



University Library System

Long Range Plan 2011-2014 and Budget Report

University Library System FY13 Planning and Budget Report

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Executive Summary

Mission/Vision Statement from ULS Long Range Plan 2011-2014

The mission of the University Library System (ULS) at the University of Pittsburgh is to provide and promote access to information resources necessary for the achievement of the University's leadership objectives in teaching, learning, research, creativity, and community service, and to collaborate in the development of effective information, teaching, and learning systems.

The primary users of the ULS include the students, faculty, and staff of the University of Pittsburgh and, through collaboration with organizations and institutions worldwide, the global research community.

Strategic Priorities from ULS Long Range Plan 2011-2014

- **Services:** Improve the university community's research, teaching, and learning by re-envisioning library services on all campuses to meet changing needs and enhance user satisfaction.
- **Information Resources and Collections:** Understand and support the university community's research, teaching, and learning through effectively and efficiently selected and organized information resources and collections. Preserve and maintain the University's existing and future distinctive and unique collections.
- **Infrastructure:** Ensure that ULS facilities, equipment, and systems are accessible, functional, and meeting the needs of the campus community. Promote and facilitate an inclusive, professional work environment that is challenging, satisfying, and rewarding for staff at all levels. Expand diversity programming.
- **Organizational Agility:** Encourage initiatives that will identify areas for innovative changes with ULS organizational and operational methods.
- **Innovation in Scholarly Communication:** Lead in transforming the patterns of scholarly communication and support researchers in the production and sharing of new knowledge.

Summary of FY12 Outcomes

Highlights of this year's accomplishments:

- Completion of a major effort to assess and create new user services to provide essential support for learning, teaching, and the advancement scholarship. This work has culminated in the launch of a new division, Research and Educational Support, which extends the ULS's capacity for outreach, campus engagement, and in-depth research consultation services, while increasing the efficiency and effectiveness of the library information desks.
- Introduction of a new discovery service, Summon (branded as PittCat+), to unify discovery and access to all library content, both online and on the shelf.
- Successful experimentation with patron-driven acquisitions of e-books, a new program that cost-effectively provides on-demand access to thousands of e-books while only paying for those that are used.

- Continued assessment efforts to ensure data-driven planning, decision-making, and alignment of ULS services with the changing needs of the University community.
- Continued improvements to user spaces in the Hillman Library.
- Investment in organizational capacity to strategically plan, innovate, work collaboratively, and meet emerging needs of ULS users.
- Instrumental role in forwarding campus efforts with scholarly communication and Open Access.
- Leadership in facilitating Open Access e-journal publishing by introducing seven new e-journals.

A more detailed list of ULS FY12 accomplishments follows. The left column lists goals and related objectives from the *FY12 Planning and Budget Report* and the right column shows progress against expected outcomes in that plan:

FY12 Objectives and Strategies	FY12 Progress Against Expected Outcomes
<p>ULS Goal: Services</p> <p>Objectives: New model to improve reference practices and performance; reengineer public services; build on access services</p>	<ul style="list-style-type: none"> • Completed a major effort to review, assess, and redesign User Services and create new research and educational support services. A collaborative process identified recommendations on two fronts: to create a single point of service in Hillman Library and to expand and refocus the role of liaison librarians. • Improved turnaround time for document delivery. A self-study led to workflow redesigns that decreased turnaround by hours and in some cases, days.
<p>ULS Goal: Information Resources and Collections</p> <p>Objectives: Enhance accessibility, findability, availability, and integration of print and digital collections</p> <p>Explore changing needs</p> <p>Adapt selection and content delivery methods to meet changing user needs</p>	<ul style="list-style-type: none"> • Improved users’ experience with finding and obtaining traditional and online materials by implementing the Summon system (branded as PittCat+), a discovery layer unifying access to materials in the library, including articles, e-journals, and myriad full-text resources • Began a pilot offering patron-driven acquisitions. In this model, instead of librarians purchasing only new books, faculty and students see records for new electronic books, and if they choose to look at these books a purchase will be made. The ULS will use existing acquisitions vendors to ensure a smooth integration between the new model and traditional ULS purchases • Created, administered, and analyzed the results of a survey to assess awareness and satisfaction with ULS. Response rate improved 70% over last year; collected 648 comments on ways to better meet needs. Results and comments will be used as a baseline data set for measuring the impact of ULS planning and redesign processes
<p>ULS Goal: Infrastructure</p>	<ul style="list-style-type: none"> • Centered this year’s efforts on Hillman by repurposing several spaces to increase the number of group study rooms; created 60 locker spaces for

