LNDL LIFTS

A STRATEGIC FRAMEWORK FOR ACTION

FY25-30 STRATEGIC PLAN

The Loyola Notre Dame Library (LNDL) is an innovative center of engaged learning and research that advances the academic and spiritual missions of Loyola University Maryland and Notre Dame of Maryland University. Through meaningful engagement with faculty members, students, and community partners, the library advances the fluent, equitable, and ethical use of information and technology while amplifying diverse voices in knowledge creation and preservation.

June 13, 2024

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INTRODUCTION

"*Libraries know exactly what they're up against – and, in response, are continually shape-shifting, reaching out – and ordering the tsunami of information out there. Libraries are in the actual business of creating human-scale systems of knowledge delivery, they're in the business of figuring out how to identify and address community needs and respond to actual individuals.*"

- Lia Purpura, Award Winning Poet, Essayist, and Educator, Keynote Address Excerpt Celebrating the Occasion of the Loyola Notre Dame Library's 50th Anniversary, March 2023

In today's dynamic world, libraries are community catalysts. No longer merely repositories of knowledge, libraries are trusted nodes in vibrant community ecosystems that foster civic engagement, ensure equitable and ethical access to information and digital resources, uphold the principles of intellectual freedom, and amplify diverse voices. When libraries live their expressed values, they make a difference and lift individuals and communities.

ACADEMIC LIBRARIES ARE MORE CRUCIAL THAN EVER TO STUDENT SUCCESS

Academic libraries listen deeply to student voices and respond with intention. In recent surveys over 75% of college students report that libraries significantly contribute to their success (Library Journal, 2022, 2023). This data point rings true as additional studies conducted by academic librarians show that students with information literacy courses have higher retention rates and GPAs (GWLA, 2017; O'Kelly et al., 2023). Academic libraries are reliable campus partners, often leading the way to provide accessible user experiences on campus, enabling students with diverse abilities to succeed (Insight into Diversity, 2024). Student-centered academic libraries are visible touchstones on campus that collaboratively nurture the care of the whole person as they become resilient, community-centered, lifelong learners (Pressreader Team, 2023). LNDL is poised to further its commitment to student success already evidenced through piloting new programming on issues of interest, providing co-curricular and extra-curricular opportunities to develop technical skills, and collaboration with academic and student services partners on campus.

Academic libraries look ahead. We know that tomorrow's college students are already avid library users, with over 54% of Gen Z and Millennials visiting a library in person in the past year, as noted in a recent American Library Association report (Berens & Noorda, 2023). Survey data from this same report indicated that students from underrepresented communities visit their local libraries and use their digital collections at a 10% higher rate than the general population (Berens & Noorda, 2023). Furthermore, employers are increasingly articulating the importance of skills crucial for the future

workforce, including research, analytics, personal learning, collaboration, and agility, all of which libraries play a critical role in fostering (Dewar, 2023; Pearson, 2022). In fact, tomorrow's workplace often mirrors today's leading academic libraries with access to diverse spaces, skill building opportunities for teamwork and problem-solving, and support for physical and digital research and making (Brightspot, 2019).

ACADEMIC LIBRARIES REMAIN ESSENTIAL COLLABORATORS WITH FACULTY IN RESEARCH AND TEACHING

The changes occurring in the scholarly communication ecosystem and classroom are equally compelling. Librarians are adept at internalizing the impact of major shifts in technology, from the internet to Wikipedia, and now generative artificial intelligence and partnering with faculty members to navigate these changes in research processes and classroom experiences with excellence (Coffey, 2023). At the core, academic libraries remain centers of knowledge acquisition and creation, providing scholars with the information and educational technology they need to foster a vibrant intellectual community. Additionally, libraries are active partners in the dissemination and utilization of open access content, further enriching scholarly endeavors, accelerating academic success, and amplifying diverse voices. For example, library-faculty partnerships on open access publishing democratize access to important research and data to broaden application and inquiry. Libraries collaborate with faculty interested in integrating open educational resources into the classroom, which studies have shown saves students money and improves academic performance for all students with higher rates of improvement among students from communities historically underserved by higher education (Colvard, Watson, & Park, 2018). Archives and Special Collections departments increasingly serve as a foundation for innovative research and engaged learning programs and this empowers diverse audiences to communally illuminate our past, connect us meaningfully to the present, and inform our future aspirations (Kamposiori & Crossley, 2019). Academic libraries are campus leaders and when integrated at the right touch points in academic affairs workflows, they are powerful partners in accelerating faculty scholarship and teaching excellence. LNDL librarians continue to expand their expertise to serve as effective partners to faculty as the teaching and research landscape evolves.

ACADEMIC LIBRARIES ARE COMMUNITY ADVOCATES

Advocacy and community service seamlessly align with academic libraries' missions, especially when aligned as the Loyola Notre Dame Library's mission is with the charisms of St. Ignatius of Loyola and the School Sisters of Notre Dame. Academic libraries provide essential resources for communities to leverage as they tackle the most significant challenges facing our world today. Libraries address challenges such as censorship by actively guarding against its imposition on intellectual freedom while advocating for literacy, diversity, and social justice (Jaeger et al., 2023). Further, this spring the Association of Research Libraries gathered academic library leaders to engage as a community in advancing the priorities articulated in the United Nations' Sustainable Development Goals. The Library is positioned to support Loyola's and Notre Dame's intentions to

actualize the *Encyclical Letter Laudato Si' of the Holy Father Francis on Care for Our Common Home* (Holy Father Francis, 2015). Academic libraries are an important campus partner in this work, implementing eco-friendly practices through responsible stewardship of the library's building, disseminating environmental research and resources, and promoting educational programs with sustainability and social justice campus and community partners (Embree & Gilman 2020). Finally, academic libraries can partner with mission-based campus departments to embed key librarians and archivists in service-learning courses and support social justice campus wide initiatives to expand engaged, service-based learning opportunities for students (Nutefall et al., 2023).

ACADEMIC LIBRARIES ARE TRANSFORMING FROM 'COLLECTIONS CENTERED' TO 'COMMUNITY CENTERED' VIRTUAL AND PHYSICAL SPACES

Academic libraries' virtual and physical spaces continue to evolve from collection-centric, print-based knowledge repositories to flexible and adaptive, technology-enabled community-centric spaces where private study, team-based problem solving, and creative, low and high use technology making regularly occur. This transformation is driven by the implementation of intentional collective collection strategies, where regional, national, and international library consortia facilitate access to print and electronic resources for scholars and students. Consequently, academic libraries have the opportunity and are poised to extend their campus impact by collaboratively reimagining the programming of virtual and physical spaces, thereby expanding the visibility of library programing through engaged learning programs offered through makerspaces and archives and special collection centers. Additionally, academic libraries are forming partnerships to co-locate other academic partners and campus services within library spaces, supporting student success and faculty excellence (ACRL, 2023). For example, in the Fall of 2023, LNDL welcomed The Karson Institute for Race, Peace, and Social Justice to the building. Academic commons, centers of faculty excellence, and entrepreneurial, service incubator spaces are examples of programmatic shifts to the library building that could be explored to advance the academic enterprise.

ACADEMIC LIBRARIES REFLECT THE ASPIRATIONS AND AMBITIONS OF THE DEDICATED, EXPERT PROFESSIONALS WHO WORK THERE

As a team, LNDL employees can expect from this plan a collaborative, engaged culture of inclusion and belonging that is sustained so all employees can thrive. Lifting from the foundation of our own staff-led equity audit from 2021 through 2023, LNDL intends to continue to expand the diversity of our own organization and contribute meaningfully to making real progress in diversifying the library profession which remains overwhelmingly white. Finally, LNDL will know we are truly successful as a team when staff and community members are proud of the Library's values in action through all aspects of our work together.

It's not magic. Ultimately, the cornerstone of the success of any academic library is a dance of collaboration and innovation with commitment and accountability to live expressed values of inclusion, diversity, equity, and accessibility by a committed and caring staff. Today LNDL stands as a strategic asset poised to advance faculty and student research and teaching because of the unwavering commitment of each team member who brings their expertise, diverse perspectives, and passion for learning to work every day. They know their work is vital when 13 out of 17 (76%) academic programs' accrediting bodies utilized by Loyola and Notre Dame include standards directly related to library content, services, and study spaces. Library staff know they are integral and indispensable to student success and faculty excellence as they collaborate regularly with colleagues within the library and across both campuses to provide the best service experience. It is their research, ideas, and suggestions that are articulated in this framework for action that will be animated by them in partnership with campus and community members for the benefit of Loyola and Notre Dame for years to come. It is our hope that through this plan, the unique value proposition of the Loyola Notre Dame Library will be readily understood and recognized more broadly.

METHODOLOGY

In 2022, the LNDL created a foundation for the new strategic plan by refreshing its Mission, Vision, and Values based on staff listening sessions, feedback from users, and benchmarking against other academic libraries and the missions, visions, and values of Loyola University Maryland and Notre Dame of Maryland University.

FUTURE TRENDS

- Emerging technologies and changes to existing technologies including AI
- Importance of community building including social responsibility and support of wellness initiatives
- Open access/scholarship including implications for library collections and acquisitions
- Current and expected most in-demand job skills
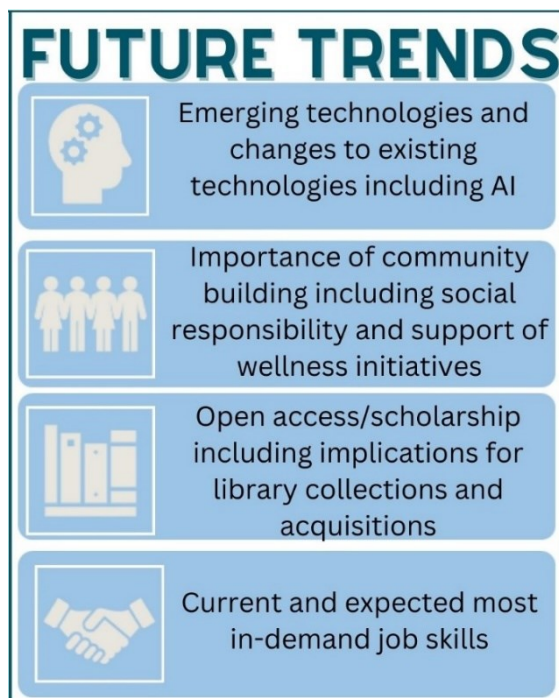
In preparation for developing the strategic planning process, two librarians attended training on foresight thinking provided by The Futures School in conjunction with the Connecticut State Library. The knowledge and tools obtained through this training provided the backbone of the work done with Library staff to think about where higher education and academic libraries will be in the year 2030.

FUTURE TRENDS

All Library staff participated in a six-week environmental scanning exercise, widely collecting information on social, technological, economic, ecological, and political news to examine the external environmental factors in which higher education and academic libraries are currently operating and how they are likely to influence the future.

Library staff used a probability impact matrix tool to plot major trends identified during the environmental scanning process according to how likely they were to occur by 2030 and the impact

they would have on the Library if they did occur. The trends with the highest probability and largest impact were identified for further engagement.

In a final exercise, Library staff used a futures wheel tool to brainstorm the impacts the trends identified in the probability impact matrix exercise would have in 5-10 years, 10-20 years, and then examined them through the lenses of a dystopian future, a stable future, and a utopian future. Key trend areas for the Library that appeared across all possible futures were selected to inform the strategic planning process to ensure that the plan is innovative and future-focused.

SWOT ANALYSIS INFORMED BY COMMUNITY FEEDBACK

Library staff then gathered feedback from users through a deep listening and participative feedback approach. Library staff conducted individual and group conversations with faculty, undergraduate and graduate students, administrators, and staff from Loyola and Notre Dame as well as with local Baltimore community partners. Feedback gathered during these conversations was organized into a SWOT framework to inform the themes the Library's strategic plan would highlight to leverage our strengths in the future and take advantage of opportunities while attempting to mitigate our weaknesses and threats.

