

LIBRARY+

Division: Academic Affairs

Unit(s): Library+ (Weinberg Memorial Library [WML], Office of Student Support & Success [OSSS], Hope Horn Art Gallery [ART], IDEA Center [IDEA], and Schemel Forum [FORUM])

Dean: George J. Aulisio, Ph.D., Dean of the Library

Date: June 25, 2026

Plan Period: 2026–2030

About This Plan

This plan covers the full Library+ portfolio for 2026–2030, organized around the four University Strategic Plan (USP) goal areas. Within each goal area, objectives are drawn from the Weinberg Memorial Library, OSSS, the Hope Horn Gallery, the IDEA Center, and the Schemel Forum.

This plan will be updated at least once per semester (Fall, Spring, Summer) and reviewed annually.

Key

AL Grant – Affordable Learning Grants meant to incentivize the replacement of for-cost course materials with free-to-use or library-licensed materials

ART – The Hope Horn Gallery, located in Hyland Hall, also co-responsibility for the management of campus art.

Communications & Outreach – A Library committee focused on communication updates and outreach to the campus and local community.

FORUM – The Schemel Forum, a Community Education program hosted out of the Library that also benefits the University community.

FRIENDS – A philanthropic group focused on supporting the endeavors of the Weinberg Memorial Library.

IDEA Center – Innovation, Design, Education, and Application Center

ICC – Ignatian Core Curriculum

ILL – InterLibrary Loan (Library Dept.)

LAC – Library Advisory Committee

Library Services – Library Services Desk, formerly the Circulation Desk (Library Dept.)

OER – Open Educational Resources

OSSS – Office of Student Support & Success

RADS – Resource Acquisition and Discovery Services (Library Dept.)

RSS – Research & Scholarly Services (Library Dept.)

Schemel – The Schemel Forum, a Community Education program hosted out of the Library that also benefits the University community.

Systems – Library Systems (Library Dept.)

TIND – Digital Collections Content Management System

UASC – University Archives and Special Collections (Library Dept.)

University Art Collections – An online Art Catalog jointly curated by the Hope Horn Gallery and the Library

USP – University Strategic Plan

WML – The Harry & Jeanette Weinberg Memorial Library, including its faculty, staff, services, resources, spaces, and programming.

Weinberg Memorial Library

Vision

The Weinberg Memorial Library aspires to be the premier academic library in northeastern Pennsylvania—a home for innovative teaching and learning focused on information literacy, a leader in the ethical integration of artificial intelligence and emerging technologies, and a trusted steward of the University's and region's cultural heritage, historical documents, and art. Animated by the Jesuit call to *magis* and responsive to the communities it serves, the Weinberg Memorial Library creates the conditions to pursue knowledge with excellence.

Mission

The Weinberg Memorial Library actively engages in the life of the University to meet the community's scholarly, academic, social, and cultural needs. Library faculty and staff serve as partners in the curriculum and in the intellectual and personal formation of students—advancing information literacy as an essential dimension of a Scranton education. We achieve this through mindful curation of and investment in resources, collections, services, and programs that support and empower a diverse community of scholars and learners in the creation of knowledge and its advancement.

OSSS

Mission

The Office of Student Support and Success at The University of Scranton offers holistic academic support and accommodations to empower students to achieve their highest academic potential so that they can confidently navigate barriers and thrive in their academic pursuits.

Guided by *cura personalis*, we collaborate across departments and disciplines to expand access to resources and sustain a culture of belonging that honors the whole student. Through this commitment, we will equip graduates to live out the spirit of St. Ignatius Loyola and “set the world on fire” by translating their education into meaningful action in their future professions.

IDEA Center

Mission

The IDEA Center empowers students, staff, faculty, and community partners to turn concepts into reality. We cultivate creative problem-solving, promote entrepreneurship, teach the application of skills and knowledge, and engage the community. Informed by the Jesuit tradition of contemplation in action, the IDEA Center understands the act of making as a form of learning, formation, and service.

Hope Horn Gallery

Mission

The Hope Horn Gallery at The University of Scranton is a facility devoted to fostering the arts in Northeastern Pennsylvania and to the responsible stewardship of the cultural assets and artifacts entrusted to the University’s care. Exhibitions and programming are designed to complement the University's curricula, encourage campus and community collaborations, support regional artists, provide arts in education opportunities, and showcase students' work. Guided by the Jesuit tradition of finding truth and beauty in human creative expression, the Gallery serves as a space of formation, contemplation, and discovery.

Schemel Forum Mission

Mission

The Schemel Forum extends the intellectual and civic life of the University of Scranton into the broader community, offering programs that invite the public into substantive engagement with ideas, culture, and the questions that matter. Rooted in the Jesuit conviction that education exists in service of the common good and for the promotion of the life of the mind, the Forum understands its participants not as passive audiences but as active contributors to a shared, ongoing pursuit of wisdom.

