CREATING A LEGACY
LIKE NO OTHER.

Strategic Plan 2022-2027

STRATEGIC ALIGNMENT PLAN
University Libraries

Last modified: March 6, 2023

Contents

STRATEGIC ALIGNMENT OVERVIEW

Strategic Alignment efforts will focus on strategies and tactics pursued by each Planning Unit to propel Augusta University toward its three **Aspirational Imperatives**:

- Enroll 16,000 Students by 2030 (16x30)
- Achieve Top 60 NIH Ranking by 2030 (60x30)
- Receive the Carnegie Community Engagement Classification by 2026 (CCEx26)

It should be noted that an implicit aspiration for 60x30 is to achieve the R1 Carnegie Classification. Thus, all colleges/schools at AU have a role in advancing all three Aspirational Imperatives.

The university's strategic plan, *Creating a Legacy Like No Other*, outlines five Strategic Priorities and three Interwoven Priorities for propelling Augusta University toward is Aspirational Imperatives over the next five years:

Strategic Priorities
- Learning
- Discovery
- Student Success
- Community
- Stewardship

Interwoven Priorities
- Innovation
- Engagement
- Diversity, Equity and Inclusion

The guidelines described throughout this template provide a framework for Planning Units to identify goals, tactics, and measures/milestones that align with the Aspirational Imperatives and articulate integration with the Strategic and Interwoven Priorities. As with the development of *Creating a Legacy*, the process for developing Strategic Alignment Plans should adhere to the following **Guiding Principles**:

- Prioritize students and patients
- Center efforts on our mission, vision and values
- Build on past successes and current priorities
- Promote engagement and participation
- Streamline the strategic planning process
- Set an ambitious trajectory with a strategic mindset

- Foster transparency and inclusivity
- Celebrate diversity
- Commit to developing relationships
- Align planning and actions to resources
- Define measurable outcomes
- Prepare for implementation

Each Planning Unit will complete the steps described in this template, culminating in the creation of a multi-year Strategic Alignment Plan that will be implemented by a Unit-Level Planning Council. Strategic Alignment Plans will be evaluated, updated, and reported on annually in accordance with Augusta University's cycle for annual Planning and Resource Alignment.

Strategic Alignment Timeline

The following are the phases, deliverables, and milestones for Strategic Alignment. These should be fleshed out with the input of Planning Unit faculty and staff, and with the assistance of Institutional Collaborators.
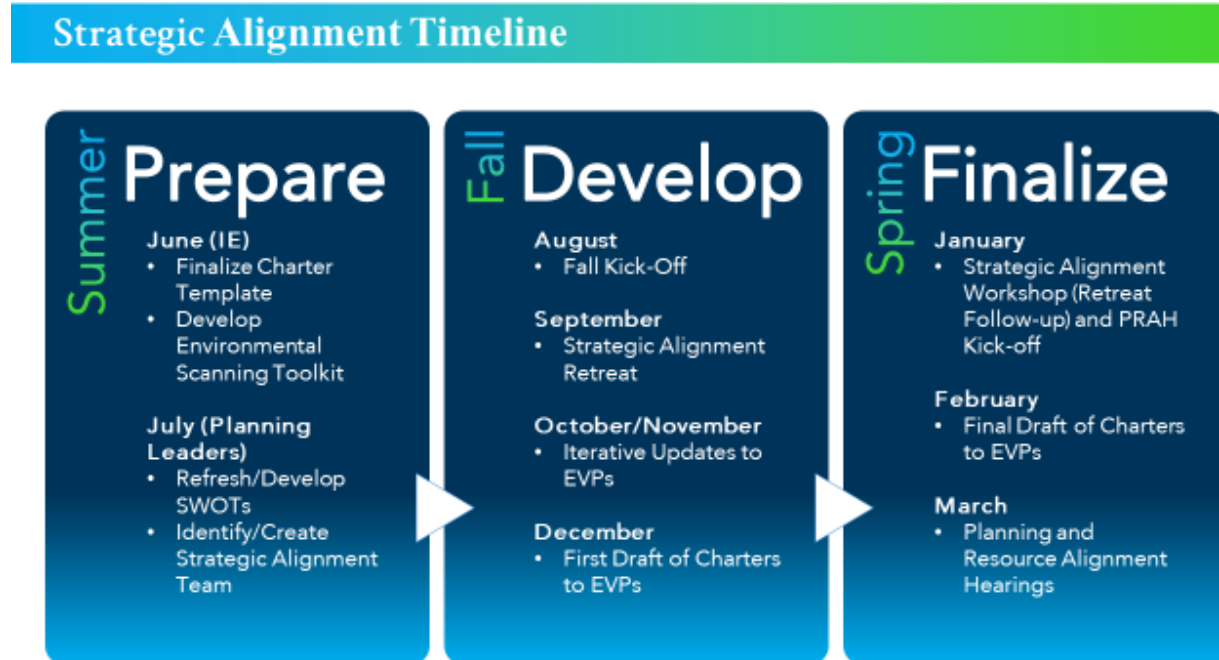
Strategic Alignment Plan Toolkit

All Planning Unit Leaders have access to a Box folder for their respective unit; the path to access Toolkit is shown to the right. Leaders are granted Editor permission so that they may invite members of their Unit-Level Planning Council (see page 6) to collaborate in the folder.