115 CONVERSATIONS WITH FACULTY, STUDENTS, ADMINISTRATORS, AND STAFF AT LOYOLA AND NOTRE DAME AND COMMUNITY PARTNERS

STRENGTHS

- Supportive, responsive, and collaborative staff with expertise in a variety of areas (Library never says no!)
- Spaces are adaptive and available for a variety of uses
- Offers a variety of services and technologies to meet the needs of campus communities
- Access to collections through LNDL, USMAI, and ILL
- Commitment to IDEA issues

WEAKNESSES

- Campus and external communities don't know what LNDL offers; Library needs to do a better job of communicating
- Difficult to know what resources the library has and how to access them; workflows for access can be tedious
- Lack of connection with some graduate, online, and non-traditional students
- Faculty need more examples of how to apply technologies and other resources to curriculum

OPPORTUNITIES

- Additional instructional opportunities
- Use library staff expertise to provide information to campuses on specific topics
- Greater partnerships with Baltimore City organizations and campus departments
- Serve as a connection point for students to academic and intellectual life and between the two campuses
- Create innovative and collaborative use of space
- Promote and expand use of the Archives and Special Collections

THREATS

- LNDL not seen as a part of the campuses due to its location and the fact that it is a separate entity
- Library viewed as too far away and users do not understand how to access it
- Changes in traditional research needs
- Competing priorities of faculty, staff, and students

SWOT

DRAFTING THE PLAN

The Library's extended leadership team held a series of discussions to consolidate environmental future trends, library trends, SWOT feedback, and the strategic plans of Loyola and Notre Dame into guiding themes and a strategic framework of objectives. Using the framework, Library staff conducted background research on the objectives, identified strategies to accomplish the objectives over the course of the plan, and benchmarked them against other libraries to inform best practices for the future. At every step in the process, the plan was aligned with the strategic plans of Loyola and Notre Dame to ensure that the Library is engaging with the two universities it serves to accomplish their goals. The feedback process throughout the strategic planning process was iterative. Key stakeholders were consulted about the results of every phase and their comments informed decisions the Library's leadership team made as they developed the plan.

A STRATEGIC FRAMEWORK FOR ACTION

The Loyola Notre Dame Library is an innovative center of engaged learning and research that advances the academic and spiritual missions of Loyola University Maryland and Notre Dame of Maryland University. Through meaningful engagement with faculty members, students, and community partners, the library advances the fluent, equitable, and ethical use of information and technology while amplifying diverse voices in knowledge creation and preservation.

LNDL Lifts: A Strategic Framework For Action, 2025-2030 provides a dynamic roadmap to integrate employee expertise, collections, educational technologies, and spaces into the academic success and faculty excellence ecosystems of both institutions to advance the missions of Loyola and Notre Dame. To achieve this, LNDL will:

- Empower student success to develop lifelong learners.
- Partner with faculty, staff, and students to foster research and teaching excellence.
- Enhance institutional impact and community well-being.
- Cultivate a visible, inclusive, and thriving team.

LNDL will take specific actions to implement these commitments in partnership with Loyola, Notre Dame, and the Library's Board of Trustees. These actions and supporting initiatives are articulated in detail below.

FOCUS AREA 1: EMPOWER STUDENT SUCCESS TO DEVELOP LIFELONG LEARNERS

INITIATIVE 1.1 LNDL will advance student success and contribute to student retention with an expanded, engaged Literacies Research and Learning Program co-created with faculty and community partners to prepare leaders of tomorrow with literacies essential for living a prosperous life. This includes:

- Branding, promoting, and aligning LNDL's Literacies Research and Learning Program with Loyola and Notre Dame's assessment outcomes.
- Expanding research and instruction to support the projected growth of Loyola and Notre Dame health sciences and STEM programs.
- Enhancing the Literacies Research and Learning Program with the following literacies:
  - Data management to support growth in health sciences and faculty research.
  - Open educational resources to enable inclusive pedagogical support in alignment with institutional priorities.
  - Digital scholarship to amplify diverse voices and promote the ethical use of technology including generative artificial intelligence.

INITIATIVE 1.2 LNDL will integrate expertise, resources, and spaces into the student success ecosystem for undergraduate and graduate students at Loyola and Notre Dame. This includes:

- Increasing outreach to student support departments at Loyola and Notre Dame to expand the use of LNDL's expertise, resources, and spaces, allowing the Library to become an integrated, indispensable node in the student success framework.

- Conducting collection, space, and technology assessments to provide Loyola and Notre Dame the option of enhancing the Library's main-level digital commons with centralized student success services to create an academic commons with an articulated model of shared support and use.

INITIATIVE 1.3 LNDL will explore, in collaboration with Loyola and Notre Dame, the opportunity of hosting a student-engaged learning café or coffee cart in the David L. and Kathy C. Ferguson Gallery. This includes:

- Completing a viability assessment of a student-run entrepreneurial café or cart in collaboration with campus partners nominated by Loyola and Notre Dame.

FOCUS AREA 2: PARTNER WITH FACULTY, STAFF, AND STUDENTS TO FOSTER RESEARCH AND TEACHING EXCELLENCE

INITIATIVE 2.1 LNDL will elevate its institutional reputation and contribute to a vibrant intellectual community for Loyola and Notre Dame with funding and implementation of a Special Collections Research Center. This includes:

- Expanding the physical footprint of Archives and Special Collections in the Library, and using this visible, accessible space as a catalyst for increased Special Collections-focused faculty scholarship, hands-on student learning, and dynamic programming.

INITIATIVE 2.2 LNDL will integrate expertise, resources, and spaces into the faculty excellence ecosystems at Loyola and Notre Dame, including evaluating the interest in and feasibility of locating a Center for Faculty Excellence on the Library's third level. This includes:

- Developing branded outreach to expand the use of LNDL's expertise, resources, and spaces that support faculty research and teaching at Loyola and Notre Dame, allowing the Library to become an integrated, indispensable node in the faculty development support system. This includes the creation of a faculty library web portal and targeted programming that will promote library expertise and resources most relevant to faculty career advancement.
- Conducting collection, space, and technology assessments to provide Loyola and Notre Dame the option of physically locating a Center for Faculty Excellence on the Library's third floor with an articulated model of shared support and use.

INITIATIVE 2.3 LNDL will leverage collective consortial collections and technology investments to define and advance a collection development, technology-enabled research strategy that supports student success and faculty excellence. This includes:

- Articulating library expertise, resources, and technology in collaboration with faculty to support new and existing program accreditation, including anticipated growth in health sciences and STEM programming at Loyola and Notre Dame.
- Identifying opportunities to amplify diverse voices and works, including an assessment of acquiring Loyola's The Karson Institute of Race, Peace, and Social Justice's print collection.

- Acquiring collection and technology resources and developing expertise to accelerate use of open scholarship and open educational resources in alignment with faculty needs and Academic Affairs strategic priorities.
- Implementing recommendations from collections, technology, and space assessments to ensure consortial commitments are maintained, collection development to support Notre Dame's acquisition of Maryland University of Integrative Health (MUIH) occurs, and expertise, tools, and spaces are available to meet demand for digital content creation.
- Engage with organizations that are developing and implementing environmentally sustainable and operationally efficient methods to provide 21st century content.

FOCUS AREA 3: ENHANCE INSTITUTIONAL IMPACT AND COMMUNITY WELL-BEING

INITIATIVE 3.1 LNDL will engage with Loyola and Notre Dame service-learning partners to infuse library expertise, resources, and spaces into the community-engaged work of both campuses and within the local community. This includes:

- Expanding the collaboration with service-learning campus partners, including elevating the Library's Spotlight Series and piloting a Library Residency program to enhance community well-being and student-engaged learning opportunities.
- Pilot up to three community-based programs featuring Library expertise, resources, or spaces that support community-based well-being.

INITIATIVE 3.2 LNDL will partner with facilities, technology, and sustainability departments at Loyola and Notre Dame to develop strategic plans for the Library plant and technical infrastructure in alignment with emerging trends, institutional Laudato Si' commitments, and state and local laws. This includes:

- Implementing a ten-year strategic comprehensive plan for the building in partnership with Loyola Facilities, the Library's Joint Facilities Working Group, and the Board of Trustees.
- Completing technology and space assessments to empower innovative research and teaching through the adoption of emerging technologies like generative artificial intelligence and virtual reality.

- Developing a sustainability action plan for the Library that is grounded in the UN's Sustainable Development Goals and the Laudato Si' encyclical and [the Sustainable Libraries Initiative](#).

INITIATIVE 3.3 LNDL will explore opportunities to create incubator or coworking spaces for community, entrepreneurial, or business partner use sponsored by Loyola and Notre Dame. This includes:

- Exploring with Loyola and Notre Dame interest in and feasibility of creating incubator or co-working spaces on the lower level of the library for start-ups, small businesses, and non-profit organizations, utilizing data from collection, technology, and space assessments.

FOCUS AREA 4: CULTIVATE A VISIBLE, INCLUSIVE, AND THRIVING TEAM

INITIATIVE 4.1 LNDL will demonstrate an organizational culture that enables employee success by fostering a sense of belonging, allowing a growth mindset to flourish, and matching employee career aspirations with available opportunities. This includes:

- Continuing to cultivate a culture of belonging, expanding staff knowledge, and mobilizing organizational and personal commitments to diversity, equity, and inclusion by completing Suzanne Haley's *Changing The Lens* workshop.
- Articulating LNDL's strategy and commitment to advancing career development, promoting employee well-being, and supporting recruitment and retention.

INITIATIVE 4.2 LNDL will be recognized as an indispensable asset in fulfilling the educational missions of Loyola and Notre Dame. This includes:

- Conducting a marketing and communications audit to identify strategies to raise awareness and engagement with the Library.

- Reviewing Loyola's and Notre Dame's working group and committee structures to identify opportunities where the Library can add significant value and discuss opportunities for greater Library participation with each university.
- Growing organizational capacity by adding skillsets in marketing, communication, and advancement, while also optimizing professional development investments in operational and educational technologies, leadership, and advocacy.

