

University of Georgia Libraries

2025 Strategic Plan

Introduction

The Libraries underpin every aspect of the University's mission by connecting the campus community and the broader public with the recorded knowledge necessary for new discovery and for learning. Consistent with UGA's deep commitment to teaching, the Libraries' strategic plan emphasizes the instructional role of librarians and archivists, imparting the research skills students need to be successful in their courses and in life working in a knowledge-based economy. Enhanced learning spaces, experiential learning, archives-based instruction, and affordable learning are at the forefront, promoting UGA's culture of innovation and providing more equitable access to higher education for our students. To accommodate the University's growing ambitions in the areas of research and graduate education, the plan emphasizes sustained and more intuitive access to the record of scholarship through e-journals, databases, electronic and print monographs, government information, cartographic and media resources, and archives. It expands the Libraries' commitment to research support by sharing new goals in the area of research data management. The Libraries' plan reinforces the University's commitment to service, ultimately reaching statewide across the USG and at all levels of education. Reflecting the University's core values of diversity, equity, and inclusion (DEI), the Libraries' plan fosters increased DEI within UGA's library collections, spaces, services, and workforce (consistent with the unit's 2019 Diversity Plan).

Priority Goals

Through an inclusive process, the University Libraries developed an expansive strategic plan reflecting the broad range of activities with which the Libraries are charged. For the sake of discussion with University administration, the Libraries' key goals are prioritized and condensed as follows:

Strategic Direction 1: Promoting excellence in teaching and learning

The Libraries will:

- a) Consistent with SACS requirements, provide the information resources, research instruction, and research support by a qualified library faculty and staff that are necessary to support the University's educational programs.
- b) Provide safe, inclusive, well-equipped learning spaces that support student creativity, innovation, and academic success.
- c) Grow the unit's contributions to key University instructional priorities, including experiential learning, affordability, and evidence-based methodologies.

Strategic Direction 2: Growing research, innovation, and entrepreneurship

The Libraries will:

- a) Provide access to recorded knowledge at the level necessary to support UGA's ambitions in growing research and graduate education by: 1) maintaining or exceeding the mean of peer collections investment, 2) further leveraging data/user-driven approaches to maximize the utility and cost-effectiveness of library collection expenditures, and 3) increasing the extent, impact, and diversity of UGA's unique special collections.
- b) Contribute to the further development of UGA's research infrastructure by: 1) advancing sustainable models of scholarly communication through the work of the UGA Press and *Georgia Review*, 2) implementing recommendations of the Research Data Management Working Group, and 3) constructing a new privately-funded research and education facility at the interdisciplinary UGA Wormsloe site.

Strategic Direction 3: Strengthening partnerships with communities across Georgia and around the world

The Libraries will:

- a) Improve the reach, impact, cost-effectiveness, and equity of access for online library resources statewide, at all levels of education, and for the general public through the Libraries' support of the GALILEO virtual library, the Digital Library of Georgia, GIL (USG) shared catalog/collection initiatives, New Georgia Encyclopedia, and the Google Books/HathiTrust digitization partnership.
- b) Further contribute to the educational and cultural life of the state through exhibits, programs, and instructional tours provided at the Special Collections Libraries, Georgia Capitol Museum, and online.

UGA Libraries 2025 Strategic Plan

Strategic Direction 1: Promoting excellence in teaching and learning

1.1 Expand Experiential Learning opportunities

Unit Goal 1.1.1: Expand Experiential Learning opportunities hosted at UGA Libraries.

KPI 1: Number of transcript-eligible Experiential Learning opportunities completed by UGA students at the Libraries

Data Source: Libraries Administration, Office of Experiential Learning, Special Collections Libraries, Digital Humanities Lab, Map and Government Information Library, Georgia Review, Research & Instruction Department, and the UGA Press

Annual Targets:

FY21	Offer a minimum of 25 EL opportunities (reduced from FY19 based on budget reductions and COVID-related limitations on on-site work).
FY22	Offer a minimum of 25 EL internships and re-assess ability to expand experiential learning opportunities based on private fundraising and review of endowment performance.
FY23	Track number offered and completed based on FY22 review of targets. Review/assess existing experiential learning opportunities.
FY24	Track number offered and completed based on FY22 review of targets.
FY25	Track number offered and completed based on FY22 review of targets.

