

# RWWL 2010-2015 STRATEGIC PLAN:

## Building a 21st Century Learning Community – Advancing the Academic Village



Clark Atlanta University



Interdenominational Theological Center



Morehouse College



Spelman College

Atlanta University Center Robert W. Woodruff Library



## STRATEGIC FRAMEWORK

The Atlanta University Center (AUC) Woodruff Library's formal strategic planning history dates back to 2003 when a new governance structure, financial stability, improved customer service, and enhanced resources were identified as strategic imperatives.

The 2006-2009 Strategic Plan, "Building the 21st Century Learning Community," advanced a vision for a *great library*. It emphasized collaboration across AUC campuses and the community, placing priority on enhancing the learning environment, collections, technology, services, and scholarship. More than 90 percent of the plan's stated goals and objectives, including a Phase I interior renovation, were achieved.

The current planning cycle began the summer of 2009 with Board of Trustees' and staff retreats, during which the Library's vision, mission, and core values were revisited for relevance and viability. The Library's Board of Trustees also outlined priority areas to inform strategic direction for the next five years.

"Building the 21st Century Learning Community—Advancing the Academic Village," reinforces the Library's position as an integral part of the Atlanta University Center academic village, a natural convening space that stimulates intellectual and social exchange among its many constituents.

The 2010-2015 Strategic Plan goals, strategies and objectives place emphasis on greater integration and partnership with member institutions; strategic communications and marketing; quality learning and instruction; innovative learning technology; and increased resource development.

With this Plan, the Library reaches higher to advance its transformation, and communicate its value to the academic village and the students and faculty it serves.

## Vision

To reflect the excellence of our member institutions by being the *first* and *best* choice for our users in their search for information

## Mission

Robert W. Woodruff Library (RWWL) serves as the center of the academic village for Clark Atlanta University, the Interdenominational Theological Center, Morehouse College and Spelman College, providing the highest level of information resources and services in support of teaching and learning, scholarship and cultural preservation of the Atlanta University Center.

## Core Values

- Quality Service for all Customers
- Competence in Services and Staff
- Respect for the Individual
- High Expectations for Performance

## Priority Areas

- Greater Integration with Atlanta University Center Institutions (AUC)
- Strategic Communications and Marketing
- Quality Learning and Instruction
- Innovative Learning Technology
- Increased Resource Development

**Plan Approved by RWWL Board of Trustees, December 2009**

## PRIORITY AREA: GREATER INTEGRATION WITH AUC INSTITUTIONS

As an equal partner in the AUC community, the Library should have a “seat at the table” and be fully integrated into the academic planning process of its member institutions- participating on strategic committees and playing a role in the development and implementation of academic initiatives. This participation strengthens the Library’s ability to support the institutions’ teaching and learning missions.

### **GOAL 1: Institutionalize collaboration and integration between Library staff and AUC member institutions in the planning and development of academic initiatives**

**Strategy 1:** Influence policy of member institutions through Library representation on selected standing committees

**Objectives:**

- 1.1 Ensure Library representation on campus standing committees that are strategic to the mission of the member schools and the Library
- 1.2 Engage Library Advisory Council members in communication activities to increase collaboration among member institutions
- 1.3 Engage faculty senates to be a platform to build advocacy

**Performance Indicator(s):**

- Library representation at each institution
- Faculty support and advocacy for Library mission critical initiatives

**Strategy 2:** Demonstrate the value of the Robert W. Woodruff Library (RWWL) as the academic hub of the Atlanta University Center

**Objectives:**

- 2.1 Sponsor programming and activities to showcase RWWL as a scholarly partner
- 2.2 Advance the Library’s capacity to support each member institution’s accreditation and academic assessment activities through collaboration with senior academic officers

**Performance Indicator(s):**

- Collaborative curriculum-based programming
- Compliance with accreditation standards

**Strategy 3:** Improve the positive perception and use of Library services through the identification and removal of barriers

**Objectives:**

- 3.1 Using LibQUAL and other feedback mechanisms, identify and respond to perceived barriers to services, operations and resources
- 3.2 Through the Subject Librarians and the Communications Manager, market services to complement physical access to the Library
- 3.3 Through the Subject Librarians, market services that enhance virtual access to the library
- 3.4 Collaborate with campus Academic Technology Coordinators to identify and incorporate appropriate innovations and services into Library services and operations

**Performance Indicator(s):**

- Customer satisfaction
- Access to Library services, resources and facilities
- Faculty/librarian collaborations

## PRIORITY AREA: STRATEGIC COMMUNICATIONS AND MARKETING

The Library will continue to strengthen its brand and promote campus-wide ownership and use of its services and resources, while increasing visibility with targeted user groups within the AUC academic community and broader external audiences.