FY12 Objectives and Strategies	FY12 Progress Against Expected Outcomes
<p>Objective: Renovate existing spaces</p>	<p>students, in response to requests, which proved popular enough to order an additional 120</p> <ul style="list-style-type: none"> • Identified funds to begin a facilities project to turn part of the 4th floor into graduate student carrel and quiet study space; signage and seating will be developed to promote the concept of the 4th floor of Hillman as a Quiet Study Floor • Addressed a long-time need and began renovations to Hillman bathroom facilities • Completed initial renovation investigations in support the of the reengineered User Services program
<p>ULS goal: Organizational agility</p> <p>Objectives: Implement a more efficient internal communication system</p> <p>Assess ULS impact and prioritize future planning decisions</p> <p>ULS Goal: Infrastructure</p> <p>Objectives: Increase the communication of ideas</p> <p>Promote an organizational culture that emphasizes continuous improvement</p> <p>Promote recruitment and retention of highly trained and diverse library professionals</p>	<ul style="list-style-type: none"> • Hired an AUL for a three-year term to manage organizational development and strategic initiatives, who also facilitated the work of two task forces: the first carried out inclusive strategic planning and provided recommendations for the basis of this year’s Planning and Budget Report; the second task force developed the strategy for the ULS User Services redesign • Successfully implemented collaborative tools (SharePoint) which has been used extensively to foster collaborative work across departments and locations to improve communication, project management, and teamwork • Offered two residency programs to recruit minority students: with Pitt’s School of Information Sciences for librarianship and the ARL/MLA for music librarianship • Displayed and prepared new multicultural exhibits and events centered on recognizing and raising awareness of diverse groups’ impact • Continued diversity training for ULS faculty and staff • Continued to include the ULS Diversity Representative in all faculty search committees to ensure that diverse candidates are identified for employment
<p>ULS Goal: Innovation in scholarly</p>	<ul style="list-style-type: none"> • ULS was instrumental in forwarding campus efforts for scholarly

FY12 Objectives and Strategies	FY12 Progress Against Expected Outcomes
<p>communication</p> <p>Objectives: Articulate and exemplify new models of scholarly communication</p> <p>Build collaborative partnerships with the university and around the world to improve the production and sharing of scholarly research</p> <p>Provide technology and expertise to support digital collections, innovative publishing, and trusted repositories for the research output of the university</p>	<p>communication and Open Access (OA)</p> <ul style="list-style-type: none"> • Participated in several international forums promoting OA on campus • Sponsored OA meetings for faculty and graduate students • Migrated all Electronic Theses and Dissertations (ETDs) to D-Scholarship@Pitt repository, a more robust platform • Prepared to support the outcomes of the University’s process of soliciting academic department and school endorsements for a revised University copyright policy that will grant the university a license to make author’s articles available for OA dissemination via the D-Scholarship@Pitt repository • Facilitated OA e-journal publishing and introduced seven new e-journals • Began a cost recovery proposal to support long term sustainability for OA journal publishing • Furthered international outreach partnerships through extensive interaction with Chinese and Japanese library directors • Managed book-drive for a partner library in Kenya • Supported publishing of peer-reviewed OA journals for international partners in Brazil, France, India, Indonesia, Peru, Turkey, and the UK

Brief Statement of FY13 Strategic Priorities and Actions

An innovative process for collaboration, planning and prioritization

The FY13 planning process was completely redesigned from previous years in order to make it more inclusive and transparent while raising the level of engagement with staff across the organization. The process, which took place over a span of several months, included open presentations from both invited speakers and internal staff members, SharePoint message board discussions, and several all-staff events designed to communicate progress in the development of goals while providing opportunities for feedback and discussion.

