

Commitment to Excellence

A STRATEGIC PLAN
for the
**Georgia Institute of Technology
Library and Information Center**
2007 – 2011



“Commitment to Excellence”

A STRATEGIC PLAN

for the

Georgia Institute of Technology
Library and Information Center

2007 – 2011

INTRODUCTION

The Georgia Tech Library and Information Center is an active participant in the teaching, research and service missions of the Institute. For students, the Library is a gathering place -- cultivating intellectual inquiry and the development of critical thinking skills, promoting academic discourse, and fostering lifelong learning and knowledge enhancement. In this capacity, we are integral to the retention and overall success of our students. For our faculty and researchers, our most compelling priority in support of the Institute’s mission is to enrich their teaching, learning and research -- contributing to their knowledge advancement and research output with resources and services to meet their needs.

Over the cycle of the 2002 – 2007 Strategic Plan, the Georgia Tech Library and its talented staff achieved many significant accomplishments. Beginning in mid-2001, the Dean of Libraries sought opportunities to contribute to the learning and research agendas of the Institute. In response to student and faculty input, we began a rapid and comprehensive shift to digital collections. We also began to collaboratively engage our students and faculty in developing new services and in the renovations of Library space.

The Georgia Tech Library, recognized as the “2007 Association of College & Research Libraries’ Excellence in Academic Libraries Award” winner, is now positioned to meet future challenges, and to also take a leadership role as the Institute strengthens its global responsibilities as a world-class research institution. Our challenges will include budgetary issues caused by increasing costs and demands, meeting the ever-evolving information needs of our primary users, responding to major changes in the scholarly communication arena, embracing the dynamic transformations in technology, and cultivating the skills of our talented staff in order to provide the services and resources needed in the 21st Century. The 2007 – 2011 Strategic Plan will provide direction as we embrace these challenges, and as we continue to establish an exemplary record of service and leadership for the Institute.

The Strategic Plan is a dynamic, living document meant to serve as a roadmap as we prioritize our opportunities and resources to advance the vision and mission of the Library, and the Institute. We must focus on future excellence in selective directions and domains because there will never be enough resources to address every issue or initiate all worthy endeavors. Although the Plan sets an agenda for the next five years, it will evolve. Over time, the Plan will have areas where achievement is completed or where new strategies will be necessary. The future is difficult to predict and so this Plan will change to reflect new and evolving circumstances. The Library Administration will continually examine the strategic directions and priorities and recommend changes as appropriate.

For detailed information on the process, the background materials gathered and examined, and the in-depth analysis of the feedback and information see: <http://smartech.gatech.edu/handle/1853/14251>

Mission & Vision

In the process of updating our Strategic Plan, we are reaffirming our mission and vision as stated in 2002:

MISSION

The Georgia Tech Library and Information Center is a creative partner and essential force in the learning community and in the Institute's instructional, learning and research programs. The Library plans, develops and implements programs to provide expert staff, information, learning resources and information competencies to students, faculty, and staff and selected services to off campus clients. Using appropriate technology, the Library delivers resources to satisfy information needs, promote lifelong learning and create productive connections for the scholarly community.

VISION

Creating a better educated graduate for Georgia.



Core Values

In pursuing our vision and mission, we are guided by core commitments to:

- Support the goals of the Institute and share in its commitment to teaching, learning, research, and service
- Further the Institute's curricular, research and professional pursuits by providing effective access to information and responsible stewardship of resources
- Deliver resources and services to distance learners that are comparable to those available to local users, subject to license restrictions
- Create, acquire & organize, preserve and distribute information and knowledge
- Enrich the academic community through effective partnerships
- Expand and strengthen the library as a place of learning, and provide lifelong learning services
- Respect, support and empower a diverse library staff and user community
- Provide excellence in professional service to users

These core commitments serve as major governing principles that guide us as an organization. Within the context set by these commitments, we have identified five strategic themes. These themes are broad areas within which action must be taken in order to ensure the Library's mission and vision.