**GOAL 2:** Develop and deliver a comprehensive strategic communications and marketing plan to build awareness and use of Library services and programs within the AUC community

**Strategy 1:** Design and launch a branding campaign to position RWWL as “our Library” versus “the Library”

**Objectives:**

- 1.1 Assess current communications methods and develop more effective messaging that is customized to target audiences
- 1.2 Implement Campus Champion Program to improve communication between RWWL and its member institutions
- 1.3 Improve internal collaboration with Library staff to develop communications about RWWL resources and programs for distribution to the AUC community

**Performance Indicator(s):**

- Student and faculty loyalty to RWWL

**Strategy 2:** Design and implement engagement strategies to increase the use of Library facilities for AUC-sponsored programs and events

**Objectives:**

- 2.1 Increase interdepartmental collaboration within the Library to develop and showcase RWWL programs, services and resources
- 2.2 Stimulate student awareness of Library programs and services by partnering with campus Student Affairs Councils

**Performance Indicator(s):**

- Library space utilization by students and faculty

**Strategy 3:** Build awareness of the Library’s resources and programs for the broader (beyond AUC) Atlanta community

**Objectives:**

- 3.1 Develop and implement methodology for communicating Library resources and programs to Atlanta community
- 3.2 Strengthen utilization of the RWWL Friends Council as a bridge to the Atlanta community
- 3.3 Design and implement a process for effective dissemination and evaluation of key messages targeted to Atlanta community audiences

**Performance Indicator(s):**

- Recognition of Library linked to AUC



**Strategy 4:** Position RWWL to be an academic library of excellence

**Objectives:**

- 4.1 Publicize programmatic successes in targeted local, regional and national mainstream and Library-oriented media quarterly
- 4.2 Nominate RWWL personnel/programs for one local, regional or national award per year

**Performance indicator(s):**

- Recognition of Library achievements

**Strategy 5:** Improve Library communications regarding the effectiveness of its programs, services and resources

**Objectives:**

- 5.1 Evaluate the Library's current effectiveness in using and communicating assessment results
- 5.2 Develop and implement a plan for improved communication of Library assessment results

**Performance Indicator(s):**

- Publication/distribution of information about the quality of Library services, resources and staff

## PRIORITY AREA: QUALITY LEARNING AND INSTRUCTION

The Library is a champion of lifelong learning and will continue to work with faculty to achieve full partnership status. This collaboration will broaden the Library's integration into curriculum-driven coursework and initiatives supporting the achievement of desired learning outcomes. Information literacy will be the cornerstone of AUC collaboration for 21st century teaching and learning.

**GOAL 3:** Implement innovative teaching and learning strategies that will actively influence student learning outcomes

**Strategy 1:** Create an active learning environment that merges current learning strategies and new technologies to transform library instruction

**Objectives:**

- 1:1 Design and implement a program for continuous improvement and reinvention of library instruction
- 1.2 Enhance the classroom experience by incorporating three new technologies that support curriculum and learning in the social sciences
- 1.3 Advance the critical research and information literacy skills of librarians and faculty by developing a web-based collection of at least 10 frequently taught classes
- 1.4 Adopt the use of e-learning platforms as a strategic mode of workshop delivery for students, distance learners and/or faculty

**Performance Indicator(s):**

- Use of best practices in teaching and learning technologies

**Strategy 2:** Develop continuous and practical assessment processes that produce immediate results, provide easy identification of gaps, and promote compliance with accreditation standards for member institutions

**Objectives:**

- 2.1 Create measurable library assignments as a part of library instruction sessions
- 2.2 Implement an end of the semester survey for professors to assess learning outcomes of students who attend library instruction

**Performance Indicator(s):**

- Assessment processes that promote compliance with accreditation standards

**Strategy 3:** Create a library environment for demonstration of best practices in teaching and learning for the benefit of librarians and faculty

**Objectives:**

- 3.1 Increase information literacy skills and proficiency of AUC faculty
- 3.2 Collaborate with faculty on campus-based initiatives for professional development
- 3.3 Maximize the outcomes of learning experiences by developing and sustaining instruction design expertise among library staff and faculty
- 3.4 Create a testing lab for new educational technology in the renovated spaces of the Library