INITIATIVE 4.3 LNDL will become known among midsize academic libraries as an exemplary center of engaged learning and research and an advocate for advancing the diversity of the profession. This includes:

- Elevating the visibility of the Library's commitment and work to grow the pipeline of paraprofessionals and librarians from diverse and underrepresented communities.
- Identifying and applying for 2-3 awards or association memberships the Library would aspire to achieve or join in the next five years.
- Developing an infrastructure to support and recognize the professional contributions of LNDL librarians and staff.
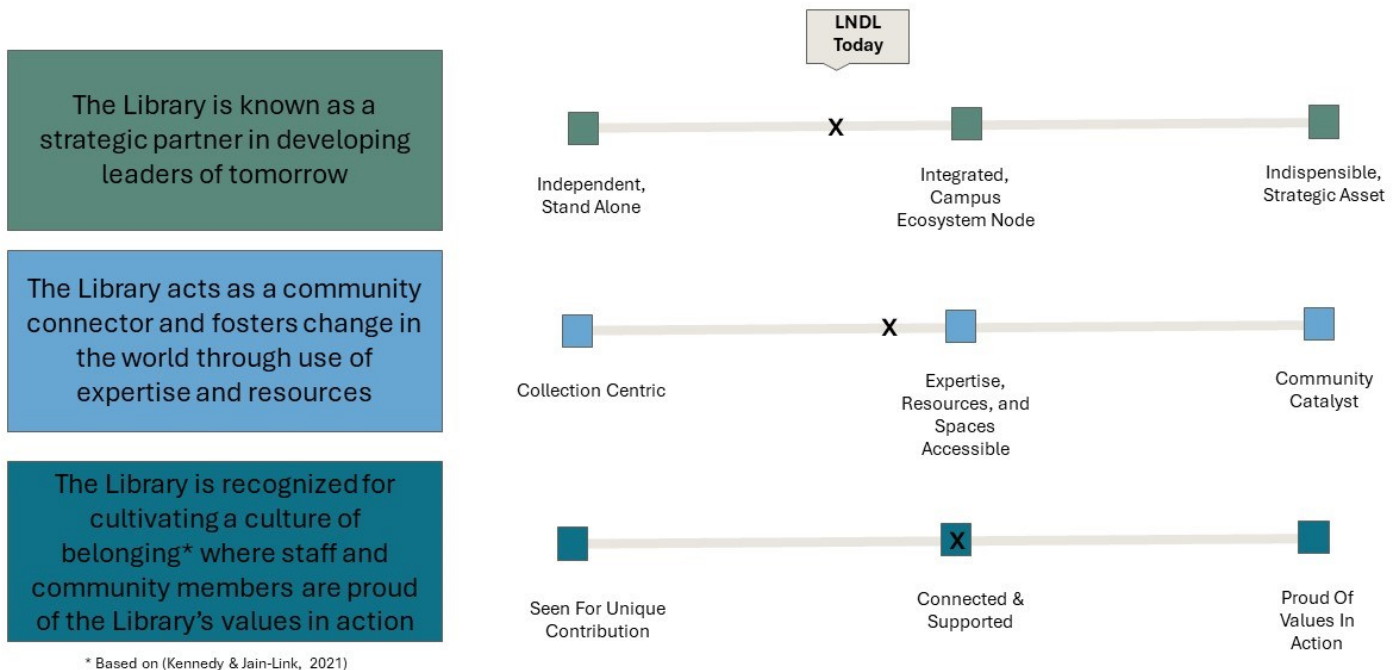
FOUNDATIONS OF SUCCESS

LNDL Lifts: A Strategic Framework for Action, 2025-2030 was developed in collaboration with the campus constituencies of Loyola University Maryland and Notre Dame of Maryland University. The initiatives articulated in the framework were also designed to animate the Loyola Notre Dame Library's mission, vision, and values. Furthermore, the Library's effort and energy are aligned with Loyola and Notre Dame, as the aspirations and strategic plans of both universities are infused in LNDL's plan. The chart below illustrates the results of LNDL's assessment of alignment ensuring this plan's foundation for success.

STRATEGIC PLAN IN ALIGNMENT

LOYOLA AND NOTRE DAME STRATEGIC PLANS

LNDL STRATEGIC PLAN INITIATIVES	Advance student and faculty formation	Grow our footprint, influence, and enrollment	Care for our common home	Thrive by investing in and supporting our team	Advance inclusive transformational education, student engagement, and success	Drive enrollment, philanthropic, and financial growth	Enhance NDMU's leadership position and visibility in Baltimore, Maryland, and beyond	Ensure institutional culture of leadership, innovation, and excellence in administrative services	Enrich SSND charism and life-long community engagement
	8	8	4	2	8	4	7	4	1
1.1 Literacies Research and Learning Program	●	●			●		●		
1.2 Student Success Ecosystem	●				●				
1.3 Student-Engaged Learning Café	●				●		●		
2.1 Special Collections Research Center	●	●	●		●	●	●		
2.2 Faculty Excellence Ecosystem	●	●						●	
2.3 Consortial Collections and Technology Investments	●	●	●		●		●	●	
3.1 Service-Learning and Community-Engaged Work			●						●
3.2 Library Plant and Technical Infrastructure/Sustainability		●	●		●		●		
3.3 Incubator Space	●	●			●	●	●		
4.1 Organizational Capacity				●				●	
4.2 Indispensable Asset to LUM and NDM	●	●			●	●			
4.3 Known as Exemplary Center of Engaged Learning		●		●		●	●	●	

The Library will monitor and share periodic progress updates with the community as we implement the initiatives outlined within the strategic framework for action. We aspire over the life of this plan to see continued transformation and growth as follows:

LNDL'S SUCCESS GROWS OVER TIME OF PLAN:

The Library is known as a strategic partner in developing leaders of tomorrow		LNDL Today	

The Library is known as a strategic partner in developing leaders of tomorrow

Independent, Stand Alone — Integrated, Campus Ecosystem Node (X) — Indispensible, Strategic Asset

The Library acts as a community connector and fosters change in the world through use of expertise and resources

Collection Centric — Expertise, Resources, and Spaces Accessible (X) — Community Catalyst

The Library is recognized for cultivating a culture of belonging* where staff and community members are proud of the Library's values in action

Seen For Unique Contribution — Connected & Supported (X) — Proud Of Values In Action

* Based on (Kennedy & Jain-Link, 2021)

Additionally, in FY25, the library will evaluate our current impact dashboard and propose changes to LNDL's Board of Trustees. The qualitative and quantitative data the library collects and shares should effectively demonstrate the Library's impact on the missions of both universities. Finally, the library remains committed to gathering and using community feedback and relevant operational data to inform decision making. In this way, we will continue to demonstrate transparency in our approach to sharing the results of our work together.

Conclusion

The Loyola Notre Dame Library's future is bright. It is our hope that through *LNDL Lifts: A Strategic Framework for Action, 2025-2030* and our campus and community relationships, the unique value proposition of the library will be more broadly integrated into the vital intellectual communities of Loyola University Maryland and Notre Dame of Maryland University and be recognized as an indispensable asset to their academic enterprises. We believe that this strategic plan outlines a dynamic roadmap that will allow the Library to more fully transform into a community catalyst that lifts individual and organizational success. The range of opportunities for the Library to advance student success, enable research and teaching excellence in partnership with faculty, support campus and community members in the care for our common home, and prosper as a team of library professionals has never been more exciting and we can't wait to get started.

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APPENDIX

FOCUS AREA 1: EMPOWER STUDENT SUCCESS TO DEVELOP LIFELONG LEARNERS

INITIATIVE 1.1 LNDL WILL ADVANCE STUDENT SUCCESS AND CONTRIBUTE TO STUDENT RETENTION WITH AN EXPANDED, ENGAGED LITERACIES RESEARCH AND LEARNING PROGRAM CO-CREATED WITH FACULTY AND COMMUNITY PARTNERS TO PREPARE LEADERS OF TOMORROW WITH LITERACIES ESSENTIAL FOR LIVING A PROSPEROUS LIFE.

ADVANCING STRATEGIC PRIORITIES FOR LOYOLA AND NOTRE DAME

Loyola Strategic Priorities	Notre Dame Strategic Priorities
Advance student and faculty formation	Advance inclusive transformational education and student engagement and success
Grow our footprint, influence, and enrollment	Enhance NDMU's leadership position and visibility in Baltimore, Maryland, and beyond

The Library will work to embed its expanded library instruction program in both schools' curricula, continuing to evolve as campus needs for undergraduate and graduate programs grow and change. The program can also be embedded into both schools' learning outcomes as part of their formal educational assessment. Literacies education will advance job skills like collaboration and cultural and social intelligence, creating dynamic, in-demand graduates throughout Baltimore and beyond.

CURRENT STATE

LNDL has a robust information literacy program that includes information literacy pedagogy, copyright instruction, and primary source materials instruction. Over the last several years LNDL has expanded into makerspace instruction through workshops, pop-up classes, and enrichment opportunities in the Library's Innovation Station. The Library has designed extracurricular copyright instruction and pop-up classes to align with IMPRINT, Notre Dame's signature leadership program.
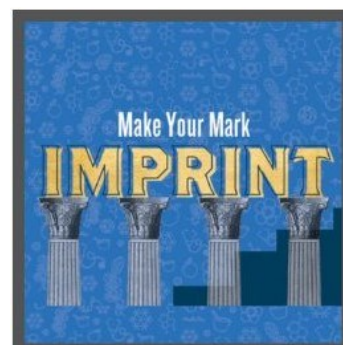
Engagement with the Library's information literacy program continues to grow. In fall 2023, LNDL staff reached 1,507 students, faculty, and staff at 23 orientations and partnership sessions. Experiential learning through the Archives increased from 19 classes to 25 classes (61%) from FY22 to FY23. Information literacy sessions directly engaged 4,101 students in FY23 and technology consultations increased from 60 to 137 (128%) from FY22 to FY23.

Library information literacy programs have long supported both the success and retention of college students. Studies have found that student retention rates are higher among students whose courses include an information literacy component and, on average, the first-year GPA for students whose

courses included information literacy instruction was higher than the GPA of students whose courses did not (Greater Western Library Alliance, 2017). Results of another recent study found that students who participate in courses with librarian-led instruction have statistically higher chances than their peers of being retained (O'Kelly et al., 2023).

LNDL's Innovation Station instruction provides targeted maker literacy that supports student innovation and provides active learning experiences. "Making" that is used early in an institution's curriculum has been found to increase retention (Weaver, et al. 2022). Libraries can incorporate makerspace activities into their curriculum to broaden experiences and perspectives of patrons (Mann, 2018). Additionally, higher retention rates are often linked to course pedagogy that employs visual and active learning methods (French, 2019).

In-Demand Employment Skills

2022		2026
Communication		Collaboration
Customer Service		Customer focus
Leadership		Personal learning and mastery
Attention to detail		Achievement focus
Collaboration		Cultural and social intelligence

Pearson Skills Outlook for 2026

LNDL's information literacy program supports curricula at Loyola and Notre Dame that is rooted in the liberal arts while supporting the expansion of STEM programming at both universities. LNDL currently provides information literacy support to Loyola's and Notre Dame's extensive health sciences programs through a dedicated Health and Natural Sciences Librarian. Support for these programs will need to continue to grow as they expand. According to 2022 IPEDS data, Loyola's health sciences programs conferred 60 bachelor's degrees, 54 master's degrees, and one doctorate. Notre Dame most recently conferred 156 bachelor's degrees, 18 master's degrees, and 54 doctoral degrees in health science programs including nursing and pharmacy. Both universities will introduce major additions to their health sciences curriculum in FY25. Loyola's BSN nursing program, in partnership with Mercy Medical Center, is expected to add 120 undergraduate students. Notre Dame's acquisition of the Maryland University of Integrative Health is expected to add 650 new online health sciences students.

The Library is also keeping a careful eye on the most in-demand skills for employment today and in the future and adjusting its research and instruction offerings in response. Some of the most in-demand skills include research and analytics (DeWar, 2023), personal learning and mastery, collaboration, and cultural and social intelligence (Pearson, 2022).

A VISION FOR GROWTH

Using an expanded, engaged Literacies Research and Learning Program co-created with faculty and community partners as a foundation, the Library proposes the following initiatives to advance student success, contribute to student retention, and prepare leaders of tomorrow with literacies essential for living a prosperous life:

- **Brand, promote, and align LNDL's Literacies Research and Learning Program with Loyola's and Notre Dame's assessment outcomes.**
The Library will work with Loyola and Notre Dame faculty and map their current curricula to skills that the Library is teaching. Librarians will develop new branding initiatives to effectively communicate to faculty how the range of tools LNDL provides to support students can be used in classes to promote new learning and knowledge. LNDL will empower students with knowledge

Primary source instruction with LNDL's Archivist

anchored in the ethical use of information and aligned in the Library's commitment to inclusion, diversity, equity, and accessibility. Librarians have begun working with Loyola's Office of Institutional Effectiveness and Academic Assessment to incorporate learning outcomes into the school's assessment of student learning program, Watermark, and plan to meet with Notre Dame in fall of 2024.

