UGA 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 the University of Georgia's (UGA) deep commitment to teaching, the Libraries' strategic plan emphasizes the instructional role of librarians and archivists who impart the research skills that students need to be successful in their courses and in working in a knowledge-based economy. Enhanced learning spaces, experiential learning, archives-based instruction, and affordable learning are at the forefront of this plan, 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.

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 its contributions to key UGA 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, the Georgia Capitol Museum, and in online spaces.

Additional Unit Goals:
The Libraries will:

    a) Support comprehensive communication and collaboration across all units by developing an internal communications plan and employee mentorship program.

    b) Facilitate the development of a creative and innovative Libraries workforce through funded job-specific training requests and the development of a process to coordinate employee professional development.

UGA Libraries 2025 Strategic Plan
Strategic Direction 1: Promoting excellence in teaching and learning

Unit Goal 1.1 Expand Experiential Learning opportunities hosted at UGA Libraries.

KPI 1.1.1: Development of process for managing Experiential Learning opportunities completed by UGA students at the Libraries

Data Source: Libraries Administration

Annual Targets:

FY22	Develop process for tracking current Experiential Learning opportunities offered by Libraries and amount of funding designated for experiential learning.
FY23	Implement process, tracking Experiential Learning opportunities and funding sources.
FY24	Assess process and refine where needed. Expand process to include providing assistance to Libraries' departments with developing new Experiential Learning opportunities.
FY25	Assess process and refine where needed.

KPI 1.1.2: Number of transcript-eligible Experiential Learning opportunities completed by UGA students at the Libraries

Data Source: Libraries Administration, Office of Experiential Learning

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	Maintain number of Experiential Learning opportunities at level for FY21.
FY23	Increase number of Experiential Learning opportunities by at least 5%.
FY24	Maintain number of Experiential Learning opportunities at level for FY23.
FY25	Increase number of Experiential Learning opportunities by at least 5%.

KPI 1.1.3: Dollar value of private funding directed toward Experiential Learning opportunities in the Libraries

Data Source: Libraries Administration, Libraries Development, Libraries Finance and Accounting Department

Annual Targets:

FY21	Budget FY21 expenditures for 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 funding and identify funding sources and amounts. Assess ability to increase budget for FY23.
FY23	Track funded Experiential Learning opportunities and increase expenditures consistent with FY22 evaluation process.
FY24	Maintain FY23-level of expenditure for Experiential Learning opportunities. Assess ability to increase budget for FY25.
FY25	Track funded Experiential Learning opportunities and increase expenditures consistent with FY24 evaluation process.

Unit Goal 1.2: **Support Libraries employees who provide instruction.**

KPI 1.2.1: Development of process for identifying support needs for Libraries employees who provide instruction

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

Annual Targets:

FY22	Develop process to identify Libraries' employees engaged in instruction as well as their training and support needs.
FY23	Based on data collected in FY22, determine resources needed to support Libraries' employees engaged in instruction and create mechanism for allocating resources.
FY24	Allocate available resources to Libraries' employees engaged in instruction in order to meet training and support needs.
FY25	Assess process and refine as needed.

KPI 1.2.2: Number of instruction-focused professional development opportunities offered to Libraries employees who provide instruction

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

Annual Targets:

FY21	Benchmark number of professional development opportunities.
FY22	Evaluate employee professional development needs and increase number of professional development opportunities by at least 5%.

FY23	Maintain number of professional development opportunities at level for FY22.
FY24	Evaluate employee professional development needs and increase number of professional development opportunities by at least 5%.
FY25	Maintain number of professional development opportunities at level for FY24.

Unit Goal 1.3: Expand opportunities for library instruction in order to meet emerging curricular and student needs.

KPI 1.3.1: Number of research instruction sessions taught at the request of teaching faculty

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

Annual Targets:

FY21	Teach 680 class sessions at the request of teaching faculty reaching 17,000 student participants.
FY22	Maintain number of class sessions at FY21-level. Evaluate faculty and student needs and internal capacity for increasing number of instruction sessions.
FY23	Expand classroom instruction at level consistent with FY22 evaluation process.
FY24	Maintain number of class sessions at FY23-level. Evaluate faculty and student needs and internal capacity for increasing number of instruction sessions.
FY25	Expand classroom instruction at level consistent with FY24 evaluation process.