FY13 Priorities

The FY13 plan extends the fundamental goals of the ULS Long Range Plan and sharpens the ULS strategic focus in the following ways:

Services: Research and Educational Support

The chief ULS priority in Services is to build upon FY12 progress and engage campus partners to further integrate library expertise, resources, and services into teaching, learning, and research activities.

FY13 priorities:

- Introduce innovative new communication methods and programs, including approaches deploying social media to raise awareness of the services and content that the ULS has to offer members of the Pitt community
- Improve the visibility, ease of use, and convenience of ULS content delivery services

Information Resources and Collections

The ULS will explore new approaches to collection building and management and continue to steward, highlight and share the ULS's distinctive and unique special collections and archives.

FY13 priorities:

- Increase the availability and usability of e-books and other digital research collections to ULS primary users
- Review and refine collecting strategies to optimize the impact of fund expenditures for supporting current and future scholarly programs and priorities at Pitt
- Better organize, manage, and disclose ULS distinctive special collections locally and globally

Infrastructure

The ULS seeks to optimize the alignment of its systems, facilities, and professional work force to serve the changing needs of the university community.

FY13 priorities:

- Improve reliability and remove impediments to the accessibility of ULS online collections to off-campus members of the Pitt community
- Redesign the ULS website to improve usability and visibility of services
- Redesign space in Hillman Library by adapting building spaces to existing and emerging needs of graduate and undergraduate students
- Identify skill requirements, assess internal talent, identify gaps, and launch a systematic staff development program to align librarian and staff skills with current requirements
- Expand diversity programming

Organizational Agility

The ULS is building its capacity for assessment, responsiveness, agility, engagement, innovation, inclusiveness, and collaboration.

FY13 priorities:

- Increase contribution, inclusiveness, and positive impact by continuing to improve internal communications, build shared commitment to strategic actions, and complete an initiative to revitalize the ULS committee structure
- Strengthen ULS leadership capacity for managing projects and working across organizational boundaries
- Develop a program for the ongoing assessment and strategic management of ULS print collections
- Conduct and apply new research to better understand and align ULS services with how members of 21st century university communities find information, learn, teach, and create new knowledge

Innovation in Scholarly Communications

In the context of supporting the advancement of scholarship, the ULS is promoting and implementing new models for openly sharing the results of scholarly research, in addition to collaborating with campus partners to support education on key issues in scholarly communications.

FY13 priorities:

- Promote and advance University-wide Open Access (OA) policy and practice
- Continue programs to publish original scholarly content through OA, including the hosting and publication of e-journals and the ingest of university research into the D-Scholarship@Pitt
- Pursue scholarly publishing partnerships in keeping with the University's *Living Globally* commitment
- Inform the University on key issues related to copyright, fair use, OA licensing, author rights and responsibilities, and impact assessment with relevant campus partners

FY13 Planning and Budget Report

The table in the next section provides a full listing of FY13 strategic priorities as requested in the Provost's planning instructions. The headings consist of Institutional (University) Goals, ULS Goals, FY13 Strategic Actions, and Measurable Outcomes. This table represents the revised priorities of the ULS and new expected measurements and outcomes for FY13.

Following the FY13 strategic actions, an appendix presents the ULS's planned strategic actions over the next three years. This is the full list produced by the FY13 Planning Task Force as a result of an environmental scan and inclusive planning process. This list will inform the development of the ULS's strategic action plans for the next two years.

FY13 Strategic Actions and Targeted Measurable Outcomes

This section traces the connections between institutional goals, ULS long range goals, and strategic actions to be implemented by the ULS in FY13. Measurable outcomes are provided for each of five major goal areas: services, collections, infrastructure, organizational agility, and scholarly communications.