KPI 2: Dollar value of scholarships/paid internships awarded to support Experiential Learning opportunities in the Libraries

Data Source: Libraries Administration, Libraries Finance and Accounting Department

Annual Targets:

FY21	Budget FY21 expenditures for paid scholarships, internships, and assistantships to support Experiential Learning opportunities in the Libraries at 10% less than FY19 as a result of budget reductions and COVID-related limitations on on-site operation
FY22	Maintain FY21-level of expenditure for paid scholarships, internships, and assistantships. Assess ability to increase budget for FY23-25.

FY23	Track paid scholarships, internships, and assistantships to support Experiential Learning opportunities in the Libraries consistent with FY22 re-evaluation
FY24	Maintain FY23-level of expenditure for paid scholarships, internships, and assistantships. Assess ability to increase budget for FY25.
FY25	Track paid scholarships, internships, and assistantships to support Experiential Learning opportunities in the Libraries consistent with FY24 re-evaluation

1.2 Enhance training, support, and recognition for all who provide instruction

Unit Goal 1.2.1: Support library faculty and staff who provide instruction.

KPI 1: Number of Library hosted professional development opportunities aimed at supporting Library employees who provide instruction

Data Source: [Research & Instruction Department, Libraries Human Resources](#)

Annual Targets:

FY21	Benchmark number of library hosted professional development opportunities offered to the Libraries' faculty that conduct instruction along with participation.
FY22	Increase number of library hosted professional development meetings and/or participation by at least 5%.
FY23	Maintain number of library hosted professional development opportunities
FY24	Increase number of library hosted professional development meetings and/or participation by at least 5%.
FY25	Maintain number of library hosted professional development opportunities

Unit Goal 1.2.2: Provide library instruction as requested by campus teaching faculty to meet their curricular and student needs.

KPI 1: Number of research instruction classes taught at the request of teaching faculty

Data Source: [Research and Instruction Department, Map and Government Information Library, Special Collections Libraries \(non-SCL Faculty Fellows instruction\)](#)

Annual Targets:

FY21	Teach 680 class sessions at the request of teaching faculty reaching 17,000 student participants.
FY22	Teach 800 class sessions at the request of teaching faculty reaching 20,000 student participants.
FY23	Teach 900 class sessions at the request of teaching faculty reaching 22,500 student participants.
FY24	Teach 1000 class sessions at the request of teaching faculty reaching 25,000 student participants.
FY25	Maintain research instruction at FY24 level.

KPI 2: Number of class independent workshops taught to build research, technology, and data literacy skills based on identified need and/or student request. Potential partners include Student Affairs, Division of Academic Enhancement, Office of Institutional Diversity, and Disability Resource Center.

Data Source: [Research and Instruction Department, Digital Humanities Lab, Digital Library of Georgia, Special Collections Libraries, Map and Government Information Library](#)

Annual Targets:

FY21	90 total workshops is current FY21 target but the ongoing COVID-19 pandemic may impact. By end of FY21, institute approach to identify faculty and student needs beyond requested class instruction
FY22	Provide instructional opportunities that meet identified needs of faculty and students. Review and assess these instructional opportunities.
FY23	Create and maintain instructional opportunities for faculty and students. Review and assess need.
FY24	Create and maintain instructional opportunities for faculty and students. Review and assess need.
FY25	Create and maintain instructional opportunities for faculty and students. Review and assess need.

KPI 3: Number of teaching faculty to receive affordable course materials grants and total dollar amount of funding

Data Source: Libraries Administration, Libraries Finance and Accounting Department

Annual Targets:

FY21	Award grants to 10 teaching faculty members at \$5,000 each, for a total of \$50,000
FY22	Maintain number of teaching faculty receiving grants and amount awarded
FY23	Maintain number of teaching faculty receiving grants and amount awarded
FY24	Maintain number of teaching faculty receiving grants and amount awarded
FY25	Maintain number of teaching faculty receiving grants and amount awarded

KPI 4: Amount of asynchronous instructional content developed to support distance, online, and HyFlex learning

Data Source: Research & Instruction Department, Digital Humanities Lab, Special Collections Libraries, Map and Government Information Library

Annual Targets:

FY21	215 web-based course guides, 32 video tutorials, 4 interactive web-based tutorials
FY22	Maintain/increase online instructional support content
FY23	Evaluate need and capacity to determine FY24-25 benchmarks for online instructional support content
FY24	Maintain/increase online instructional support content
FY25	Maintain/increase online instructional support content

KPI 5: Number of faculty participating in the Special Collections Libraries' Faculty Fellows Program, assessed annually through the number of applicants to the

program, number of accepted fellows, and number of fellows that implement courses within 18 months of completing the program.