- **Expand research and instruction to support the projected growth of Loyola and Notre Dame health sciences and STEM programs.**

  LNDL will leverage its resources to support the anticipated growth in health sciences programs at Loyola and Notre Dame, ensuring that new and expanded programs receive the same level of support and engagement from the Library as existing programs.

- **Enhance the Literacies Research and Learning Program with the following literacies:**
  - Data management to support growth in health sciences and faculty research.
  - Open educational resources to enable inclusive pedagogical support in alignment with institutional priorities.
  - Digital Scholarship to amplify diverse voices and promote the ethical use of technology including generative artificial intelligence.

EXAMPLES FROM OTHER INSTITUTIONS

- [Barton Community College](#)
- [Baylor University](#)
- [Georgia Tech](#)
- [Michigan State University](#)
- [North Dakota State Library](#)
- [University of Baltimore](#)
- [University of Texas Arlington](#) (see also [UTA Libraries List of Maker Competencies](#))
- [University of West Georgia](#)
- [Washington University in St. Louis](#)
- [Yale University](#)

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INITIATIVE 1.2 LNDL WILL INTEGRATE EXPERTISE, RESOURCES, AND SPACES INTO THE STUDENT SUCCESS ECOSYSTEM FOR UNDERGRADUATE AND GRADUATE STUDENTS AT LOYOLA AND NOTRE DAME.

ADVANCING STRATEGIC PRIORITIES FOR LOYOLA AND NOTRE DAME

Loyola Strategic Priorities	Notre Dame Strategic Priorities
Advance student and faculty formation	Advance inclusive transformational education and student engagement and success

One impediment to student success is having to learn where on campus to go for different academic and personal needs. Collocating academic support offices in the Library reduces this obstacle by creating one-stop navigation, while also increasing opportunities for staff cooperation, synergy, and impact. This initiative supports student success, retention, and enrollment growth by offering an integrated space for student support services.

Co-locating other services with the Library building has been shown to increase accessibility and save money (Fallin, 2016). Co-location also increases participation and demand for services offered. Four years after the launch of its learning commons, the University of Miami found that participating academic services experienced increases in demand; new programming enticed both students and faculty to gather in the flexible, multipurpose rooms; and overall library occupancy increased (Miller, chapter 16, 2022). The University of Nebraska-Lincoln Library researched the impact of their learning commons after thirteen months and discovered a nearly 80 percent increase in foot traffic (Allison et al., 2019).

Administrators from libraries that include academic commons have emphasized that partners in such an environment must operate from a shared mission and form intentional partnerships that center the student in their work (Zoom Interviews, December 2023).
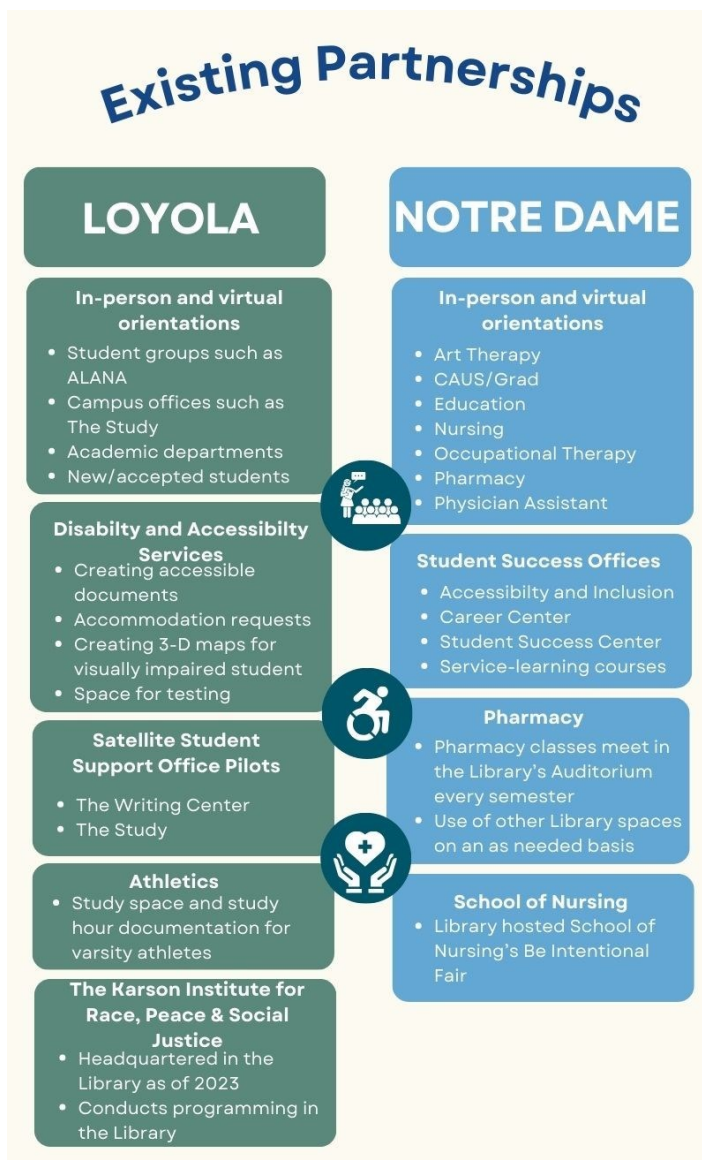
CURRENT STATE

Academic libraries have evolved over the last thirty years so that their value is measured more by the quality and range of services they offer than by the size and scope of their collections. Academic libraries have shifted primary focus to the users (Fallin, 2016). LNDL, too, has shifted primary focus from collections to users in response to evolving and expanding service and space requests. The Library provides foundational academic support to both universities through in-person and virtual literacy instruction on information, copyright, archives and special collections, digital scholarship, and technology. Students have access to research guides, pop-up classes, and tutorials, including content created for unique populations such as graduate students. Faculty can embed Library content for courses in their learning management system. The Library addresses emerging areas such as artificial intelligence and virtual reality by providing content, research guides, instruction, and programming. In addition to these foundational services, the Library offers academic student support tailored to each university's needs.

A VISION FOR GROWTH

The Library proposes the following initiatives to integrate expertise, resources, and spaces into the student success ecosystem for undergraduate and graduate students at Loyola and Notre Dame:

- **Increase outreach to student support departments at Loyola and Notre Dame to expand the use of LNDL's expertise, resources, and spaces, allowing the Library to become an integrated, indispensable node in the student success framework.**

Existing Partnerships

LOYOLA

In-person and virtual orientations
- Student groups such as ALANA
- Campus offices such as The Study
- Academic departments
- New/accepted students

Disabilty and Accessibilty Services
- Creating accessible documents
- Accommodation requests
- Creating 3-D maps for visually impaired student
- Space for testing

Satellite Student Support Office Pilots
- The Writing Center
- The Study

Athletics
- Study space and study hour documentation for varsity athletes

The Karson Institute for Race, Peace & Social Justice
- Headquartered in the Library as of 2023
- Conducts programming in the Library

NOTRE DAME

In-person and virtual orientations
- Art Therapy
- CAUS/Grad
- Education
- Nursing
- Occupational Therapy
- Pharmacy
- Physician Assistant

Student Success Offices
- Accessibilty and Inclusion
- Career Center
- Student Success Center
- Service-learning courses

Pharmacy
- Pharmacy classes meet in the Library's Auditorium every semester
- Use of other Library spaces on an as needed basis

School of Nursing
- Library hosted School of Nursing's Be Intentional Fair

During strategic planning interviews across both campuses, faculty and staff identified certain campus services, including the Library, as providing a hub of core services to students. They suggested those service offices should be better coordinated so that faculty know where to send students and/or get advice themselves. Examples of core services included the writing center, tutoring center, disability services, and support for students who need specialized software for projects such as digital scholarship.

- **Conduct collection, space, and technology assessments to provide Loyola and Notre Dame the option of enhancing the Library's main-level digital commons with centralized student success services to create an academic commons with an articulated model of shared support and use.**
  These assessments, discussed in further detail in initiatives 2.2 and 3.2, will provide both universities with essential data on Library capacity and resources as they evaluate the possibility of an academic commons located in the Library.
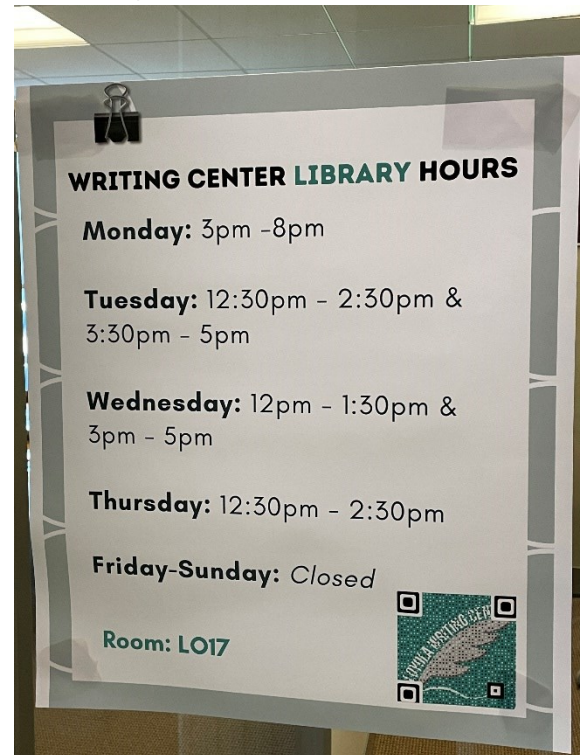
EXAMPLES FROM OTHER INSTITUTIONS

- Fairfield University Academic Commons
- Towson University Academic Commons (in Cook Library)
- University of Baltimore Academic Success Center (in Robert L. Bogomolny Library)

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INITIATIVE 1.3 LNDL WILL EXPLORE, IN COLLABORATION WITH LOYOLA AND NOTRE DAME, THE OPPORTUNITY OF HOSTING A STUDENT-ENGAGED LEARNING CAFÉ OR COFFEE CART IN THE DAVID L. AND KATHY C. FERGUSON GALLERY.

ADVANCING STRATEGIC PRIORITIES FOR LOYOLA AND NOTRE DAME

Loyola Strategic Priorities	Notre Dame Strategic Priorities
Advance student and faculty formation	Advance inclusive transformational education and student engagement and success
	Enhance NDMU's leadership position and visibility in Baltimore, Maryland, and beyond

An entrepreneurial, student-engaged learning café or coffee cart would support both universities' commitment to transformational learning experiences and would immerse Loyola and Notre Dame students in a real-life business setting. Employers are particularly interested in future employees with apprenticeship or internship experience, and hiring managers like to see candidates with experiential learning that involved service-learning or undergraduate research projects (Watson et al., 2018). A cart or café could incentivize experiential learning, as well as increase both universities' visibility through this innovative venture.

An experiential learning café or coffee cart would support the Library's growth as a community center. Most notably, retail locations at libraries increase traffic and engagement with patrons (Lambert, 2017). Hiring and business practices would be aligned with both universities' and the Library's guiding commitment to inclusion, diversity, equity, and accessibility. This venture also provides a potential opportunity to support local Baltimore businesses such as coffee roasters and bakeries.

CURRENT STATE

In the post-pandemic era, LNDL has documented a notable increase in the number of meetings, events, and study groups from Loyola, Notre Dame, and community partners occurring in the Library. While students, staff, faculty, and community can bring small snacks and covered beverages inside the building, observation and anecdotal evidence indicate that users routinely order food delivery to the Library to sustain them.

Currently, the Library offers only food and drink available for purchase from two vending machines near the building entrance. As part of a recent SWOT analysis, however, several faculty expressed interest in a space for food and drink service at the Library, and this has been a request from students for many years. Retail co-location in libraries is a common occurrence, and libraries, much like coffee shops, are community centers where people can meet, study, and socialize (Lambert, 2017).

