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 aned Strategic Actions	Measurements
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" and 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 "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 webpages in order to enable secure payments for publications and services to international and remote users. (Q3-4, FY13)	
I.A.6. Conduct a study of content delivery services including Get It, EZ Borrow, and ILL etc. to identify and implement mechanisms to streamline these services and improve their visibility, usability, and convenience.	
I.A.7. Investigate offering limited, on-site community access to ULS online resources to serve the surrounding community.	
I.A.8. Evaluate information literacy skills of students and available tools for doing so. (Carry forward from FY12 plan initiatives related to SAILS)	

I.A.9. Instruction: With campus partners investigate greater integration of ULS information literacy expertise and ULS resources into the CourseWeb system	
I.A.10. Instruction: Support liaisons 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 to faculty, instructors and students	
I.A.12. Instruction: Devote sufficient skilled staffing to 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	**Measurements**
FY13	
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 selected Knowledge Commons sites 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. Space redesign, Hillman ground floor: Propose requirements for redesign. Facilities for unified service desk, consultation service, group study, flexible teaching spaces, media and Learning Commons service, and campus partners (e.g., the Writing Center) should be considered (see full USTF Strategic Options document)	
I.B.6. Space redesign, Hillman: Redesign study areas to create many more group study areas, with at least 6 group study spaces by the end of FY13. Investigate and implement an online, mobile-accessible group study reservation system.	
I.B.7. Virtual space redesign: Redesign the ULS web site, 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	**Measurements**
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, instructors and T.A.s, faculty, researchers, 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 web site following its 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 and graduate, faculty and 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 the needs of primary users' research, teaching, and learning. Preserve and maintain unique collections.	
Objectives aned Strategic Actions	**Measurements**
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.	

Objectives and Strategic Actions	Measurements
II.A.4. Develop and implement pilot program to make available ULS-created digital content for re-use or remixing.	
II.A.5. Conduct environmental scan of how peer institutions are acquiring, preserving and accessing 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., Hathi Trust). 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	
II.B. ULS Goal: Innovation in scholarly communication	
Objectives and Strategic Actions	**Measurements**
II.B.1. Design and introduce professional development programs for ULS colleagues to inform external communications on open access and scholarly communication.	
II.B.2. Directly engage faculty and students on scholarly communication issues through at least 10 group events including onsite visits with individual schools and academic departments.	

II.B.3. Advance open access policy with the university administration and other key influencers at Pitt, resulting in adoption of open access by at least 3 schools or responsibility centers.	
II.B.4. Promote awareness of open access issues through open access web site (openaccess.pitt.edu) and other programmatic activities during Open Access 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, open access licensing, author rights and responsibilities, and impact assessment.	
II.B.6. Continue to expand the ULS e-journal publishing program with emphasis on incentivizing open access; add at least 5 new titles.	
II.B.7. Comply with terms of development partnership agreement with the Public Knowledge Project (PKP) to enhance OJS and other publishing software in ways that benefit the University of Pittsburgh and our 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, for example, by providing data curation, writing grant proposals, or other support services.	
III. Institutional Goal: Expand international focus and activites. Support and engage with diverse populations of students and faculty.	
III.A. ULS Goal: Innovation in scholarly communication - partnerships within the university and around the world	
Objectives and Strategic Actions	**Measurements**
FY13	
III.A.1. Continue to work with publishing partners worldwide, including partners in Turkey, India, Indonesia, Brazil, Peru, Bolivia, UK, France, and others	

Consolidated List of Potential Strategic Actions
-- for prioritization --

III. A.2. Develop library programs (lectures, etc.) to attract a diverse population and highlight our area studies and other diverse collections.	
III.A.3. Consulting with our stakeholders, explore the establishment of new international collection exchange programs to support our area studies programs and to provide University publications to overseas constituencies.	

IV. Institutional Goal: Ensure organizational efficiency, effectiveness, and responsiveness to university communities	
IV.A. ULS Goals: Organizational agility - Pursue initiatives for innovation and continuous improvement in organization and operations.	
Objectives and Strategic Actions	**Measurements**
FY13	
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 and 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 and make recommendations.	
IV.A.3. Informed by appropriate user research, review current ULS digital library services and partnerships and develop a written plan and roadmap for the next 3 years.	
IV.A.4. Continue to pursue new collaborations to further develop our 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 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 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. In addition, continue and expand partnerships with various arms within the university to increase student diversity within the ULS.	