Data Source: [Special Collections Libraries](#)

Annual Targets:

FY21	Track number of previous and current Faculty Fellows participants including disciplines represented. Identify new cohort of 8-10 faculty members.
FY22	Identify new cohort of 8-10 Faculty Fellows participants.
FY23	Identify new cohort of 8-10 Faculty Fellows participants.
FY24	Identify new cohort of 8-10 Faculty Fellows participants.
FY25	Identify new cohort of 8-10 Faculty Fellows participants.

1.3 Enhance infrastructure and support for evidence-based teaching methods across the curriculum

Unit Goal 1.3.1: Ensure library supports active learning and other evidence-based best practices.

KPI 1: Expenditures in support of active learning in library spaces both physical and online

Data Source: [Libraries Administration](#), [Libraries Finance and Accounting](#)

FY21	Invest at least \$90,000 in STF and endowment funding to support innovation and improve the library learning environment for students.
FY22	Invest at least \$90,000 in STF and endowment funding to support innovation and improve the library learning environment for students
FY23	Reassess and set FY23-FY25 targets for investment in active library learning spaces
FY24	Maintain and assess investment in active library learning spaces
FY25	Maintain and assess investment in active library learning spaces

KPI 2: Number of student enrollment and courses taught as a result of the Special Collections Faculty Fellows program. Courses that emerge from the program increases student interaction with primary sources, building critical thinking and information literacy skills, making for more engaged learners and more informed citizens.

Data Source: Special Collections Libraries

Annual Targets:

FY21	2020 enrollment of 640 students, above the average of 570 since the program's inception in 2016
FY22	Maintain/increase enrollment and courses taught as a result of the Faculty Fellows program
FY23	Maintain/increase enrollment and courses taught as a result of the Faculty Fellows program
FY24	Maintain/increase enrollment and courses taught as a result of the Faculty Fellows program
FY25	Maintain/increase enrollment and courses taught as a result of the Faculty Fellows program

1.4 Promote academic access and success for all students, with particular consideration for underrepresented, rural, first-generation, and other underserved students

Unit Goal 1.4.1: Provide a robust and diverse array of information resources to support the academic success of all students.

KPI 1: Achieve accessibility standards compliance on managed web sites and vendor contracts (See 1.4.3 KPI 3 for physical accessibility)

Data Source: Libraries Administration, Research & Instruction Department, Libraries Technology Support Group

Annual Targets:

FY21	Assess websites for WCAG 2.0 compliance and applicable vendor contracts for VPATs (Voluntary Product Accessibility Templates).
FY22	Remediation of Libraries' website compliance complete Contracted databases with VPATs verifying WCAG 2.0 compliant
FY23	Maintain compliance and VPAT access
FY24	Maintain compliance and VPAT access
FY25	Maintain compliance and VPAT access

KPI 2: Number of hardware, applications, and stations providing assistive technology for online and print resources

Data Source: Libraries Technology Support Group, Research & Instruction Department

Annual Targets:

FY21	Main Library and Science Library have total of 3 workstations with 7 applications on each, and MLC has 4 workstations with 4 applications on each. List of applications at https://www.libs.uga.edu/accessibility/technology . Work with Disability Resource Center to identify additional needs.
FY22	Maintain/increase available assistive technology
FY23	Maintain/increase available assistive technology
FY24	Maintain/increase available assistive technology
FY25	Maintain/increase available assistive technology

Unit Goal 1.4.2: Provide welcoming and inclusive student-centered library learning environments that contribute to the academic success of all students.

KPI 1: Number of annual visits to library-managed facilities

Data Source: [Association of Research Libraries annual statistics](#), [Libraries Administration](#), [Libraries Facilities](#)

Annual Targets:

FY21	Maintain a reduced volume of visits to UGA Libraries facilities to address need for physical distancing as a result of the COVID-19 emergency.
FY22	Return to pre-COVID levels of approximately 3 million visits annually to Libraries facilities with 5% variation. Benchmark visits against other ARL institutions.
FY23	Maintain 3 million visits to Libraries facilities with 5% variation.
FY24	Maintain 3 million visits to Libraries facilities with 5% variation.
FY25	Maintain 3 million visits to Libraries facilities with 5% variation. Benchmark visits against other ARL institutions.