In addition to this template, the following documents are provided in the Toolkit:

- University Strategic Plan: *Creating a Legacy Like No Other*
- Strategic Enrollment Management Plan
- DEI Blueprint
- Strategic Alignment Worksheets
- Slides and Handouts from the Fall 2022 Strategic Alignment Planning Retreat

Strategic Planning Governance

Implementation of *Creating a Legacy* involves leadership and participation within each level of the organizational structure. To promote clarity, transparency, and accountability for Augusta University's strategic alignment efforts, a governance structure is in place to illustrate the roles and responsibilities at multiple levels of the university. Roles and responsibilities for each level of Strategic Planning Governance are outlined below.

Strategic Planning Council

The President's Executive Cabinet serves as the **Strategic Planning Council**. In this role, members act as Executive Sponsors for *Creating a Legacy* and are the key stakeholders of the campus Strategic Alignment efforts. The role of the Strategic Planning Council includes the following:

- Create an environment that fosters sustainable momentum for the strategic plan
- Champion the strategic plan at the university level to secure buy-in across stakeholder groups
- Review strategic planning progress and interim results to ensure alignment with the overall strategic direction of the university
- Secure funding for projects, initiatives, and programs identified through strategic alignment

Name of Executive Sponsors	Title of Executive Sponsors
Brooks Keel	President
Neil MacKinnon	Provost and EVP for Academic Affairs
Russell Keen	EVP for Administration and Chief of Staff to the President
Yvonne Turner	EVP for Finance and Chief Business Officer
Karla Leeper	EVP for Operations
David Hess	EVP for Medical Affairs & Integration and MCG Dean
Michael Shaffer	EVP for Strategic Partnerships & Economic Development
Chris Melcher	VP for Legal Affairs and General Counsel

Planning Unit Sponsor

The Planning Unit Sponsor is the EVP to whom the unit reports and thus has accountability to the President in the outcome of Strategic Alignment within the unit. The role of the Planning Unit Sponsors may include the following:

- Champion the project at the university level to secure buy-in
- Approve the Strategic Alignment Plan's alignment with the university's overall strategic plan, *Creating a Legacy Like No Other* Legitimize the Planning Unit goals
- Request and allocate resources
- Participate in high-level planning
- Serve as an escalation path to the PEC as needed
- Attend Planning Unit meetings as needed to provide feedback
- Provide formal sign-off on Strategic Alignment plans

Name of Planning Unit Sponsor(s)	Title of Executive Sponsor(s)
Neil MacKinnon	Provost and EVP for Academic Affairs

Aspirational Imperative Planning Councils

High-level implementation and progress monitoring for *Creating a Legacy* rests with three teams focused on the achievement of our Aspirational Imperatives. Among these councils' responsibilities, each will provide guidance, updates, and information resources to Unit-Level Planning Councils to inform unit-level goals, tactics, and measures related to their respective Aspirational Imperatives. Each Aspirational Planning Council is co-led by members of the campus community with subject matter expertise, demonstrable interest, and/or functional accountability for identifying and monitoring outcomes for each of the Aspirational Imperatives. At a minimum, members of each council include functionally accountable officers as well as representation of Academic Officers (deans or associate deans), University Faculty Senate, Staff Council, and Student Government.

Planning Council	Name of Co-Leaders	Title of Co-Leaders
Enrollment Planning Council (16 x 30)	- Susan Davies - Zach Kelehear	- Vice President for Enrollment & Student Affairs - Vice Provost for Instruction
Research Planning Council (60 x 30 / R1)	- TBD - TBD	- TBD - TBD
Community Engagement Planning Council (CCE x 26)	- Tina Baggott - TBD	- Associate Vice President for Volunteer Services & Community Engagement - TBD

Unit-Level Planning Council

Working through the existing Planning Unit governing process, the Unit-Level Planning Council is a decision-making team of key stakeholders who provide, review, and monitor the [Planning Unit Name] strategic alignment process and plans. In most cases, existing committees led by the Planning Leader can serve as the Unit-Level Planning Council; in other cases, Planning Leaders should establish such a council to serve this purpose. In both instances, the Planning Leader should assure that the committee is charged and composed to fulfill the roles and responsibilities as described below.

