the creation of internationally focused online research resources.	The <i>Goethe-Lexicon</i> project, led by Pitt Professor Clark Muenzer (German) is the outcome of a Pitt Seed grant-funded initiative. The ULS hosted a working meeting for this project with participation from international Goethe experts in May 2019. A	<i>Strategic Indicator(s) – Section (2.b.13)</i>
				<i>Secondary Strategies</i>



			Goethe website and database are in progress.	
	<i>Actively collect and preserve scholarly and cultural materials that amplify under-represented voices and global perspectives.</i>	Utilize library collections and expertise to create open globally focused research resources.	Supported by a Chancellor Seed Grant, the ULS East Asian Library initiated the Contemporary <i>Chinese Village Gazetteer Data Project (CCVG Data)</i> in August 2018 to create a dataset of information extracted from the collection of Chinese village gazetteers held by the ULS, and to provide open access to the dataset online. By the end of August 2019, the CCVG Data project completed its pilot period and released the initial dataset of 500 village gazetteers plus an interactive map. Village gazetteers include quantitative and qualitative data on an array of topics, such as local history, genealogy, economics, education, politics and management, public health, etc.	<i>Strategic Indicator(s) – Section (2.b.13)</i>
	<i>Actively collect and preserve scholarly and cultural materials that amplify under-represented voices and global perspectives.</i>	Utilize library collections and expertise to create open, globally focused research resources.	The East Asian Library of the ULS is producing a feature-length documentary based on the <i>CR/10 Project</i> interviews.	<i>Strategic Indicator(s) – Section (2.b.13)</i>



			<p>CR/10 (Cultural Revolution: 10) is an oral history project that aims to neutrally collect ordinary people's authentic memories and impressions of China's Great Proletarian Cultural Revolution.</p> <p>The film, titled <i>The Revolution They Remember</i>, explores how the Cultural Revolution was experienced by ordinary people and how it is remembered today. The film features additional interview footage courtesy of Dartmouth Library. Additional support for <i>The Revolution They Remember</i> has been provided by the University of Pittsburgh Library System, University Center for International Studies, and the China Council of the Asian Studies Center.</p>	
<p>5.4 Rewire and improve our infrastructure to streamline, facilitate, and expand engagement with the world</p>	<p><i>Provide programming, content, and services that reflect our commitment to diversity.</i></p>	<p>Ensure the accessibility of our physical and digital spaces.</p>	<p>Digital Accessibility: The ULS utilized a methodology developed by the Office of Diversity and Inclusion to inventory, categorize, and prioritize electronic information technology (EIT).</p>	<p><i>Strategic Indicator(s) – Section (2.b.22)</i></p> <hr/> <p><i>Secondary Strategies</i></p>



			Our next step is remediation of top priority digital sites and assets.	
	<i>Promote our libraries as a hub for inquiry, innovation, creation, and learning.</i>	Provide spaces and services that advance academic study, stimulate innovation in knowledge creation, encourage intellectual exploration and creativity, and foster energetic collaborative exchange.	Hillman Library Third Floor Renovation: Hillman Library's third floor is scheduled to open in March of 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 display capabilities. In addition, the floor will be home to a space called the Text/ConText Lab, which will provide an active environment for the creation, manipulation, and disassembly of text. The lab is developed and operated as a partnership between the University Library System (ULS) and the Center for Creativity (C4C).	<i>Strategic Indicator(s) – Section (2.c.3)</i>
	[insert Unit-specific strategy that does not map back to a University strategy. Add additional rows]			<i>Strategic Indicator(s) – Section 2.b.</i> <i>Secondary Strategies</i>