Divisional Goals

Goal Area 1: Future-Oriented Enrollment Strategy

FUTURE-ORIENTED ENROLLMENT STRATEGY					
Library+ Goal: <i>Strengthen Library+'s role as a visible and distinctive asset to the University, serving student recruitment, yield, and retention.</i>					
<i>Objectives</i>	<i>Intended Outcomes, Performance Metrics, or Other Progress Measures</i>	<i>University Strategic Plan Goal(s) Supported</i>	<i>Responsible Personnel</i>	<i>Timeframe</i>	<i>Progress Made / Outcomes Achieved</i>
[ALL] Develop a compelling, evidence-based narrative about the Library+ student experience for use across recruitment, marketing, and institutional communications (i.e., counter the invisibility problem staff have identified).	Integrated narrative adopted in admissions materials and web presence; measurable increase in Library+ visibility in recruitment touchpoints; marketing collaborations documented; regular reports that tell a succinct but cohesive narrative; regularly update professional photos of Library+ spaces with the life animating these areas.	Future-Oriented Enrollment Strategy	Dean; Communications & Outreach Committee; CURA Student Club Consultants; Gallery Director; IDEA Director; OSSS Manager	2027–2028	
[WML / OSSS] Integrate Library services, information literacy instruction, and OSSS support into transfer student onboarding and Ignatian Core Curriculum transition to strengthen pathways for new student populations.	Documented Library+ touchpoints in transfer onboarding process; number of transfer students served by OSSS; information literacy support to transfer students documented.	Future-Oriented Enrollment Strategy	Dean; Research Services; OSSS Manager	2026–2027	
[IDEA] Leverage IDEA Center programming, K–12 outreach, and community-facing initiatives as	Number of active K–12 partnerships; community event attendance; collaborate with admissions to determine	Future-Oriented Enrollment Strategy	IDEA Center Director; Dean	2026–2028	

FUTURE-ORIENTED ENROLLMENT STRATEGY

enrollment pipeline assets that extend the University's reach into the region.	best ways for IDEA Center to foster recruitment.				
[FORUM] Grow the Schemel Forum as a community education and engagement hub that reinforces the University's Jesuit identity and regional reputation.	Right size Schemel Forum programming annually; community and alumni attendance; media coverage and institutional visibility metrics; donor and alumni engagement tracked.	Future-Oriented Enrollment Strategy	Dean; Schemel Forum; Schemel Forum Advisory Board;	2026–2030	[Fall 2025] Constant Contact outreach initiated Mindful of programming breadth; Rightsized programming and formalized schedule [Spring 2026] New partnership with All One Foundation.
[WML] Position UASC digital collections and campus history storytelling as distinctive recruitment and alumni-engagement assets, integrating the “Discover. Preserve. Teach. Belong.” campaign and digital projects into admissions, orientation, and advancement touchpoints.	Integration of UASC digital projects into admissions and orientation workflows; number of digital exhibits launched; alumni engagement with historical content.	Future-Oriented Enrollment Strategy	University Archives & Special Collections; Dean	2026–2028	
[OSSS] Support enrollment sustainability by providing proactive retention programming that reduces attrition and strengthens student persistence from the first year forward.	First-to-second-year retention rates correlated with OSSS engagement; document early intervention touchpoints; annual report of at-risk student data.	Future-Oriented Enrollment Strategy	OSSS Manager; Retention Working Group	2026–2030	
[ART] Leverage Hope Horn Gallery exhibitions, public programming, and	Gallery programming featured in admissions and marketing materials; propose	Future-Oriented	Gallery Director; Dean	2026–2028	

FUTURE-ORIENTED ENROLLMENT STRATEGY

community arts partnerships as distinctive expressions of the University's cultural mission that strengthen institutional visibility, regional reputation, and student and alumni engagement.	a Heritage Room mural or Estate talk during Admissions/Orientation events; attendance at Gallery events tracked; collaborations with Admissions on campus visit programming documented; Gallery visibility in regional media and institutional communications tracked.	Enrollment Strategy			
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Goal Area 2: Next Generation Learning & Innovation

NEXT GENERATION LEARNING & INNOVATION					
Library+ Goal: <i>Lead the University in its culture of research, information literacy, ethical technology integration, creative inquiry, and student formation, embodying the distinctive pedagogy of a Jesuit institution.</i>					
<i>Objectives</i>	<i>Intended Outcomes, Performance Metrics, or Other Progress Measures</i>	<i>University Strategic Plan Goal(s) Supported</i>	<i>Responsible Personnel</i>	<i>Timeframe</i>	<i>Progress Made / Outcomes Achieved</i>
[WML] Deepen and formalize integration of the Library's Information Literacy Curriculum into the Ignatian Core Curriculum (ICC), positioning the Library as a curricular partner in the delivery of students' core liberal arts education at the institution.	Track ICC-embedded information literacy sessions per semester; formal curricular partnership agreements with academic departments and programs.	Next Generation Learning & Innovation	Library Faculty; Dean; Information Literacy Coordinator	2027–2028	[Fall 2025] Information Literacy Curriculum Learning Outcomes Revised and Adopted.
[WML / OSSS] Advance Library+'s institutional leadership in ethical AI literacy, building on existing work to develop programming, policies, and resources that help the University community navigate AI responsibly and skillfully.	AI literacy programming launched; number of faculty and students served in AI-focused workshops; AI research guides and policy resources published; institutional AI policy contributions documented.	Next Generation Learning & Innovation	Dean; Library Faculty; Writing Center Coordinator	2026–2027	[Fall 2025] AAC&U Fellows convened. [Fall 2025] Ethics Across the Curriculum WML Grant Team convened. [Spring 2026] Research Guide Started (unpublished); AI Conference held; AI Survey to University Community; Student and Faculty Focus Groups held.
[WML] Strengthen a culture of research and scholarship through partnering with	Track the number of research projects research projects directly supported by Library	Next Generation	Dean; Research Services; University	2026–2030	

