



STRATEGIC PLAN

LIBRARY
2019-2022

The Georgia Tech Library exists in a rapidly changing environment in which resources – including people, technology, space, and time – must be utilized strategically.




PURPOSE


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This plan identifies five core areas of focus for new services and improvements to existing services over the next 24 months. These areas represent our self-identified “four pillars of the Library:” Service, information expertise, curated content, and innovative spaces. To support these “four pillars,” we intend to focus on our employees.

Please note: This plan is not a comprehensive list of all Georgia Tech Library services, functions, or areas of focus. The Library is proud to provide a number of fully functioning, well-utilized services for which success is clearly defined, tracked, and adjusted as needed. Instead, this plan addresses only areas in which demonstrable establishment and/or improvement could be reasonably attained within the next two years.

Additionally, the Library’s fluid environment will influence the plan over the next two years. For example, we will have a new Dean of the Library and the Institute will adopt a new strategic plan through the efforts of new President Ángel Cabrera. This is a living document, and will be reviewed for changes, additions and revisions as new environmental factors arise.

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JUDGE S. PRICE GILBERT MEMORIAL LIBRARY

MISSION

The Georgia Tech Library defines excellence in the creation, preservation, curation, and connection of scholarship. Through this work we create new paths of learning, knowledge, information, and resources to develop leaders who advance technology and improve the human condition.

VISION

Innovating services, tools and access to all for an inclusive future.

VALUES | BEHAVIORS

The values and behaviors to which we commit ourselves and our organization are in alignment with and support the Core Values of the Institute we serve.

Integrity:

The Georgia Tech Library promotes intellectual honesty, accountability for resources, and honoring our commitments. Library employees demonstrate ethical behavior through positive conflict resolution in an environment of trust, mutual respect, openness, and clarity.

Excellence:

The Georgia Tech Library provides best-in-class customer service executed with passion and agility. Library employees are innovative, proactive, and forward-thinking. They pursue informed, qualitative and quantitative, data-driven decision-making to drive steady progress.

Impact:

The Georgia Tech Library impacts the campus and global digital community by soliciting and acting on valuable customer feedback to enhance service.

Library employees meet needs by providing resources and tools to promote new pathways to critical global challenges.

Curiosity:

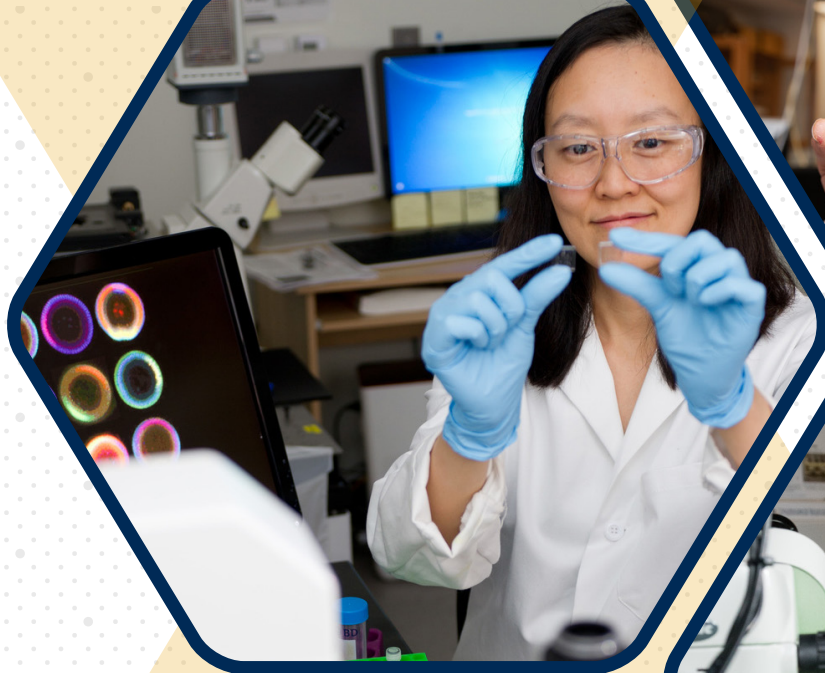
The Georgia Tech Library encourages curiosity through intellectual and scholarly investigation. Library employees embrace readiness, agility, and a commitment to challenging the status quo.

Diversity and Inclusion:

The Georgia Tech Library supports inclusivity, equity, and excellence. Library employees cultivate diverse ideas, cultures, perspectives, and experiences.

Communication:

The Georgia Tech Library consistently communicates honestly using clear, accurate, and timely information. Library employees promote a mutual exchange of information.