Institutional Goal: Provide high-quality undergraduate and graduate programs ULS Goals: Services <ul style="list-style-type: none"> • Re-envision library services to better support teaching and learning and enhance user satisfaction • Increase awareness and communications 	
Strategic Actions	Measurable Outcomes
1. Build on the FY12 reorganization plans: <ul style="list-style-type: none"> • Further develop best practices for the Liaison Librarian model and "one point" service staffing models for User Services using IM/chat/text/F2F/phone • Fully integrate ULS resources and information literacy expertise into the CourseWeb system with the collaboration of campus partners • Create a "Knowledge Commons" with a concierge service offering selected technology and assistance to help students complete projects from start to finish 	<ul style="list-style-type: none"> • Increase user community awareness, usage, and satisfaction with user and content delivery services by the end of FY13 using ULS FY12 General Survey results and DeskTracker statistics as baselines • Create further avenues to serve students by building stronger, more active partnerships with CIDDE and Writing Center • Adopt a ULS-wide systematic process for internal and external communications planning, building on methods already in place; by fiscal year end, at least double the number of documented, implemented communications plans from FY12 • Increase ULS colleagues' self-reported awareness of ULS strategic actions, decisions, programs, and results • Increase use and community awareness of ULS social media communication, assessed by tracking new accounts, visits, and responses
2. Create and implement internal and external communications plans for the different constituents of the University community: <ul style="list-style-type: none"> • Manage and fully implement a robust ULS social media presence to present new services and significant upgrades • Develop and implement a targeted promotions strategy that includes but is not limited to lectures, workshops, programs, and open houses to highlight specific collections, instruction services, and other initiatives 	
3. Conduct a study of content delivery services including Get It!, EZ Borrow, and ILL to identify and implement mechanisms to streamline these services and improve their visibility, usability, and convenience	

<p>Institutional Goal: Provide high-quality undergraduate and graduate programs. Advance learning and extend the frontiers of knowledge and creative endeavor</p> <p>ULS Goals: Information Resources and Collections</p> <ul style="list-style-type: none"> • Support the needs of primary users' research, teaching, and learning • Preserve and maintain distinctive and unique collections 	
Strategic Actions	Measurable Outcomes
<p>4. Increase the visibility, availability, and ease of use of e-books and digital resource collections:</p> <ul style="list-style-type: none"> • Assess the patron-driven acquisitions (PDA) pilot program and make recommendations how to implement the service • Monitor and adjust the service as needed • Assess feasibility of an e-commerce payment gateway via ULS website to enable secure payments for publications and services for international and remote users 	<ul style="list-style-type: none"> • Increase awareness, usage, and satisfaction with collections by the end of FY13 using ULS FY12 General Survey results as a baseline • Increase the percentage of e-content available through PDA • Include questions in the FY13 General Survey to assess usage and convenience of the e-commerce gateway for making payments for digital images and other library charges • Assess the revised collecting strategies to ensure appropriate coverage for Pitt priorities and programs • A finding aid to the Starzl collection will be completed and accessible online with a website to be completed and included on the ULS D-Scribe Digital Collections homepage
<p>5. Review and refine collecting strategies to optimize the impact of fund expenditures for supporting current and future scholarly programs and priorities at Pitt</p>	
<p>6. Transition use of the Fedora Commons infrastructure from pilot to operational status; create internal communication and knowledge-sharing plans for Fedora-based service and stewardship capabilities:</p> <ul style="list-style-type: none"> • Organize and improve the disclosure of existing and new distinctive and unique collections at Pitt • Process the Dr. Thomas E. Starzl Papers and mount a website based upon his professional work and accomplishments 	