**Performance Indicator(s):**

- Use of best practice learning

**Strategy 4:** Build, assess, and expand access to collections to address the teaching, learning and research needs of the AUC community

**Objectives:**

- 4.1 Develop, acquire, manage, and assess print and electronic collections to reflect current academic programs and users' learning and research needs
- 4.2 Develop a digitization program that facilitates access to AUC scholarly and cultural resources
- 4.3 Build a preservation program for the collection in all formats to ensure that critical and unique collections remain accessible

**Performance Indicator(s):**

- Access to collections that address teaching, learning and research needs



## PRIORITY AREA: INNOVATIVE LEARNING TECHNOLOGY

Technology is transforming the landscape of pedagogy and learning in higher education. As such, the Library must continue to evaluate and provide a current spectrum of technologies in the environment where learning occurs. Innovative technologies will be employed purposefully to achieve defined learning outcomes and enrich the educational experience of our students.

**GOAL 4:** Create a technology infrastructure that allows library users and staff to influence the design and implementation of the best teaching and learning technologies

**Strategy 1:** Establish a technology plan to support the continued development, implementation and use of technologies that enrich the teaching and learning landscape

**Objectives:**

- 1.1 Create an Instructional Technology Council that focuses on how to best incorporate and implement emerging technologies and digital services into teaching and learning initiatives
- 1.2 Identify needs and develop strategies to support high performance of Library departments
- 1.3 Develop a technology plan for annual review of continued infrastructure upgrade and new technology deployment

**Performance Indicator(s):**

- Use of technology by Library and constituents
- Access to diverse learning technologies

**Strategy 2:** Establish the Library as an early adopter of new technology and information technology resources within the AUC and library community

**Objectives:**

- 2.1 Identify two strategic vendor relationships for partnership and promotion of the Library as a beta site for emerging technologies
- 2.2 Develop a process for the evaluation and adoption of new technologies

**Performance Indicator(s):**

- Technology vendor alliances and partnerships
- Diverse technology initiatives

**Strategy 3:** Improve the experience and satisfaction of internal and external technology users by employing tools and benchmarks for continuous assessment

**Objectives:**

- 3.1 Increase end user satisfaction with technology resources and services by 30%
- 3.2 Create process to collect quick, real-time feedback of IT resources and services in renovated environment

**Performance Indicator(s):**

- Customer satisfaction with technology
- Usability, reliability, availability of adopted technologies

## PRIORITY AREA: INCREASED RESOURCE DEVELOPMENT

As the cost to provide resources and services continue to escalate, the Library must also explore strategic opportunities to improve its fundraising capacity, diversify its funding base and establish additional sources of revenue to seed and sustain library programs and operations.

**GOAL 5:** Position the Library to sustain and strengthen its independent governance and funding levels, and to recruit and retain an expert staff

**Strategy 1:** Develop a fundraising culture within the Library to ensure long-term sustainability through expansion of donor base, diversification of revenue streams, and growth in the endowment

**Objectives:**

- 1.1 Establish and hire staff for a Development Office that will lead organizational fundraising efforts
- 1.2 Establish and evaluate a training and development program for Library staff with emphasis on grant seeking and writing, individual fundraising and donor attraction methodology
- 1.3 Increase revenue by 10% through introduction and promotion of relevant concessions and service products
- 1.4 Expand endowment corpus

**Performance Indicator(s):**

- Increased and diversified revenue streams
- Endowment expansion

**Strategy 2:** Recruit and retain an expert, energetic Library staff that will promote the mission and core values of the Library

**Objectives:**

- 2.1 Review and develop an organizational structure that aligns with the Library's current vision and mission
- 2.2 Develop and implement a more competitive reward and recognition program to model higher education and non-profit standards
- 2.3 Develop and execute a plan to improve staff recruitment and retention rates by 10%

**Performance Indicator(s):**

- Recruitment and retention of employees with requisite skills and competencies
- Workforce development and succession planning

**Strategy 3:** Continuously assess the Library's performance against established institutional benchmarks of excellence in academic library services

**Objectives:**

- 3.1 Identify peer institutions and mission critical metrics on which to annually assess Library performance
- 3.2 Develop a plan to engage comparable institutions and peer organizations in a shared conversation around library "Best Practice" activities
- 3.3 Conduct, contrast and communicate RWWL results of the LibQUAL academic library assessment every three years
- 3.4 Identify and implement eco-friendly initiatives throughout the Library

**Performance Indicator(s):**

- Excellence in Library service
- Formal approach to data collection and analysis

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