

**The Robert W. Woodruff Library
of the
Atlanta University Center, Inc.**

**2006-2009
Strategic Plan**

Building a 21st Century Learning Community



Robert W. WOODRUFF LIBRARY
Atlanta University Center

Clark Atlanta University • Interdenominational Theological Center • Morehouse College • Spelman College

Strategic Planning Framework

The 2003 Robert W. Woodruff Library (RWWL) Strategic Plan firmly established the Library's vision, mission and core values—all rooted in excellence. Based on the strategic imperatives emanating from the plan, the Library was incorporated as an independent, nonprofit organization governed by a newly appointed Board of Trustees which includes the Presidents of the member institutions. This decisive action placed the CEO/Library Director at the helm of the Library's operational and fiscal management. Service improvement was elevated as the number one priority for the Library. Formal assessment, improvement strategies and an implementation plan ensued.

The RWWL 2006 Strategic Plan is the second chapter in our strategic planning history. It bridges the many accomplishments from 2003 to the present and continues the momentum, with stronger emphasis on transformation. The Robert W. Woodruff Library of the Atlanta University Center (AUC) is poised for transformation into a 21st century learning center worthy of the country's largest consortium of Historically Black Colleges and Universities. The plan addresses the trends in teaching and learning in the 21st century and how the Library will respond.

Based on the 2006 Board of Trustees' priorities and formulated at a staff strategic planning retreat, our current plan advances eight goals. Each goal is supported by objectives and action plans that will guide implementation. The plan is closely aligned with our mission and vision, and places a strong emphasis on collaboration across AUC campuses and the community at large. An overarching theme of the 2006-2009 Strategic Plan is collaboration—working together to create maximum value for our users. RWWL staff will collaborate with stakeholders to improve technology; expand collections and services; to contribute to scholarship, and to create a premier teaching and learning environment.

Our Vision and Mission

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:

- Achieve excellence in providing and supporting the learning, teaching and research needs of Atlanta University Center member institutions
 - Provide the highest level of service to Woodruff Library users including undergraduate students, faculty and other members of the community
 - Establish an environment of high expectation, high performance and continuous improvement for staff and management
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Strategic Focus: Customer Service

Goal 1: We will establish and meet a higher standard of excellence in customer service.

To provide excellent customer service, the Library must understand “service” from the users’ point of view and deliver the “service” from their perspective. This means more aggressive, meaningful data collection and rigorous assessment. Standards and a shared vision for “customer service excellence” will be established, benchmarked and evaluated for effectiveness. We will incorporate customer service into individual employee performance objectives, helping to create a service culture.

Objectives:

- 1.1 Establish methods for measuring customer service performance and consistently measure to determine opportunities for improvement
- 1.2 Develop and communicate customer service behavioral competencies that are measured regularly by stakeholder feedback and through the annual employee performance evaluation system
- 1.3 Develop and deliver training programs for Library staff that are tailored to meet stakeholder expectations

Strategic Focus: Marketing and Communications

Goal 2: We will promote recognition of the RWWL as a rich resource for information and a center for teaching and learning excellence.

The Library must effectively market and communicate its services and programs to ensure that users are aware of and benefit fully from them. Successful promotion will showcase visible signs of momentum and build both anticipation and appetite for future transformational initiatives to establish RWWL as a model center of teaching and learning excellence.

Objectives:

- 2.1 Develop and implement an effective plan to market and communicate the Library's resources and services with AUC faculty, staff and community
 - 2.2 Develop the interdepartmental communications process for a uniform, shared understanding of RWWL functions, services, and resources
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Strategic Focus: Financial Stability

Goal 3: We will establish additional lines of revenue to promote financial stability and improve collections, services and facilities.

The cost of library resources and services will continue to spiral. We are committed to collaboration and leadership in the identification and solicitation of funds to seed and sustain library programs and operations.