A VISION FOR GROWTH

The Library proposes the following initiative to explore, in collaboration with Loyola and Notre Dame, the opportunity of hosting a student-engaged learning café or coffee cart in the David L. and Kathy C. Ferguson Gallery:

- **Complete a viability assessment of a student-run entrepreneurial café or cart in collaboration with campus partners nominated by Loyola and Notre Dame.**

Library staff will work with campus partners to determine the best model for an entrepreneurial café or cart that incorporates experiential learning opportunities for students and supports the Library's growth as a community hub for both universities.

EXAMPLES FROM OTHER INSTITUTIONS

- Saxby's Experiential Learning Program, profiled in Inc. magazine
  - Mount St. Mary's
  - Drexel University
- University of Chicago Student-Run Coffee Shops, including Ex Libris in the library
- Wells College: The Grind café

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FOCUS AREA 2: PARTNER WITH FACULTY, STAFF, AND STUDENTS TO FOSTER RESEARCH AND TEACHING EXCELLENCE

INITIATIVE 2.1 LNDL WILL ELEVATE ITS INSTITUTIONAL REPUTATION AND CONTRIBUTE TO A VIBRANT INTELLECTUAL COMMUNITY FOR LOYOLA AND NOTRE DAME WITH THE FUNDING AND IMPLEMENTATION OF A SPECIAL COLLECTIONS RESEARCH CENTER.

ADVANCING STRATEGIC PRIORITIES FOR LOYOLA AND NOTRE DAME

Loyola Strategic Priorities	Notre Dame Strategic Priorities
Advance student and faculty formation	Advance inclusive transformational education and student engagement and success
Grow our footprint, influence, and enrollment	Enhance NDMU's leadership position and visibility in Baltimore, Maryland, and beyond
Care for our common home	Drive enrollment, philanthropic, and financial growth

The Special Collections Research Center will offer students and faculty the resources and opportunities to create unique and innovative classroom experiences, engage in creative research and digital scholarship, and develop invigorating cross-disciplinary partnerships. The Center will continue current partnerships with faculty that ignite the imagination of students and empower them to make sense of their present and future through a reckoning with past injustices—work that connects them more deeply to their campus and Baltimore communities.

This new center would distinguish Loyola and Notre Dame from their peer institutions and would serve as a home for lively intellectual discourse between the university communities and visiting artists, speakers, religious leaders, and scholars. The launch of a center presents unique fundraising and naming opportunities such as the center itself; a classroom, reading room, or hands-on learning lab; an endowed archivist position; or even a particular collection such as our growing Book Arts collection or a Catholic social justice-focused collection.
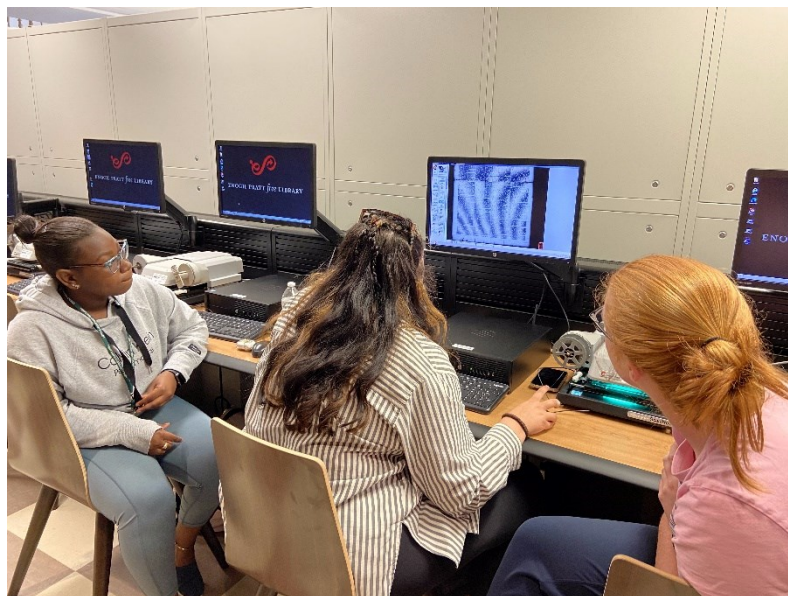
CURRENT STATE

LNDL's Archives and Special Collections department provides some of the most unique and memorable learning experiences on campus. Its collections include the Loyola and Notre Dame university archives plus rare books and manuscripts dating from the 13th century to the present. Archives and Special Collections staff:

- Provide hands-on research and learning experiences for students and faculty through instruction, digital scholarship, digital collections, and exhibits.

- Collaborate with a variety of campus partners to advance each university's mission, engage with students and alumni, and foster a spirit of community, tradition, and spiritual reflection.
- Preserve, organize, and provide access to digital and physical records that document the administrative, academic, and cultural history of Loyola and Notre Dame.
- Develop and maintain a rich collection of rare books, manuscripts, and archives to facilitate research and learning.

Faculty and student interest in Archives and Special Collections has skyrocketed over the past several years. Examples of faculty-student engagement include:

- **Class visits and/or archives-based projects:** Engagement with students in NDMU-100, History, English, Art, Theology, Communication, and Writing has tripled from pre-pandemic levels.
- **Course co-creation:** The Archives was an essential collaborator in developing Notre Dame's spring 2024 IDS course "Reading Rare Books," which made extensive use of LNDL's rare book collection during class visits and assignments.
- **For-credit internships:** Five Loyola undergraduates have completed for-credit History internships in Archives and Special Collections since 2020.
- **Exhibit curation:** Students and faculty from both universities have curated

Students working with the Archivist on research for the President's Task Force Examining Loyola's Connection to Slavery

several recent exhibitions for the Library, a unique opportunity for storytelling and experiential learning.
- **University service:** The Head of Archives and Special Collections served on Loyola's Universities Studying Slavery Presidential Task Force and continues to support student and faculty research into Loyola's historic ties to slavery and their legacies.

Archives and Special Collections staff are committed to an unflinching exploration of the past through historical documents and to developing a collection that documents marginalized communities underrepresented in the historical record. The Archives can help preserve and share important university stories, such as Notre Dame's history of educating and empowering women. The department is ready to build on its strong track record of partnership in this area, which includes:

- Serving on Loyola's Universities Studying Slavery Presidential Task Force and helping to lead its historical research.
- Supporting students in Loyola's summer Aperio research fellowships and History, Writing, and Communication courses studying slavery, racism, and discrimination at the university.

- Sharing the history of the campus BIPOC community with students through NDMU-100 class visits.
- Acquiring rare books and archival collections that diversify the historical materials available to students and faculty for research.
- Partnering with faculty to train students in oral history and preserve their projects, including interviews with local Latin American immigrants and descendants of those enslaved by Jesuits.

Despite the current high level of campus engagement, a survey of other institutions reveals that LNDL's Archives and Special Collections department lags many of its peers in resources. LNDL's Archives and Special Collections staffing relative to student enrollment places Loyola 15th among 20 AJCU and peer schools surveyed. Recent research makes a compelling case that student interactions with special collections materials deepen engagement with an institution's mission (Bahde, 2017) and increasingly form the basis for new and creative engagement with diverse audiences in research libraries (Kamposiori and Crossley, 2019).

> "Thank you so much for helping us every step of the way. This research wouldn't be possible without you. I'm beyond grateful for everything you've taught us.
> –Aperio student research fellow, 2022"

A VISION FOR GROWTH

The Library proposes the following initiative to elevate its institutional reputation and contribute to a vibrant intellectual community for Loyola and Notre Dame with the funding and implementation of a Special Collections Research Center:

- **Expand the physical footprint of Archives and Special Collections in the Library and use this visible, accessible space as a catalyst for increased Special Collections-focused faculty scholarship, hands-on student learning, and dynamic programming.**

   The department is currently hidden behind a small office door on the Library's third floor. Due to consortial borrowing arrangements, stacks space on the third floor can be repurposed with no impact to scholars to add glass-walled workspaces making the work of the Archives and Special Collections visible and accessible. New, highly visible spaces that inspire those who encounter them could include:
   - A flexible classroom/event space that would facilitate more effective instruction sessions.
   - Exhibition space that can be curated by staff or faculty and students.
   - An engaging digital display highlighting Loyola and Notre Dame digital scholarship projects.
   - A book lab where students can engage in hands-on experiences with book production and analysis. Together, the Book Lab and digital scholarship display will showcase the exciting range of possibilities that Special Collections offer for research, teaching, and experiential learning.

For examples of open and inviting special collections spaces, see the photos from other colleges and universities in the [Examples from Other Institutions](#) section. This expansion of the Archives and Special Collections would transform the department into a campus centerpiece that fully embodies the SSND charism of unity, education, and global vision, and Jesuit values of engaged learning and academic excellence. These enhancements will establish the Center as a place for learning, collaboration, and scholarship, providing a platform for the following opportunities:

- **Expanded work with faculty in the classroom:** Increased bandwidth will allow the Center to collaborate with more faculty to incorporate hands-on learning with historical materials into their courses, to offer workshops on teaching with primary sources, and to educate students on the ethical use of sources in the changing digital landscape.
- **Invigorated event programming:** The Center will bring scholars, authors, and artists to campus, amplifying diverse voices and raising each school's national profile.
- **Outreach to the local community:** The Center has the expertise to work with our immediate neighbors and the greater Baltimore community on local and community history initiatives, allowing communities to celebrate and preserve their unique stories.
- **Development of distinctive, nationally known collections:** The Center will build on its existing collection strengths to create unique, significant collections of materials that establish the two universities as centers of important research and scholarship.

EXAMPLES FROM OTHER INSTITUTIONS

Students in the classroom of Salisbury University's Edward H. Nabb Research Center for Delmarva History and Culture

Loyola Marymount University's Terrance L. Mahan, S.J. Archives and Special Collections Department

Smith College Special Collections Reading Room and Seminar Room

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INITIATIVE 2.2 LNDL WILL INTEGRATE EXPERTISE, RESOURCES, AND SPACES INTO THE FACULTY EXCELLENCE ECOSYSTEMS AT LOYOLA AND NOTRE DAME, INCLUDING EVALUATING THE INTEREST IN AND FEASIBILITY OF LOCATING A CENTER FOR FACULTY EXCELLENCE ON THE LIBRARY'S THIRD LEVEL.

ADVANCING STRATEGIC PRIORITIES FOR LOYOLA AND NOTRE DAME

Loyola Strategic Priorities	Notre Dame Strategic Priorities
Advance student and faculty formation	Ensure an institutional culture of leadership, innovation, and excellence in administrative services
Grow our footprint, influence, and enrollment	

The Library engages with and supports faculty throughout the lifecycle of their teaching and research and at all stages of their careers, regardless of promotion and tenure status. LNDL's focus on literacies, including information, archives, scholarly communication, and technology literacy, offers opportunities for faculty excellence in teaching. The Library partners with university offices that meet faculty research needs for grant funding, data management, and publication. More fully integrating the varied expertise and resources of LNDL into the faculty excellence ecosystem will strengthen the faculty support framework at both Loyola and Notre Dame. The Library can engage faculty more holistically by offering focused programming and creating a dedicated faculty space for their work and development at the Library.

CURRENT STATE

The Library's services, spaces, technology, and collections offer important resources to sustain a Center for Faculty Excellence. LNDL supports many aspects of faculty work and development, including:

- Teaching excellence
  - Partner with faculty to provide engaged learning opportunities across information, archives, digital, copyright, and data management literacies.
  - Create targeted technology and content use case studies.
  - Consult with faculty on assignment design.