STAKEHOLDERS

For the purpose of this plan, we focus our strategies and goals on those Library patrons or community members who have immediate needs we can address within the prescribed two-year time-frame. These include:

Users of the Library's physical spaces, technology and personal expertise;

Users of the Library's electronic resources and digital outreach;

Early career faculty and researchers and postdoctorates;

Life-long learners;

Partners, including academic residents of Clough Undergraduate Learning Commons, researchers, and alumni.

NOTE: For a full explanation of each of the important Library patron groups, please see Appendix B.

OUR STRATEGIES

Outstanding Services

The Georgia Tech Library delivers services and tools for users to facilitate discovery of and create new knowledge. We supplement these services with expert guidance from our Librarians and staff.

GOAL 1

Create a sustainable, cyclical process for assessing organizational and operational effectiveness to include the documentation, analysis, implementation, and impact of services.

GOAL 2

Utilize Public Programming, instruction and subject matter experts to provide equal access to knowledge, informal education opportunities, and platforms for creative expression and scholarly communication.

A service, as defined by the library, is an assessable interaction, mediated between the Library and the end user, in service of creating, curating, preserving and connecting knowledge.

Information Expertise

Georgia Tech Library employees possess a unique combination of skills, education, subject matter expertise, and experience. All support the Institute's research, teaching, and learning needs. They act as a "Living Library for Learning," curating a collection of subject matter experts.

We will continue to build and improve the infrastructure needed to ensure everyone on campus has the opportunity to engage with our varied, insightful, and welcoming human resources.

GOAL 1

Enhance academic partnerships with both Georgia Tech faculty and staff.

GOAL 2

Serve as curators of and consultants for research tools, strategies, or interpretation of results to support teaching and research.

GOAL 3

Improve the integrity of records for discoverability.

Curated Scholarly Content

The Georgia Tech Library is committed to developing and maintaining a targeted collection of curated scholarly content inclusive of: purchased physical and digital materials; items unique to Georgia Tech; Open Access scholarship; the results of membership or partnership; and primary sources in the Archives.

GOAL 1

Develop a comprehensive and transparent content development strategy to guide curated content acquisitions and policies in support of the missions of the Library and Institute.

GOAL 2

Formalize subject matter liaison communications with colleges and schools to inform content decisions and support curriculum requirements.

GOAL 3

Implement sustainable, iterative strategy and services for the acquisition, preservation, and delivery of the Library's repository of unique digital collections that empower innovation in learning and research.

Innovative Digital and Physical Environments

The newly renovated Price Gilbert Memorial Library opens in 2020, adding new services and spaces to work in concert with those in Crosland Tower and Clough Undergraduate Learning Commons. Concurrently, work continues on the Library's website to meet patron needs regardless of physical location.

The result is well-designed, user-sensitive physical and digital spaces for networking, establishing communities of interest and creating knowledge or designs.₂

GOAL 1

Provide seamless and flexible, interdisciplinary safe spaces to produce next-generation scholarship across Clough, PG, and CT to meet the needs of the campus.

GOAL 2

*Evolve web presence to foster online education and promote seamless access for students, faculty and researchers regardless of physical location.*₃

GOAL 3

Establish single brand experience elements and digital and physical signage



Investment in our People

The Georgia Tech Library cannot undertake any endeavor without the support and ingenuity of its employees. As such, the Library pledges to promote and support growth, learning, and connections among its people. This strategy includes efforts to: identify, align, and leverage the Library's existing and needed workforce; create a plan to ensure equity, diversity, and inclusion in our hiring and promotional processes; grow and develop our current roster of experts; activate talent to meet the needs of the Library, students, and faculty; and ensure the safety of employees and users.



GOAL 1

Develop formal talent management strategy and plan to align employee talents and build organization-wide strengths.

GOAL 2

To make strides towards our Vision and Mission, the Library Diversity Council is focused on three strategic themes for Diversity, Equity, and Inclusion (DEI). Our policies, practices, culture, collections, and spaces are a Representation of our commitment to all users of the Library to have Access to the resources to help navigate questions related to DEI. Public areas and workspaces should be ADA compliant. To have a successful diversity plan, periodic Assessment and reviews of the Library will be conducted and data evaluated to make adjustments as necessary.

APPENDIX A

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Background


In summer 2020, the Georgia Tech Library will complete its physical transformation that began some five years prior with the construction of the Library Service Center (LSC), a joint project of Georgia Tech and Emory University. In the time since that building opened in Spring 2016, nearly all physical collections have moved to climate-controlled storage, allowing a complete renovation of both on-campus Library buildings, Crosland Tower and Price Gilbert Memorial Library. Concurrently, nearly every service and staffed position in the Library has been reviewed and updated, with advances most evident in the Library's online presence and in-person service models.