NEXT GENERATION LEARNING & INNOVATION

campus fellowships, research stipends, the Bonnie W. Oldham Library Research Prize, and collaborative digital humanities projects, including collaborative faculty-student research programming.	faculty or Library+ resources; scholarly output from Library faculty; prize recipients; digital humanities project outcomes.	Learning & Innovation	Archives & Special Collections faculty		
[WML] Leverage the Ignatian Core Digital Literacies “Ethics Across the Curriculum” Workshop as a model and pilot for future faculty development programming, strengthening faculty’s recognition of Library faculty as partners in teaching and learning.	Track faculty participation rates; qualitative feedback on Library-as-curricular-partner; follow-up on programming developed from the model; track information literacy sessions in FYDT/FYDL courses and in other courses faculty use the workshop to enhance.	Next Generation Learning & Innovation	Library Faculty; Dean	2026–2028	
[IDEA] Grow IDEA Center programming as an interdisciplinary, experiential learning hub that connects the university to community, creativity, and innovation, including K–12 partnerships and high-impact co-curricular experiences.	Track programs offered; community partner organizations engaged; student and faculty participation in co-curricular projects;	Next Generation Learning & Innovation	IDEA Center Director	2026–2030	
[IDEA] Embed the IDEA Center as a genuine curricular partner by formalizing course integration partnerships with academic departments, creating structured pathways for faculty to incorporate maker-based, project-driven,	Number of courses formally integrating IDEA Center use tracked; faculty partner relationships established and sustained; student participation in course-integrated maker projects tracked.	Next Generation Learning & Innovation	IDEA Center Director; Dean; Academic Department Chairs	2026–2028	

NEXT GENERATION LEARNING & INNOVATION

and experiential learning into their courses in ways that deepen student engagement and advance program learning outcomes.					
[IDEA] Develop maker skills curriculum and equipment certification pathways.	Certification pathways developed for all major equipment; number of students and faculty certified per semester tracked; orientation curriculum documented and replicable; certification records maintained.	Next Generation Learning & Innovation	IDEA Center Director; Dean	2027–2029	
[ART] Expand the Hope Horn Gallery’s role as a site of mission-driven student formation, curricular engagement, and community connection through arts and culture.	Track faculty-gallery curricular collaborations per year; student engagement in gallery programming and events; community and external attendance; student curatorial projects completed.	Next Generation Learning & Innovation	Gallery Director; Dean	2026–2030	
[ART] Conduct regular assessment of Gallery exhibitions and programming to ensure mission fit and curricular relevance and evaluate opportunities to broaden Gallery reach and extend the University’s arts presence.	Annual Gallery programming review completed.	Next Generation Learning & Innovation	Gallery Director; Dean	2027–2029	
[WML] Establish an “Archives in the Curriculum” relaunch post-TIND migration, including primary-	Primary-source kits developed and deployed; number of course-embedded digital humanities instruction	Next Generation Learning & Innovation	University Archives and Special Collections faculty	2026–2028	[Spring 2026] TIND Agreement Signed; Migration planning underway

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source kits, course-embedded digital humanities instruction, and faculty partnerships on ICC-aligned modules. Establish an “Ethical AI & the Archives” framework.	sessions; ICC-aligned faculty partnerships formed; AI research guides published and used; documenting outreach efforts to faculty.				
[WML] Sustain the Library’s Affordable Learning Grant program, increasing faculty adoption of open educational resources (OER) and low-cost course materials to reduce the financial burden on students and ensure that the cost of course materials does not become a barrier to a Scranton education.	Number of Affordable Learning Grants awarded annually; estimated aggregate student savings in textbook and course material costs; number of courses transitioned to OER or low-cost alternatives; year-over-year growth in faculty participation tracked and reported.	Next Generation Learning & Innovation	Library Faculty; Dean	2027–2029	
[WML] Sustain a program of UASC exhibits—both physical and digital—that reflects University history, regional significance, and areas of broader community relevance where collections support.	Number of Heritage Room exhibitions tracked annually; reception attendance tracked for exhibit openings and receptions; Exhibit topics documented in UASC history; Digital exhibits launched and accessible online.	Next Generation Learning & Innovation	University Archives & Special Collections faculty; Library Systems; Dean	2026–2030	
[ART] Sustain the Hope Horn Gallery's commitment to northeastern Pennsylvania's arts community by maintaining an active exhibition program that features regional artists and supports their work through scholarly	Number of regional artist exhibitions mounted per year tracked; art catalogs published in print and digital formats; digital catalog deposited in Library Digital Collections and accessible online; catalog distribution	Next Generation Learning & Innovation	Gallery Director; Dean; University Archives & Special Collections; Library Systems	2026–2030	

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engagement, including the continued publication of an art catalog (roughly four in five years) that document featured artists and exhibitions, with digital editions deposited and preserved in the Library's Digital Collections.	and community attendance documented.				
[ART] Develop structured arts education programming for K–12 students, educators, and community members, building on the Gallery's existing commitment to arts in education and creating intentional pathways for school visits, community group engagement, and collaborative arts learning experiences tied to current exhibitions.	Number of K–12 groups and community participants served annually; arts education programs offered documented; school and community group partnerships established; participant feedback collected; programming aligned with Gallery exhibition calendar.	Next Generation Learning & Innovation	Gallery Director; Dean	2027–2029	
[WML] Ensure Library faculty and staff representation on key University governance and advisory bodies — including the Faculty Senate Curriculum Committee, the Conference Committee on Curriculum, the OSSS Advisory Committee, the IDEA Center Advisory Committee, the Friends of the Library Board, and the Schemel Forum Advisory	Library faculty or staff seated on key bodies; curricular and programmatic resource needs identified and acted upon before gaps emerge; cross-unit relationships documented; Library representation included in annual committee reports.	Next Generation Learning & Innovation	Dean; Library Faculty	2026–2027	