The role of the council members *may* include the following:

- Act as liaisons to bring information and feedback to/from their respective units
- Review Planning Unit data and assist in generating ideas and solutions for the Planning Unit plan
- Act as an escalation point for issues and decisions requiring executive level input
- Attend meetings to provide feedback on Planning Unit plan components

Roles	Responsibilities
Planning Leader Brad Warren Dean of Libraries	• Lead development and maintenance of plan materials: Plan, Project Plan, etc. • Ensure vision for the Planning Unit plan is successfully translated to solutions • Identify required resources for the plan • Present on behalf of the Planning Unit during the annual Planning & Resource Alignment Hearings • Communicate with all stakeholders • Ensure Planning Unit plan is drafted and completed and subsequent initiatives are within scope, on budget, and on schedule
Planning Unit Liaisons Kathy Davies, Director of the Greenblatt Library (16x30, 60x30) Melissa Johnson, Director of the Reese Library (16x30, CCEx26) Rod Bustos, Director of Library Systems and Technology (16x30, 60x30)	• Provide expert understanding of the Planning Unit organization • Manage specific Planning Unit plan activities and contribute to plan development in collaboration with Planning Leader • Contribute to overall objectives and deliverables • Provide input to discussions and decisions • Attend meetings
Financial Liaisons Marianne Brown Budget Manager	• Contribute to plan development for financial tasks • Responsible for financial project deliverables • Provide input to discussions and decisions • Attend meetings as needed
Planning Unit Stakeholders 16x30 group: Matt Atkinson, Greenblatt Staff Thomas Weeks, Librarian Asst. Professor 60x30 / R1 group: Jennifer Davis, Librarian Instructor David Kearns, Reese Staff Shafer Tharrington, Greenblatt Staff CCEx26 group: Courtney Berge, Reese Staff Miranda Christy, Reese Staff Aspasia Luster, Librarian Instructor Renee Sharrock, Greenblatt Staff Shannon Terral, Greenblatt Staff	• Provide stakeholder perspective on the Planning Unit programs and services • Advise on specific Planning Unit plan activities • Champion the Planning Unit plan among fellow stakeholders • Provide input to discussions and decisions • *Attend meetings as needed*

Roles	Responsibilities
Subject Matter Experts Consultation with all Deans in Fall 2023 semester	• Provide expert understanding of AU's business processes • Represent the user area in identifying current or future processes • Ensure best practices are followed • Provide input to discussions and decisions • *Attend meetings as needed*
Staff Support/Scribe Adrienne Hayes, Office Coordinator	• Schedule meetings • Publish agendas • Record and disseminate action items and decisions • Maintain plan materials: Plan, Project Plan, etc. • *Attend meetings as needed*

Plan Evaluation

The Planning Unit Sponsor is delegated by the Strategic Planning Council to evaluate the plan with input from senior staff and key experts from across the institution. This group will consider the scope of Planning Unit strategic alignment efforts according to the following criteria, all of equal importance.

1. Alignment with the university mission, vision, and values
2. Attention to the elements of the *Creating a Legacy*
3. Attention to input from key stakeholders associated with the Planning Unit
4. Alignment with institutional data and external programmatic analyses
5. Ability to ensure ongoing financial and infrastructural support

The plan is expected to go through several iterations before approval. Once approved, the plan should be communicated broadly within each Planning Unit, referred to frequently to drive next steps in the Strategic Alignment planning and implementation process, and evaluated annually to ensure continued effectiveness and relevance.

Planning Unit SWOT Analysis

STRENGTHS	Favorable Internal Factor

A resource that can be effectively used to achieve its objectives

S1	**Our employees are a strength through their collaboration, teamwork, creativity, knowledge/expertise, helpfulness, passion, and working with each other.**
S2	**Our faculty and staff are included in teaching and research.**
S3	**We have history of staff becoming library faculty.**
S4	**We have good campus relations through our liaison program, Dean position, and partnerships with campus stakeholders.**
S5	**Greenblatt Renovation**
S6	**Special Collections and Historical Collections & Archives are unique and significant.**

WEAKNESSES	Unfavorable Internal Factor

A limitation, fault, or defect that makes achieving objectives difficult

W01	**Communication from top-down, side-to-side is inadequate.**
W02	**Not enough staffing; systemic restrictions; high turnover**
W03	**Lack of external awareness of Libraries**
W04	**DEI - Faculty vs. Staff; low diversity; opportunity for advancement**
W05	**Low morale; burnout; pay disparity**
W06	**Lack of adequate collections and resources**
W07	**Training gaps and professional development - especially frontline**
W08	**Reese Library competition for space**
W09	**Fear of change - staff and faculty are apprehensive about changes in library organization and not sure where they fit**

WEAKNESSES — Unfavorable Internal Factor

A limitation, fault, or defect that makes achieving objectives difficult

W10	**Low overall library budget, especially for existing work outside of AU's aspirations**

OPPORTUNITIES — Favorable External Factor

Any favorable situation in the external environment

O01	**Library crucial to AU's aspirations (enrollment, research, community engagement)**
O02	**AU's growth, aspirations, and new initiatives**
O03	**Liaison program - collaboration with faculty and staff; School of Public Health, AU Online**
O04	**We could build a reputation as a clearinghouse for interdepartmental projects. No one is filling that space.**
O05	**Growth of unique collections that will draw researchers**
O06	**Partnerships / Outreach with: Richmond Co. Schools, community groups, City of Augusta, Augusta Green Jackets, Augusta National, Augusta Tech, East Georgia College, Savannah River Plant, Fort Gordon**
O07	**Newly assigned development officer for the Libraries opens additional funding options**
O08	**Integrating information literacy into the core curriculum / across the curriculum**
O09	**New funding for collections**
O10	**Library seen as safe haven / second home; opportunities to get students back into the libraries**
O11	**AU has positive view of Libraries - build on that goodwill**
O12	**Dean influence with Provost & AU Leadership**

