Georgia Tech Library Strategic Plan for 2023-2032

Purpose for Strategic Plan

The Georgia Tech Library exists in a rapidly changing environment in which resources – including people, technology, space, and time – must be utilized strategically. As such, this plan identifies five core areas of focus for services, information expertise, curated content, innovative physical and digital spaces, and a focus on our employees through investment in our people.

The plan aligns with the Georgia Tech Strategic Plan in place for 2023-2032 and the GT LOVE values that we live every day. Through our strategies, we will show continuous evaluation of the goals and actions and show our contributions to the institute plans and values.

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.

Mission, Vision, Values and Stakeholders

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

Our Values

L.O.V.E. GT values are foundational to everything we do. Values define who we are and who we aspire to be as a community. They help us make decisions. They refer to an inclusive "we" and apply to every member of the Georgia Tech community — student, faculty, staff, alumni, and affiliates. No matter the role, the values are meant to guide our priorities every day, to help us focus on our important, shared mission.

Students are our top priority.

We are educators first and foremost, committed to developing leaders who advance technology and improve the human condition. We measure our success by the achievements of our students and the impact of our graduates in improving the lives of others.

We strive for excellence.

We strive to be among the best at what we do and to set high expectations for each of us individually and for our community as a whole. The expectation of excellence, which is instrumental to our ability to have a meaningful impact in the world, extends to our teaching, our research and creative endeavors, our athletic programs, and our operations.

We thrive on diversity.

We see diversity of backgrounds and perspectives as essential to learning, discovery, and creation. We strive to remove barriers to access and success, and to build an inclusive community where people of all backgrounds have the opportunity to learn and contribute to our mission.

We celebrate collaboration.

We enable and celebrate collaboration across disciplines and perspectives, between units and departments, and with other organizations at home and around the world. We value the contributions of all members of our community, promote civil and respectful discourse, and help one another succeed.

We champion innovation.

We inspire, empower, and provide the resources and environment for innovative ideas and solutions to flourish. We welcome new concepts and approaches that lead to creative ideas and solutions.

We safeguard freedom of inquiry and expression.

We protect the freedom of all members of our community to ask questions, seek truth, and express their views. We cherish diversity of ideas as necessary for learning, discovery, scholarship, and creativity.

We nurture the well-being of our community.

We strive to build a healthy and vibrant environment that helps our students and every member of our community grow holistically and develop the self-awareness, knowledge, and practices necessary to pursue healthy, purposeful, fulfilling lives.

We act ethically.

We hold one another to the highest standards of professional and ethical conduct. We are transparent and accountable and strive to earn and maintain the public trust.

We are responsible stewards.
We are careful stewards of the resources we are entrusted with and strive to be an example of sustainability, efficiency, respect, and responsibility.

Our Behaviors

The behaviors to which we commit ourselves and our organization are in alignment with and support the L.O.V.E. GT values of the Institute we serve. Library behaviors, as tactical actions taken every day, allow Library employees to execute strategic goals using the L.O.V.E. GT values. They include a daily commitment to integrity, service, impact, curiosity, inclusion and communication. These behaviors are explained below.

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.

Service:
The Georgia Tech Library provides 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 digital communities by soliciting and acting on valuable customer feedback to enhance service.

Library employees meet needs by providing resources and tools, allowing students, faculty, and researchers to find new solutions 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.

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
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:

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

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

Examples include:

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

Early career faculty, researchers, and post doctorates 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 unfettered global digital access reflects this commitment.

Our resources are strengthened by the partnerships we 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.

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.

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.

Institute Strategic Theme	Champion Innovation Expand Access
L.O.V.E GT value	Students are our top priority. We strive for excellence.

Goal #1: Create sustainable, cyclical processes for assessing organizational and operational effectiveness.

Goal #2: Provide equal access to knowledge, informal education opportunities, and platforms for creative expression and scholarly communication.

Goal #3: Launch ongoing research data services program in compliance with federal funding mandates.

Goal #4: Host outreach events and services that support student awareness and well-being.

Goal #5: Facilitate interdisciplinary partnerships and collaborations across the Institute.

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.[1]

For instance, the Library provides instruction in and support for: design; citation management; patents and trademarks; entrepreneurship; databases and lecture recording, among other services. It also provides subject matter experts through a liaison model and point-of-service experts at both the campus Library and the Library Service Center (LSC) – all of which serve varied constituencies vital to our continued success.

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.

Institute Strategic Theme	Expand Access

L.O.V.E GT value	We safeguard freedom of inquiry and expression. We celebrate collaboration.

Goal #1: Enhance partnerships with Georgia Tech faculty, staff and students.