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Board — so that Library resources, expertise, and collection needs are embedded in institutional decision-making and new curricular and programmatic demands are identified proactively.					
[WML] Coordinate rotating lobby exhibits and curated physical collection displays to create a dynamic, visually engaging Library environment that highlights collections, resources, and Library-curated themes.	Lobby exhibit schedule established and maintained; number of exhibits mounted per semester tracked; curated displays aligned with curricular themes, awareness campaigns, or community events; collaboration with UASC, faculty, and the Gallery on exhibit content documented.	Next Generation Learning & Innovation	Library Services; Library faculty; Library staff; Dean	2026–2030	

Goal Area 3: Student Success & Retention

STUDENT SUCCESS & RETENTION					
Library+ Goal: <i>Empower students to persist, belong, and flourish through integrated and data-informed Library+ programs and partnerships that are grounded in cura personalis.</i>					
<i>Objectives</i>	<i>Intended Outcomes, Performance Metrics, or Other Progress Measures</i>	<i>University Strategic Plan Goal(s) Supported</i>	<i>Responsible Personnel</i>	<i>Timeframe</i>	<i>Progress Made / Outcomes Achieved</i>
[WML / OSSS / IDEA] Build a cohesive, cross-unit model of academic support that connects OSSS, Library Research & Instruction, and the IDEA Center that reaches students proactively at key transition points in their academic journeys.	Documented referral pathways between Library+ units; number of students served by cross-unit programming; student satisfaction data; transition-point programming calendar established.	Student Success & Retention	Dean; OSSS Manager; RSS Library faculty; IDEA Center Director	2026–2027	
[WML] Increase the “stickiness” of Library services by ensuring students know what we offer, can access it easily, and find them genuinely useful.	Increase in tracked service usage metrics year-over-year; student awareness survey baseline established and measured; service communications audit and plain-language revision completed.	Student Success & Retention	Dean; All Library+ Units; CURA Student Club	2027–2028	
[WML / OSSS] Expand and systematize graduate student support, creating intentional programming and resources that serve both on-campus and distance learners across their full arc from onboarding to degree completion.	Graduate student programming established by IL subject liaisons (workshops, orientations, research support, asynchronous guides and tutorials); number of graduate courses served.	Student Success & Retention	Research Services Library faculty; OSSS Manager	2028	

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[WML / OSSS] Systematize transfer student support by expanding intentional Library+ programming, including workshops, orientation presentations, research consultations, and asynchronous guides, that acclimate transfer students to Library+ resources and connect them to academic success pathways.	Transfer student programming established (workshops, orientation presentations, research support, asynchronous guides and tutorials.	Student Success & Retention	Research Services Library faculty; OSSS Manager; Writing Center Coordinator	2028	
[OSSS] Optimize early intervention and proactive outreach through academic coaching, peer tutoring, and targeted programming for first-generation, underrepresented, and high-risk students; enhance communication between academic advising, OSSS, and faculty.	Early alert system response rates; tutoring and coaching participation rates; first-generation student retention metrics tracked; gap analysis between intervention and persistence completed.	Student Success & Retention	OSSS Manager; Dean	2027–2028	
[ALL] Leverage Library+ assessment data from OSSS, Research Services, instructional interactions, and student focus groups to make actionable, evidence-based claims about Library+'s contribution to retention and student success.	Annual Library+ impact report produced and shared with Dean; service usage data collected and reported per unit each semester; student focus group findings documented and incorporated into decisions.	Student Success & Retention	Dean; All Unit Heads	2026–2030	

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[WML] Advance student belonging through University Archives projects by documenting and publishing campus stories and creating low-barrier entry points, including orientation touchpoints, social media memory prompts, and digital exhibits, that help students see themselves in the University's story.	Track student-facing digital exhibits; Archives content integrated into new student orientation; social media engagement metrics on historical content; student testimonials collected.	Student Success & Retention	University Archives and Special Collections faculty	2026–2028	
[OSSS] Implement recommendations emerging from the OSSS external review, using the review's findings to strengthen services, sharpen programming, and improve the unit's responsiveness to the evolving needs of the student population it serves.	External review recommendations documented and prioritized; implementation plan developed within one year of report delivery; progress on recommendations reported annually to Dean; follow-up assessment conducted in 2028 to evaluate outcomes.	Student Success & Retention	OSSS Manager; Dean	2026–2028	
[OSSS] Revamp the Gonzaga Program by clarifying its purpose, restoring its broader academic scope to encompass reading, math, and research alongside writing, formalizing OSSS involvement in student selection through access to admissions profiles, and developing a coordinated framework with the Leahy College of Health Sciences PASS Program to create a more intentional early	Revised Gonzaga Program mission, academic scope, and selection criteria documented and approved; OSSS granted access to relevant admissions data for placement; coordination meetings with all three colleges advising offices; coordination meeting with LCHS PASS Program held and partnership framework developed; program participation rates	Student Success & Retention	OSSS Manager; Dean; Admissions; College Advising Offices	2026–2027	[Spring 2026] Gonzaga Program concerns formally identified in OSSS external review (Kline, May 2026); revamp planning initiated.