THREATS	Unfavorable External Factor
Any unfavorable situation in the external environment that is potentially damaging to its strategy	

T01	**Parking**
T02	**No sustained focus on Libraries from institution**
T03	**Low budget, rising costs**
T04	**Increasing student enrollment may create unmet needs**
T05	**Limited hours in the day to complete all faculty and staff duties and expectations**
T06	**Failure to meet the needs / expectations of the AU community**
T07	**Outdated view of library by community**
T08	**Libraries' mission and the University mission are not aligned**
T09	**Political climate against higher ed and libraries**
T10	**Historically AU has difficulty recruiting faculty to come to Augusta**
T11	**AU budget fluctuates; rising costs of higher ed**
T12	**Facilities may not keep up with needs of increased students and faculty**
T13	**Internal competition for space, services - not coordinated**
T14	**Bureaucratic systems hindering us**

Strategic Alignment to *Creating a Legacy* | 16 x 30

PLANNING UNIT GOAL #1: Investment in Library employees, growth and expertise

The University Libraries will hire, develop, and retain library faculty and staff to promote library services and resources that contribute to student success, our research mission, and community engagement.	STRATEGIC PLAN INTEGRATION		

STRATEGIC PRIORITIES
- ☒ Learning
- ☒ Discovery
- ☒ Student Success
- ☒ Community
- ☒ Stewardship

INTERWOVEN PRIORITIES
- ☒ Innovation
- ☒ Engagement
- ☒ Diversity, Equity & Inclusion

ENVIRONMENTAL INDICATORS

Employees are our greatest strength and key to our success in meeting this aspirational goal. Employees who are geared towards our aspirations, well compensated, and under active professional development and engagement is a critical need for success.

IMPLEMENTATION PLAN

TACTICS	MEASURES & MILESTONES	COLLABORATORS
1. Secure additional funding lines for positions to meet new demands and support enrollment growth areas, including online education and student success 2. Develop and implement onboarding processes and procedures for both faculty and staff 3. Provide and fund professional development opportunities to both faculty and staff to support expanding programs and services 4. Review existing and newly vacated positions to ensure relevance, recruitment and retention	1. **Minimum 50% increase in staffing levels – See Roadmap Appendix** 2. FY 24 - Develop and document Organizational Development processes and procedures for onboarding 3a. FY 26 - Sustained funds for professional development activities for employees 3b. FY24 ongoing - Increased participation and representation in professional activities across state and nation to raise the AUL 'Brand' 4. Ongoing - Leadership team reviews all positions as they come open and actively collaborate with HR on staff positions for review of class and comp.	• AU Human Resources • Provost's Office • AU Budget Office • Institutional Effectiveness • Diversity & Inclusion

PLANNING UNIT GOAL #2: Library spaces as AU's competitive edge

Update and redesign engaging and	STRATEGIC PLAN INTEGRATION	
	☒ Learning	☒ Innovation

inspirational library spaces that promote belonging, innovation, engagement, and a compelling reason for students to come to AU.	STRATEGIC PRIORITIES	☒ Discovery ☒ Student Success ☐ Community ☒ Stewardship	INTERWOVEN PRIORITIES	☒ Engagement ☒ Diversity,Equity & Inclusion

ENVIRONMENTAL INDICATORS

Library Facilities play a unique role in the success of our students. They are the intellectual commons for the campus community and provide a place for gathering both formally and informally, accessing services, and getting things done. Significant and sustainable investment in library facilities positively impact student recruitment and retention.

IMPLEMENTATION PLAN

TACTICS	MEASURES & MILESTONES	COLLABORATORS
1. Develop facilities master plan for AU Libraries and funding strategy 2. Analyze existing external occupants and develop strategy to create commons library spaces with partners that maximize benefits to students and lower barriers to academic success 3. Expand student learning and engagement areas to incorporate new technology and tools	1a. FY24 - **Master Facilities Plan created** 1b. FY24/25 - Identify easy wins (furniture, carpet, lighting, etc.) that increase usability and attractiveness of library spaces that can be used after renovation or construction 1c. FY25 - Identify priorities, funding strategy and timeline for plan completion. 2a. FY25/26 - Conduct analysis of existing partnerships in library spaces. 2b. Ongoing - Develop and implement strategy for appropriate partners in commons spaces prioritized by student success indicators. 3. FY 26/27 - Develop and implement at least two new initiatives	• Planning, Design and Construction • Provost's Office • Information Technology • Auxiliary Services • Student Affairs • Deans

PLANNING UNIT GOAL #3: Resources that support the teaching mission

In conjunction with teaching faculty and	STRATEGIC PLAN INTEGRATION			
		☒ Learning		☒ Innovation

researchers, identify resources to add to the library's collection that support existing and new academic programs.