KPI 2: Number of assessments studying the perceptions and needs of students in regard to library facilities

Data Source: [User Experience Librarian](#), [Research & Instruction Department](#), [Libraries Facilities](#), [Libraries Administration](#)

Annual Targets:

FY21	Design user needs and satisfaction assessment(s) for library spaces
FY22	Conduct initial assessment and prioritize action

FY23	Ongoing assessment and report any resulting changes
FY24	Ongoing assessment and report any resulting changes
FY25	Ongoing assessment and report any resulting changes

KPI 3: Development and implementation of solution to regularly assess and improve physical accessibility of library facilities (See 1.4.1 KPI 1 for virtual accessibility)

Data Source: [Libraries Facilities](#), [Libraries Administration](#), [Disability Resource Center](#)

Annual Targets:

FY21	Conduct physical accessibility assessment with Disability Resource Center.
FY22	Walkthrough and assessment of facilities' accessibility and document improvements. Remediated areas flagged as critical.
FY23	Walkthrough and assessment of facilities' accessibility and document improvements
FY24	Walkthrough and assessment of facilities' accessibility and document any needed improvements
FY25	Walkthrough and assessment of facilities' accessibility and document any needed improvements

Unit Goal 1.4.3: Contribute to the affordability of higher education, particularly for underrepresented, rural, first-generation, and underserved students.

KPI 1: Savings to students through use of open educational resources adopted through the Provost's Affordable Course Materials program and other library-supported initiatives

Data Source: [Libraries Administration](#), [Libraries Finance and Accounting](#)

Annual Targets:

FY21	Provide savings of \$500,000 in textbook and other educational materials costs annually for students through \$50,000 grants investment
FY22	Increase/maintain savings of \$500,000 annually with a \$50,000 investment in grant funding
FY23	Increase/maintain savings of \$500,000 annually with a \$50,000 investment in grant funding
FY24	Increase/maintain savings of \$500,000 annually with a \$50,000 investment in grant funding

FY25	Increase/maintain savings of \$500,000 annually with a \$50,000 investment in grant funding
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KPI 2: Number of courses utilizing library course reserves services to provide no-cost educational materials for students

Data Source: [Access Services Department](#)

Annual Targets:

FY21	Use historical data to build a mechanism that tracks previous and current use of the course reserves service
FY22	Maintain course reserves service and tracking mechanism
FY23	Maintain course reserves service and tracking mechanism
FY24	Maintain course reserves service and tracking mechanism
FY25	Maintain course reserves service and tracking mechanism

KPI 3: Number and total dollar compensation of student employees

Data Source: [Libraries Administration](#), [Libraries Finance and Accounting](#)

Annual Targets:

FY21	Offer positions with a target of \$350,000 in compensation (reduced from FY19 based on budget reductions and COVID-related limitations on on-site work).
FY22	Maintain existing student employee expenditures and increase if able and needed
FY23	Maintain existing student employee expenditures and increase if able and needed
FY24	Maintain existing student employee expenditures and increase if able and needed
FY25	Maintain existing student employee positions and increase if able and needed

KPI 4: Estimated annual savings to students through the elimination of library overdue fines

Data Source: [Access Services Department](#)

Annual Targets:

FY21	Estimated savings of \$20,000 to \$25,000 annually to students through the elimination of library overdue fees compared to FY19
FY22	Estimated savings of \$20,000 to \$25,000 annually to students through the elimination of library overdue fees compared to FY19
FY23	Retire this KPI after 2 years.
FY24	
FY25	

Unit Goal 1.4.4: Commit to meeting needs of diverse students

KPI 1: Library services, resources and opportunities, including those developed with partners (Office of Institutional Diversity, Division of Academic Enhancement, Office of Transfer Services, and Student Affairs departments such as the Disability Resource Center) that directly impact underserved students

Data Source: [Research & Instruction Department](#), [Special Collections Libraries](#), [Digital Humanities Lab](#), [Collection Development Department](#)

Annual Targets:

FY21	Develop criteria to determine current number of services, resources and opportunities.
FY22	Maintain existing number of services, resources, and opportunities
FY23	Identify reasonable percent increase for FY24 and FY25 annual targets
FY24	Meet targets set in FY23
FY25	Meet targets set in FY23

Strategic Direction 2: Growing research, innovation, and entrepreneurship

2.1 - Provide resources, support, and incentives to nurture a diverse and inclusive culture of excellence in research, innovation, and entrepreneurship.