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academic support pathway for students who need proactive intervention.	and student academic outcomes tracked annually.				
[OSSS] Evaluate and implement a technology-based notetaking solution to supplement human notetakers, ensure reliable and consistent note access for students with approved accommodations, reduce compliance risk, and reallocate staff time toward higher-impact support. Building on the Spring 2026 AI Notetaking Taskforce findings, which identified Genio and Jamworks as the strongest candidates.	Full demos completed for Genio, Jamworks, and Goodnotes; campus community feedback gathered; vendor selected and contract negotiated; platform launched for students with accommodations; cost savings relative to current student notetaker payroll documented; notetaker recruitment burden reduced.	Student Success & Retention	OSSS Manager; Dean; Faculty Senate; FPC/FAC	2026–2027	[Spring 2026] AI Notetaking Taskforce report delivered to Dean (May 2026); Genio demo conducted; Jamworks and Goodnotes demos planned for Summer 2026.
[FORUM / ART / IDEA / WML] Expand co-curricular opportunities through Schemel Forum programming, Hope Horn Gallery events, IDEA Center projects, WML programming, and Friends planning to increase student participation.	Track student participants in Library+ co-curricular programming per year; student leadership roles created and filled; co-curricular transcript entries or recognitions documented.	Student Success & Retention	Dean; Gallery Director; IDEA Center Director; IDEA Center Advisory Committee; Friends Advisory Board; Library Faculty; Schemel Advisory Board.	2027–2029	
[IDEA] Track and report student project outcomes and makerspace-based learning.	Annual report of student project completions, equipment utilization, and makerspace engagement produced; capstone and thesis projects supported	Student Success & Retention	IDEA Center Director; Dean	2026–2030	

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	documented; student-initiated projects tracked; data integrated into Library+ annual impact report; baseline established in 2026.				
[ART] Expand Gallery programming to support student career readiness, arts formation, and professional development, including student exhibitions, regional arts partnerships, and mentorship opportunities, and develop targeted fundraising strategies to sustain and enhance student-centered Gallery programming.	Student exhibitions mounted annually; regional arts partnerships documented; mentorship or professional networking events hosted; fundraising goals established and tracked; student professional development outcomes reported.	Student Success & Retention	Gallery Director; Dean; Advancement	2027–2029	
[IDEA] Support student capstone, honors, and self-directed maker projects by providing dedicated consultation, materials access, and fabrication assistance, positioning the IDEA Center as a partner in student scholarly and creative achievement.	Number of capstone and honors projects supported per year tracked; student self-directed projects completed documented; faculty referrals to IDEA Center for project support recorded; student satisfaction with project support collected.	Student Success & Retention	IDEA Center Director; Dean; Academic Departments	2026–2030	
[IDEA] Articulate second-hire prerequisites and workforce development readiness criteria.	Second-hire job description drafted, and budget prerequisites documented; benchmarks for operational readiness defined; workforce development program concept developed for	Student Success & Retention	IDEA Center Director; Dean	2027–2028	

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	implementation post-hire; annual review of readiness criteria against operational capacity.				
[WML] Collaborate with Student Government to systematically expand the Textbook Reserve Collection, ensuring that high-enrollment courses have reserve copies available for student borrowing and reducing the financial burden of required course materials on students.	Number of titles added to the Textbook Reserve Collection annually through Student Government partnership; high-enrollment courses with reserve coverage tracked; student borrowing rates from Reserve Collection reported; Student Government funding contributions documented; faculty Reserve nominations tracked.	Student Success & Retention	Library Services; Resource Acquisition and Discovery Services; Student Government; Dean	2026–2030	

Goal Area 4: Organizational Effectiveness

ORGANIZATIONAL EFFECTIVENESS					
Library+ Goal: <i>Build the infrastructure, communication, and capacity for a sustainable, coherent, and distinctive Library+.</i>					
<i>Objectives</i>	<i>Intended Outcomes, Performance Metrics, or Other Progress Measures</i>	<i>University Strategic Plan Goal(s) Supported</i>	<i>Responsible Personnel</i>	<i>Timeframe</i>	<i>Progress Made / Outcomes Achieved</i>
[WML] Modernize and integrate Library Information Systems, including FOLIO LSP, TIND DAM, Omeka, Research Guides, and the Library CMS, to improve user experience, operational efficiency, and long-term data reliability.	Successful FOLIO and TIND migrations completed on schedule; improved UX metrics post-migration; reduction in system redundancy and manual processes documented.	Organizational Effectiveness	Library Systems; Dean; Library faculty	2026–2027	
[ALL] Develop a systematic, Library+-wide approach to assessment and continuous improvement that generates actionable data, reduces redundancy, and supports University-level reporting and decision-making.	Library+ assessment framework adopted and implemented across all units; annual reporting cycles established; data integrated into institutional effectiveness processes.	Organizational Effectiveness	Dean; All Unit Heads; WML Assessment Fellow	2026–2027	[Summer 2026] Initiated 3-year assessment cycle of the Information Literacy Curriculum Learning Outcomes.
[ALL] Strengthen internal communication and cross-unit collaboration within Library+, reducing silos, distributing institutional knowledge, and building sustainable workloads that honor both individual expertise and collective mission.	Internal communication protocols established; cross-unit meeting and collaboration structures in place; annual staff satisfaction and communication survey administered; knowledge-transfer processes documented.	Organizational Effectiveness	Dean; All Library+ Units	2026–2030	