STRATEGIC PRIORITIES		INTERWOVEN PRIORITIES	
	☒ Discovery		☒ Engagement
	☒ Student Success		☒ Diversity, Equity & Inclusion
	☐ Community		
	☐ Stewardship		

ENVIRONMENTAL INDICATORS

Library collections are a key resource and service strategy for student success. Sustainable access to scholarly resources is critical for student success. As the university grows, so too does the costs of existing licenses and investments in new resources – both in scope and type.

IMPLEMENTATION PLAN

TACTICS	MEASURES & MILESTONES	COLLABORATORS
1. Secure additional funding for resources to meet needs of current and new academic programs 2. Develop a collections and resource strategy geared towards growth of academic programs 3. Evaluate existing resources to determine gaps in support of existing programs	1. FY25-27: 50% increase in new collections funding over 5 years comprised of 1) 25% increase for existing licenses when 10K headcount occurs; 2) sustained yearly 6% inflationary increase on existing licenses 2. FY25/26 - Strategy developed and model implemented with liaisons and campus designees 3. Ongoing - Identification of gaps along with cost effective strategy to ameliorate.	• Provost's Office • AU Budget Office • Institutional Effectiveness • Deans • Purchasing • Information Technology • AU Online • Student Affairs

PLANNING UNIT GOAL #4: Services for Academic Programs

The libraries will expand its educational mission to increase the quantity and quality of services for new and expanding programs

STRATEGIC PLAN INTEGRATION

STRATEGIC PRIORITIES		INTERWOVEN PRIORITIES	
	☒ Learning		☒ Innovation
	☒ Discovery		☒ Engagement
	☒ Student Success		☒ Diversity, Equity & Inclusion
	☐ Community		
	☐ Stewardship		

ENVIRONMENTAL INDICATORS

Libraries provide timely and responsive services to faculty and students engaged in the teaching mission of the university. Services shaped by expectations in an electronic world and expansion in our programs will drive where new services must be created and existing services are developed and reimagined.

IMPLEMENTATION PLAN

TACTICS	MEASURES & MILESTONES	COLLABORATORS
1. Create a holistic public services strategy for AUL that emphasizes DEI, belonging,	1. FY25 – 29 - Strategy developed and key investments made in new hires, training and	• Provost's Office • Deans

Strategic Alignment to Creating a Legacy | 60 x 30 / R1

PLANNING UNIT GOAL #1: Expansion of Research Services

University libraries will expand our educational programing and services that support best practices and success for our researchers.

STRATEGIC PLAN INTEGRATION

STRATEGIC PRIORITIES		INTERWOVEN PRIORITIES	
☒	Learning	☐	Innovation
☒	Discovery	☒	Engagement
☒	Student Success	☒	Diversity, Equity & Inclusion
☐	Community		
☐	Stewardship		

ENVIRONMENTAL INDICATORS

Library services for researchers and the expanded research mission are the greatest area of opportunities and growth in the next five years. Building on existing partnership strengths and employee expertise to scale for growth specific to NIH and different needs for R1 is a key component to success.

IMPLEMENTATION PLAN

TACTICS	MEASURES & MILESTONES	COLLABORATORS
1. Design and enhance strategic scholarly communications efforts to incorporate research education into our teaching, outreach, and resource provision. 2. Expand, identify and develop responsive research services such as data management, digital scholarship, citation management, scholarly publishing and tools that enhance researcher success.	1a. FY24/25 - Scholarly communications program with activities that educate faculty and partners. 1b. Ongoing - Active identification of new requirements and trends that require new programming. 1c. Ongoing - Marketing of existing researchers and research support to plan around gaps. 2b. FY24/25 - Implementation of scalable service models and tools. 2b. Ongoing - Usage metrics that drive service model and offerings	• Office of Research • Provost's Office • Deans • Information Technology • DCM • Institutional Effectiveness • Outside organizations (Coalition for Networked Information, Association of SouthEastern Research Libraries, Association of College and Research Libraries)

PLANNING UNIT GOAL #2: Support of Research Communities

University Libraries will collaborate with faculty, staff, and students to support university community, academic

STRATEGIC PLAN INTEGRATION

STRATEGIC PRIORITIES		INTERWOVEN PRIORITIES	
☒	Learning	☒	Innovation
☒	Discovery	☒	Engagement
☐	Student Success	☐	Diversity, Equity & Inclusion
☒	Community		
☐	Stewardship		

success, and research productivity.

ENVIRONMENTAL INDICATORS

The Libraries must build upon existing partnerships with Research and provision of the PURE service that expands in key areas – interdisciplinary research, expanded number of researchers, and expansion of researcher profile and tracking support to non-STEM fields. While some groups require building upon existing services, others require new tools, services, and partnerships to ensure support necessary for R1 status.

