iSchool Goal	Strategy To Be Implemented	Targeted, Measurable Outcomes, FY 2013 - 2018	Outcomes from FY 2013
EDUCATE 21ST CENTURY INFORMATIONISTS			
Educate undergraduate students for life-long information careers	Expand opportunities for students to develop research skills through inquiry-based learning	Incorporate an introduction to research methods in at least one undergraduate course	New for 2014
	Promote and increase opportunities for students to gain hands-on experience in research	Expand opportunities for undergraduate students to engage in research through independent study, course projects, volunteer work, and work for hire; produce an inventory of available research opportunities suitable for undergraduates in 2013-14.	New for 2014
		Host research-based co-curricular events to expose students to leading edge issues and iSchool-related research programs	Currently host 10 per year for entire school. Will increase (and vary type of event) in 2014, to 15 per year. The iSchool has arranged with OCC to have research-related events at the School to count for OCC credit
	Provide opportunities for students to gain professional-level practical experience	Engage employers and faculty to ascertain market and employer needs, in order to shape internship and related opportunities	In progress - companies interviewed for input on opportunities: Alcoa, PPG, US Steel, FedEx Ground, Dell, Deloitte
	Leverage reputation in signature research areas to attract high performing students	Attract high-quality undergraduate students, extending outreach to high school students to apply to Pitt and list major as "Pre-IS"; increase number of Pre-IS majors by 10% for 2015	Underway. BSIS program developing new messaging and a series of recruiting events aimed at various marketing audiences.
	Identify and offer specializations in alignment with research areas and employers' stated needs	Survey potential employers to determine an effective slate of specializations in alignment with strengths of the School's education and research programs.	New for 2014

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	Evaluate the feasibility and competitive advantage of an undergraduate culture and curricular specialization that attempts to emulate an "alpha-lab" or "skunk works," where students can experiment and experience the feel of a start-up enterprise where the "rubber meets the road"	Undergraduate student projects will be displayed in the student common areas of the renovated third floor in order to (1) showcase creative work, (2) encourage and guide students to engage in a pilot, exploratory creative project, and (3) attract the interest of local industry.	New for 2014; the renovated third floor will be opened for students in March 2013.
	Align undergraduate specializations and post-baccalaureate certificates with signature research areas of the iSchool, focusing on the needs of regional employers	Place 80% of graduates in appropriate professional positions within 6 months of graduation; the majority of whom are working in fields related to the signature areas of the School.	The iSchool has partnered with CDPA (Office of Career Development & Placement Assistance) to survey all graduating students six months after graduation. First results due in Spring 2013; this relationship will enable the school to more effectively track post-graduation employment and satisfaction.
	Reinforce Pitt's goal to create globally-aware undergraduates	The iSchool has a significant international student population. The School has been hosting an increasing number of school-wide events to foster interaction amongst all students, thus exposing undergraduates to the cultural and professional mores of students from other countries.	The iSchool has created a vibrant program of events for all students; these can be loosely grouped in to social events, professional development events, and intellectual development events. From January 2012-December 2012, 23 events with 930 students in attendance.
Educate Masters students for preparation as innovators and leaders in the information professions	Include research methodology in the education of every iSchool Masters student	Every graduate will have an understanding of the conduct of research and how it relates to professional practice	Research methods course for MLIS students designed, was offered in the Spring 2013 term
		Include opportunities for research experience and/or inquiry-based learning in the coursework of each Masters program	New for 2014
	Feature signature research strengths of the iSchool faculty throughout the curriculum	The majority of applicants will identify with a signature specialization of the iSchool	New for 2014, results to be seen in 2016-18.