<p>Institutional Goal: Provide high-quality undergraduate and graduate programs</p> <p>ULS Goal: Infrastructure</p> <ul style="list-style-type: none"> • Ensure that facilities, systems, and equipment are optimized to serve the needs of the community • Provide a challenging, satisfying, and rewarding professional work environment 	
<p>Strategic Actions</p>	<p>Measurable Outcomes</p>
<p>7. Remote access to e-collections: with key campus stakeholders, review alternative methods for providing remote access to licensed content; make recommendations and implement solution</p>	<ul style="list-style-type: none"> • Remote access: through analysis of ULS general survey results, show a significant decrease in direct complaints about remotely accessing library materials; a targeted survey question will be added to the General Survey to inquire about user satisfaction for remote access of ULS resources; reduction of 20% in the amount of issues reported to ULS web services and information systems help desks • Web redesign: decrease the amount of negative user feedback about our web presence by 10% from the previous year’s survey; conduct a post-redesign user study to analyze ease of navigation and overall organizational updates as informed by industry standards and user feedback • Hillman space redesign: in-process surveys and user generated input will be compared with post-process user surveys and focus groups featuring graduate, undergraduate, and faculty representatives; ULS will request direct feedback from each targeted audience; redesigns will increase the general user satisfaction levels • Professional development: after creation of a ULS competencies matrix, perform a pre/post survey methodology to exhibit significant improvements in overall skill levels; an internal staff survey will be conducted to assess staff confidence related to all training
<p>8. Virtual space redesign: redesign the ULS website, employing user-centered design techniques, to both enhance visibility and usability of resources and services and better accommodate public relations needs</p>	
<p>9. Space redesign, Hillman:</p> <ul style="list-style-type: none"> • Ground floor: create open renovation space by developing alternatives for housing and access of the collections now shelved there • Propose requirements for ground floor redesign: facilities for unified service desk, consultation service, group study, flexible teaching spaces, a “Knowledge Commons” with media and “concierge” service, and campus partners (e.g., the Writing Center) • Conduct user studies to gather input and test concepts • Redesign study areas to create many more group study areas, with at least six group study spaces by the end of FY13 • Investigate and implement an online, mobile-accessible group study reservation system • Fourth floor: designate a quiet study zone, create a quiet study room and cubicles specifically for graduate students; install additional lockers 	
<p>10. Professional development: determine required ULS staff competencies and skills including technology skills; identify gaps;</p>	

<p>carry out a staff development program to align competencies and skills with ULS requirements; investigate and implement a cross-training program</p>	<ul style="list-style-type: none"> Diversity: continue previous measurements from FY12 plan
<p>11. Diversity: expand focus of current diversity programming and career awareness; continue to expand campus partnerships around increasing diversity</p>	

<p>Institutional Goal: Ensure organizational efficiency, effectiveness, and responsiveness ULS Goal: Organizational agility <ul style="list-style-type: none"> Initiatives for innovation and continuous improvement of organization and operations </p>	
<p>Strategic Actions</p>	<p>Measurable Outcomes</p>
<p>12. Evaluate the roles and responsibilities of ULS committees, councils, and work groups; submit recommendations for improving the impact of group work on advancing ULS goals and strategic activities; establish a new structure for working collaboratively and across organizational boundaries</p>	<ul style="list-style-type: none"> A number of collaboratives will be established or changes made to selected groups; before fiscal year end, established criteria for assessing group or team performance will be selected and assessed for improved productivity and alignment with ULS goals, clarity of group objectives, and on-time delivery of results against stated group or team responsibilities
<p>13. Leadership: design, document, implement, and train selected staff in a project management framework to develop leadership and ensure strategic focus</p>	
<p>14. Collections evaluation: develop, staff, and carry out an initiative to assess and strategically manage the ULS legacy print collections in light of the growing availability of mass-digitized library collections and other digital content</p>	<ul style="list-style-type: none"> By end of FY13, at least three ULS colleagues will be trained to lead projects and successfully deliver one or more strategic actions for the FY13 ULS annual plan
<p>15. Identify and conduct relevant user, usage, and usability studies</p>	<ul style="list-style-type: none"> Deliver evidence-based recommendations for the strategic management of ULS monographic print and electronic collections Select, conduct, document, and share the results of at least two new studies of the ULS user community, library services, collections, or systems usage and usability to inform decision making and the development of FY14 priorities