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[ALL] Ensure that Library+ physical spaces, staffing structures, and fiscal planning are aligned with strategic priorities and positioned for long-term mission sustainability, including the Library's learning environments, services, and resources, Schemel Forum's programming, the IDEA Center's capacity, and the Hope Horn Gallery's programming footprint.	Space utilization reviews completed and acted upon; staffing plans updated; Schemel Forum revenue model evaluated and adjusted; IDEA Center multi-year capacity plan developed; budget codes aligned with Library+ strategic structure.	Organizational Effectiveness	Dean	2026–2028	
[WML] Rebuild student scholarship intake and publication processes as part of the TIND migration, improving interoperability, tracking, and service clarity for academic departments, students, and the Registrar's Office, while enhancing discovery and sustainable access in the Library's digital collections.	Rebuilt intake processes operational post-migration; improved tracking and discovery metrics; enhanced sustainable access to digital collections; Registrar workflow integration confirmed.	Organizational Effectiveness	UASC; Library Systems; Registrar; Dean	2027–2028	
[FORUM] Evaluate and strengthen the Schemel Forum's revenue model, programming sustainability, and donor engagement to ensure long-term financial health consistent with its public-facing mission.	Revenue model review completed; break-even and sustainability benchmarks established; donor and sponsor relationships documented; programming calendar aligned with capacity and budget.	Organizational Effectiveness	Dean; Schemel Advisory Board	2026–2028	[Fall 2025] Launched Schemel Advisory Committee [Spring 2026] New partnership with All One Foundation identified

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[IDEA] Develop and operationalize the IDEA Center Advisory Committee and external partnership network to support sustainable programming, funding, and community impact.	Advisory Committee constituted and meeting regularly; external partnerships formalized; funding sources diversified; advisory recommendations incorporated into programming decisions.	Organizational Effectiveness	IDEA Center Director; Dean	2026–2027	[Spring 26] IDEA Center Advisory Committee launched.
[WML] Conduct a systematic review and right-sizing of the Library's physical collection, ensuring that holdings reflect current curricular needs, research priorities, and space constraints, while responsibly deaccessioning materials that no longer serve the University community.	Collection assessment framework developed and approved; deaccession criteria established; physical collection reduction targets set and tracked; space freed by deaccession repurposed for student use; collection alignment with active academic programs documented.	Organizational Effectiveness	Resource Acquisition and Discovery Services; Dean; Library faculty; Library Advisory Committee	2027–2029	[Spring 2026] Dean socializes idea with library faculty; Resource Acquisition and Discovery Services have developed a deaccession plan.
[WML / ART] Assess and address Library+ space needs to better serve students and to better protect and celebrate university assets, including evaluating the feasibility of relocating the Hope Horn Gallery into the Weinberg Memorial Library to create a more integrated and accessible cultural and intellectual hub.	Space needs assessment completed across Library+ units; feasibility study for Gallery relocation conducted and presented to administration; renovation or reconfiguration plan developed if relocation is approved; student learning space improvements implemented with attention to varied learning styles, accessibility, and community use. Expanded portfolio of donated artworks and outreach to prospective donors based on the	Organizational Effectiveness	Dean; Gallery Director; Facilities; Space Usage Allocation Committee	2026–2028	[Spring 2026] Dean socializes idea with library faculty; sketch layout of Art Gallery on Library 5 th floor shared with Library faculty, Gallery Director, and Facilities AVP.

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	University's renewed celebration of the arts.				
[OSSS] Execute the confirmed relocation of OSSS to Alumni Memorial Hall and develop the new dedicated space into a comprehensive learning center, establishing dedicated testing suites, private offices for confidential student support, small-group tutoring space, and a redesigned HUB environment that meets ADA expectations and positions OSSS to serve growing accommodation demand.	Relocation to Alumni Memorial Hall completed on schedule; dedicated testing suites operational; private advising and support offices established; group tutoring space available; ADA compliance strengthened; learning center identity and programming developed; student utilization and satisfaction assessed post-move.	Organizational Effectiveness	Dean; OSSS Manager; Facilities; Space Usage Allocation Committee; Provost's Office	2026–2027	[Spring 2026] External review confirms AMH as high-impact, low-complexity relocation option; move confirmed.
[ALL] Invest in the ongoing professional development of Library+ faculty and staff to ensure they are equipped to meet the evolving needs of students and the University community with particular attention to emerging competencies in Artificial Intelligence, digital scholarship, and student-centered service design.	Annual professional development plan developed for Library+ personnel; AI-specific training opportunities identified and funded; number of staff and faculty participating in development activities tracked year-over-year; new competencies applied to service and programming improvements documented.	Organizational Effectiveness	Dean; All Unit Heads	2026–2030	
[IDEA] Establish a minimally viable industry partner framework, such as through equipment donations, material supply relationships,	At least one formalized industry partner relationship established; partner agreements documented; equipment donations, material supply relationships,	Organizational Effectiveness	IDEA Center Director; Dean	2027–2028	