KPI 1: Expenditures on library collections

Data Source: [Libraries Administration](#), [Libraries Finance and Accounting](#), [Collection Development Department](#), [Acquisitions and Serials Department](#)

Annual Targets:

FY21	Maintain or exceed mean investment of peer institutions (\$14.5M in FY19).
FY22	Maintain or exceed mean investment among peer institutions
FY23	Maintain or exceed mean investment among peer institutions
FY24	Maintain or exceed mean investment among peer institutions
FY25	Maintain or exceed mean investment among peer institutions

KPI 2: Use of the Libraries electronic and physical collection

Data Source: [Libraries Administration, Acquisitions and Serials Department, Access Services Department](#)

Annual Targets:

FY21	Maintain 4 million article downloads, 10 million database searches, and 1 million e-book/print book usage by margin of 5% as compared to FY20
FY22	Maintain total number of article downloads, database searches, and e-book/print book usage by margin of 5%.
FY23	Maintain total number of article downloads, database searches, and e-book/print book usage by margin of 5%.
FY24	Maintain total number of article downloads, database searches, and e-book/print book usage by margin of 5%.
FY25	Maintain total number of article downloads, database searches, and e-book/print book usage by margin of 5%.

KPI 3: Development and implementation of solution to assess quantity and quality of diversity of library collections

Data source: [Collection Development](#)

Annual Targets:

FY21	Develop plan for diversity collection analyses
FY22	Begin to implement diversity collection analyses
FY23	Continue diversity collection analyses and develop plan to address any revealed inequities
FY24	Begin to implement measures to address diversity-related inequities in collection

FY25	Continue to implement measures to address diversity-related inequities in collection and begin planning for next 5-year cycle
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KPI 4: Number of ebook titles and other content made available via user-driven programs and number and cost of titles selected by users for library purchase

Data source: [Acquisitions and Serials Department](#)

Annual Targets:

FY21	Establish user-driven programs and track number of titles offered and number/cost of titles selected by users
FY22	Continue tracking, maintain/increase titles and expenditures
FY23	Continue tracking, maintain/increase titles and expenditures
FY24	Continue tracking, maintain/increase titles and expenditures
FY25	Continue tracking, maintain/increase titles and expenditures

KPI 5: Extent of material newly digitized by the Libraries and collaborating partners and made available to users across the Libraries

Data source: [Digital Library of Georgia, Special Collections Library, Map and Government Information Library](#)

Annual Targets:

FY21	Maintain or increase the number of digitized material from FY20 (50,000 items annually through the Digital Library of Georgia, Russell Library, and Brown Media Archive)
FY22	Track and increase materials made available
FY23	Track and increase materials made available
FY24	Track and increase materials made available
FY25	Track and increase materials made available

KPI 6: Programs and partnerships that promote research and innovation supported by library resources, services, and technology.

Data source: [Research & Instruction Department, Digital Humanities Lab, Map and Government Information Library, Digital Library of Georgia, Special Collections Libraries](#)

Annual Targets:

FY21	Number of students engaged in Capturing Science, Digital Humanities Lab Summer Scholars, Library Undergraduate Research Awards, and other Libraries' created events and activities
FY22	Track and increase/maintain user engagement programming
FY23	Track and increase/maintain user engagement programming
FY24	Track and increase/maintain user engagement programming
FY25	Track and increase/maintain user engagement programming

Unit Goal 2.1.1: Dissemination of a diverse body of peer-reviewed scholarship through the publishing activities of the UGA Press and the *Georgia Review*

KPI 1: Number of publications published by UGA Press and the *Georgia Review*

Data source: UGA Press and the *Georgia Review*

Annual Targets:

FY21	Sixty books published by UGA Press, and 4 annual issues by the Georgia Review.
FY22	Sixty books published by UGA Press, and 4 annual issues by the Georgia Review.
FY23	Sixty books published by UGA Press, and 4 annual issues by the Georgia Review.
FY24	Sixty books published by UGA Press, and 4 annual issues by the Georgia Review.
FY25	Sixty books published by UGA Press, and 4 annual issues by the Georgia Review.

KPI 2: Development and implementation of solution to assess quantity and quality of diversity of published media

Data source: UGA Press and *Georgia Review*

Annual Targets:

FY21	Develop plan for diversity analyses
FY22	Implement diversity analyses
FY23	Continue diversity analyses and develop plan to address any revealed inequities
FY24	Begin to implement measures to address diversity-related inequities in published media

FY25	Continue to implement measures to address diversity-related inequities in published media and begin planning for next 5-year cycle
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2.2 - Promote collaboration among academic units and between these units and external organizations to drive interdisciplinary research and commercial activity.