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	Expand opportunities for Masters students to gain practical, professional experience	Extend the LIS Partners Program with regional employers to the MSIS and MST programs, targeting 10 new partners for MSIS students and 5 for MST students in 2013-14	New for 2014.
	Sustain regular engagement with primary employers of Masters students in the review of existing curricula and proposed changes	Maintain relevance of each Master's program through systematic engagement with current and potential employers, maintenance of accreditation, and benchmarking with peers	Began meeting with industry partners and advisors. Initiated process to have the MLIS program reaccredited by the American Libraries Association.
	Create globally-competent graduate students, who will function effectively in the increasingly globalized economy and academic disciplines	Over this period, the School will continue to offer and emphasize opportunities for students to interact academically and socially with those from other countries.	Increase the number of events hosted as part of the iSchool community-building program.
		Ensure that each curriculum reflects the skills and sensitivity necessary to work effectively in a global and diverse society.	The MLIS Program is mandated by its accrediting agency to ensure that graduates have the skills to provide services to a global, diverse society. The MLIS program faculty are currently reviewing curriculum to ensure conformance to all standards, including the one related to globalization.
Adapt the composition of iSchool faculty for research-centered and professional education	Hire premier faculty who balance our disciplinary diversity across both teaching and	Focus tenure-stream faculty recruitment on signature research areas of the iSchool. Attract non-tenure stream faculty to complement these areas and fill gaps in knowledge and expertise	Recruitment is underway for two tenure-stream assistant professors in signature research areas of information assurance and web science; recruitment is also underway for a non-tenure-stream faculty member in archival information science

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	research	Include Professors of Practice to address best practices in industry and professions. Use adjuncts on an ad hoc basis to offer niche, specialized courses.	Recruitment is underway for a Professor of Practice for the undergraduate program to teach in areas of web programming, mobile application development, or user-centered design
Prepare PhD students to become the next generation of academics and researchers in the information professions		Retain differentiated PhD programs that encourage collaboration across programs and that explore new interdisciplinary opportunities.	New
	Recruit PhD students to build and sustain the iSchool's reputation for research in its identified signature areas of specialization	Consistent and well-articulated requirements and expectations for PhD students that establish a reputation for excellence that attracts an increasing number of highly-qualified candidates	Financial aid (tuition and stipend) will be reallocated to increase support for PhD students beginning in Fall 2013 and to assure stable funding over four years, contingent on satisfactory student progress
		Provide opportunities for PhD students as Teaching Fellows, enabling them to gain classroom experience that positions them for academic careers	Ongoing. 12 doctoral students were appointed to Teaching Fellow positions in FY 2013 (may increase after summer term assignments).
	PhD students will become known and recognized for their work at Pitt in the iSchool's signature areas of specialization	The majority of PhD graduates will be offered appropriate positions within 12 months	In FY 2012, 11 PhD students graduated. 3 -- Tenure-stream positions; 1 -- non-tenure position; 2 -- Post-doctoral; 2 -- industry; 1 -- non-profit research institute; 1 -- private practice; 1 with no placement information
FOSTER AN INCLUSIVE PROFESSION			

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Foster the development of an inclusive profession that is representative of the world's citizenry		Recruit diverse undergraduate students to graduate study in information through targeted initiatives such as the iSchool Inclusion Institute (i3). Ultimate goal is to have i3 scholars go on to become faculty at iSchools	Hosted second i3 event in June 2012, with 19 scholars (9 female, 10 male) from 16 different universities/colleges in 9 states, with an average GPA of 3.20; of the 40 students who have participated in i3: 9 attended the 2013 iConference, 3 presented research posters at the iConference, 8 have applied to Masters programs, 2 are currently enrolled in Master's programs, and 2 have applied for PhD programs; 6 iSchools offer 50-100% scholarships to i3 scholars.
	Position the Information Sciences as an accessible, inclusive environment that welcomes diverse students and faculty.	Increase proportion of applicants and enrolled students from under-represented segments of the population	Domestic applications from those who self-identified as a diversity candidate have stabilized at approximately 11% for Fall 2010 - 2012. The iSchool recruitment staff have increased their presence at diversity-related recruitment events (4 events in 2011; 6 in 2012; 6 in 2013). The School has seen a slight (almost 5%) increase in diverse domestic student enrollment from 2010 to 2012.