Institutional Goals: Support the collaborative advancement of knowledge and creative endeavor. Expand international focus and activities ULS Goal: Innovation in scholarly communication	
Strategic Actions	Measurable Outcomes
16. Implement the new University Open Access (OA) program; develop efficient processes for ingesting University research into D-Scholarship@Pitt on a large scale and making it available via OA	<ul style="list-style-type: none"> • Add at least 3,000 new records to D-Scholarship@Pitt • Publish a minimum of five new journal titles: at least two will support the University <i>Living Globally</i> commitment • Inform the University community on key issues: key issue documents are findable by University community as demonstrated by usage statistics, links from other campus sites, and requests for assistance in these areas
17. Continue to expand the ULS e-journal publishing program with emphasis on incentivizing OA	
18. Pursue scholarly publishing partnerships around the world that build on University priorities and key areas of focus in support of the University's <i>Living Globally</i> commitment	
19. Develop, implement, and promote an improved web presence and other documentation for the University community on key issues including copyright, fair use, OA licensing, author rights/responsibilities, and impact assessment, in collaboration with campus partners	

Appendix: Three Year Plan

This appendix contains the full list of strategic actions proposed by the ULS FY13 Planning Task Force as a result of the task force's environmental scan and inclusive planning process. This list was used as the basis for selecting FY13 priorities. In addition, it will be used to inform the development of the ULS strategic action plans for the next two years. Actions prioritized for implementation in FY13 are in red font.

I. Institutional Goal

Provide high-quality undergraduate and graduate programs

I.A. ULS Goal

Services: Re-envision library services to better support teaching and learning and enhance user satisfaction

Objectives and Strategic Actions
I.A.1. Building on the FY12 reorganization, further develop best practices for the liaison librarian and "one point" service models for outreach and user services; further refine the user services staffing model (IM/chat/text/F2F/phone)
I.A.2. Facilitate "reputation management" program to increase awareness of ULS librarians' expertise and availability by publishing ULS staff subject specializations, photos, and contact information
I.A.3. Introduce a "Knowledge Commons" with a concierge service offering selected technology to help students complete projects from start to finish
I.A.4. Devote sufficient skilled staffing to social media efforts in order to manage and fully implement a robust ULS social media presence
I.A.5. Investigate the feasibility of an e-commerce payment gateway via ULS website in order to enable secure payments for publications and services for international and remote users
I.A.6. Conduct a study of content delivery services including Get It!, EZ Borrow, and ILL to identify and implement mechanisms to streamline these services and improve their visibility, usability, and convenience
I.A.7. Investigate offering limited, on-site access to ULS online resources to serve the surrounding community
I.A.8. Evaluate information literacy skills of students and available assessment tools; carry forward from FY12 plan initiatives related to SAILS
I.A.9. Instruction: investigate greater integration of ULS information literacy expertise and ULS resources into the CourseWeb system in collaboration with campus partners
I.A.10. Instruction: support Liaison Librarians in efforts to deliver course and discipline-specific information literacy instruction
I.A.11. Instruction: leverage webinar and Web 2.0 technology to customize and deliver course-specific information literacy instruction including learning objects, tools, and services for faculty, instructors and students
I.A.12. Instruction: devote sufficient skilled staffing for Instructional Design to design and implement ULS online instruction program
I.A.13. Instruction: with key campus stakeholders, review alternatives for an information literacy credit-bearing course that is adaptable across multiple disciplines
I.A.14. Instruction: design and deliver information literacy instruction including learning objects, tools, and services to target users

I. Institutional Goal

Provide high-quality undergraduate and graduate programs

I.B. ULS Goal

Infrastructure: Ensure that facilities, systems, and equipment are optimized to serve the needs of the university