Strategic Themes

Our strategic planning themes for 2007 – 2011 are:

- I. Partnerships: Collaborating to Educate, Advocate, and Promote
- II. Developing, Managing, and Making Accessible Library Collections
- III. Enhancing Building Resources and Fostering Library as Place
- IV. Expanding, Preserving, and Promoting Digital Repositories & Services
- V. Empowering and Developing Library Staff while Promoting Internal Communication and Collaboration

I. Partnerships: Collaborating to Educate, Advocate, and Promote

The Georgia Tech Library is committed to establishing and strengthening collaborative relationships campus-wide and beyond, in alignment with the Institute's goals to expand the local, regional, and global outlook of Georgia Tech. These collaborations support the research and instructional mission of the Institute and fall into several areas: partnerships with students, partnerships with faculty, including support for scholarly communication and for information competency development, and partnerships with other entities. The Library will reinforce its position as a dynamic partner both on campus and off using a multi-pronged approach to information delivery and outreach. Partnerships with researchers, education programs, and information technology departments are central to the development of effective information services for our users. Collaborations with the local community, industry, and information professionals will also facilitate learning and research opportunities at Georgia Tech. These approaches are applicable to both existing and potential collaborations with our valuable partners.

GOAL AREA: I.1

Partnering with Students

The successful renovation of the Library's interior space has demonstrated the Library's ability to collaborate effectively with Georgia Tech students. It has also demonstrated the willingness of students to use the Library and its resources once they have had the chance to make them their own. The Georgia Tech Library will build on that success by developing a conscientious approach to connect with students and to consider their needs and concerns in order to design and implement Library resources and services that are useful to them.

Goal I.1.1: Work with students to customize and design Library resources and services that are intuitive to Georgia Tech students and that support their research and scholarship.

Goal I.1.2: Develop and implement strategies for effectively marketing services and resources to students.

GOAL AREA: I.2

Partnering with Faculty

The Georgia Tech Library will pursue rewarding and productive partnerships with faculty. We will also strive to work with faculty to make the Library a productive place for cross-disciplinary interactions.

Goal I.2.1: Increase awareness and use of Library resources and services among faculty.

Goal I.2.2: Collaborate with and support faculty in scholarship and research.

Goal I.2.3: Strengthen faculty participation in the development and assessment of Library services and resources.

GOAL AREA: I.3

Supporting Information Competency

The most effective development of information competency skills occurs within the context of the curriculum, aligned with the acquisition of discipline knowledge, professional proficiency and critical thinking skills, and delivered in a discipline-specific, multifaceted program. Collaborative strategies can ensure that this program supports students' learning needs and provides them with lifelong learning skills.

Goal I.3.1: Collaborate with the Georgia Tech academic community to prepare information-competent graduates.

GOAL AREA: I.4

Supporting Scholarly Communication

Georgia Tech Library faculty and staff will work collaboratively with campus faculty/ administration, national associations and publishers to continue to ensure the widest possible access to research, to inform the Institute about the changes occurring in scholarly communication, and to assist researchers with intellectual property issues.

Goal I.4.1: Provide leadership and expertise to inform and mobilize the Georgia Tech community in the evolving scholarly communication landscape.

GOAL AREA: I.5

Partnering with Others

The Library will seek to develop dynamic relationships with campus partners as well as with private and public sector organizations. The goal of these collaborations will be to enhance the educational and research experience not only for the campus community, but for the Atlanta community at large.

Goal I.5.1: Develop ongoing relationships with OIT and other campus technology units to deliver effective technological access to Library resources.

Goal I.5.2: Foster mutually beneficial relationships with area academic libraries, museums, and archives.

Goal I.5.3: Promote partnerships with campus research units to facilitate the development of well-organized, cohesive repositories for Georgia Tech-generated research content.

Goal I.5.4: Pursue opportunities to collaborate with campus research units to use the Library as a case study subject.

Goal I.5.5: Collaborate with local public and private sector organizations to facilitate learning and research opportunities.

II. Developing, Managing, and Making Accessible Library Collections

The Library must use a variety of information to develop appropriate collections that support the research and teaching mission of the Institute and optimize use of budgetary resources. We need to increase our collections in key areas in order to increase our national reputation as a specialized research library. We must consider how we can improve the work we do within and across departments in managing our collections—creating clear, transparent, and flexible processes and workflows for selecting, purchasing, processing, and making available our resources. As we continue to spend a larger portion of our budget on electronic resources each year in accordance with the needs of our users, we need to focus on electronic resource management and how we will approach the converging issues of vast amounts of digital content, new content types, limited budgets, and cutting edge technologies. Other focus areas are communication, appropriate preservation of our collections, and creating a web presence that encourages use.

GOAL AREA: II.1

Developing Collections

As Georgia Tech grows, the Library's collection must grow to support the research, teaching, and learning needs of the Institute, with a focus on the community's needs, prioritized collection areas and increased funding.