KPI 1: Development and implementation of collaborative services and infrastructure to aid scholars in managing and enhancing access to their research data

Data Source: Libraries Administration, Research Data Management Working Group, Digital Library of Georgia, Head of Scholarly Communications, Copyright, and Science Collections

Annual Targets:

FY21	Complete the report of the Research Data Management Working Group, and communicate its recommendations to the Provost’s Office, VPIT, and VPR. Implement Esploro institutional research repository application as DSpace/Athenaeum replacement. Explore how best to use Esploro and assess infrastructure for research data management support in collaboration with relevant campus partners
FY22	With campus partners, develop a research data management services and infrastructure plan based on RDM Working Group recommendations. Conduct an outreach and educational effort for Esploro. Create a “Research Data Curator” position to aid researchers and help advance the infrastructure plan.
FY23	Begin implementation of research data management infrastructure plan
FY24	Continue implementation of research data management infrastructure plan and begin to assess effectiveness of project
FY25	Complete assessment and make desired adjustments to research data management infrastructure plan; begin planning for next 5-year cycle

KPI 2: Number of items in shared USG catalog collection and annual cost savings from GIL centralized catalog initiative participation

Data Source: Libraries GIL/GALILEO Technology Group, Libraries Administration

Annual Targets:

FY21	Benchmark shareable items through GIL Express, and maintain \$3.8M annual savings for USG institutions as identified through CAR (Comprehensive Administrative Review) study.
FY22	Maintain number of shareable items through GIL Express and \$3.8M savings.
FY23	Maintain number of shareable items through GIL Express and \$3.8M savings.
FY24	Maintain number of shareable items through GIL Express and \$3.8M savings.
FY25	Maintain number of shareable items through GIL Express and \$3.8M savings.

2.3 - Align the human and physical capital of the University to expand research and fuel innovation and entrepreneurship at all levels of the organization.

KPI 1: Construction of a research and education building at UGA’s Wormsloe site

Data Source: Libraries Administration

Annual Targets:

FY21	Complete fundraising (current gifts and pledges \$973,657). Obtain senior administration approval. Prepare concept proposal and submit to BOR facilities office. BOR project authorization
FY22	Design professional selections, construction manager selections, and design (8 months)
FY23	Construction (10 months) and move in
FY24	Retire KPI
FY25	

Unit Goal 2.3.1: Improve the virtual library research environment by supporting user-centered platforms for discovering and retrieving scholarly information.

KPI 1: Participation in EBSCO Discovery Beta program to help shape this product used across the University System of Georgia

Data Source: Research & Instruction Department, Libraries Administration

Annual Targets:

FY21	Assign point of contact along with testing/feedback expectations and schedule in evaluating changes to EBSCO Discovery Service
FY22	Assess program and continue with assessment of product changes
FY23	Maintain participation
FY24	Retire KPI
FY25	

KPI 2: Implementation of OpenAthens for improved remote access and usage statistics. OpenAthens is an identity and access management service that will provide improved access to electronic library journals, databases, and ebooks.

Data Source: [Libraries Administration, GIL/GALILEO Technology Support Group](#)

Annual Targets:

FY21	Implement OpenAthens
FY22	Statistical analysis of OpenAthens usage
FY23	Assessment of usage information and implications on resources
FY24	Assessment of usage information and implications on resources
FY25	Assessment of usage information and implications on resources

KPI 3: Development and implementation of solution to assess and improve virtual user experience. (See Unit Goal 1.4.2 for physical space assessment)

Data Source: [User Experience Librarian, Research & Instruction Department](#)

Annual Targets:

FY21	Identify virtual user experience needs. Develop a virtual user experience improvement framework
FY22	Implement changes resulting from identification efforts and planning
FY23	Review/assess impact of changes
FY24	Assess additional needs for virtual user experience
FY25	Implement additional changes

Unit Goal 2.3.2: Develop a creative and innovative library workforce and support comprehensive communication and collaboration across all Libraries' units.