Goal #2: Support teaching and learning by serving as curators of and consultants for research tools, research strategies, and the interpretation of results

Curated 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; research data; and primary sources in the Archives.

Institute Strategic Theme	Amplify Impact Expand Access
L.O.V.E GT value	We are responsible stewards. We safeguard freedom of inquiry and expression.

Goal #1: Support textbook affordability efforts to ensure equitable access to all students.

Goal #2: Support open scholarship to expand access

Goal #3: Improve the preservation, discoverability and access to Georgia Tech-produced Research Data.

Goal #4: Implement a sustainable, iterative strategy and services for the acquisition, preservation, and delivery of the Library's repository of unique digital collections.

Innovative Digital and Physical Environments:

The Library continues to evolve to meet the needs of our patrons by providing well-designed, user-sensitive physical and digital spaces for networking, establishing communities of interest, and creating knowledge or designs.

Institute Strategic Theme	Connect Globally Champion Innovation
L.O.V.E GT value	We champion innovation. We are responsible stewards.

Goal #1: Provide seamless and flexible interdisciplinary spaces to produce next-generation scholarship across Clough Undergraduate Learning Commons, The Judge S. Price Gilbert Memorial Library, and Crosland Tower.

Goal #2: Evolve web presence discoverability to foster online education and promote seamless access for students, faculty and researchers regardless of physical location. [3]

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 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.

Institute Strategic Theme	Cultivate Well-being Lead by Example
L.O.V.E GT value	We nurture the well-being of our community. We act ethically. We thrive on diversity.

Goal #1: Develop formal talent management strategy and plan to align employee talents and build organization-wide strengths.

Goal #2: Building inclusive spaces where we hear all voices, cultivate different perspectives and empower our talent to support the Library Diversity Council's pursuit of excellence through representation, access, and assessment.

Appendix A: Background and History

Background

In summer 2020, the Georgia Tech Library completed 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 ten-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.   The Library will, periodically, review our goals to ensure that we are striving to support the strategic themes of the institute. With conversations with users of the library, we will ensure we are working on the right priorities.

As outlined above, the plan included 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.

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 2022 drop in sessions were conducted with students and the Student and Graduate Student Government Associations to understand the students thoughts and needs. A round of discussions with the employees was also conducted as we began a review of the strategies and goals. The plan is to continuously review the goals and the actions needed to reach those goals in support of our strategic plan.

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 post doctorates 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;
- Build 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 Strategic Plan was introduced for 2020-2030 with the mission of the Institute:

The Georgia Institute of Technology is a public research university established by the state of Georgia in Atlanta in 1885 and committed to developing leaders who advance technology and improve the human condition.

FINDING: The Library continuously reviews our strategies with the strategic themes of the Institute's strategic plan to show how our work aligns with the strategic themes for the Institute. With new goals and actions defining new projects through our portfolio, we can link our work to the institute and show our impact to our users.

DRIVER: Students provided 622 data points on what they like about and what they need from the Library. Through two drop-in sessions and two weeks of boards set up for passive feedback, the Library learned what the needs are from students.

FINDING: Students love the library and want to spend time in the buildings. The feedback shows that students want more options for using the library and all that we have to offer. Study space and having access to food options were top of mind for most students. These are key contributors to the user experience and well-being for students. For more information on the learnings from the student sessions, see *Appendix E: Student Feedback Sessions Analysis.*

DRIVER: The Georgia Tech Library is, as former 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: 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, 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, Service Managers, 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 plan. The Portfolio also ensures alignment with the Institute Strategic plan and the GT LOVE values that we support every day.