Faculty from Loyola and Notre Dame and an LNDL Librarian moderator participate in the Artificial Intelligence at Work: Sciences panel organized by the Library

- Faculty scholarship
  - Offer consultations across all areas of the library to support research and scholarly creation.
  - Collaborate with faculty and graduate students to conduct literature reviews, assist with search strategies, and offer feedback on scholarship.
  - Engage faculty and students in original archival research.
  - Share opportunities for research and open access publishing.
  - Monitor emerging trends such as artificial intelligence, create related research guides, and coordinate education and experimentation opportunities.
- Faculty development
  - Provide library orientation to all new faculty.
  - Maintain open lines of communication with faculty support offices.
- Community engagement
  - Provide space and develop sponsored programming in collaboration with faculty and campus outreach offices. Examples include:
    - Coordinated joint Library/Loyola/Notre Dame series on Mass Incarceration and the Arts.
    - Hosted Baltimore Environmental Film Series.
    - Host Loyola's Baltipreneurs Accelerator program.
    - Hosted Cristo Rey Jesuit High School classes.
    - Hosted DENT Education.
  - Participated in Loyola's Center for Community, Service, and Justice's program for [Faculty Fellows for Community-Engaged Teaching](#).
- Space
  - Provide essential space for new faculty orientations, faculty department meetings, writing retreats, and individual study.
  - Offer a variety of classroom settings for literacy instruction.
- Collections
  - Provide content that aims to support all aspects of faculty teaching and research needs.
  - Share resources that identify grant and scholarship opportunities.
  - Meet faculty requests for content during sabbatical and research leaves.
  - Work closely with faculty and academic support offices to acquire and/or develop resources that support student success.
- Technology
  - Introduce educational technology to faculty and students and assist faculty in meeting student accessibility needs (such as creating a 3D map for a student with a visual disability).
  - Acquire technology in response to faculty feedback and in support of experimentation with technologies to enhance in-person or virtual instruction. Examples include:
    - Smartmarkers that capture handwritten whiteboard notes.
    - Lightboard recording studio for online teaching.

- Virtual reality content to support research and teaching objectives.
- Committee representation across academic areas
  - The Library Director attends Loyola's Faculty Senate and other governance committees.
  - Librarians participate on academic committees and meet with offices of academic support.

A VISION FOR GROWTH

The Library proposes the following initiatives to integrate expertise, resources, and spaces into the faculty excellence ecosystems at Loyola and Notre Dame, including evaluating the interest in and feasibility of locating a Center for Faculty Excellence on the Library's third level:

- **Develop branded outreach to expand the use of LNDL's expertise, resources, and spaces to support faculty research and teaching at Loyola and Notre Dame, allowing the Library to become an integrated, indispensable node in the faculty development support system. This includes the creation of a faculty library web portal and targeted programming that will promote library expertise and resources most relevant to faculty career advancement.**

  The Library currently offers space, expertise, collections, and technology that support the goals of a Center for Faculty Excellence, but the Library will also seek to expand partnerships across both campuses to streamline and enhance faculty education and engagement. Examples of potential partners include:

EXISTING PARTNERSHIPS

Loyola	Notre Dame
Office of Research and Sponsored Programs	Research & Development
Office of Digital Teaching & Learning	Instructional Design and Technology
CCSJ - Community Engaged Learning & Scholarship	Service & Community Engagement
Disability and Accessibility Services	Accessibility and Inclusion

  LNDL will develop a faculty library web portal to enhance faculty access to content and services, with support for faculty at all career stages. The Library will offer programming that specifically addresses aspects of faculty professional development that are most closely related to the Library's expertise. Possible topics include scholarly communication, open access and open educational resources, faculty gathering opportunities, faculty-focused database trainings, and engaged learning workshops in areas of interest to faculty such as artificial intelligence, digital scholarship, archives, disability support, and technology.

- **Conduct collection, space, and technology assessments to provide Loyola and Notre Dame the option of physically locating a Center for Faculty Excellence on the Library's third floor with an articulated model of shared support and use.**

These analyses will incorporate the future goals of both universities to focus new programs in health and STEM disciplines while also enhancing the graduate education experience. Subsequently, the Library will be poised to create a building space that centers faculty development needs in an open, diverse, and inclusive environment. The Library building offers a unique location for Loyola and Notre Dame faculty to engage across universities in an innovative and collaborative setting.

EXAMPLES FROM OTHER INSTITUTIONS

- [Cal State San Bernadino Faculty Center for Excellence](#)
- [Johns Hopkins University Center for Teaching Excellence and Innovation](#)
- [Montana State University Center for Faculty Excellence](#)
- [University of Baltimore Bank of America Center for Excellence in Learning, Teaching, and Technology](#)
- [University of North Carolina - Chapel Hill Center for Faculty Excellence](#)

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INITIATIVE 2.3 LNDL WILL LEVERAGE COLLECTIVE CONSORTIAL COLLECTIONS AND TECHNOLOGY INVESTMENTS TO DEFINE AND ADVANCE A COLLECTION DEVELOPMENT, TECHNOLOGY-ENABLED RESEARCH STRATEGY THAT SUPPORTS STUDENT SUCCESS AND FACULTY EXCELLENCE.

ADVANCING STRATEGIC PRIORITIES FOR LOYOLA AND NOTRE DAME

Loyola Strategic Priorities	Notre Dame Strategic Priorities
Advance student and faculty formation	Advance inclusive transformational education and student engagement and success
Grow our footprint, influence, and enrollment	Enhance NDMU's leadership position and visibility in Baltimore, Maryland, and beyond
Care for our common home	Ensure institutional culture of leadership, innovation, and excellence in administrative services

The Library develops robust collections locally and through multiple consortial relationships, innovates to meet emerging needs, and adapts to changes in the scholarly communication landscape. Library collections are thoughtfully created and maintained through collaboration with campus stakeholders and consortia partners. The Library evolves to advance the needs of both universities to provide a transformative education and enhance experiential learning.

CURRENT STATE

The Library's consortial collections strategy relies on networking at the local, state, and national levels with hundreds of libraries through multiple consortia. Sharing content and banding together to purchase resources are the foundation of the strategy, which positions the Library to allocate local collections dollars to acquire primarily electronic materials that support the academic programs and priorities of both campuses. Through this strategy, the Library continues to expand academic impact by:
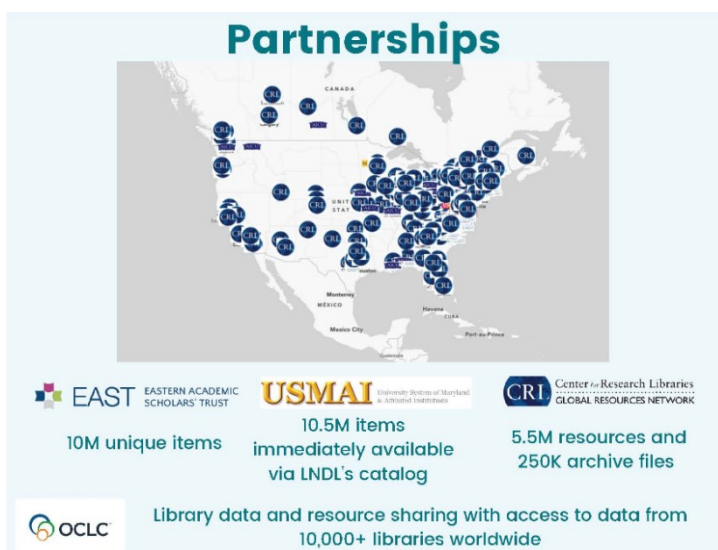
- Supporting new program proposals/accreditation.
- Ensuring the voices of underrepresented populations are represented and discoverable.
- Advancing the research needs of faculty and students through open access initiatives and digital scholarship support.
- Expanding understanding and support of emerging resources and technologies such as artificial intelligence.
- Nurturing student well-being through provision of resources such as current fiction.

Libraries enhance institutional reputation by supporting all aspects of scholarly publishing including data management, research grant support, and open access publishing. Nine of LNDL's peer institutions provide support for open data and open access publishing. LNDL allocates roughly one percent of its collections budget to provide open access content and open access publishing opportunities for faculty and students.

Open access content, including open educational resources has a track record of improving students' academic success. According to University of Georgia research, open educational resources save students money and improve end-of-course grades for all students by 8.6%. In addition, open educational resources improved course grades at greater rates for non-white and Pell-eligible students, part-time students, and populations historically underserved by higher education (Colvard, Watson, and Park, 2018).

While LNDL provides digital scholarship support on a case-by-case basis, faculty and student demand indicates the Library needs to expand its service. Ten peer institutions provide digital scholarship services or programs such as dedicated lab spaces with a wide variety of hardware and software, or dedicated full-time staff to train, prepare documentation, and guide users through the entire process.

LNDL's membership in EAST enhances the breadth and depth of the Library's collections, especially regarding representation from diverse and underrepresented voices. The Statewide California Electronic Library Consortium (SCELC) and the Eastern Academic Scholars' Trust (EAST), funded by an Institute of Museum and Library Services (IMLS) grant, are researching the impact of Minority Serving Institutions (MSIs) on collection diversity. As MSIs join EAST and share their unique collections, LNDL's faculty and students will gain access to even more unique content (EAST, 2024).

A VISION FOR GROWTH

The Library proposes the following initiatives to leverage collective consortial collections and technology investments to define and advance a collection development, technology-enabled research strategy that supports student success and faculty excellence:

- **Articulate library expertise, resources, and technology in collaboration with faculty to support new and existing program accreditation, including anticipated growth in health sciences and STEM programming at Loyola and Notre Dame.**
  Thirteen of seventeen accrediting bodies used by Loyola and Notre Dame contain standards specifically related to library content, services, and/or study spaces. Documentation of library

collections, instruction, services, and spaces provides accrediting agencies with important evidence of the Library's contribution to student and faculty success.

- **Identify opportunities to amplify diverse voices and works, including an assessment of acquiring Loyola's Karson Institute of Race, Peace, and Social Justice's print collection.**
  The Library will seek to implement guidelines from ITHAKA S+R for diversifying collections, including recommendations to identify missing and diverse voices in the local library (Bledsoe et al., 2022).

- **Acquire collection and technology resources and develop expertise to accelerate use of open scholarship and open educational resources in alignment with faculty needs and Academic Affairs strategic priorities.**
  While the Library has supported open access collection initiatives for several years, in the last two years Loyola and Notre Dame faculty and administrators have shared increased interest in open access publishing and in investigating open educational resources as an alternative to textbooks. The Library is prepared to expand support of this trend. Potential avenues of support include providing data management services and resources to faculty, supporting digital scholarship, and supporting additional transformative publishing agreements.

- **Implement recommendations from collections, technology, and space assessments to ensure consortial commitments are maintained, collection development to support Notre Dame's acquisition of Maryland University of Integrative Health (MUIH) occurs, and expertise, tools, and spaces are available to meet demand for digital content creation.**
  These assessments will allow the Library to create both a building space and technology plan that center innovation, inclusion, diversity, equity, accessibility, and student success. Utilizing the collection analysis, LNDL will adjust its current consortial collection development strategy to focus local collection funding on university priorities and emerging trends such as artificial intelligence. Technology and space assessments will highlight where LNDL can grow to meet increased faculty and student demand for digital scholarship services.

- **Engage with organizations that are developing and implementing environmentally sustainable and operationally efficient methods to provide 21st century content.**
  The Library is committed to educating staff, faculty, and students about the environmental impacts of a 21st century library and reducing impact where possible. There are opportunities in this space to offer classroom or service-learning educational experiences for students. For example, LNDL is currently participating in the Association of Research Libraries' training institutes and workshop series focused on applying the UN's Sustainability Development Goals within academic libraries. See Section 3.2.