Objectives and Strategic Actions
I.B.1. Remote access to e-collections: with key campus stakeholders, review alternative methods for providing off-campus access to licensed content; make recommendations and implement solution
I.B.2. Space redesign, Hillman ground floor: create open renovation space by developing alternatives for housing and access of the collections now shelved there
I.B.3. Space redesign, Hillman ground floor: visit select Knowledge Commons models at peer institutions to inform recommendations for redesign
I.B.4. Space redesign, Hillman ground floor: conduct user studies to gather input and test space redesign concepts
I.B.5. Propose requirements for ground floor redesign: facilities for unified service desk, consultation service, group study, flexible teaching spaces, a “Knowledge Commons” with media and concierge service, and campus partners (e.g., the Writing Center)
I.B.6. Space redesign, Hillman: redesign study areas to create many more group study areas, with at least six group study spaces by the end of FY13; investigate and implement an online, mobile-access group study reservation system
I.B.7. Virtual space redesign: redesign the ULS website, employing user-centered design techniques to both enhance visibility and usability of resources and services, and better accommodate public relations needs

I. Institutional Goal

Provide high-quality undergraduate and graduate programs

I.C. ULS Goal

Infrastructure: Increase external communications and raise awareness

Objectives and Strategic Actions
I.C.1. For each new service or significant upgrade, create and implement marketing and external communications plans for segments of the University community (undergraduates, graduates, instructor, T.A.s, faculty, researchers, and staff); build on the ULS communications planning tools already in place
I.C.2. Develop and implement a targeted promotions strategy that includes but is not limited to lectures, workshops, programs, and open houses to highlight specific collections, instruction services, and other initiatives
I.C.3. Develop and carry out promotional campaigns to reintroduce the ULS website following redesign
I.C.4. Deploy social media tools to reach out to target user communities
I.C.5. ULS mobile app inclusion of Ask-A-Librarian service
I.C.6. Provide mobile devices to selected staff with significant outreach duties
I.C.7. Utilize Liaison Librarians as a primary communications channel to promote and raise awareness of collections and services, including special collections and digital library services
I.C.8. Develop systematic processes and practices for including faculty and students as advisors for specific initiatives or projects; seek representation from users and non-users, on and off-campus, undergraduate, graduate, faculty, researchers, T.A.s and adjunct faculty

II. Institutional Goal

Support the collaborative advancement of knowledge and creative endeavor

II.A. ULS Goal

Collections: Support ULS primary users’ research, teaching, and learning needs; preserve and maintain distinctive and unique collections

Objectives and Strategic Actions
II.A.1. Integrate social media and mobile apps to raise awareness and usage of collections including special or digitized collections
II.A.2. Utilize the liaison librarian structure to promote and raise awareness of collections and determine which collection initiatives are desired by users
II.A.3. Assess the patron-driven acquisitions (PDA) pilot program and make recommendations how to implement the service; monitor and adjust the service as needed; increase percentage of e-content available through PDA
II.A.4. Develop and implement pilot program to make ULS-created digital content available for reuse or remixing
II.A.5. Conduct environmental scan of how peer institutions acquire, preserve, and access electronic records donated to archives and special collections
II.A.6. Investigate potential models to adopt pertaining to the curation of digital objects created/managed by the ULS
II.A.7. Transition use of the Fedora Commons infrastructure from pilot to operational status; create internal communication and knowledge-sharing plans for Fedora-based service and stewardship capabilities
II.A.8. Create processes by which ULS Liaison Librarians and/or Pitt faculty can recommend content from ULS archives and special collections to be digitized
II.A.9. Conduct a review of ULS partnerships with digital library implications (e.g., HathiTrust); identify a liaison for each partnership; cross-check partnership benefits and services against ULS digital library strategic priorities
II.A.10. Develop, staff, and carry out an initiative to assess and strategically manage the ULS legacy print collections in light of the growing availability of mass-digitized library collections and other digital content

II. Institutional Goal

Support the collaborative advancement of knowledge and creative endeavor and expand international focus