APPENDIX E: Student Feedback Sessions Analysis

As the Library wrapped up the 2019-2022 Strategic plan goals results and began planning updates for goals, actions, and measures for 2023-2026, we looked to add the voice of the students, our patrons, to understand the needs for the Library from their perspective. Our first activity for goals planning was to hear from our students and users of the Library.
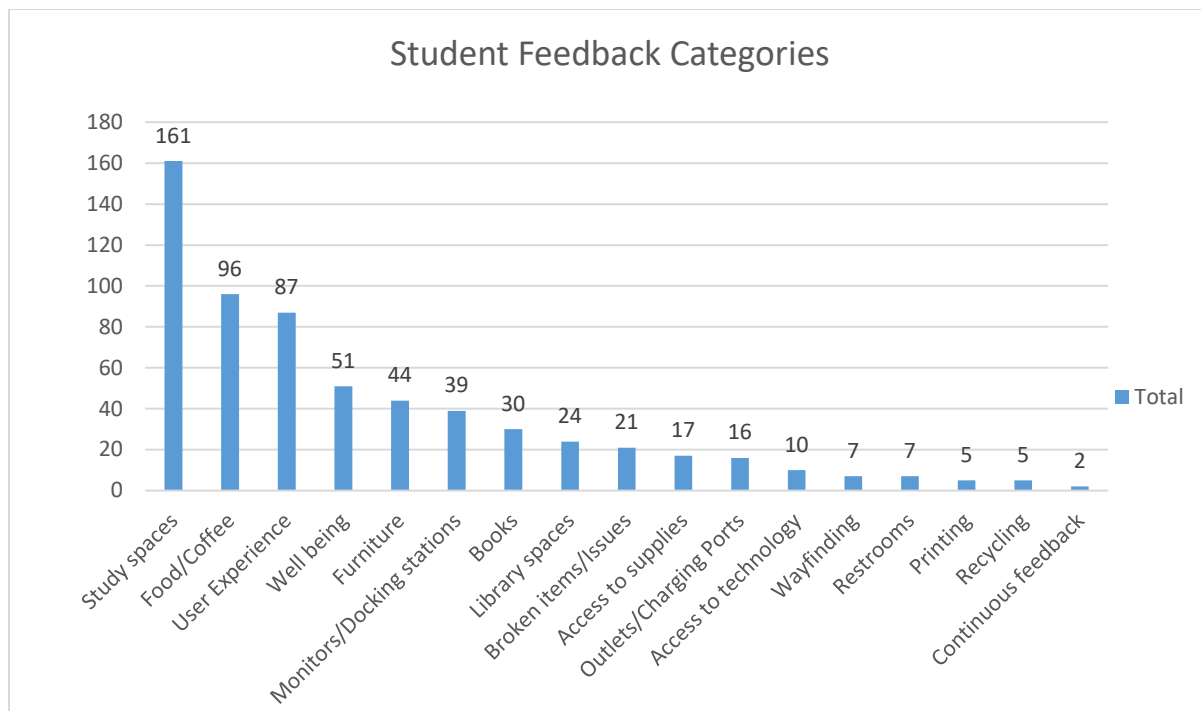
- From November 7 through November 18, 2022, whiteboards were set up in several locations across the Library buildings to allow students to provide their thoughts.
- November 15 (Grove Level near Sideways Café) and November 16, 2022 (1st floor entrance to Price- Gilbert) drop-in sessions were hosted to talk to students and continue to collect their feedback.
- On November 21, the Student and Graduate Student Government Associations met with us to provide feedback.

We learned that the students want to provide feedback and were happy to be included:

The results:
- 622 unique data points of feedback provided
- A combination of User Experience and Well-being, including access to food at night, received 234 comments, representing 38% of the feedback.
- Study space is a top focus of the students with 161 comments, representing 25% of the feedback.
  - The seating and quiet space availability and set up is a focus of the comments received.
  - Room booking and availability ranks very highly in desired improvements from the students

Student Feedback Categories

Category	Total
Study spaces	161
Food/Coffee	96
User Experience	87
Well being	51
Furniture	44
Monitors/Docking stations	39
Books	30
Library spaces	24
Broken items/Issues	21
Access to supplies	17
Outlets/Charging Ports	16
Access to technology	10
Wayfinding	7
Restrooms	7
Printing	5
Recycling	5
Continuous feedback	2

We received comments on a variety of areas that the students like and use as well as areas of opportunity. From the overall results we learned:

- I more or less live in the Library. I am here every day!
- This is my place to study.
- I love the workshops.
- The Library does a good job of always having authors and programming.
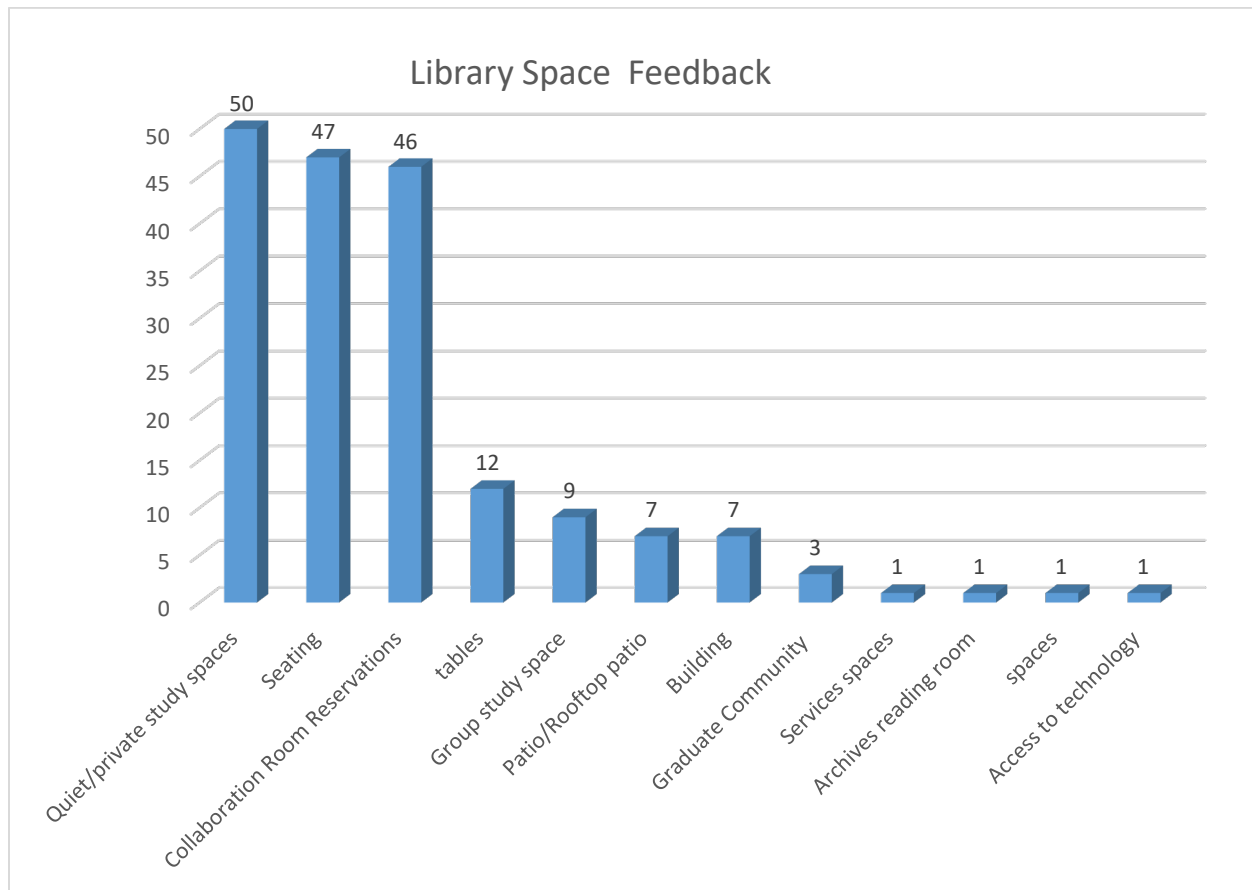
And the opportunities:

- We need more study space, especially on busy days.
- The system that I use to book study spaces and/or breakout rooms is confusing.
- There needs to be a way that you can book a breakout room immediately, even if it has been booked but is not in use.
- We need more books in the space so that I know I'm in a Library. Buildings are just confusing in general.
- More "creative and prototyping" technology.
- Open Clough rooftop every day/all day.

Library Space feedback

The most comments received focused on the study spaces available. The comments mirror the feedback received from Clough Undergraduate Student Commons. Students are always looking

for spaces and want to use the Library and Clough to find a place to study, meet, or use collaboration rooms.

Many comments were made regarding the usability of the furniture and finding a quiet place to study. Students want to study in the Library and use the study spaces all the time as the Library has the best views on campus and best options for seating.

Library Space Feedback

Bar chart values (left to right):
- Quiet/private study spaces: 50
- Seating: 47
- Collaboration Room Reservations: 46
- tables: 12
- Group study space: 9
- Patio/Rooftop patio: 7
- Building: 7
- Graduate Community: 3
- Services spaces: 1
- Archives reading room: 1
- spaces: 1
- Access to technology: 1