KPI 1.3.2: Number of class independent workshops taught to build research, technology, and data literacy skills based on identified need.

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

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	Maintain number of workshops at FY21-level. Evaluate faculty and student needs and internal capacity for increasing number of workshops.
FY23	Expand workshops at level consistent with FY22 evaluation process.
FY24	Maintain number of workshops at FY23-level. Evaluate faculty and student needs and internal capacity for increasing number of workshops.
FY25	Expand workshops at level consistent with FY24 evaluation process.

KPI 1.3.3: Amount of asynchronous instructional content developed (e.g., video tutorials, LibGuides)
Data Source: Digital Humanities Lab, Map and Government Information Library, Research and Instruction Department, Special Collections Libraries
Annual Targets:

FY21	215 web-based course guides, 32 video tutorials, 4 interactive web-based tutorials
FY22	Maintain amount of asynchronous instructional content at FY21-level. Evaluate faculty and student needs and internal capacity for increasing amount of asynchronous content.
FY23	Expand development of asynchronous content at level consistent with FY22 evaluation process.
FY24	Maintain amount of asynchronous instructional content at FY23-level. Evaluate faculty and student needs and internal capacity for increasing amount of asynchronous content.
FY25	Expand development of asynchronous content at level consistent with FY22 evaluation process.

Unit Goal 1.4 Ensure Libraries supports active learning and other evidence-based best practices through continued support of the Special Collections Libraries' Faculty Fellows Program.

KPI 1.4.1: Number of faculty participating in the Special Collections Libraries' Faculty Fellows Program, assessed annually through the number of fellows completing the program.
Data Source: Special Collections Libraries
Annual Targets:

FY21	Track number of previous and current Faculty Fellows participants including disciplines represented.
FY22	At least 8 faculty members complete the Program.

FY23	Maintain number of faculty members completing the Program consistent with FY22-level.
FY24	Maintain number of faculty members completing the Program consistent with FY23-level.
FY25	Maintain number of faculty members completing the Program consistent with FY24-level.

KPI 1.4.2: Number of archives-centered courses taught by SCL Faculty Fellows Program alumni, assessed annually.
Data Source: Special Collections Libraries
Annual Targets:

FY22	Maintain number of courses taught at FY21-level. Evaluate Program alumni needs and internal capacity for increasing course support.
FY23	Maintain number of courses taught at FY22-level and expand course support at level consistent with FY22 evaluation process.
FY24	Maintain number of courses taught at FY23-level. Evaluate Program alumni needs and internal capacity for increasing course support.
FY25	Maintain number of courses taught at FY24-level and expand course support at level consistent with FY24 evaluation process.

Unit Goal 1.5: Provide a robust and diverse array of information resources to support the academic success of all students.

KPI 1.5.1: Improvement of accessibility standards compliance on managed web sites (See KPI 1.13 for physical accessibility)
Data Source: Libraries Technology Support Group, Research & Instruction Department
Annual Targets:

FY21	Assess managed websites for WCAG 2.0 compliance.
FY22	Remediate Libraries' managed website compliance issues.
FY23	Maintain WCGAC 2.0 compliance on Libraries' managed websites.
FY24	Maintain WCGAC 2.0 compliance on Libraries' managed websites.
FY25	Maintain WCGAC 2.0 compliance on Libraries' managed websites.

KPI 1.5.2: 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 assistive technology at FY21-level. Assess capacity to increase amount of assistive technology.
FY23	Maintain or increase assistive technology at level consistent with FY22 evaluation.
FY24	Maintain assistive technology at FY23-level. Assess capacity to increase amount of assistive technology.
FY25	Maintain or increase assistive technology at level consistent with FY24 evaluation.

KPI 1.5.3: Development of accessibility guidelines for inclusion in vendor contracts

Data Source: Acquisitions and Series Services Department

Annual Targets:

FY22	Evaluate number of vendor contracts with accessibility guidelines included.
FY23	Maintain at FY22-level, or increase, number of vendor contracts with accessibility guidelines. Update accessibility guidelines as needed.
FY24	Maintain at FY23-level, or increase, number of vendor contracts with accessibility guidelines. Update accessibility guidelines as needed.
FY25	Maintain at FY24-level, or increase, number of vendor contracts with accessibility guidelines. Update accessibility guidelines as needed.