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or project-based sponsorships.	or project sponsorships secured; Advisory Committee leveraged to identify and cultivate prospects; framework scalable for expansion with future staffing.				
[ART] Modernize Hope Horn Gallery administrative processes by reducing reliance on paper-based systems and implementing digital tools for exhibition management, donor recordkeeping, visitor tracking, and collection documentation.	Audit of paper-based processes completed; digital workflow tools implemented for key Gallery operations; reduction in manual administrative burden documented; visitor and donor data maintained and reported digitally.	Organizational Effectiveness	Gallery Director; Dean; Library Systems	2027–2028	
[IDEA] Address IDEA Center equipment lifecycle and operational sustainability by establishing maintenance schedules, replacement planning timelines, and safety certification compliance processes to ensure the makerspace remains fully operational and safe for all users.	Equipment inventory and condition assessment completed; maintenance schedule established for all major equipment; replacement cost projections developed; safety certification requirements documented and user compliance tracked; protocols in place for 3D printers, laser engravers, CNC equipment, and sewing machines.	Organizational Effectiveness	IDEA Center Director; Dean; Facilities	2026–2027	
[OSSS] Develop and finalize updated job descriptions for all OSSS staff positions to ensure staffing levels meet accommodation demand,	Updated job descriptions drafted and approved for all OSSS positions; testing coordinator position posted and filled; staffing-to-	Organizational Effectiveness	Dean; OSSS Manager; Human Resources	2026–2027	[Spring 2026] External review identifies testing coordinator hire as most urgent staffing priority (Kline, May 2026).

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protect ADA compliance, and free professional staff capacity for proactive student engagement and outreach. Prioritize the immediate hire of an Academic Accommodations Specialist with primary responsibility for testing coordination.	accommodation-volume ratio benchmarked against peer institutions; reduction in testing-period staff overload documented; follow-up capacity for referrals and academic probation outreach improved.				[Summer 2026]: Search for Academic Accommodations Specialist underway.
[WML / FORUM] Rightsize mailing lists and printed materials for the Weinberg Memorial Library, Friends of the Library, and Schemel Forum by auditing current print and postage expenditures, culling inactive or duplicate contacts, shifting to digital communications where appropriate, and reducing unnecessary print runs to generate sustainable cost savings without compromising engagement with key audiences.	Audit of mailing lists and print expenditures completed for Library, Friends of the Library, and Schemel Forum; inactive and duplicate contacts removed and lists rightsized; digital communication channels expanded where appropriate; annual cost savings from reduced postage and print documented; engagement metrics for remaining print and digital communications tracked.	Organizational Effectiveness	Dean; Schemel Forum Staff	2027–2028	
[WML / ART] Inventory, process, and catalog the University's campus art collection and continue developing records in University Art Collections database that ensure collections are documented, cross-referenced with UASC Digital Collections,	Campus art inventory completed; catalog records created for all processed works and contributed to the University Art Collections database; provenance and condition notes documented; works requiring conservation flagged; discoverability of the collection improved through online access; donation	Organizational Effectiveness	Gallery Director; University Archives & Special Collections faculty; Resource Acquisition and Discovery Services, Dean	2027–2029	

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discoverable, and properly stewarded.	pipeline supported with accurate collection documentation.				
[WML / FORUM] Deepen the Library's intellectual partnership with the Schemel Forum by systematically acquiring books and publications by Forum lecturers to enrich the Library's holdings; preserving signed copies, special editions, and Schemel promotional materials in University Archives & Special Collections; and engaging the Friends of the Library in collaborative programming with the Schemel Forum.	Library holdings include publications by Schemel Forum guest lecturers, tracked annually; UASC holds preserved signed and special-edition copies alongside Schemel ephemera; Friends of the Library and Schemel Forum co-present at least one program per academic year; programming partnership documented.	Organizational Effectiveness	Dean; Schemel Forum Staff; UASC faculty; Friends of the Library Board	2026–2028	
[WML] Prioritize, whenever possible, the negotiation and renewal of Read and Publish agreements that try to control Library subscription costs while simultaneously supporting open access publication of University of Scranton faculty scholarship, advancing both fiscal responsibility and the broad dissemination of Scranton's scholarly work.	Number of Read and Publish agreements in place tracked annually; faculty awareness of open access publishing options documented; estimated cost savings or cost-neutral transitions reported; number of faculty articles published open access through Library-negotiated agreements reported annually.	Organizational Effectiveness	Resource Acquisition and Discovery Services; Dean; Library Advisory Committee	2026–2030	
[WML] Strengthen the Friends of the Library as a vibrant membership	Annual fundraising goals established and tracked; membership numbers and	Organizational Effectiveness	Dean; Friends of the Library Board; Advancement	2026–2028	

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organization and key philanthropic partner by establishing annual fundraising and membership growth goals, revising membership benefit tiers to reflect current value and community expectations, and committing the Friends to a regular designated gift in support of Library building renovation and the improvement of student learning spaces.	renewal rates reported year-over-year; revised membership benefit structure adopted and communicated; annual Friends gift to Library building and learning spaces fund established and sustained; Friends events and member engagement metrics documented.				
[WML] Solidify the work of the Electronic Resources Management Subcommittee by fully institutionalizing the Library New Subscription Request form as the primary mechanism for faculty-initiated resource requests and implement ERM recommendations to strategically reallocate funding toward emerging curricular and research areas.	ERM recommendations documented and implemented; Library New Subscription Request form in active use and tracked; number of new subscriptions added through the process reported annually; funding reallocation documented by resource area.	Organizational Effectiveness	Resource Acquisition and Discovery Services; Dean; Library Advisory Committee	2026–2027	
[WML] Revamp the Library's collection development policy to reflect current practice, incorporate lessons from the ERM process, and align collection strategy with the University's evolving curricular and research priorities.	Updated collection development policy drafted, reviewed, and adopted; policy circulated to Library Advisory Committee and relevant stakeholders; alignment with curricular priorities documented.	Organizational Effectiveness	Resource Acquisition and Discovery Services; Dean; Library Advisory Committee	2028–2029	