KPI 1: Development and implementation of internal communications plan

Data Source: Libraries Administration, Libraries Human Resources

Annual Targets:

FY21	Identify specific internal communication needs. Create a template to use for recurring internal communications. Implement recurring communication on specified timeline
FY22	Seek feedback regarding internal communication from Libraries groups (Libraries Faculty Advisory Board, Libraries Staff Representative Group, Libraries Committee on Diversity and Inclusion, Libraries Department Heads Group)
FY23	Implement recommended changes
FY24	Maintain recurring internal communications structure
FY25	Maintain recurring internal communications structure

KPI 2: Development and implementation of a mentorship program for Libraries employees

Data Source: Libraries Human Resources

Annual Targets:

FY21	Create a framework for a Libraries-wide mentorship program and implement program
FY22	Seek feedback from participants. Adjust program structure as appropriate
FY23	Maintain mentorship program
FY24	Maintain mentorship program
FY25	Maintain mentorship program

KPI 3: Number of funded research, professional development, and training requests made by faculty and staff and total expenditures

Data Source: Libraries Administration, Libraries Finance and Accounting

Annual Targets:

FY21	Develop a mechanism to track funded travel & training requests and expenditures to determine baseline numbers
FY22	Track requests and maintain expenditures

FY23	Track requests and maintain expenditures
FY24	Track requests and maintain expenditures
FY25	Track requests and maintain expenditures

Strategic Direction 3: Strengthening partnerships with communities across Georgia and around the world

3.1 Increase collaborative, community-focused research, scholarship, technical assistance, and training in Georgia, across the nation, and world.

Unit goal 3.1.1: Enhance collaborative, community-focused activities related to research and scholarship

KPI 1: Number and type of institutions served by statewide virtual library and IT support of the Board of Regents GALILEO network

Data Source: [GALILEO annual report](#)

Annual Targets:

FY21	Continue support to maintain access to online resources for more than 2,000 educational institutions across the state of Georgia made up of University System of Georgia schools, technical colleges, public and private K-12 schools, public libraries, and private academic colleges and universities
FY22	Maintain access for 2000+ institutions
FY23	Maintain access for 2000+ institutions
FY24	Maintain access for 2000+ institutions
FY25	Maintain access for 2000+ institutions

KPI 2: Number of library programming and community-focused collaborations with entities that promote instruction, research, technical assistance or scholarship support

Data Source: [Library departmental annual reports](#)

Annual Targets:

FY21	Develop criteria to determine current number of programming activities and efforts
FY22	Maintain existing number of programming activities and efforts

FY23	Identify reasonable percent increase for FY24 and FY25 annual targets
FY24	Meet targets set in FY23
FY25	Meet targets set in FY23

3.2 Strengthen UGA’s role in economic development across the state, with a particular emphasis on underserved communities.

Unit Goal 3.2.1: Support community education and tourism in Georgia

KPI 1: Exhibits, collections, public programs, and publications that promote community education and tourism in Georgia

Data Source: [Special Collections Libraries](#), [UGA Press annual reports](#)

Annual Targets:

FY21	Develop criteria to identify exhibits, collections, programming, and publications that promote statewide tourism
FY22	Track and maintain/increase exhibits, collections, programming, and publications
FY23	Track and maintain/increase exhibits, collections, programming, and publications
FY24	Track and maintain/increase exhibits, collections, programming, and publications
FY25	Track and maintain/increase exhibits, collections, programming, and publications

KPI 2: Number of K-12 students and other visitors participating in civics education tours of the Georgia Capitol Building led by the Georgia Capitol Museum staff

Data Source: [Georgia Capitol Museum](#), [Russell Library](#)

Annual Targets:

FY21	Reopen tours based on public health conditions consistent with state and USG guidance
FY22	Rebuild attendance to FY19 number (21,000 people)
FY23	Increase attendance by 5% (approximately 1,050 people)
FY24	Increase attendance by 5% of FY23 number
FY25	Increase attendance by 5% of FY24 number

3.3 Broaden opportunities for students to engage with the diversity of communities in Georgia and across the nation and world on locally identified needs and issues.

Unit Goal 3.3.1: Broaden opportunities for student engagement with local communities and school systems (K-12).

KPI 1: Number of partnerships with UGA, state, and community entities engaged in student-focused outreach and programming

Data Source: [Departmental annual reports](#)

Annual Targets:

FY21	Determine current number of student-focused partnerships with UGA entities (Destination Dawgs, Experience UGA, Student Veterans Resource Center, LGBT Resource Center, etc.)
FY22	Maintain partnerships across campus
FY23	Identify reasonable percent increase for FY24 and FY25 annual targets
FY24	Meet targets set in FY23
FY25	Meet targets set in FY23

KPI 2: Number of partnerships with non-UGA entities engaged in student-focused outreach and programming. Partners include Clarke County School District, Peach State LSAMP, Experience UGA, National History Day, New Georgia Encyclopedia, CAES’s Young Scholars Program, and Ledbury Emerging Critics Programme.