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		Attract more diverse faculty	Expanded advertising for faculty positions in diversity-related publications and venues. In the FY 2012 search, two diversity candidates interviewed on campus and an offer was extended to one of them. The candidate declined the Pitt offer. In the IST program, the School hired a female junior faculty member. While not a diversity candidate in the formal sense, she enhances the gender diversity of a fundamentally STEM-oriented program.
ENHANCE THE UNIVERSITY OF PITTSBURGH'S REPUTATION FOR RESEARCH			
Position and differentiate the School among other iSchools	Establish an international identity among the iSchools for our signature strengths and attributes	An increase in collaborative research between faculty in the iSchool and other units on-campus (e.g., current work with the Historical Dataverse project and with GSPH).	Collaborative research has been actively pursued by iSchool faculty. FY 2009 -- 32 collaborative proposals submitted; FY 2010-- 39; FY 2011 --27; FY 2012-- 36 collaborative proposals submitted
		Focus on four signature research areas: • Big data (building *community* around big data; not simply *having* big data) • Spatial information (not limited to geospatial) • Information assurance (e.g., security assured information systems) • Web science (including topics such as social network analysis)	Areas have been recommended by Visioning Task Force and endorsed by Industrial Advisory Council and Board of Visitors. Approved by faculty. Can be accessed at http://www.sis.pitt.edu/~scouncil/index.html. There are currently ongoing explorations of how to include digital stewardship and data curation.

iSchool Goal	Strategy To Be Implemented	Targeted, Measurable Outcomes, FY 2013 - 2018	Outcomes from FY 2013
	Articulate the Pitt iSchool's distinction of excellence in both technological and humanistic endeavors, emphasizing its areas of signature strength and specialization	Particularly among the iSchools, Pitt is widely recognized for its research and education in these signature areas. Faculty at other iSchools routinely refer students to Pitt for study in these areas, and visiting faculty come to Pitt to collaborate on related topics. By 2017, we aspire to receive ~5 student referrals per year from other iSchools and to host ~5 collaborating visitors affiliated with other iSchools. In that same timeframe, we would anticipate that 50% of surveyed iSchool tenured faculty consider Pitt to be among the top schools integrating technological and humanistic elements and 80% would consider it to be in the top 5 schools with these characteristics.	Pitt is recognized among the iSchools as the predominant institution whose iSchool combines the highly technological with the humanistic elements of large scale information management in a coherent manner. It's Telecommunications and Networking program is currently widely recognized as the most technically rigorous among the iSchools, worldwide.

iSchool Goal	Strategy To Be Implemented	Targeted, Measurable Outcomes, FY 2013 - 2018	Outcomes from FY 2013
Serve as a resource of knowledge and expertise to the University community on issues relating to information and the systems that provide information services	Foster a community of collaborators across the University that identifies and contributes to information-based opportunities that advance the University's mission and enhance its reputation	Promote broader understanding within the University community of contemporary issues and opportunities in areas such as data-driven science. Collaboratively address University challenges in data management, including educating LIS students as consultants for Data Management Plans (required for research proposals to NSF and NIH) and "embedded informationists" as stewards of data from research projects in other disciplines.	Two MLIS students have been placed in a new Partners Program placement with the University Marketing Group; experience has been successful and well-received as an example of partnering in a major project across the university. Prof. Hassan Karimi is working with the Office of Disability Resources and Services to develop navigational aids for those with special needs on campus. Prof. Brusilovsky has developed a Web-based social networking system (CoMeT) for sharing information about research talks and seminars at Pitt, CMU, and related institutions in and around Pittsburgh. The School is a partner in the Oakland Business Improvement District's Discover Oakland project and has also engaged the Vice Provost and Dean of Students in an exploration of the feasibility of an information-immersive theme floor in the residence halls.
BUILD THE PITT ISCHOOL COMMUNITY			
Renovate iSchool facilities and upgrade the infrastructure to foster community among students, faculty, staff, professional partners, and employers	Repurpose the 3rd and 8th floor to support a flexible array of interaction styles from informal to formal, and social to professional.	3rd and 8th floor spaces are made more suitable for collaborative work and supporting students in professional development.	Renovation of the 3rd floor will be completed in March 2012; renovation of the 8th floor is to be completed during the summer of 2012
	Adapt layout of offices, labs and student spaces for enhanced collaboration and informal interaction.	The home of the iSchool becomes environmentally suited to information research, is secure, and provides a safe environment for students, staff and faculty	The iSchool has arranged for the building to be locked in non-class/lab hours, entrance permitted to swipe card holders only at that time.