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[WML] Maintain and update the Library+ Strategic Plan on a semesterly schedule as changes are approved by the Dean.	Strategic plan updated and distributed following each review cycle; revision history documented; stakeholder distribution confirmed each semester.	Organizational Effectiveness	Library Systems; Dean; All Unit Heads	2026–2030	
[ALL / WML] Manage and maintain the web presence for all Library+ units to ensure consistency, accuracy, accessibility, and alignment with each unit's current programming and strategic priorities.	Web presence for all Library+ units reviewed and updated regularly; broken links, outdated content, and accessibility issues addressed promptly; web analytics tracked and reported annually; cross-unit web coordination documented.	Organizational Effectiveness	Library Systems; All Unit Heads	2027–2030	
[WML] Optimize the Library's interlibrary loan shipping volume to maximize value within the current IDS (Interlibrary Delivery Service) tier, sustaining borrowing and lending activity as close to the tier ceiling as possible without incurring the cost of the next tier. Conduct an annual review of tier thresholds to confirm the Library is in the most cost-effective tier for its activity level.	Monthly ILL shipping volume tracked against IDS tier thresholds; annual tier optimization review completed; current tier confirmed as most cost-effective or renegotiation initiated; ILL activity volume and cost savings documented; borrowing and lending ratios reported.	Organizational Effectiveness	ILL; Resource Acquisition and Discovery Services; Dean	2026–2030	
[WML] Reallocate basement space within the Weinberg Memorial Library to better serve the storage and operational needs of the	Basement space assessment completed; reallocation plan developed and approved; Friends of the Library Book Sale inventory space	Organizational Effectiveness	RADS; Dean; Friends of the Library Board; UASC	2026–2027	

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Friends of the Library Book Sale inventory and University Archives & Special Collections, creating more functional, accessible, and appropriately organized areas for both.	designated and organized; UASC storage and workspace improved; reallocation implemented and space utilization documented.				
[WML] Analyze and respond to the findings of the Spring 2026 MISO Survey, co-administered with IT, by identifying priority areas for service improvement, publishing a public response to the campus community, and documenting changes made to Library services, resources, spaces, and programming as a direct result of survey feedback.	MISO Survey findings analyzed and priority areas identified; public response to findings published; service improvements documented and traceable to survey data; findings shared with Library faculty and Library Advisory Committee; response cycle completed within one academic year of survey administration.	Organizational Effectiveness	Dean; Library Faculty and Staff; Library Advisory Committee	2026–2027	[Spring 2026] MISO Survey administered in partnership with IT.
[WML] Expand and improve student study space within the Weinberg Memorial Library by converting the existing faculty study room into an open student group study room and designating a reconfigured shared office space as a new faculty reservable study room.	Faculty study room converted and available for student group reservations; new faculty reservable study room designated and operational; student reservation system established; utilization rates tracked for new faculty space; student and faculty satisfaction with new arrangements assessed.	Organizational Effectiveness	Dean; Facilities; Library Faculty and Staff	2026–2027	
[WML] Partner with the Faculty Senate and other University governance bodies to collect, organize, and	Initial intake of Faculty Senate digital files completed; institutional records collection policy developed;	Organizational Effectiveness	University Archives & Special Collections; Dean	2026–2027	

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preserve institutional records in University Archives & Special Collections, ensuring that the University's governance history is preserved and accessible.	archival processing completed and records accessible in UASC; ongoing deposit workflow established.				
[WML] Develop and execute a Library fundraising strategy in partnership with Advancement, identifying naming opportunities, targeted donor cultivation, and campaign priorities that support Library building improvements, student learning spaces, and special collections acquisitions.	Fundraising strategy developed in partnership with Advancement; naming opportunities identified and documented; donor cultivation contacts made annually; gifts received tracked and reported; campaign priorities aligned with Library+ strategic priorities.	Organizational Effectiveness	Dean; Advancement	2027–2030	
[ALL] Cultivate a Library+-wide culture of grant seeking by identifying funding opportunities aligned with each unit's strategic priorities — including IMLS, NEH, John Templeton Foundation, and regional and corporate funders — and supporting faculty and staff in developing competitive proposals.	Annual scan of grant opportunities completed and distributed to unit heads; number of grant applications submitted per year tracked; awards received and amounts documented; grant activity reported in annual Library+ impact report.	Organizational Effectiveness	Dean; All Unit Heads	2026–2030	
[WML / ART / IDEA / OSSS / SCHEMEL] Develop a comprehensive Library+-specific community assessment instrument encompassing all five	Library+-specific survey instrument developed with input from all unit heads; survey questions reflect the full Library+ portfolio; survey administered Spring	Organizational Effectiveness	Dean; All Unit Heads; Library Advisory Committee	2027–2030	

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Library+ units and administer it in Spring 2029 or Spring 2030, using the intervening period to design survey questions that capture the full scope of Library+ services, resources, spaces, and programming across the Weinberg Memorial Library, Hope Horn Gallery, IDEA Center, OSSS, and Schemel Forum.

2029 or 2030; response rates tracked by unit; findings analyzed and reported per unit; public response published; survey establishes baseline for future Library+ assessment cycles.