Goal II.1.1: Meet research and curriculum needs of existing, new, and emerging academic programs through increased funding opportunities.

Goal II.1.2: Aggressively move Library collections to digital format.

Goal II.1.3: Address the leisure needs of the Georgia Tech community.

Goal II.1.4: Create collection development strategies to guide and prioritize collections decisions.

Goal II.1.5: Regularly communicate the Library's collection initiatives and decisions.

GOAL AREA: II.2

Managing Collections

Effective management of the Library's collections within and across departments requires clear, transparent, and flexible communication processes and workflows for selecting, purchasing, processing, and making available Library resources with an emphasis on addressing key electronic resource issues.

Goal II.2.1: Improve efficiency of collection management workflows.

Goal II.2.2: Manage electronic resources more effectively.

GOAL AREA: II.3

Accessing Collections

The Library needs to focus on direct user feedback, marketing, and the creation and utilization of user-friendly, interactive tools to facilitate access to appropriate resources at the appropriate time, whether that be in courseware, on the Library's website, or on the open web.

Goal II.3.1: Provide more user-focused access to collections.

Goal II.3.2: Increase awareness and use of collections.

GOAL AREA: II.4

Preserving Collections

Proper preservation of all our collections, regardless of format, is necessary to ensure long-term access to existing and new collections. Preservation must extend to all collections of enduring value, including digital and non-digital items as well as unique and rare materials.

Goal II.4.1: Develop and implement strategies to preserve existing and acquired collections, regardless of format.

Goal II.4.2: Communicate preservation policies, procedures and practices.

III. Enhancing Building Resources and Fostering Library as Place

When the Price Gilbert Library and the Crosland Tower were built, the Library was a place to research, read, think and write . . . a traditional library model. This model has changed drastically to one with ubiquitous access from anywhere in the world. The Library has become more than a place for books and a center of information . . . it's a place to work create, study, collaborate, recharge, exchange ideas, tutor or be tutored, research, listen, learn, hone skills, feel safe, socialize, flirt, eat, and much more. Even though online resources and services in libraries are rapidly expanding, turnstile counts are increasing dramatically. Today, the Georgia Tech Library has more in-person visits than ever before, and it is essential that the Library assess and continue the process of reinventing itself as a destination for students, faculty, and staff where they can conduct research, study, collaborate, socialize, and learn. The Library can change student perceptions of what an academic library can be by taking advantage of its combination of academic resources (books/periodicals/librarians) and campus resources (food/tutoring/computers/digital media tools/social activities).

GOAL AREA: III.1

Programming

Programming incorporates all initiatives beyond the scope of the traditional library model that cause students, faculty, and other constituents to come to the Library building.

Goal III.1.1: Facilitate Library users' need for collaboration neighborhoods and group learning by transforming the campus libraries into interdisciplinary and multifunctional learning spaces that support group and individual learning.

Goal III.1.2: Cultivate additional collaborations with Georgia Tech departments to provide facilities and services that benefit our mutual constituents.

Goal III.1.3: Continue to expand and improve the advanced information technology services needed by Library users.

Goal III.1.4: Assess and expand the content and marketing of Library events and exhibits.

GOAL AREA: III.2

Renovation

Renovation includes all major systems and structural improvements for the Library buildings which require funding and construction outside the regular Library budget and practice.

Goal III.2.1: Renovate existing Library buildings to meet student, staff, and faculty needs.

Goal III.2.2: Renovate existing Library buildings to meet collections needs.

Goal III.2.3: Assess and meet the internal space needs of Library personnel.

Goal III.2.4: Assess and upgrade, in partnership with campus Facilities, the Library's infrastructure to meet the needs of all its constituents.

GOAL AREA: III.3

Appearance

Appearance encompasses aspects of the Library environment which give it character and appeal, and which are usually funded by the regular Library or GT Facilities budget and practice.

Goal III.3.1: Assess and implement refurbishment and replacement of Library fixtures, furniture, décor, and promotional materials to meet user and Library personnel needs.

Goal III.3.2: Continue to develop policies and procedures to ensure the Library provides a safe environment for both individuals and materials with a particular focus on 24-hour activity.

Goal III.3.3: Enhance and expand Library decoration to reflect the Georgia Tech community.