Students are always looking for quiet areas to meet and study. Some of the opportunities that were identified are the need for more quiet or private areas where students can study. The opportunities that were identified include improving the lay out of Price-Gilbert as there are many open areas that could be used for study space. Questions about using classrooms during the evenings to allow more areas to meet or find a quiet space.
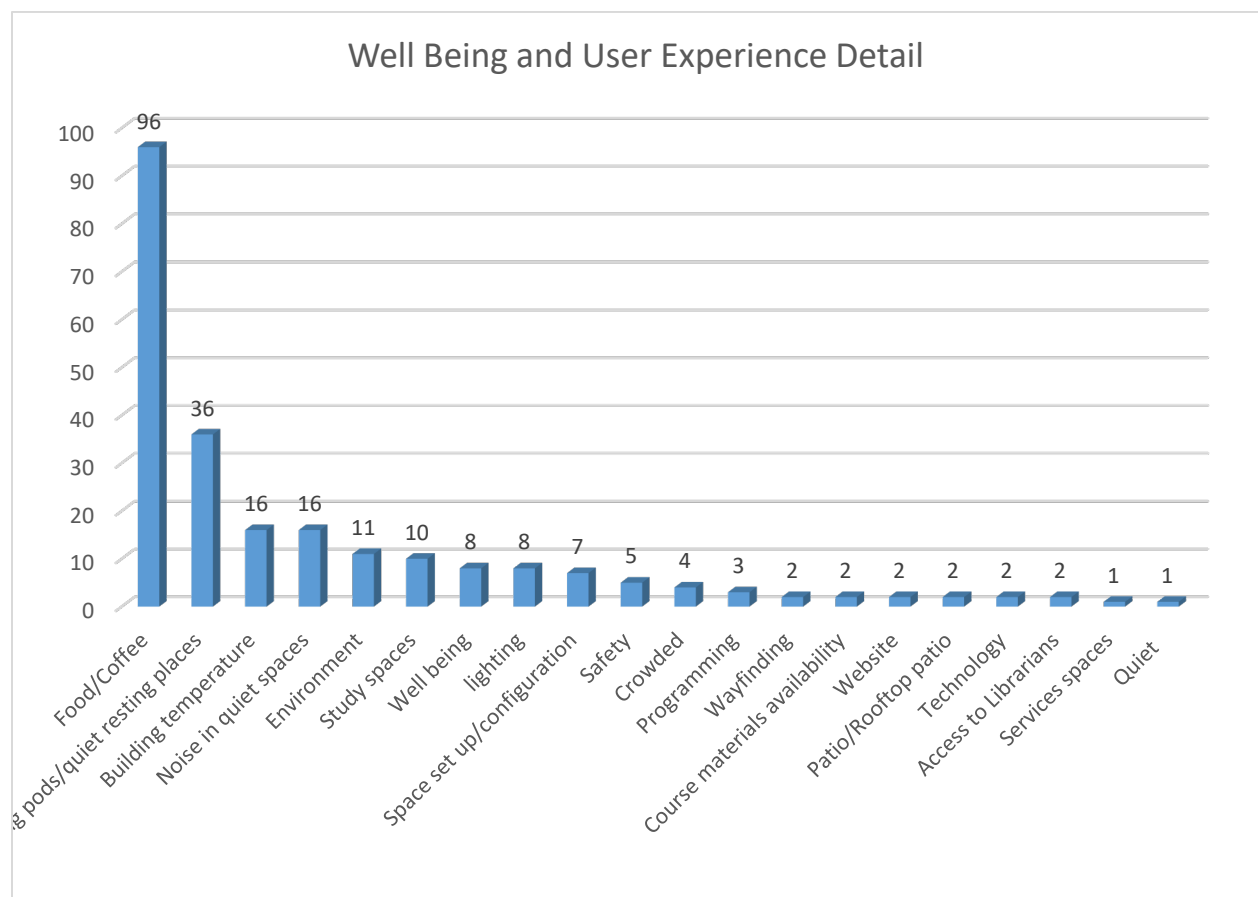
Opportunities

- Price-Gilbert layout needs some work, too many open spaces that could be used for study space.
- Can we flip existing classroom spaces in the Library or Clough to study space at night when classes aren't being held?
- Can we have more seating throughout all buildings?

- Better furniture options – tables and chairs I can sit in for hours. Higher tables, chairs that don't lean back.

- More double/triple monitors. Need more charging and outlets.

- Make spaces feel less "depressing and dark" -- need lively decoration.

Well-Being and User Experience

As students spend a lot of their time in the Library, their well-being in the spaces is very important. Students also want to stay at the Library, therefore, access to food and coffee during the evenings and overnight ranked very high with number of comments.

The feedback relates back to the study spaces needs also with requesting areas for rest or quiet meditation.

Well Being and User Experience Detail

Category	Value
Food/Coffee	96
...g pods/quiet resting places	36
Building temperature	16
Noise in quiet spaces	16
Environment	11
Study spaces	10
Well being	8
lighting	8
Space set up/configuration	7
Safety	5
Crowded	4
Programming	3
Wayfinding	2
Course materials availability	2
Website	2
Patio/Rooftop patio	2
Technology	2
Access to Librarians	2
Services spaces	1
Quiet	1

Students have shared how important the Library has been to them:

- I have been diagnosed with ADHD, and there is something about the physical space that calms me down when things get bad.

- At those times, I actively seek out the Library. I think it has something to do with the combination of natural lighting, quiet floors, and openness of spaces. I also love that I can control lighting in certain spaces.

APPENDIX F: 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.