EXAMPLES FROM OTHER INSTITUTIONS

- The Catholic University of America Libraries Digital Scholarship services
- The Claremont Colleges Library Digital Scholarship Collaboratory
- Elon University Open Access author support
- Fairfield University's Digital Commons

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FOCUS AREA 3: ENHANCE INSTITUTIONAL IMPACT AND COMMUNITY WELL-BEING

INITIATIVE 3.1 LNDL WILL ENGAGE WITH LOYOLA AND NOTRE DAME SERVICE-LEARNING PARTNERS TO INFUSE LIBRARY EXPERTISE, RESOURCES, AND SPACES INTO THE COMMUNITY-ENGAGED WORK OF BOTH CAMPUSES AND WITHIN THE LOCAL COMMUNITY.

ADVANCING STRATEGIC PRIORITIES FOR LOYOLA AND NOTRE DAME

Loyola Strategic Priorities	Notre Dame Strategic Priorities
Care for our common home	Enrich SSND charism and life-long community engagement

The Library will continue to grow our service-learning partnerships and offer library expertise, resources, and spaces to support service-learning on both campuses. This work supports the Loyola and Notre Dame strategic plans by amplifying important social and environmental justice work already being done on both campuses, via the York Road Initiative, and with organizations throughout Baltimore.

Recent studies exploring service-learning experiences find that students involved in service-learning incorporate their experiences into their classes and on- and off-campus activities. They often learn to design and manage projects by themselves and work to solve real-world issues (Choi et al., 2023). Participation in service learning has been shown to increase interpersonal skills like collaboration and teamwork, and to have a positive impact on problem-solving, research, writing, and mathematical analysis (Chittum et al., 2022).

CURRENT STATE

Beginning in 2023, the Library cultivated a more deliberate and organized effort to engage with service-learning engaged students, faculty, and staff on campus. The Library's Assistant Director of Research and Technology Services attended the semester-long Faculty Fellows for Community-Engaged Teaching seminar program offered by Loyola's Center for Community, Service, and Justice. The Assistant Director strengthened communication with Notre Dame's Director of Service Learning, Community Engagement, and Study Abroad. In Summer 2023, the Library broadened the role of the existing Outreach and Engagement Librarian to Outreach and Community Engagement Librarian to expand work with the community in addition to further developing existing partnerships and programming. New initiatives in 2023 and 2024 include:

- Curation of a [Mass Incarceration Spotlight Series](#) bridging the two universities' programs for engaged learning on the topic of mass incarceration and the creative arts.
- Curation of the [Sustainability Spotlight Series](#) with programming such as the Baltimore Environmental Film Series; Sustainability research guide and website; and Pot-A-Plant activities.
- Support of Gator Thrift via coordination of a clothing donation box in the Library's lobby.
- Support of A Child's Place through decoration donations.
- Space was provided for local community members to meet, such as the Radnor Winston Improvement Association.
- Support of CCSJ events, such as the Community Engagement Fair.

Notre Dame students use LNDL's Innovation Station to create Halloween decorations for A Child's Place

In 2023 the Library also welcomed [The Karson Institute for Race, Peace, & Social Justice](#) into a permanent office on the second floor. The Library currently supports several of The Karson Institute's initiatives, provides space for its activities and events, and anticipates sustaining and growing this productive partnership.

Civic engagement is a natural fit with the Library's mission. Service-learning in librarianship can take many forms from targeted instruction sessions to embedding a librarian in service-learning courses (Nutefall et al., 2021). In 2023, the Library increased outreach to service-learning faculty to offer information literacy sessions and will continue this work.

A VISION FOR GROWTH

The Library proposes the following initiatives to engage with Loyola and Notre Dame service-learning partners to infuse library expertise, resources, and spaces into the community-engaged work of both campuses and the local community:

- **Expand the Library's programmatic service-learning offerings in conjunction with campus partners, including elevating the Library's Spotlight Series and piloting a Library Residency program to enhance community well-being and student-engaged learning opportunities.** Increasing programming in the Spotlight Series and piloting a Library Residency program that brings a noted scholar/artist/leader to the library will provide creative new opportunities for campus engagement and student-engaged learning. The Library will also expand its reach to service-learning programs that support community well-being and the development of essential

- The Karson Institute: Continue space and programming partnership to support the mission of racial, social, and healing justice through education.
  - Loyola Clinical Centers Literacy Division: Explore developing workshops and programming focused on multilingual support for local families, which would also provide graduate students with increased practicum opportunities.
  - Loyola's Speech Language Pathology program and the Down Syndrome Association of Maryland: Expand existing partnership with the Loyola Speech-Language-Hearing Sciences students who meet children in the Library to provide DSA support services.
  - Notre Dame's Women's Leadership Institute of Baltimore: Explore developing partnership to promote programming that is pertinent to the advancement of women.
  - Notre Dame's A Child's Place: Develop summer programming that provides makerspace or art opportunities in collaboration with the Notre Dame childcare center.
- **Pilot up to three community-based programs featuring Library expertise, resources, or spaces that support community well-being.**

  The Library will broaden the range of experiences and connections students and faculty can have on both campuses and at the Library through initiatives such as:

  - Working with the Enoch Pratt Free Library's Govans branch and the Maryland State Library Resource Center to investigate crossover programming and initiate public library card registrations at LNDL.
  - Collaborating with Notre Dame's service-learning office and Loyola's faculty to develop a learning garden in the Library's Peace Meadow.
  - Exploring the creation of a Human Library program at LNDL.

EXAMPLES FROM OTHER INSTITUTIONS

- Campus Compact
- International Association for Research on Service-Learning and Community Engagement
- Sustainable Libraries Initiative
- University of San Diego - Place Based Justice Network
- Unjudge someone - The Human Library Organization

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INITIATIVE 3.2 LNDL WILL PARTNER WITH FACILITIES, TECHNOLOGY, AND SUSTAINABILITY DEPARTMENTS AT LOYOLA AND NOTRE DAME TO DEVELOP STRATEGIC PLANS FOR THE LIBRARY PLANT AND TECHNICAL INFRASTRUCTURE IN ALIGNMENT WITH EMERGING TRENDS, INSTITUTIONAL LAUDATO SI' COMMITMENTS, AND STATE AND LOCAL LAWS.

ADVANCING STRATEGIC PRIORITIES FOR LOYOLA AND NOTRE DAME

Loyola Strategic Priorities	Notre Dame Strategic Priorities
Care for our common home	Advance inclusive transformational education and student engagement and success
Grow our footprint, influence, and enrollment	Enhance NDMU's leadership position and visibility in Baltimore, Maryland, and beyond

Developing strategic plans for the library plant and technical infrastructure allows the Library to maintain efficient operations, align with both universities' sustainability commitments, and integrate with the emerging space and technology needs of both campuses.

Throughout the library field, libraries continue to host specialized programs, collections, or services and can expect an increasing number of 'partnering' arrangements where campus services become located inside the library space (ACRL, 2023). Libraries also need to more carefully consider the institution's full digital footprint and help provide a more integrated experience (ACRL, 2023). Additionally, advances in both hardware and software will continue to transform library cloud services, processing power, and automation systems (ACRL, 2023), and LNDL will need to account for these advances in its plan.

CURRENT STATE

Higher education facilities: LNDL partners with Loyola's Facilities, Event Services, and Public Safety offices. The Library partners with Notre Dame's Event Services and IT department to ensure ID swipe functionality at the building's main entry doors.

Technology infrastructure: LNDL buys and maintains its own educational and staff computing technology in-house. Loyola University Maryland provide essential technical infrastructure for the Library including but not limited to Office 365, building wide network and wifi, and website development and maintenance. The Library recently outsourced a cybersecurity assessment and is implementing hardware and software recommendations that were made. The Library is currently building a virtual reality/augmented reality strategy in line with the needs of both campuses and is assessing library technology support staffing needs for the future.

Library sustainability: LNDL has outsourced building maintenance to Loyola Facilities with capital planning for building deferred maintenace and improvements receiving oversight by a joint Loyola

and Notre Dame quarterly facilities working group. In recent years, Loyola facilities has updated lighting, improved brick tuckpointing, replaced the heating/cooling tower, transitioned a portion of Library grounds to a Peace Meadow, and updated technology compliance to meet Baltimore City fire safety standards. Additional work to replace and secure the Library's curtain wall and repair the bridge that connects Notre Dame's campus to the Library also occurred. Finally, librarians worked on a sustainability campaign and research guide, bringing together resources for students, faculty, and staff during the 2023-2024 academic year.

A VISION FOR GROWTH

The Library proposes the following initiatives in partnership with facilities, technology, and sustainability departments at Loyola and Notre Dame to develop Library plant and technical infrastructure strategic plans in alignment with emerging trends, institutional Laudato Si' commitments, and state and local laws:

- **Implement a ten-year strategic, comprehensive plan for the building in partnership with Loyola Facilities, the Library's Joint Facilities Working Group, and the Board of Trustees.**

   The plan will reflect the commitments of both universities to Laudato Si' and be adaptive and responsive to local, state, and federal compliance regulations. The plan will account for Library strategic plan initiatives and address recommendations for related maintenance and repair. Recommendations might include potential internal space redesign to meet community needs of both Loyola and Notre Dame, enhanced Wi-Fi signals, cooling system replacements, electrical changes, or roof repair.

- **Complete technology and space assessments to empower innovative research and teaching through the adoption of emerging technologies like generative artificial intelligence and virtual reality.**
   As advances in hardware and software continue to transform library cloud services, processing power, and automation systems, and the demand for integrated digital experiences continues, the Library will need to continually assess its current capabilities and anticipate future needs. LNDL will collaborate with Loyola and Notre Dame to support plant and technical infrastructure and look to the Literacies Research and Learning Program to assess educational technology-linked learning needs in collaborations with the academic affairs departments of both schools.

- **Develop a sustainability action plan for the Library that is grounded in the UN's Sustainable Development Goals and the Laudato Si' encyclical**.

  This plan will complement LNDL's strategic initiatives regarding space, collections, technology, and instruction. LNDL is committed to reflecting both the UN's Sustainable Development Goals and Pope Francis' Laudato Si' Encyclical on Care for Our Common Home in the plan. LNDL will investigate reducing energy consumption, office supply usage, and employing more robust reduce/reuse/recycle/compost strategies.

EXAMPLES FROM OTHER INSTITUTIONS

- Lehigh University Library and Technology Services Strategic Plan
- Sustainable Libraries Initiative

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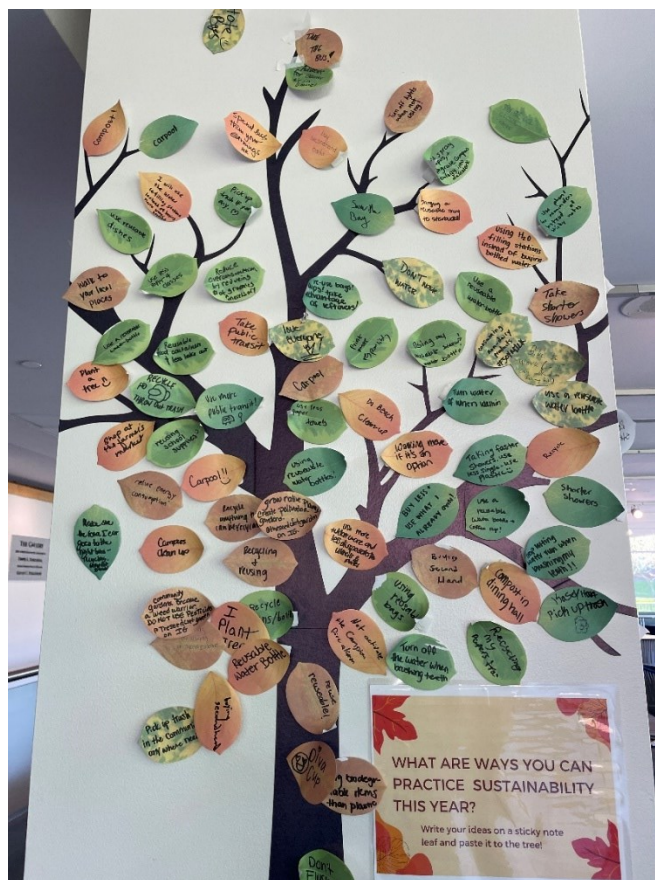
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WHAT ARE WAYS YOU CAN PRACTICE SUSTAINABILITY THIS YEAR?