IV. Expanding, Preserving, and Promoting Digital Repositories & Services

The digital landscape of academic research is changing rapidly, fundamentally, and irreversibly. The convergence of new technologies, along with the economic challenges of providing traditional library services, has created a conducive environment for the emergence of new scholarly communication models. As more scholarly output is created and published in digital format, academic institutions are forced to more effectively manage their digital assets. This knowledge must be created, gathered, organized, preserved, made accessible, and made usable. One way libraries can provide these services is through their digital repositories. Institutional repositories, such as Georgia Tech's SMARTech, are beginning to expand their collections to include different media types, such as learning objects, research data sets, and multimedia. Additionally, repositories support scholarly communication by publishing online journals, lectures, and conferences.

GOAL AREA: IV.1

Information Technology Infrastructure

The Library must focus on growing the IT infrastructure to aid in the proliferation of digital assets. This will not only create new jobs and technical ventures, but will also build a sustainable framework rooted in the Library's policies and best practices. An effective IT infrastructure creates an environment that allows the Library to become a leading institution in the development of digital repositories.

Goal IV.1.1: Plan for future repository growth, backup, recovery, and maintenance.

Goal IV.1.2: Become a leader in the realm of digital repositories and services on campus and in the broader community by encouraging research and development and use of open source software.

Goal IV.1.3: Maintain repository accessibility.

GOAL AREA: IV.2

Repository and Digital Services Development

As digital repositories mature and reach a critical mass of content, the Library's repository focus should shift towards digital service development. It is not enough to simply make content available, the Library should help users create content, and offer them new and relevant ways to make use of that content.

Goal IV.2.1: Encourage user participation in designing and developing repository content, features and functionality.

Goal IV.2.2: Develop and maintain value-added digital services.

Goal IV.2.3: Build flexibility into organizational and repository structures.

GOAL AREA: IV.3

Digital Preservation

Over the next five years, the amount of digital content housed in the Library's repositories will expand exponentially. It is essential that the Library develop its digital preservation program in conjunction with traditional preservation needs. Experts from all departments of the Library will partner to find a solution to the ever-growing problem of information loss due to inaccessible formats, corrupted storage media, and incompatible hardware.

Goal IV.3.1: Develop a preservation policy for digital objects.

Goal IV.3.2: Create and maintain highly available, recoverable repositories that maintain data integrity.

Goal IV.3.3: Create an organizational structure that ensures coordination of the Library's preservation program.

GOAL AREA: IV.4

Advocacy, Education, and Promotion

The Library must be the advocate on campus for the new models of scholarly communication that are emerging, and it must promote its digital repositories and services as a vital part of teaching and learning at Georgia Tech. Digital repositories not only increase the visibility of institutional scholarship; they also can change the way the academic community exchanges and conducts research.

Goal IV.4.1: Engage all Georgia Tech Library staff in the repository.

Goal IV.4.2: Educate and engage Georgia Tech faculty, staff and students in the repository's availability and use to create an institutional trust.

Goal IV.4.3: Promote, participate in, and lead collaborative projects internally and externally involving the repository.

V. Empowering and Developing Library Staff while Promoting Internal Communication and Collaboration

The Library's staff is talented, responsive, and rated highly for customer service in library surveys, focus groups, etc. In addition, they are able to multitask and are willing to share greater responsibility. The staff wants additional opportunities and resources; their interests lie in enhancing their skills through professional development and cross-training. They prefer to work in an environment where creativity, risk-taking, front-line empowerment, involvement in decision-making, and embracing new technologies are important. The Library should seek to foster a culture which rewards risk-taking and creativity; one that supports innovative projects and initiatives. Empowerment and development of Library staff coupled with effective, integrated communications and inter-departmental, well-defined collaborations will ensure that the Library remains competitive. The Library's commitment to its staff is paramount to the continued success of the organization.

GOAL AREA: V.1

Organizational Support and Staff Empowerment

To support and empower Library staff requires the provision of the resources necessary for continued productivity and growth, and greater input from all staff.

Goal V.1.1: Foster a culture of inclusion that encourages open communication and participation.

Goal V.1.2: Promote leadership, innovation and entrepreneurship.

GOAL AREA: V.2

Communication

Integrated communication strategies are necessary to create an inclusive culture where all staff are aware of Library processes, and proper outlets for dissemination of information are available.

Goal V.2.1: Expand, develop, and improve communication channels throughout the Library.

Goal V.2.2: Improve and increase interpersonal communications between Library Staff.

GOAL AREA: V.3

Training and Opportunities

The acquisition of job-related skills and knowledge will enable Library staff to carry out their duties efficiently and effectively.

Goal V.3.1: Provide and support staff development and cross training opportunities.

Goal V.3.2: Provide and support mentoring programs.