Objectives:

- 3.1 Conduct a comparative analysis of peer group libraries to identify a benchmark funding level for member institutions
- 3.2 Complete a feasibility study to support a capital fundraising campaign
- 3.3 Develop a collaborative fundraising strategy with member institutions
- 3.4 Establish a culture of grant writing and submission

Strategic Focus: Technology

Goal 4: We will create a technology infrastructure that provides a foundation for supporting innovative, collaborative teaching and learning initiatives.

Information resources and the technologies that deliver them are rapidly changing. This provides opportunities for IT collaboration (with vendors, AUC technology counterparts, etc.) to reinvigorate, revamp and re-vision the role of technology in teaching, learning and information access.

Objectives:

- 4.1 Upgrade technological infrastructure in accordance with industry standards, life cycles and emerging technologies relevant to our users
 - 4.2 Identify, provide and evaluate relevant hardware and software to support the research and scholarly needs of our member institutions on an annual basis
 - 4.3 Identify and evaluate opportunities for continuous training for all stakeholders
 - 4.4 Establish a monthly forum of the technology leadership of RWWL and member institutions for collaboration on technology and innovations
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Strategic Focus: Information Literacy and Collaboration

Goal 5: We will increase partnership and build communities to further the culture of learning.

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.

Objectives:

- 5.1 Strengthen collaborative initiatives among RWWL, AUC community and outside repositories
- 5.2 Establish an information literacy program that positions RWWL as a recognized center of learning
- 5.3 Establish and promote opportunities for scholarly communications for staff and AUC faculty
- 5.4 Facilitate opportunities for development of faculty and staff training

Strategic Focus: Collections

Goal 6: We will build and expand access to collections to meet the teaching and research needs of the AUC community.

Through our collections, we will demonstrate the relevance of the Library and its role to strengthen the academic programs offered by our member institutions. We will provide access to information in print and electronic forms in accordance with the needs and demands of our constituency.

Objectives:

- 6.1 Develop a digitization program that encompasses resources that are freely and openly accessible (without copyright restrictions)
 - 6.2 Develop guidelines and procedures to facilitate opportunities for the development of scholarly communications in all formats
 - 6.3 Build a preservation program for the collection in all formats to ensure that critical and unique collections remain accessible
 - 6.4 Develop, acquire and manage print and electronic collections to reflect current academic programs and users' research needs
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Strategic Focus: Human Resources

Goal 7: We will actively recruit, develop, and retain a diverse, well qualified staff to be able to place the right person in the right job at the right time.

The Library staff is our greatest asset. Our success is dependent upon the recruitment, placement, development and retention of staff. We are committed to continuous investment in our staff and to recognizing their contributions.

Objectives:

- 7.1 Develop and implement an organizational recruitment plan for librarian positions
- 7.2 Devise a system to measure the need for training and development, impact of training delivery and utilization of acquired skills
- 7.3 Assess current compensation structure
- 7.4 Establish a reward and recognition system that is linked to performance
- 7.5 Develop and implement an employee retention strategy

Strategic Focus: Learning Environment

Goal 8: We will renovate and re-purpose our space, properties and facility for optimal short and long-term use.

The 21st century library design must be congruent with the learning preferences of its users, who intuitively create flexible learning communities to reinforce intellectual discourse and interaction. Information seeking behaviors of users have changed, indicating a need for more collaborative study spaces, be they virtual or face-to-face.

The RWWL Board of Trustees has endorsed a conceptual plan by Shepley Bulfinch Richardson and Abbott, a nationally recognized architectural firm specializing in library design. The conceptual plan transforms Woodruff's nearly 217,000-square-foot facility into a more user-focused learning commons with instructional areas and flexible workspace for collaborative teaching and learning. Our current plan provides strategies for phased implementation.

Objectives:

- 8.1 Conduct a feasibility study for the RWWL capital fundraising campaign
- 8.2 Build awareness and ownership of the master plan by delivery of appropriate communication strategies for all stakeholders during the feasibility and capital campaigns
- 8.3 Demonstrate visible signs of momentum in the Library's transformation through short-term projects using available funds
- 8.4 Complete and implement plans for the Library streetscape and pedestrian walkway



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