KPI 1.5.4: Development of process to assess diversity of library collection

Data Source: Acquisitions and Series Services Department, Cataloging Department, Collection Development

Annual Targets:

FY21	Develop process for assessing diversity of library collection.
FY22	Implement collection assessment process, identifying diversity-related inequities in collection around subject areas and authorship.
FY23	Continue collection assessment process. Develop process for strategically developing collection to increase diversity in subject areas and by authors where diversity-related inequities are identified.
FY24	Implement process to strategically develop collections to address diversity-related inequities.
FY25	Assess processes and refine where needed.

Unit Goal 1.6: Ensure welcoming and inclusive student-centered physical learning environments that contribute to the academic success of all students.

KPI 1.6.1: Development of process to regularly asses students' needs and perceptions of library facilities and to improve those facilities

Data Source: Libraries Administration, Libraries Facilities, Research & Instruction Department, User Experience Librarian

Annual Targets:

FY21	Design user needs and satisfaction assessment process for library facilities.
FY22	Conduct initial assessment(s) and prioritize action.
FY23	Improve facilities based on priorities identified in FY22 assessment and resources available for improvements. Evaluate assessment process and tools.
FY24	Conduct assessment(s) and prioritize action.
FY25	Improve facilities based on priorities identified from FY24 assessment and resources available for improvements. Evaluate assessment process and tools.

KPI 1.6.2: Development of process to regularly assess and improve physical accessibility of library facilities (See KPI 1.11 for virtual accessibility)

Data Source: Disability Resource Center, Libraries Administration, Libraries Facilities, Research & Instruction Department, User Experience Librarian

Annual Targets:

FY21	Conduct physical accessibility assessment with Disability Resource Center.
FY22	Improve physical accessibility by remediating areas flagged as critical during FY21 assessment with Disability Resource Center. Document changes and evaluate assessment process.
FY23	Conduct physical accessibility assessment with Disability Resource Center.
FY24	Improve physical accessibility by remediating areas flagged as critical during FY23 assessment with Disability Resource Center. Document changes and evaluate assessment process.
FY25	Compile list of changes made during FY21-FY25 period and evaluate assessment process.

Unit Goal 1.7: Contribute to the affordability of higher education, particularly for

underrepresented, rural, first-generation, and underserved students.

KPI 1.7.1: Savings to students through use of open educational resources adopted through the Provost's Affordable Course Materials Grant program

Data Source: Libraries Administration, Libraries Marketing and Communication, Provost's Office, Head of Scholarly Communication, Copyright, & Science Collections

Annual Targets:

FY21	Provide savings of $500,000 in textbook and other educational materials costs annually for students through $50,000 grants investment.
FY22	Maintain savings at FY21-level or increase savings based on capacity for additional grant funding. Increase participation in Provost's Affordable Course Materials Grant program through outreach and promotion to faculty.
FY23	Maintain savings at FY22-level or increase savings based on capacity for additional grant funding. Continue outreach and promotion efforts at FY22-level. Assess outreach and promotion efforts and refine where needed.
FY24	Maintain savings at FY23-level or increase savings based on capacity for additional grant funding. Continue outreach and promotion efforts at FY23-level. Assess outreach and promotion efforts and refine where needed.
FY25	Maintain savings at FY24-level or increase savings based on capacity for additional grant funding. Continue outreach and promotion efforts at FY24-level. Assess outreach and promotion efforts and refine where needed.

KPI 1.7.2: Development of process to increase participation in the library course reserves system, which provides no-cost educational materials for students

Data Source: Access Services Department, Libraries Administration, Libraries Marketing and Communication

Annual Targets:

FY21	Use historical data to build a mechanism that tracks previous and current use of the course reserves service.
FY22	Maintain participation in course reserves service at FY21-level. Develop process for increasing participation through increased outreach and promotion among faculty.
FY23	Maintain participation in course reserves service at FY22-level. Implement process to increase outreach and promotion efforts.