IMPLEMENTATION PLAN

TACTICS	MEASURES & MILESTONES	COLLABORATORS
1. Continue support of PURE profile creation and actively evaluate other tools necessary for tracking research activity and surfacing potential collaborators. 2. Develop interdepartmental collaborations that connect the university community to library resources and services including panels, lectures, special events, and displays promoting academic success. 3. In partnership with the Office of Research, actively identify and implement automation that expand impact of existing tools through content and researchers covered. 4. Conduct market analysis for expansion of research services to underrepresented groups.	1. Ongoing - Scaled ability to continue creation of customized profiles. 2. Ongoing - Track the number of events and participants in library sponsored programing and stretch goals for expanded participation. 3. FY24/25- Hours recaptured from decrease in manual profile work and expansion of disciplines covered. 4. FY24/25 - Analysis is conducted and groups identified and prioritized for service expansion.	• Office of Research • Provost's Office • Deans • Information Technology • DCM • Institutional Effectiveness • Outside organizations (CNI, ASERL, ACRL)

PLANNING UNIT GOAL #3: Expansion of Research Resources

The University Libraries will expand their information resources to align with University Strategic Priorities specific to the research mission and the

STRATEGIC PLAN INTEGRATION

STRATEGIC PRIORITIES			INTERWOVEN PRIORITIES		
	☒	Learning		☒	Innovation
	☒	Discovery		☐	Engagement
	☐	Student Success		☒	Diversity, Equity & Inclusion
	☐	Community			
	☒	Stewardship			

principles of open research.				

ENVIRONMENTAL INDICATORS

Drawing and building upon existing models to expand to our research efforts is a key strategy in identifying and securing new resources for the research mission. In particular, efforts that draw upon our unique researcher interests, new modes of digital scholarship, open access, open science, open data, and use and dissemination of primary resources are key opportunities for success in this imperative.

IMPLEMENTATION PLAN

TACTICS	MEASURES & MILESTONES	COLLABORATORS
1. Specifically target new resources and programmatic strategies for the open movement that align with identified gaps in our collections, building upon the increasing diversity of our faculty and research. 2. Develop collections that support researchers, expanded graduate programs, undergraduate research and research centers. 3. Develop new collections in Scholarly Commons to capture faculty created learning objects 4. Develop appropriate technology and services to support digitization of historical materials.	1a. Ongoing - New resources added to library collections with DEI focus 1b. FY24 - Open strategy with $50-100K pilot and scaling implementation in partnership with Office of Research and Faculty Senate 2. Ongoing - Analyze resources purchased and usage by library patrons to calibrate licenses as appropriate. 3. FY24/25-Increase learning objects placed in the collection. 4. FY24/25 - Technology infrastructure and service models developed and implemented	• Office of Research • Provost's Office • Deans • Information Technology • DCM • Institutional Effectiveness • CURS • Diversity & Inclusion

Strategic Alignment to Creating a Legacy | CCE x 26

PLANNING UNIT GOAL #1: Develop Community Engagement spaces

University Libraries will ensure both library facilities and spaces foster community research, collaboration, and programming as Augusta University's premiere cultural institution.

STRATEGIC PLAN INTEGRATION

STRATEGIC PRIORITIES			INTERWOVEN PRIORITIES	
	☒	Learning		☒ Innovation
	☐	Discovery		☒ Engagement
	☒	Student Success		☒ Diversity, Equity & Inclusion
	☒	Community		
	☐	Stewardship		

ENVIRONMENTAL INDICATORS

The Libraries are Augusta University's cultural institution and have already developed significant ties with community organizations and institutions in the CSRA. Incorporating community engagement, research and event space into library facilities is integral in building upon existing successes and bringing more of this programming to campus spaces.

IMPLEMENTATION PLAN

TACTICS	MEASURES & MILESTONES	COLLABORATORS
1. Expand Reese Special Collections storage to accommodate collection growth over the next 5 – 10 years and improve work spaces for processing collections 2. University Libraries will enhance library learning spaces that provide for new display and presentation technology for events and activities	1. FY27/28 - Reese Library facility planning efforts include expanded storage and programmatic space for Special Collections. 2. FY24 – 28 - Both Libraries have spaces dedicated to cultural programming and events that can accommodate members of both the campus and CSRA communities.	• Provost's Office • Planning, Design and Construction • Deans, with emphasis on Pamplin's existing partnerships with Guard House Museum and Georgia Historical Collection • External Relations • Richmond County Historical Society • Area Museums and Libraries

PLANNING UNIT GOAL #2: Develop Robust Special Collections and Archives Program

University Libraries will expand and develop distinctive collections and to engage with the community

STRATEGIC PLAN INTEGRATION

STRATEGIC PRIORITIES			INTERWOVEN PRIORITIES	
	☒	Learning		☒ Innovation
	☒	Discovery		☒ Engagement
	☒	Student Success		☒ Diversity, Equity & Inclusion
	☒	Community		
	☒	Stewardship		

ENVIRONMENTAL INDICATORS

A critical component to community engagement and success lies with existing strengths and partnerships with Reese Library Special Collections and the notable Historical Collections and Archives

with the Greenblatt Library. Robust programmatic development in these areas is a key opportunity for community engagement and philanthropic development.

