

A photograph of the Robert W. Woodruff Library building, featuring a prominent red and white striped facade and a large overhanging section. The name 'WOODRUFF' is visible on the building's facade. A large blue geometric shape is overlaid on the bottom left of the image.

# Library Strategic Plan 2020/2024

Approved by Board of Trustees  
*April 2020*



Atlanta University Center  
Robert W. Woodruff Library



# Strategic Planning Framework

In September 2019, the AUC Robert W. Woodruff Library began the process of strategically thinking and planning for the work that must be accomplished over the next four years to strengthen support in student learning and academic success.

The Board of Trustees (BOT) and the Library's leadership team participated in a Strategic Planning Retreat on January 25, 2020 to discuss environmental scan findings from: stakeholder interviews, student and faculty focus groups, trend analysis research results conducted by the Library's Strategic Planning Steering Committee (SPSC), survey results, and input provided from external experts. The BOT recommended changes to the current mission and identified five new priority areas. These changes, along with new goals and strategies, will frame the Library's strategic implementation plan and will guide the investment of staff energies and resources over the next four years.

## Mission

The Library partners with member academic institutions\* of the AUC; providing information management, instruction and access to a variety of global information resources acquired and organized in support of teaching and learning, scholarship and cultural preservation of the Atlanta University Center.

## Vision

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

## Core Values

Quality Service for all Customers

Competence in Services and Staff

Respect for the Individual

High Expectations for Performance

\*Clark Atlanta University, the Interdenominational Theological Center, Morehouse College, and Spelman College.

## Priority: Governance and Organizational Leadership

**GOAL: Strengthen the organizational leadership and governance of the Library to ensure the long-term health, growth and stability of the organization.**

**STRATEGY 1** | Assess organizational structure and capacity for implementing strategic plan.

**STRATEGY 2** | Enhance talent management process to include leadership continuity for key positions and to reflect best practices for staff recruitment, development, and retention.

**STRATEGY 3** | Engage key stakeholders in a review of Library governance to affirm the continuing value of the Library with the missions of the member institutions.

## Priority: Financial Diversification

**GOAL: Position the Library for long-term financial sustainability.**

**STRATEGY 1** | Create and implement a development/fundraising plan to assess Library's net revenue opportunities.

**STRATEGY 2** | Cultivate stakeholder communities of advocacy to increase revenue from monetary donations.

**STRATEGY 3** | Establish opportunities for funding by Library staff, and member faculties and staff of the Atlanta University Center.

# Priority: Strategic Partnerships

**GOAL 1: Engage the local and global community with a focus on strategic partnerships for impact beyond the four walls of the AUC.**

**STRATEGY 1** | Develop and implement an engagement plan to establish strategic partnerships with community groups in greater Atlanta, K-12 schools, cultural institutions, libraries, and other organizations in pursuit of global initiatives.

**STRATEGY 2** | Reaffirm the role of financial and programmatic advocacy for Library's Friends Council.

**GOAL 2: Establish collaborative partnerships between faculty and Library staff that leverage expertise(s) for creation and promotion of innovative scholarly output and learning outcomes.**

**STRATEGY 1** | Create an infrastructure to identify, assess and implement requirements for more digital scholarship, research data management, and scholarly communications.

**STRATEGY 2** | Expand staff expertise on emerging trends and technologies through professional development.

**STRATEGY 3** | Partner with member institutions' administrative offices to embed the Library experience into student life.

**STRATEGY 4** | Enhance collaborations across Library departments in support of AUC-wide initiatives.

## Priority: Greater Efficiencies

**GOAL 1: Strengthen the Library's internal structures, processes, and technical infrastructure to succeed in a dynamic higher education environment.**

**STRATEGY 1** | Use responsive design to meet and manage emerging technology requirements of Library users.

**STRATEGY 2** | Leverage Open Access (OA) models for retrieval of content and use of resources.

**STRATEGY 3** | Develop a technology and data management plan around new and existing processes and deliver Open Education Resource (OER) creation.

**STRATEGY 4** | Expand and enhance access to collections through purchasing in multiple formats, digital resource management and curation.

**GOAL 2: Embed the Library in member administrative and academic activities to improve efficiencies and Library impact on member institutional missions.**

**STRATEGY 1** | Develop an outreach, engagement and communications plan influenced by Library knowledge, and the interaction of member institutions.

**STRATEGY 2** | Participate in projects and programs of the AUCC and campus faculty to integrate library services into new academic programs and services.

## Priority: Safety & Security

**GOAL:** Deliver operations and services that recognize and protect the primary assets of people, collections, records and property.

**STRATEGY 1** | Assure that a strategy and plan for the organization, management, preservation and security of AUC information and collections is maintained.

**STRATEGY 2** | Strengthen security protocols and resources for the safety of AUC students and faculty in and around the Library facility.





Atlanta University Center  
Robert W. Woodruff Library

**YOUR LIBRARY**



CLARK ATLANTA  
UNIVERSITY



MOREHOUSE



INTERDENOMINATIONAL  
THEOLOGICAL



Spelman  
College

## Strategic Planning Steering Committee (SPSC)

### **Tiffany Atwater**

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Archives Research Center*

### **Kimberley Bugg**

*Associate Director*

### **Michael Chromey**

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### **Justin de la Cruz**

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### **Clint Fluker**

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*Assistant Department Head, Research,  
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### **Loretta Parham**

*CEO & Director*

### **Theresa Scales**

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### **Sarah Tanner**

*Assistant Director, Archives Research Center*

### **Christine Wiseman**

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**Atlanta University Center**  
Robert W. Woodruff Library

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