FY24	Maintain participation in course reserves service at FY23-level. Continue outreach and promotion efforts at FY23-level. Assess outreach and promotion efforts and refine where needed.
FY25	Maintain participation in course reserves service at FY24-level. Continue outreach and promotion efforts at FY24-level. Assess outreach and promotion efforts and refine where needed.

Strategic Direction 2: Growing research, innovation, and entrepreneurship

Unit Goal 2.1: Provide resources and support to nurture a culture of excellence in research, innovation, and entrepreneurship.

KPI 2.1.1: Expenditures on library collections

Data Source: Acquisitions and Serials Department, Collection Development, Libraries Administration, Libraries Finance and Accounting, Libraries Marketing and Communication

Annual Targets:

FY21	Maintain or exceed mean investment of peer institutions ($14.5M in FY19).
FY22	Maintain or exceed level of investment at FY21-level. Develop process to increase awareness, through outreach and promotion, of amount and type of investment in library collections.
FY23	Maintain or exceed level of investment at FY22-level. Implement process to increase awareness, through outreach and promotion, of amount and type of investment in library collections.
FY24	Maintain or exceed level of investment at FY23-level. Continue outreach and promotions at FY23-level. Assess outreach and promotions efforts and refine where needed.
FY25	Maintain or exceed level of investment at FY24-level. Continue outreach and promotions at FY24-level. Assess outreach and promotions efforts and refine where needed.

KPI 2.1.2: Development of process to increase user-driven acquisitions activities to develop library collection.

Data source: Acquisitions and Serials Department, Collection Development

Annual Targets:

FY22	Implement user-driven acquisitions programs and document decisions about implementation of programs and investments made.
FY23	Maintain user-driven acquisition activities at FY22-level. Evaluate decisions and investments made during FY22 and refine process where needed.
FY24	Maintain user-driven acquisition activities at FY23-level. Evaluate decisions and investments made during FY23 and refine process where needed.
FY25	Maintain user-driven acquisition activities at FY24-level. Evaluate decisions and investments made during FY24 and refine process where needed.

KPI 2.1.3: Amount of newly digitized material made available to library users through patron requests and digitization projects.
Data source: Access Services, Map and Government Information Library, Special Collections Library
Annual Targets:

FY21	Maintain or increase amount of newly digitized material from FY20-level (50,000 items annually)
FY22	Maintain or increase amount of newly digitized material from FY21-level.
FY23	Maintain or increase amount of newly digitized material from FY22-level.
FY24	Maintain or increase amount of newly digitized material from FY23-level.
FY25	Maintain or increase amount of newly digitized material from FY24-level.

KPI 2.1.4: Amount of digitized material aggregated through the Digital Library of Georgia (including material aggregated for UGA Libraries units)
Data source: Digital Library of Georgia, Map and Government Information Library, Special Collections Library
Annual Targets:

FY21	Maintain or increase amount of aggregated material from FY20-level (50,000 items annually)
FY22	Maintain or increase amount of aggregated material from FY21-level.
FY23	Maintain or increase amount of aggregated material from FY22-level.
FY24	Maintain or increase amount of aggregated material from FY23-level.

FY25	Maintain or increase amount of aggregated material from FY24-level.

Unit Goal 2.2: Disseminate a diverse body of peer-reviewed scholarship through the publishing activities of the UGA Press and the *Georgia Review*

KPI 2.2.1: 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	Maintain or increase amount of publications from FY21-level.
FY23	Maintain or increase amount of publications from FY22-level.
FY24	Maintain or increase amount of publications from FY23-level.
FY25	Maintain or increase amount of publications from FY24-level.

KPI 2.2.2: Development of process to assess media published by UGA Press and the *Georgia Review*.

Data source: UGA Press and *Georgia Review*

Annual Targets:

FY21	Develop process for assessing diversity of published media.
FY22	Implement published media assessment process, identifying diversity-related inequities around subject areas and authorship.
FY23	Continue published media assessment process. Develop process to increase diversity in published media in subject areas and by authors where diversity-related inequities are identified.
FY24	Implement process to address diversity-related inequities in published media.
FY25	Assess process and refine where needed.

Unit Goal 2.3: Support faculty and graduate students in managing and enhancing access to their scholarship.

KPI 2.3.1: Development of collaborative services and infrastructure for research data management.