IMPLEMENTATION PLAN

TACTICS	MEASURES & MILESTONES	COLLABORATORS
1. Increase funding for new and expanded academic primary resources for AU Community 2. Increase the number of digital exhibits and holdings for special Collections, Historical Collections and Archives, and Government Documents 3. Partner with AU Philanthropy to solicit both monetary and in-kind donations from AU faculty and community members 4. Investigate Archives role and responsibilities for Augusta University	1. FY25/26 - Initial collections funding of $50-$100K to support primary resource acquisitions for AU Community 2. FY25/26 - Increase number of digital exhibits and finding aids created. Increase digitized materials added to the collection 3. Ongoing - Number of donations received and relationships created as evidenced by donor recognitions 4. FY24/25 - Archival responsibilities identified along with recommendations for implementation for University.	• Provost's Office • Planning, Design and Construction • Deans, with emphasis on Pamplin's existing partnerships with Guard House Museum and Georgia Historical Collection • Philanthropy • External Relations • Richmond County Historical Society • Area Museums and Libraries

PLANNING UNIT GOAL #3: Community Engagement programming and services

University Libraries will provide enriched programming and services to engage with the university, local, and greater community.	**STRATEGIC PLAN INTEGRATION**				
	STRATEGIC PRIORITIES	☒ Learning ☒ Discovery ☒ Student Success ☒ Community ☒ Stewardship	INTERWOVEN PRIORITIES	☒ Innovation ☒ Engagement ☒ Diversity, Equity & Inclusion	

ENVIRONMENTAL INDICATORS

As a state institution, the AU Libraries already provide traditional library services to members of the community. Community engagement expansion in services and programming requires an intentional and strategic expansion to members and organizations in the community of greatest benefit to AU's mission.

IMPLEMENTATION PLAN

TACTICS	MEASURES & MILESTONES	COLLABORATORS

1. Utilize library resources and employee expertise to provide focused community engagement events 2. Reestablish local library connections through CSRA Library Association for peer community networking 3. Develop an internal and external communication plan. 4. Secure grants to support expansion of community outreach activities that reflect AU's priorities.	1. Ongoing - Number of planned events, community partners, and attendees at events 2. FY25 - Lead formative efforts to restart organization and work with champions to develop networking priorities that align with AU's Community Engagement efforts. 3. FY24/25 - Communication plan developed; funding needs established; staffing gaps addressed 4. Ongoing - Successfully completed grants	• Provost's Office • Deans, with emphasis on Pamplin's existing partnerships with Guard House Museum and Georgia Historical Collection • Richmond County Historical Society • Area Museums and Libraries • Richmond County and Columbia County schools • DCM • Philanthropy

SPONSOR APPROVALS

Approval of the Strategic Alignment Plan indicates an understanding of the purpose and content described in this deliverable. By signing this deliverable, each individual agrees work should be initiated on this project and necessary resources should be committed.

Approver Name	Title	Signature/Approval	Date
Neil MacKinnon	Provost and EVP for Academic Affairs	DocuSigned by: *Neil MacKinnon* 2915F82C36A642A...	3/12/2023
Brad Warren	Dean of Libraries	DocuSigned by: *Brad Warren* 2E39AA980F27498...	3/6/2023

Appendix 1

AU Libraries Strategic Planning Roadmap
FY24-27

Background:
The AU Libraries' strategic plan is dependent on both existing AU programs and research as well as the expansion plans from each college and school. This appendix lists the new initiatives by Fiscal Year with ties to specific measures and milestones as well as funding needs by each Fiscal Year based on expansion plans from every college and school. Ongoing measures of note are included as appropriate after this background. While the funding needs are pronounced and known for FY24, they are increasingly nebulous starting with FY25 onward of a variety of unknown factors. The AU Libraries may decide to update this roadmap as part of its normal planning cycle to reflect the associated changes at the school and college level as AU progresses further down its three aspirational pathways.

Ongoing work and Assumptions across all FYs
- All positions reviewed as they come open (16x30 1.4)
- Evaluation of existing licenses and subscriptions based on use (16x30 2.3; 60x30 3.2)
- Opportunities to increase for-credit teaching opportunities for library faculty and dual appointments (16x30 4.4)
- Data informed decision making linked to research initiatives and impact factors (60x30 1.1, 1.2)
- Continual development and enhancement of research tools and activity to measure impact (60x30 2.1, 2.2)
- New resources within DEI collection guideline (60x30 3.1a)
- Increase impact through Philanthropy (CCEx26 2.3)
- Library events as AU's cultural institution (CCEx26 3.1)
- Grants to support community efforts (CCEx26 3.4)