Represented in this document are the two-year strategic business initiatives needed to continue the Library's remarkable transformation into a nimble, data-driven organization built to support the unique teaching, learning, and research needs of Georgia Tech as it moves into the third decade of the 21st century.

As outlined above, the plan includes the opening of Price Gilbert in Summer 2020 to complete a \$100 million renovation and the launch of new services including a teaching studio, a more intense focus on multi-media scholarship, and an events space for public programming.

Additionally, this plan establishes for the first time a comprehensive effort aligning internal human resources and future positions to develop and leverage the skill-sets of employees.

It is because our committed, energized, and inclusive work force continues to build partnerships with schools and units across and beyond campus that the Georgia Tech Library proves its value every day to users. Through their work, we fulfill our role as a vital partner in the Institute's vision as the technological university of the 21st century.

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History

This work represents the unique contributions and voices of nearly every Library employee, compiled from dozens of Library employee personal interviews and listening sessions held in the summer of 2019. The work began in late spring 2019, with a core team of library staff conducting background research to help benchmark Georgia Tech against similarly situated STEM or engineering-focused schools. This team brought to the entire library a proposed mission, vision, values, and strategic direction for discussion from July to August 2019. Though December 2019, a group of representatives from the Library's areas of expertise reviewed the plan.

In 2020, the plan will be taken to representative patron groups for validation of the strategies and goals.

APPENDIX B

Our Library Patrons

We remain committed to serving our closest physical constituency. Understanding their needs will come primarily through close attention to our daily interactions through service points and surveys. Especially important in this group are those traditionally underrepresented in STEM fields.

Examples include, but are not limited to:

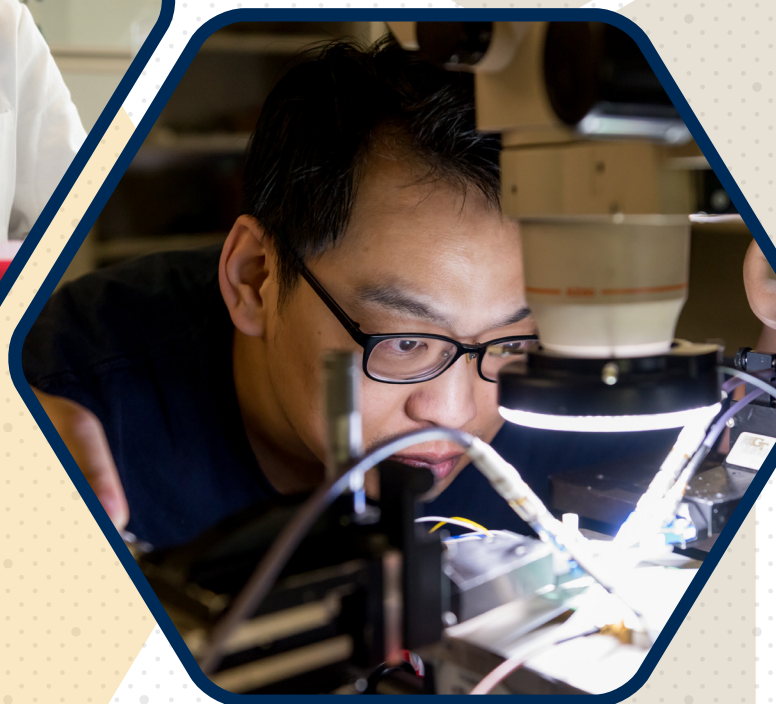
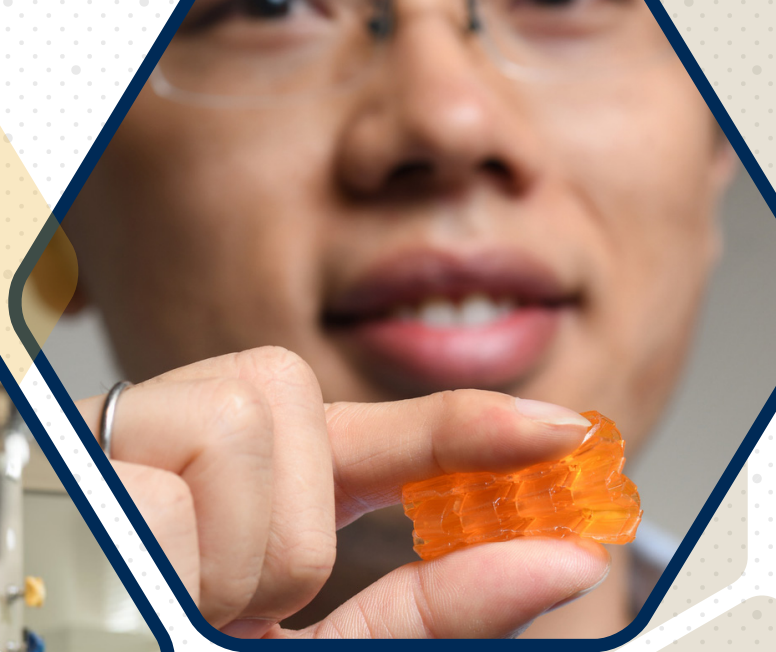
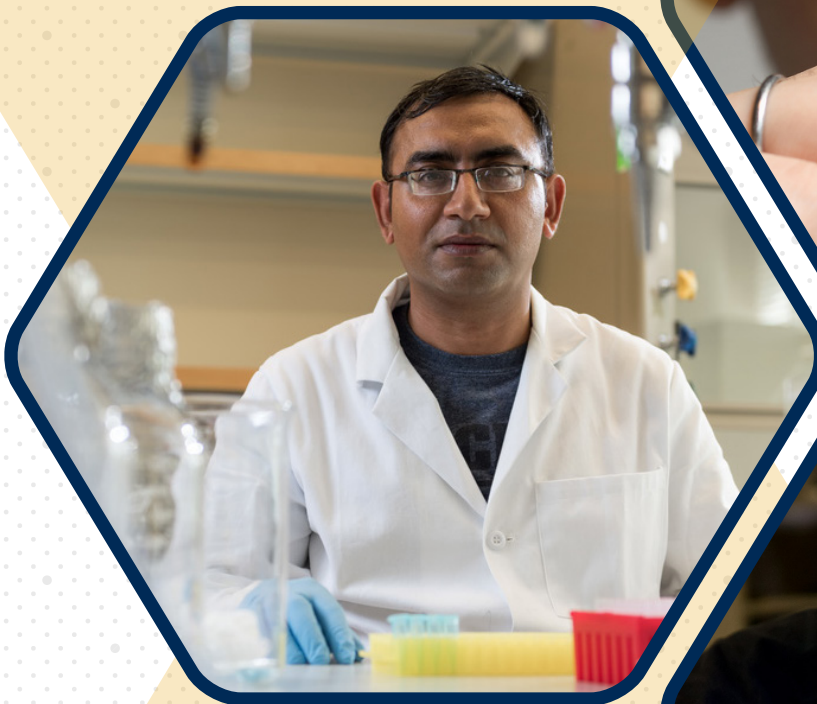
- First-year students using library technology or spaces to study;
- Graduate students attending a workshop;
- Researchers who need materials from the Library Service Center; and
- GTRI Researchers.

Users of electronic resources represents our largest user base. Building the digital infrastructure to create parity with in-person service represents our largest opportunity in the next five years.

Examples include:

- Students enrolled in one of the online master's programs;
- Researchers affiliated with Georgia Tech -- either on campus, around the world, or in a primarily non-teaching function;
- Undergraduate and graduate students on campus; and
- Georgia Tech employees.

Early career faculty, researchers, and postdoctorates open to new forms of pedagogy stand primed for the resources and unique opportunities we can offer. A committed effort to partner with them across the Institute ensures we are successful in our endeavor to support changing research, teaching and learning needs.



Another important patron group includes “life-long learners.” A focus on public programming, asynchronous digital expertise, and access reflects this commitment.

Our resources are strengthened by the partnerships we’re able to forge with Georgia Tech researchers and alumni. By collecting a researcher’s scholarly output, accepting donations to archives, and working with peer institutions, we’re able to bolster what we offer. A strong content strategy committed to serving these specific groups is integral to the Library’s success in the immediate future.

APPENDIX C

Drivers and Findings

DRIVER: As Dean of Libraries, Dr. Sharp's priorities for the Library include:

- Providing ethical and compassionate leadership to create a positive and highly productive environment where everyone has an opportunity to thrive;
- Building an inclusive and diverse atmosphere within the Library where the contributions of people of all backgrounds are valued;
- Further integrating the Library with the academic and research mission of the Institute;
- Pursuing opportunities for diversified support through leveraging campus resources, corporate partnerships, and consortia agreements;
- Embracing Clough Undergraduate Learning Commons as an integral part of the Library and its vision and collaborating with Undergraduate Education on a shared vision for Clough; and
- Investing in the digital technological infrastructure of the Library.