Data Source: Libraries Administration, Digital Humanities Lab, Digital Library of Georgia, Research Data Management Working Group, Special Collections Library, 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.
FY22	With campus partners, develop a research data management services and infrastructure plan based on RDM Working Group recommendations. 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. Begin to assess effectiveness of research data management infrastructure building efforts.
FY25	Complete assessment and refine research data management infrastructure plan as needed.

KPI 2.3.2: Implementation of new Institutional Repository.

Data Source: Digital Library of Georgia, Libraries Administration, Libraries Technology Support Group, Research & Instruction Department, Head of Scholarly Communications, Copyright, and Science Collections

Annual Targets:

FY21	Implement Esploro institutional research repository application as DSpace/Athenaeum replacement.
FY22	Finalize Esploro implementation. Develop plan for increasing engagement with Institutional Repository through outreach and promotion to graduate students and faculty.
FY23	Implement plan to increase engagement with Institutional Repository through outreach and promotion to graduate students and faculty.
FY24	Make necessary updates to Esploro application. Continue outreach and promotion plan. Assess plan and refine as necessary.
FY25	Continue outreach and promotion at FY24-level.

Unit Goal 2.4: Improve the Libraries' virtual research environment by supporting user-centered platforms for discovering and retrieving scholarly information.

> **KPI 2.4.1:** Participation in EBSCO Discovery Beta program to help shape this product's use across the University System of Georgia
>
> **Data Source:** Research & Instruction Department, User Experience Librarian, GIL/GALILEO Technology Support Group
>
> **Annual Targets:**

FY21	Assign point of contact, set expectations for testing and feedback, create schedule for evaluating changes to EBSCO Discovery Service.
FY22	Evaluate participation in program and assess changes to EBSCO Discovery Service.
FY23	Maintain participation in EBSCO Discovery Beta program at FY22-level.
FY24	Retire KPI.
FY25	

KPI 2.4.2: Implementation of OpenAthens for improved remote access and usage statistics.

Annual Targets:

FY21	Implement OpenAthens.
FY22	Develop plan for how OpenAthens usage data will be analyzed and how data will be used to inform collection development decisions.
FY23	Implement plan for analyzing OpenAthens usage data. Use data to inform collection development decisions.
FY24	Analyze OpenAthens usage data and use data to inform collection development decisions at FY23-level. Assess analysis plan and refine as necessary.
FY25	Analyze OpenAthens usage data and use data to inform collection development decisions at FY24-level. Assess analysis plan and refine as necessary.

Unit Goal 2.5: Leverage physical capital of the University to expand the Libraries' role in research, innovation, and entrepreneurship.

KPI 2.5.1: Construction of a research and education building at UGA's Wormsloe site

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	

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

Unit Goal 3.1: Advance community education in communities across Georgia.

KPI 3.1.1: Number of exhibits and public programs (events)

Data Source: *Georgia Review*, Libraries Administration, Special Collections Libraries, UGA Press

Annual Targets:

FY21	Establish benchmarks for exhibits and public programs (events).
FY22	Maintain number of exhibits and public programs (events) at FY21-level. Assess capacity to increase number of exhibits and public programs (events).
FY23	Increase number of exhibits and public programs (events) based on assessment in FY22.
FY24	Maintain number of exhibits and public programs (events) at FY23-level. Assess capacity to increase number of exhibits and public programs (events).
FY25	Increase number of exhibits and public programs (events) based on assessment in FY24.

KPI 3.1.2: Number of 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). Develop plan for increasing attendance through outreach and promotion to Georgia residents and visitors.
FY23	Increase attendance by 5% (approximately 1,050 people) of FY19 attendance number. Implement plan to increase attendance through outreach and promotion to Georgia residents and visitors.
FY24	Maintain attendance at FY23-level. Assess plan to increase attendance through outreach and promotion to Georgia residents and visitors and refine where needed.

FY25	Increase attendance by 5% of FY24 number. Continue to increase attendance through outreach and promotion to Georgia residents and visitors.