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	<i>Improve access to and support for professional development for all ULS personnel to nurture creativity and invigorate our programs and services.</i>	Develop programmatic opportunities for ULS staff to enhance their skills.	We dedicated a portion of our annual In-Service Day to professional development. This past years' focus was on diversity training. A program is underway to identify additional needs and opportunities.	<i>Strategic Indicator(s) – Section (2.b.14)</i>
				<i>Secondary Strategies</i>
	<i>Develop and demonstrate expertise to deliver unique value to the Pitt community.</i>	Hire in strategically important areas.	This past year, the library hired for a number of strategically important areas including: <ul style="list-style-type: none"> • Research Data Management • Research Collection Coordinator • Head of Cataloging • Electronic Resources Librarian • Business Librarian • Associate University Librarian for Research and Learning 	<i>Strategic Indicator(s) – Section (2.b.16)</i>
6.2 Create a supportive and productive work environment that recognizes	<i>Develop and demonstrate expertise to deliver unique value to the Pitt community.</i>	Improve our ability to attract and retain skilled librarians and staff.	We have increased our starting salary for professional librarians to \$50,000 from \$36,000 in	<i>Strategic Indicator(s) – Section (2.b.16)</i>



Goal 6 - Build Foundational Strength

University Strategies	Unit Strategies	Strategic Action	Status	Linking
<i>the contributions of our faculty and staff by offering competitive compensation and providing professional development opportunities</i>			FY16. This moved the ULS from last place, 114th in the ARL starting salary to 55th place, better positioning us to attract high caliber candidates in a competitive environment.	<i>Secondary Strategies</i>
6.3 Transform information infrastructure to expand our reach and better support recruitment, research, learning, and operational efficiency	<i>Improve our processes to ensure efficient and effective use of our resources.</i>	Update systems and to ensure efficiency and ease of use.	In the summer of 2020, the Library will launch a new Library Management System and public search interface to replace the 20+ year old PittCat library catalog system. It will significantly improve both the user experience and internal efficiencies. Moreover, it will improve our ability to collect and analyze data to enable more rapid data-informed decision making.	<i>Strategic Indicator(s) –</i>
				<i>Secondary Strategies</i>
	<i>Provide robust public service that is accessible, inclusive, and approachable.</i>	Ensure the accessibility of our physical and digital spaces.	The ULS is working to identify University resources to assist with physical accessibility audits of our spaces and provide recommendations to maximize accessibility.	



Goal 6 - Build Foundational Strength

University Strategies	Unit Strategies	Strategic Action	Status	Linking
<p>6.4 Strengthen administrative and operational efficiency by improving communication and collaboration between and among academic and business units</p>	<p><i>Develop robust understanding of the behaviors and needs of our communities.</i></p>	<p>Create mechanisms for formal engagement with various campus communities.</p>	<p>A ULS Student Advisory Board was created to establish a formal mechanism for dialogue and information exchange. The group has established a schedule for meetings throughout the academic year.</p>	<p><i>Strategic Indicator(s) –</i></p>
				<p><i>Secondary Strategies</i></p>
	<p><i>Improve our processes to ensure efficient and effective use of our resources.</i></p>	<p>Review workflows to improve efficiency and enhance service delivery.</p>	<p>Completed review of Hillman reference services and implemented changes that allow liaison librarians to be able to dedicate more time outside of the library building to department-related activities and outreach. In addition, we redesigned Interlibrary Loan workflows to reduce fulfilment times (for digital book chapters and journal articles).</p>	
<p>6.5 Enhance our ability to partner both internally and with public and private partners locally, nationally, and globally</p>	<p><i>Improve our processes to ensure efficient and effective use of our resources.</i></p>	<p>Review workflows to improve efficiency and enhance service delivery.</p>	<p>ULS Membership Evaluation: We conducted a review and inventory of ULS memberships to review value to organization, maximize return on investment, facilitate opportunity sharing,</p>	
				<p><i>Secondary Strategies</i></p>



Goal 6 - Build Foundational Strength

University Strategies	Unit Strategies	Strategic Action	Status	Linking
			and enhance professional standing.	
6.6 Facilitate and support engagement with Pitt				<i>Strategic Indicator(s) – Section 2.b.</i>
				<i>Secondary Strategies</i>
	[insert Unit-specific strategy that does not map back to a University strategy. Add additional rows]			<i>Strategic Indicator(s) – Section 2.b.</i>
				<i>Secondary Strategies</i>



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.

<i>[insert unit-specific goal]</i>			
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.

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

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 organization of around 100 of the biggest research libraries in North America.