

## 2010 – 2015 RACL Strategic Plan

**Vision:** GALILEO is the information resource of choice for students and faculty in the University System of Georgia and the model for statewide library collaboration in the United States.

**Mission:** Collaboratively ensure a core collection of resources and library services needed for teaching, learning, and research in all USG institutions.

### Core Values

- Quality Information
- Collaboration
- Leveraging
- Customer Service
- Universal Access
- Innovation
- Self Service/empowerment
- Learning

### Environment

The environment for academic libraries in Georgia cannot be separated from the environment for libraries generally in the United States. There are several factors and trends that are impacting and will continue to impact libraries in the months and years to come. They include: the current economic downturn, scholarly communication, technology, funders' perceptions of the value of libraries, and the role of higher education in American life.

The current global economic downturn has had a dramatic impact on the funding for most institutions. Few sectors of the economy have been spared from the credit crisis, the housing crisis, the financial crisis, and the highest unemployment rates in more than 30 years. In private and public educational institutions, there are layoffs, furloughs, serials cancellations, decreasing monograph purchases and other responses to decreases in public funding, decline in the value of endowments, fewer private gifts, and increased competition for grant funding. In this environment, libraries have lost significant amounts of funding, without corresponding decreases, and with in some cases increases, in user demand for collections and services. The expectation is that the cuts are permanent and the state and local economies will not improve significantly for two or three years.

Discussed and consensus provided, RACL , and reviewed June 2010

Officially approved and reaffirmed, RACL Executive Committee, August 2011

The economics and methods of scholarly communications are changing rapidly with the rise in licensed content, multi-institution negotiations for resources, open access options, the uncertain outcome of the Google Books Settlement, and questions about peer-review and tenure in a digital world. Larger, better-funded libraries have more leverage with large publishers, especially in the STEM disciplines, but even for these institutions prices continue to rise. Purchases of monographs in many institutions are declining and collections are increasingly homogeneous.

New technologies and associated services continue to pull other changes in their wake. Now, librarians are publicly considering the value of expensive to maintain online library management systems and considering new options knowing that users prefer searching Google rather than library catalogs. Making the breadth and depth of library resources apparent is an increasing challenge.

Funders for libraries, public and private, are openly questioning the value that libraries provide to the academy and the public in a digital world. Although many librarians discount these questions as unimportant, a thriving future depends on librarians and library organizations effectively articulating the value these institutions add to research, scholarship, and learning.

Layered over the economic downturn and the rapidly changing environments in publishing, library services, technology and funding, the fundamental belief in the value of higher education is being challenged in the United States. Is it a public good as it has been since the end of World WAR II, or a private good? What do universities and colleges contribute to economic development and innovation? What is the value of a B.A. or an advanced degree to the individual, the community, and the nation? As a component of the value chain in higher education, academic libraries and by extension GALILEO are part of the debate.

Through ongoing collaboration and support of the USG System Offices, and by leveraging resources, technology, and staff expertise among institutions, USG libraries serve individual institutions in a more effective and efficient manner than if each library operated independently. Furthermore, if the USG libraries did not work together, some services would not be available at some institutions. GALILEO Georgia's Virtual Library, GALILEO Interconnected Libraries, GIL Express, and the Digital Library of Georgia are all the result of long standing cooperation among the university system libraries. These collaborative efforts also reach beyond the USG libraries to serve public libraries, technical colleges, private colleges, public and private school libraries and media centers, and citizens.

### **Strategic Priority 1**

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Ensure access to electronic (digital) full-text for a core collection of quality academic journals, books, and other materials that support teaching and learning.

#### **Goals**

- Advocate for a sustainable funding model to accommodate enrollment growth and escalating information costs.
  - **Objectives**
    - Investigate and propose a model to the USG leadership.
    - Work with library consortia and other partners to mitigate escalating collection costs.
- Create and fund a new model for acquiring and delivering electronic books.
  - **Objectives**
    - Investigate and propose a new model for acquiring and delivering electronic books.
    - Propose a system-wide model for access to the Google Books Project.
    - Prepare a position paper on the Google Books Settlement.
- Advocate for new funding for expansion of core collection with emphasis on multimedia resources.
  - **Objective**
    - Investigate and propose the acquisition of resources.

#### **Strategic Priority 2**

Enhance universal borrowing and resource sharing.

#### **Goals**

- Explore opportunities for improved interlibrary loan and resource sharing.
  - **Objectives**
    - Investigate the value of Rapid ILL for all USG libraries.
    - Investigate the value of On Demand services.
- Respond to user demands for more efficient delivery.
  - **Objectives**
    - Conduct an assessment.
    - Respond to identified gaps in service.
- Identify new potential partners for resource sharing and document delivery.
  - **Objectives**
    - Investigate the possibility of working with non-USG institutions.
- Implement a new shared storage facility for physical collections.
  - **Objectives**
    - Develop a project plan.
    - Investigate the feasibility of public/private partnership.

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- Propose plan to the BOR.

### **Strategic Priority 3**

Empower students and faculty with innovative discovery tools.

#### **Goals**

- Implement state of the art discovery tool.
  - **Objectives**
    - Investigate options.
    - Secure funding.
- Deliver library content via mobile devices.
  - **Objectives**
    - Investigate options
    - Secure funding.
- Respond to changes in tools for delivering content.
  - **Objectives**
    - Establish a group to explore new tools and technologies and make recommendations to RACL.

### **Strategic Priority 4**

Move libraries to the next generation library software.

#### **Goals**

- Replace Voyager, the current library management software.
  - **Objectives**
    - Investigate options.
    - Secure funding.
- Respond to changes in tools for library management.
  - **Objectives**
    - Establish a group to explore new tools and technologies (library management, data curation, etc.) and make recommendations to RACL.

### **Strategic Priority 5**

Advance scholarly communication.

#### **Goals**

- Advocate for sustainable funding and expand the Georgia Knowledge Repository.
  - **Objectives**
    - Investigate and propose a funding model to the USG leadership.
    - Acquire content from faculty and students

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- Enhance awareness about the issues of scholarly communication including copyright, open access, and data curation.
  - **Objectives**
    - Identify the groups with whom to consult, including Regents Administrative Committee on Academic Affairs (RACAA), etc.
    - Provide learning opportunities on scholarly communications.

### **Strategic Priority 6**

Preserve and provide access to the state's history and cultural treasures by enhancing the Digital Library of Georgia and access to state publications.

#### **Goals**

- Establish a sustainable funding model to grow the DLG.
  - **Objectives**
    - Investigate options.
    - Secure funding.
- Digitize pre-1994 state publications.
  - **Objective**
    - Explore funding opportunities including grant funding.

### **Strategic Priority 7**

Advocate for the GALILEO of the future.

#### **GOALS**

- Identify champions
  - **Objectives**
    - Create a database of people in the state who are knowledgeable about and supporters of GALILEO.
    - Use them to spread the word!
- Publicize the value of GALILEO to the University System of Georgia communities.
  - **Objectives**
    - Assess the value that GALILEO provides.
    - Create a communications plan for the USG institutions.

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