Unit Goal 3.2: Broaden opportunities for engagement with school systems (K-12) across Georgia

KPI 3.2.1: Number of K-12 students who visit the UGA Libraries with community groups or school systems (K-12) from across Georgia.
Data Source: Library Administration, Research & Instruction Department, Special Collections Libraries
Annual Targets:

FY21	Benchmark the number of K-12 students who visit the UGA Libraries annually and the number of community groups and school systems the Libraries partners with to bring students to the Libraries.
FY22	Maintain number of K-12 student visitors at FY21-level. Assess capacity for increasing number of student visitors and number of partners.
FY23	Increase number of K-12 student visitors based on FY22 assessment.
FY24	Maintain number of K-12 student visitors at FY23-level. Assess capacity for increasing number of student visitors and number of partners.
FY25	Increase number of K-12 student visitors based on FY24 assessment.

KPI 3.2.2: Number of digital educational offerings for K-12 students across the state of Georgia
Data Source: Digital Library of Georgia
Annual Targets:

FY22	Maintain National History Day Georgia Theme explorer site at FY21-level. Maintain poster series at FY21-level. Continue to develop digital exhibits for K-12 students.
FY23	Maintain National History Day Georgia Theme explorer site at FY22-level. Maintain poster series at FY22-level. Continue to develop digital exhibits for K-12 students. Determine capacity for expanding digital educational offerings.
FY24	Maintain National History Day Georgia Theme explorer site at FY23-level. Maintain poster series at FY23-level. Continue to develop digital exhibits for K-12 students. Expand capacity of digital educational offerings based on FY23 assessment.
FY25	Maintain National History Day Georgia Theme explorer site at FY24-level. Maintain poster series at FY24-level. Continue to develop digital

	exhibits for K-12 students. Expand capacity of digital educational offerings based on FY23 assessment.

Unit Goal 3.3: Develop and maintain high-impact services and partnerships that support research and innovation.

KPI 3.3.1: 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

KPI 3.3.2: Number of collections harvested from DLG partner institutions.

Data Source: Digital Library of Georgia

Annual Targets:

FY22	Benchmark number of collections harvested from DLG partner institutions.
FY23	Maintain number of collections harvested from DLG partner institutions at FY22-level or above. Assess capacity to grow collection harvesting efforts.
FY24	Maintain number of collections harvested from DLG partner institutions at FY23-level or above. Expand collection harvesting based on assessment in FY23.
FY25	Maintain number of collections harvested from DLG partner institutions at FY24-level or above. Assess capacity to grow collection harvesting efforts.

KPI 3.3.3: Number of content licenses granted and permission-to-publish requests fulfilled.

Data Source: Special Collections Libraries, UGA Press, *Georgia Review*

Annual Targets:

FY21	Set benchmark for content licenses granted and permission to publish requests fulfilled.

FY22	Maintain content licenses granted and permission to publish requests fulfilled at FY21-level or above.
FY23	Maintain content licenses granted and permission to publish requests fulfilled at FY22-level or above.
FY24	Maintain content licenses granted and permission to publish requests fulfilled at FY23-level or above.
FY25	Maintain content licenses granted and permission to publish requests fulfilled at FY24-level or above.

KPI 3.3.4: Number of subgrants awarded by the Digital Library of Georgia.
Data Source: Digital Library of Georgia
Annual Targets:

FY22	Set benchmark for the number of subgrants awarded by the Digital Library of Georgia.
FY23	Maintain subgranting program at FY22-level or above. Assess capacity to expand subgranting program through outreach and promotion to underserved communities in Georgia.
FY24	Maintain subgranting program at FY23-level or above. Expand subgranting program based on FY23 assessment.
FY25	Maintain subgranting program at FY24-level or above. Assess capacity to expand subgranting program through outreach and promotion to underserved communities in Georgia.

Unit Goal 3.4: Strengthen communication regarding how the UGA Libraries, UGA Press, and *Georgia Review* support communities throughout Georgia and across the world.

KPI 3.4.1: Development and implementation of communication plan focused on community stakeholders in Georgia and around the world.
Data Source: Digital Library of Georgia, Libraries Marketing and Communication, Special Collections Libraries, UGA Press, the *Georgia Review*
Annual Targets:

FY22	Review and assess current channels of communication with community stakeholders. Develop plan for communicating Libraries, Press, and *Review* activities to community stakeholders based on assessment of current channels.
FY23	Implement community stakeholder communication plan, including regular communication about services, exhibits, and programs (events).