II.B. ULS Goal

Innovation in scholarly communication and partnerships within the university and around the world

Objectives and Strategic Actions
II.B.1. Design and introduce professional development programs for ULS colleagues to inform external communications on Open Access (OA) and scholarly communication
II.B.2. Directly engage faculty and students on scholarly communication issues through at least ten group events including on-site visits with individual schools and academic departments
II.B.3. Advance OA policy with the university administration and other key influencers at Pitt, resulting in adoption of the OA policy by at least three schools or responsibility centers
II.B.4. Promote awareness of OA issues through OA website (openaccess.pitt.edu) and other programmatic activities during OA Week October 22-28, 2012
II.B.5. Develop and implement improved web presence and other documentation for the university community on key issues including copyright, fair use, OA licensing, author rights and responsibilities, and impact assessment
II.B.6. Continue to expand the ULS e-journal publishing program with emphasis on incentivizing OA; add at least five new titles
II.B.7. Comply with the terms of development partnership agreement with the Public Knowledge Project (PKP) to enhance OJS and other publishing software in ways that benefit the University and ULS publishing partners
II.B.8. Develop efficient processes for ingesting university research into D-Scholarship@Pitt on a large scale; add at least 3,000 new records
II.B.9. In partnership with CSSD, assess the role of the ULS for E-Science initiatives at Pitt by providing data curation, writing grant proposals, or other support services
II.B.10. Continue to work with publishing partners worldwide, including partners in Turkey, India, Indonesia, Brazil, Peru, Bolivia, UK, France
II.B.11. Develop library programs (lectures, etc.) to attract a diverse population and highlight ULS area studies and other diverse collections
II.B.12. Consult with ULS stakeholders and explore the establishment of new international collection exchange programs to support area studies programs and provide University publications to overseas constituencies

IV. Institutional Goal

Ensure organizational efficiency, effectiveness, and responsiveness to university communities

IV.A. ULS Goal

Organizational agility: Pursue initiatives for innovation and continuous improvement in organization and operations

Objectives and Strategic Actions
IV.A.1a. Investigate and recommend a system of ULS “collaboratives” to replace or supplement current ULS user services groups and advance collaboration with campus partners
IV.A.1b. Evaluate the roles and responsibilities of ULS committees, councils, and work groups; submit recommendations for improving the impact of group work on advancing ULS goals and strategic activities
IV.A.2. Review the organizational structure of the ULS digital library with a focus on efficiency and support of strategic priorities; make recommendations
IV.A.3. Informed by appropriate user research, review current ULS digital library services and partnerships; develop a written plan and roadmap for the next three years
IV.A.4. Continue to pursue new collaborations to further develop ULS digital collections
IV.A.5. Identify and conduct relevant user, usage, and usability studies to inform FY13 priority initiatives
IV.A.6. Add current and ongoing user assessment and feedback data to the Assessment SharePoint site
IV.A.7. Identify responsibilities and mechanisms for consistently distributing internal communications and external communications
IV.A.8. Introduce a redesigned annual cycle of inclusive and cross-unit strategic planning, prioritization, implementation, and evaluation
IV.A.9. Determine required ULS staff competencies and skills, including technology skills; identify gaps; carry out a staff development program to align competencies and skills with ULS requirements; investigate and implement a cross-training program
IV.A.10. In the context of the training program, evaluate the benefits of cross-training efforts and remedy gaps
IV.A.11. Facilitate training and development within the context of the professional development program; design “toolkits” that Liaison Librarians and service desk staff can use in the performance of their duties
IV.A.12. Design, document, implement and train selected staff in a project management framework to develop leadership and ensure strategic focus
IV.A.13. Devote sufficient staffing to improve the ULS’ ability to write grants and attract funding for ULS initiatives in compliance with Office of Research policy and practice
IV.A.14. Expand focus of current diversity programming and career awareness for library professionals in the ULS, beyond basic diversity workshops geared only towards new ULS employees; continue and expand partnerships with various arms within the University to increase student diversity within the ULS