FY24

New Initiatives

- Organizational Development procedures created (16x30 1.2)
- Increased participation and representation in professional activities and raise AUL brand (16x30 1.3b)
- Master Facilities plan created, facilities and technology refreshes (16x30 2.1a & 1b)
- New personnel for drastically expanded programs (SCCS, COMS, SPH) (16x30, 4.3)
- Collections funding to cover tier changes, new resource needs and inflation (16x30 3.1)
- Scholarly Communication Program expansion (60x30 1.1a)
- Scalable research service models and tools (60x30 1.2b)
- Implement automation for impact tools (60x30 2.3)
- Analysis of gaps in research tools (60x30 2.4)
- Author Processing Fee Pilot (60x30 3.1b)
- Increase learning commons in Scholarly Commons (60x30 3.3)
- Investigate technology infrastructure for increased primary resource digitization (60x30 3.4)
- Develop cultural programming and spaces in both libraries (CCEx26 1.2)
- AU Archival responsibilities investigated (CCEx26 2.4)
- AUL Communication plan developed (CCEx26 3.3)

Funding needs (ongoing) –
- Librarians for SPH, COSM, SCCS (16x30 4.3)
- Service point coverage for continuity of service (16x30 4.3)
- Associate Dean for Student Success (16x30 4.1, 4.3)
- Collections tier increase (year 1 of 3) /inflation/new resources (16x30 3.1)

Funding needs (one-time, estimated)
- AUL Facilities Master Plan (16x30 2.1a, 2.1b) - $100,000
- Research technology for impact (60x30 2.3)- $20,000
- Greenblatt furniture/technology (16x30 2.1b)- $160,000
- Reese furniture/technology (16x30 2.1b)- $120,000
- APC Pilot (60x30 3.1b)- $50,000-100,000

FY25

New and Continued Activities
- Reese/Greenblatt Furniture and Technology refreshes; renovations with external partners (16x30 2.1b, 2.2a)
- New personnel for drastically expanded programs and research initiatives (MCG Savannah, CON, DCG, Research Data) (16x30 4.3)
- Master Plan timeline developed and implementation begun (16x30 2.1c)
- Collections funding to cover tier changes, new resource needs and inflation (16x30 3.1)
- Roll-out of collections model and liaison service initiative; dedicated analysis, support, and renegotiation of licenses (16x30 3.2)
- Public Services strategy created and implementation started (16x30 4.1)
- AU Online service and support strategy developed (16x30 4.2)
- Scholarly communications program maturation (60x30 1.1a)
- Implementation of research services; use of GAs to support research services (60x30 1.2b)
- Launch APC support program depending on analysis of pilot (60x30 3.1b)
- Enhanced scholarly commons in regular production (60x30 3.3)
- Digitization program scaled and in regular production (60x30 3.4)
- Expansion of Library cultural programming (CCEx26 1.2)
- Special Collections and HCA ongoing funding (CCEx26 2.1)
- Launch of online exhibitions (CCEx26 2.2)
- Implementation of AU Archival responsibilities (CCEx26 2.4)
- Reform CSRA Library association (CCEx26 3.2)
- Implementation of Communications plan (CCEx26 3.3)

Funding Needs (estimated)
- MCG/Savannah regional campus librarian
- Research Data specialist
- Associate Dean for Research
- Web services / UX / Digitization professional
- GAs
- Collections
  - Inflation
  - Tier increase (year 2 of 3)
  - MCG regional campus expansion
  - APC funds - $100K
  - Open Access initiatives - $50,000 (grant driven)
- Operations
  - IT Infrastructure – one-time; implementation of replacement cycle
  - Facilities needs – $100,000 ongoing

FY26

New and Continued Activities
- Sustained funds for professional development (16x30 1.3a)
- Continuation of plans and analysis of partnerships in library spaces (16x30 2.2a)
- First new student learning initiative launched (16x30 2.3)

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- New personnel for drastically expanded programs, services and research initiatives (2 more GAs, Student Success, Online Services, IT) (16x30 4.1, 4.3)
- AUL strategy, personnel and services in support of AU Online implemented (16x30 4.2)
- Collections funding to cover tier changes, new resource needs and inflation (16x30 3.1)
- Assessment of collections strategy and refinement (16x30 3.2)
- Pilot of Library internships for UND and GRAD (16x30 4.5)
- Cultural programming and partnerships expansion (CCEx26 1.2)
- Assessment and refinement of funds for primary resources at AU (CCEx26 2.1)
- Sustainable digital exhibit program in place (CCEx26 2.2)

Funding Needs (estimated)
- Student Success Librarian
- Engineering Librarian
- Staff IT support
- Online Services Librarian
- Staff Administrative support
- IT Infrastructure
- Collections
  - Inflation
  - Tier increase (year 3 of 3)
  - AU Online course expansion costs
- Dedicated employee development funds

FY27

New and Continued Activities
- New personnel for drastically expanded programs, services and research initiatives (Research Data Services, Digitization, MCG Atlanta expansion, Research Support) (16x30 4.1, 4.3)
- Collections funding to cover new resource needs and inflation (16x30 3.1)
- 2nd new student learning and engagement initiative launched (16x30 2.3)
- Assessment and recommendations for program of UND and GRAD internships (16x30 4.5)
- Reese capital project facility planning begins in earnest

Funding Needs (estimated)
- MCG Atlanta Regional Campus Librarian
- Professional staff for Digitization and Research Support (2)
- Data Services Librarian
- Collections
  - Inflation
  - MCG Regional Campus Expansion
  - New programs