DRIVER: The Georgia Tech Library is, as Provost Rafael Bras states, the "Crossroads of the Georgia Tech campus."⁴

FINDING: To gain the full understanding of this powerful sentiment, we must realize the statement is at once metaphorical – meaning the Library provides access to the resources through which scholarship is conducted or created – and literal, as the buildings which house our physical services and a portion of the collection are centrally located in a prime location on Georgia Tech's sprawling campus.

DRIVER: As outlined in Provost's list of "What's Next," the Library is key to the Institute's "Creating the Next in Education" strategies. "Library Next will define the intellectual and physical center of Georgia Tech," he writes. "The buildings will be completed by next summer, but we need to make sure that the technology and programming that go with them are in place."⁵

FINDING: Completing Library Next initiatives remains a key strategy towards the goals defined for Georgia Tech. This will be completed with the re-opening of Price Gilbert and the new services that will be available: Scholar's Event Network, the Faculty Research Zone, Teaching Studio, and the new Media Scholarship Commons.

DRIVER: The Institute strives to have the question, "What does Georgia Tech think?" become standard dialogue across both media and scholarly landscapes as the events of the day unfold.

FINDING: To remain in alignment with the Institute's vision over the next two years, we must create the environments, services, collections, and content that becomes a vital part of the question by which the answers are researched, created, and delivered. Given we cannot possibly anticipate every iteration of the issues that might arise, we pursue a different goal: Our efforts must always support the changing research, teaching, and learning needs of Georgia Tech.

DRIVER: The Georgia Tech Library has more than a million visitors a year to its physical location, while 97 percent of the collections are now digital.

FINDING: The Georgia Tech Library, as an entity, is active both physically and digitally. This is due, in large part, to its central location on campus and STEM fields sharing and storing research almost exclusively online. Thus, business decisions must have at least two main components – a physical, space-based dimension to support student learning habits on campus and a digital component to support 21st century scholarship and distance-based learners.

DRIVER: Several fields of study support the book as a superior piece of technology for knowledge transfer.

FINDING: Where over the past twenty years the push was to remove the limitations of paper and purely personal interactions, we've learned from our interviews and workshops that there remain several physical services and sources of materials required and requested by our users. Additionally, due to the peculiarities of publishers and online pricing, physical copies may, in several cases, be the most economical option.



DRIVER: Higher education is in a massive shift from a four-, six-, or eight-year experience centered on a physical campus to one in which life-long learners spend time on campus, then supplement their careers with online cross-disciplinary learning experiences under the brand of their university. This shift is outlined in the “Creating the Next in Education” findings.

FINDING: The next two years are critical to positioning the Georgia Tech Library as a truly global resource offering expertise and preservation to learners anywhere at any time. Projects that bolster the Library’s web presence, outreach to dispersed learning communities, or curation of born-digital objects are of primary importance.

DRIVER: Rick Clark, director of Undergraduate Admission states, “We are committed to helping all students create an international network and gain a global perspective. However, as a public institution, our primary responsibility remains to residents of our state.”

FINDING: We will continue to grow the audiences and users impacted by our services and capabilities. As our plans evolve in support of the Institute, we will find other users looking to Georgia Tech Library to meet their needs.

APPENDIX D

Library Portfolio

The Georgia Tech Library uses a Portfolio Management process to focus on the execution of Library strategy. The Portfolio is designed to manage resource capacity, recognize dependencies across strategies, and sequence projects and implementations through prioritization. It engages employees of the Library -- from Service Owners, to Service Managers, to Subject Matter Experts and Information Technology -- to manage requirements for user experience. Daily, it ensures we meet the needs of our patrons while improving and building upon our plans.

As envisioned, this Strategic Plan outlines the goals and initiatives to fulfill the mission of the Library; the Portfolio is used to execute those plans. Projects are aligned with a Strategy to ensure the effort and results align with the overall plan.

APPENDIX E

Footnotes

1. Deliberate Innovation, Lifetime Education Final Report April 2018. P. 51
2. Deliberate Innovation, Lifetime Education Final Report April 2018. P. 28
3. USG CAR Project Summary of Initial findings and observations for the Georgia Institute of Technology. Opportunity for Scale Potential (1 of 2): Academic Affairs: Determine a system-wide strategy for online education to ensure both the system and campuses are getting maximum value including an exploration of competency models and certification programs. P.77
4. Dr. Rafael Bras meeting with Library employees (3/19/2019)
5. "What's Next: Dr. Bras looks to Year 10 as Georgia Tech's Provost", Newsletter, August 21, 2019.