Data Source: [Departmental annual reports](#)

Annual Targets:

FY21	Determine current number of student-focused partnerships with non-UGA entities
FY22	Maintain partnerships across the community, state, and nation.
FY23	Identify reasonable percent increase for FY24 and FY25 annual targets
FY24	Meet targets set in FY23
FY25	Meet targets set in FY23

KPI 3: Number of funded student and staff positions that incorporate engagement with local community

Data Source: Libraries Finance and Accounting, Libraries Human Resources, Special Collections Libraries, UGA Press, Georgia Review, Digital Humanities Lab

Annual Targets:

FY21	Determine criteria for identifying existing student positions that engage with the community (Graduate Assistantships, UGA's xPD program, UGA diversity fellowship, K-12 student intern program, student docents)
FY22	Maintain/increase community engaged student positions
FY23	Maintain/increase community engaged student positions
FY24	Maintain/increase community engaged student positions
FY25	Maintain/increase community engaged student positions

KPI 4: Number of community oriented collections, exhibits, programs, docent-led tours, publications, and events

Data Source: SCL, Georgia Review, UGA Press

Annual Targets:

FY21	Determine criteria for counting community oriented collections, exhibits, programs, docent-led tours, publications, and events
FY22	Maintain current number of community oriented collections, exhibits, programs, docent-led tours, publications, and events
FY23	Identify reasonable percent increase for FY24 and FY25 annual targets
FY24	Meet targets set in FY23
FY25	Meet targets set in FY23

3.4 Develop high-impact global partnerships that engage and support UGA areas of research and service excellence. (See also Unit Goal 2.3.2)

KPI 1: Number of UGA Libraries titles digitized via Google Books project and subsequently made accessible through HathiTrust partnership

Data Source: Access Services Department, Integrated Library System Management Unit in Cataloging Department

Annual Targets:

FY21	When Google Scan Center reopens, begin Google Books digitization project and digitize 15,000 works
FY22	Digitize 32,500 works
FY23	Digitize 32,500 works
FY24	Digitize 32,500 works

FY25	Digitize 32,500 works. Remaining 5,000 works to be digitized in FY26 to complete project
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KPI 2: Number of Digital Library of Georgia partnerships to expand access to educational and cultural materials held statewide

Data Source: [Digital Library of Georgia](#)

Annual Targets:

FY21	Determine criteria for counting Digital Library of Georgia partnerships (Digital Public Library of America, National Digital Newspaper Project)
FY22	Maintain/increase Digital Library of Georgia partnerships
FY23	Maintain/increase Digital Library of Georgia partnerships
FY24	Maintain/increase Digital Library of Georgia partnerships
FY25	Maintain/increase Digital Library of Georgia partnerships

KPI 3: Number of content licenses granted and permission-to-publish requests fulfilled.

Data Source: [Special Collections Libraries](#)

Annual Targets:

FY21	Survey content licenses granted and permission to publish requests fulfilled (Brown Media Archive and Peabody Awards Archives, Hargrett Library, Russell Library, UGA Press, and Georgia Review)
FY22	Maintain/increase content licenses granted and permission-to publish requests fulfilled
FY23	Maintain/increase content licenses granted and permission-to publish requests fulfilled
FY24	Maintain/increase content licenses granted and permission-to publish requests fulfilled
FY25	Maintain/increase content licenses granted and permission-to publish requests fulfilled

3.5 Strengthen communications regarding how UGA sustainably supports and benefits communities through research, teaching, and public service.

KPI 1: Development and Implementation of solution to facilitate communications that showcase Libraries' support of external communities (DLG resources for teachers, etc.)

Data Source: Marketing and Public Relations, Digital Library of Georgia, UGA Press, the *Georgia Review*

Annual Targets:

FY21	Develop a structure for Libraries external communication
FY22	Implement the Libraries structure for external communication
FY23	Seek feedback from external partners (University Council Libraries Committee, Student Advisory Group)
FY24	Implement changes from feedback as appropriate
FY25	Maintain Libraries external communication structure