FY24	Maintain communication with community stakeholders at FY23-level or above. Assess communication plan and refine as needed.
FY25	Maintain communication with community stakeholders at FY24-level or above.

KPI 3.4.2: Development and implementation of communication plan focused on UGA stakeholders that highlights work of UGA Libraries, UGA Press, and *Georgia Review* in the state of Georgia and beyond.
Data Source: Digital Library of Georgia, Libraries Marketing and Communication, UGA Press, the *Georgia Review*
Annual Targets:

FY22	Review and assess current channels of communication with UGA stakeholders. Develop plan for communicating activities with stakeholders based on assessment of current channels.
FY23	Implement UGA stakeholder communication plan, including regular communication about services, exhibits, and programs (events).
FY24	Maintain communication with UGA stakeholders at FY23-level or above. Assess communication plan and refine as needed.
FY25	Maintain communication with UGA stakeholders at FY24-level or above.

Additional Unit-Specific Goals

Unit Goal 1: Support comprehensive communication and collaboration across all Libraries' units.

KPI UG 1.1: 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. Create timeline for sharing recurring internal communications. Implement recurring communication on that specified timeline.
FY22	Assess internal communications plan. Gather feedback on content and timeline of recurring internal communication from stakeholders (e.g., Libraries Faculty Advisory Board, Libraries Staff Representatives Group, Libraries Committee on Diversity and Inclusion, Libraries Department Heads Group)
FY23	Maintain internal communications at FY22-level. Refine internal communications plan based on stakeholder feedback.

FY24	Maintain internal communications at FY23-level. Assess internal communications plan. Gather feedback on content and timeline of recurring internal communication from stakeholders.
FY25	Maintain internal communications at FY24-level. Refine internal communications plan based on stakeholder feedback.

KPI UG 1.2: 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	Maintain participation in mentorship program at level equal to or exceeding participation for FY21. Assess mentorship program. Gather feedback from program participants and adjust program structure as needed based on feedback.
FY23	Maintain participation in mentorship program at level equal to or exceeding participation for FY22. Assess mentorship program. Gather feedback from program participants and adjust program structure as needed based on feedback.
FY24	Maintain participation in mentorship program at level equal to or exceeding participation for FY23. Assess mentorship program. Gather feedback from program participants and adjust program structure as needed based on feedback.
FY25	Maintain participation in mentorship program at level equal to or exceeding participation for FY24. Assess mentorship program. Gather feedback from program participants and adjust program structure as needed based on feedback.

Unit Goal 2: Facilitate the development of a creative and innovative Libraries workforce.

KPI UG 2.1: Number of job-specific training requests made by employees

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	Maintain expenditures for employee travel & training at FY21-levels and assess ability to increase expenditures for FY23.

FY23	Track funded travel & training requests and increase expenditures consistent with FY22 evaluation process.
FY24	Maintain expenditures for employee travel & training at FY23-levels and assess ability to increase expenditures for FY25.
FY25	Track funded travel & training requests and increase expenditures consistent with FY24 evaluation process.

KPI UG 2.2: Development and implementation of process to coordinate employee professional development.
Data Source: Libraries Administration, Libraries Human Resources, Faculty Advisory Board
Annual Targets:

FY22	Develop process for benchmarking current employee professional development opportunities and identifying employee professional development needs.
FY23	Track employee professional development participation. Increase number of professional development opportunities by at least 5%.
FY24	Maintain number of professional development opportunities at level for FY23. Track employee professional development participation. Assess process for identifying employee professional development needs and refine as needed.
FY25	Track employee professional development participation. Increase number of professional development opportunities by at least 5%.

KPI UG 2.3: Development of Library employee acknowledgement and appreciation program.
Data Source: Libraries Administration, Library Staff Association
Annual Targets:

FY22	Develop plan to acknowledge work of employees through both internal communications process and staff acknowledgement events.
FY23	Implement employee acknowledgement and appreciation plan and track events and communications.
FY24	Continue employee acknowledgement and appreciation at FY23-level. Assess employee acknowledgement and appreciation plan and refine as needed.

| FY25 | Continue employee acknowledgement and appreciation at FY24-level. Assess current plan and identify capacity for expansion. |