Write your ideas on a sticky note leaf and paste it to the tree!

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INITIATIVE 3.3 LNDL WILL EXPLORE OPPORTUNITIES TO CREATE INCUBATOR OR COWORKING SPACES FOR COMMUNITY, ENTREPRENEURIAL, OR BUSINESS PARTNER USE SPONSORED BY LOYOLA AND NOTRE DAME.

ADVANCING STRATEGIC PRIORITIES FOR LOYOLA AND NOTRE DAME

Loyola Strategic Priorities	Notre Dame Strategic Priorities
Advance student and faculty formation	Advance inclusive transformational education and student engagement and success
Grow our footprint, influence, and enrollment	Enhance NDMU's leadership position and visibility in Baltimore, Maryland, and beyond
	Drive enrollment, philanthropic, and financial growth

Providing incubator or coworking spaces alongside our campus entrepreneurial partners' nurturing of ideas would support Loyola's and Notre Dame's strategic plans by incentivizing experiential learning, expanding outreach and visibility to businesses and entrepreneurs throughout Baltimore, and providing important networking opportunities for students, faculty, and community members.

The focus of academic library spaces and services has shifted away from providing only traditional research. Entrepreneurship initiatives live in spaces beyond business schools (Edens et al., 2020). Libraries continually look for other partners to share their mission and there is a constant need to reimagine library services (Nelson, 2020).

CURRENT STATE

LNDL's current support of campus entrepreneurial initiatives includes providing The Idea Space and resources for Loyola's Baltipreneurs weekly meetings. The Baltipreneurs program offers focused sessions on funding, training, and mentorship for Baltimore's innovators, including Loyola students, faculty, and staff, with a preference for women entrepreneurs and founders of color.

As part of LNDL's information literacy instruction, librarians work with business departments at both schools and the Baltipreneurs program to support teaching, research, and learning with a variety of classes and business resources. The Library's makerspace offers technologies and support for exploration, creation, invention, prototyping, and learning.

A VISION FOR GROWTH

The Library proposes the following initiative:

- **Explore with Loyola and Notre Dame interest in and feasibility of creating incubator or co-working spaces on the lower level of the library for start-ups, small businesses, and non-profit organizations, incorporating data from collection, technology, and space assessments**.

  Assessment data will be used to articulate potential locations and opportunities, as available, for engaging with incubator residents to amplify their message and support engaged learning opportunities. In conjunction with LNDL's service-learning efforts developing incubator and co-working spaces in the Library will allow LNDL to engage with the greater Baltimore community and create stronger relationships that can benefit Loyola and Notre Dame. Librarians and staff will cultivate these relationships in alignment with the Library's guiding commitment to inclusion, diversity, equity, and accessibility.

EXAMPLES FROM OTHER INSTITUTIONS

- 5 Amazing College Incubators (forbes.com)
- 9 Things You Can Do at a Capital One Café
- Center for Entrepreneurship & Innovation at Bucknell University
- John Martinson Entrepreneurial Center at Purdue University
- Lehigh University Small Business Development Center
- The Startup at Towson University
- Swartz Center for Entrepreneurship at Carnegie Mellon University
- University of Maryland Startup Shell

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FOCUS AREA 4: CULTIVATE A VISIBLE, INCLUSIVE, AND THRIVING TEAM

INITIATIVE 4.1 LNDL WILL DEMONSTRATE AN ORGANIZATIONAL CULTURE THAT ENABLES EMPLOYEE SUCCESS BY FOSTERING A SENSE OF BELONGING, ALLOWING A GROWTH MINDSET TO FLOURISH, AND MATCHING EMPLOYEE CAREER ASPIRATIONS WITH AVAILABLE OPPORTUNITIES.

ADVANCING STRATEGIC PRIORITIES FOR LOYOLA AND NOTRE DAME

Loyola Strategic Priorities	Notre Dame Strategic Priorities
Thrive by investing in and supporting our team	Ensure institutional culture of leadership, innovation, and excellence in administrative services

Investing in employee success and organizational culture at the Library aligns with Loyola's and Notre Dame's strategic plan initiatives. The Library's plan focuses on employee success from a holistic point of view, addressing professional and personal development while promoting employee well-being. Recent studies have demonstrated that workers rate a healthy and sustainable work culture as very helpful to their mental health (Romsey, 2023), and that elements of fun and play in the workplace promote well-being, reduce stress, and stimulate creativity, problem-solving, and productivity (Whaley, 2021). In libraries, providing staff with the same opportunities for growth as librarians and allowing them to hold positions of power boosts morale (Glusker et al, 2022). While most librarians have had some opportunity to build their skillset within their job, many feel somewhat unprepared when it comes to burgeoning technology such as generative artificial intelligence (Sage and Skilltype, 2023).

In 2023, the Library updated its mission, vision, and values statements. For LNDL to cultivate a vibrant and thriving organizational culture, the Library needs to exemplify these statements through its policies and operational processes. Connecting an organization's mission with employee values and demonstrating to employees how their work relates to that mission boosts employee engagement (Stein et al., 2021).

This plan seeks to continue staff growth and training in the areas of inclusion, diversity, equity, and accessibility to create a culture of belonging in the organization. Employees will also be encouraged to learn new skills to remain innovative and adaptable to changing needs, and best meet the needs of Loyola and Notre Dame.

Advancing a culture of inclusion and belonging

LNDL's organizational culture is rooted in collaboration to advance innovation and promote an inclusive and equitable workplace. To continue its commitment towards inclusion, diversity, equity, and accessibility, in 2021 LNDL conducted an employee-led equity audit to better articulate its core values and enhance the hiring process to achieve greater racial diversity in the Library's staff. By fall 2023, all five recommendations proposed in the equity audit had been implemented and detailed in a report on the Library's website. LNDL has also provided diversity and inclusion training to all staff and requires employees to make a further commitment to diversity and accessibility within their professional goals by completing training in these two areas. Employees are encouraged to engage with campus groups, including affinity groups, according to their interests. LNDL is also committed to actively supporting the diversification of the talent pipeline for the library profession.

Fostering Employee Success

At LNDL, employee success starts with welcoming a new employee to the organization. The Library provides an efficient, online onboarding experience for new employees complemented with in-person onboarding led by the administration office and the new employee's manager. Library managers and leaders are committed to employee success and provide ongoing feedback and support through weekly 1:1 meetings and an annual performance evaluation process.

LNDL librarians benefit from annual professional development funds to further their career development. In recent years, LNDL has also approved professional development funding for staff members relating to their job duties at the Library. LNDL offers professional development opportunities for every employee through library specific training sites SkillType and Lyrasis Learning, LinkedIn Learning (in partnership with Loyola), Maryland Library Association membership through the University System of Maryland and Affiliated Institutions library consortium, and Niche Academy through the State of Maryland. Qualifying full-time employees can also receive tuition remission benefits in partnership with Loyola and Notre Dame.

LNDL Librarians take a field trip to Enoch Pratt Free Library

Diverse Library staff are currently leading in several areas of the Library, including the makerspace, Access Services, and Administrative Services. Continuing to provide resources and professional development opportunities for Library staff to develop their skillsets and advance their careers will be key to elevating their employee experience at LNDL.

Promoting Employee Well-being

The Library promotes opportunities for wellness for employees who are enrolled in Notre Dame's medical insurance. The Library offers an employee assistance program through Mutual of Omaha to help navigate challenging life situations with the help of counselors tailored to the employee's needs. In addition, the Library's Employee Engagement committee provides opportunities for connection and fun in the workplace, such as holiday gatherings and celebrations of life events.

A VISION FOR GROWTH

The Library proposes the following initiatives to demonstrate an organizational culture that enables employee success by fostering a sense of belonging, allowing a growth mindset to flourish, and matching employee career aspirations with available opportunities:

- **Continue cultivating a culture of belonging by completing Suzanne Haley's *Changing the Lens* workshop series to continue to expand staff knowledge and maintain a commitment to action in advancing diversity, equity, and inclusion.**
  In 2022, the Library partnered with consultant Suzanne Haley to provide staff with training on diversity, equity, and inclusion. Completing Haley's diversity, equity, and inclusion-focused workshop series will support the Library's commitment to fostering an inclusive workplace.
- **Articulate LNDL's strategy and commitment to advancing career development, promoting employee well-being, and supporting recruitment and retention.**
  Maintaining a vibrant organizational culture is an ongoing process that can only be achieved by continuously assessing how well the Library exemplifies its values and supports employee success. LNDL will realign job descriptions with duties and responsibilities, identify skill gaps, and create employee development plans that support staff upskilling and career development. In addition, the Library will leverage partnerships with Loyola, Notre Dame, and local organizations to provide opportunities for staff connection and well-being.

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INITIATIVE 4.2 LNDL WILL BE RECOGNIZED AS AN INDISPENSABLE ASSET IN FULFILLING THE EDUCATIONAL MISSIONS OF LOYOLA AND NOTRE DAME.

ADVANCING STRATEGIC PRIORITIES FOR LOYOLA AND NOTRE DAME

Loyola Strategic Priorities	Notre Dame Strategic Priorities
Advance student and faculty formation	Advance inclusive transformational education and student engagement and success
Grow our footprint, influence, and enrollment	Drive enrollment, philanthropic, and financial growth

The resources, spaces, and expertise the Library offers are powerful assets in creating transformative educational experiences, supporting faculty research and growth, and fostering student success. Recent research confirms that libraries remain central to the success of college students. A 2022 survey found that more than 75% of college students agreed with the statement, "I believe the library contributes to my success as a student," while 22% of faculty felt that library resources were the campus academic resource with the single largest impact on student success (Library Journal, 2022, 2023). Advocacy and good communication are critical for academic libraries; without them, faculty and students cannot take advantage of library resources (Kline, 2021).

While many faculty and students engage deeply with the Library, others remain unaware of the ample opportunities it presents. Developing a more effective communication strategy will help both universities make full use of the Library. With a clearer understanding of the Library's positive impact on their community, each school will be poised to make the Library an important part of the success stories they share with donors, prospective students, and other universities. More effectively incorporating Library successes and strengths into each university's story will make Loyola and Notre Dame even more appealing to their target audiences.

CURRENT STATE

At present, the Library utilizes several channels to share information with Loyola and Notre Dame, including:

- The Library Impact Dashboard.
- Social media and website, including longer articles on the Library News webpage.
- Physical/digital signage in the Library and on both campuses.
- Campus news outlets such as *Loyola Today* and the *Notre Dame Bulletin*.

The Library works closely with each university through committees, task forces, and project teams. Recent examples from Loyola include librarian or library director participation on the Academic Technology Committee, Digital Accessibility Committee, Undergraduate Curriculum Committee, and the Universities Studying Slavery Presidential Task Force. Recent examples from Notre Dame include service on the Notre Dame Day planning committee, Institutional Review Board, and Nancy Kreiter Student Research Day committee.

The Library's number of new and continuing partners at both Loyola and Notre Dame has more than doubled since 2019. Despite this growth, stakeholder feedback gathered during the strategic planning process revealed a lack of understanding on both campuses of the Library's services, resources, and how LNDL is already working with campus partners. As libraries become more adept at providing seamless digital access to resources, university communities do not always recognize the library's instrumental role in making these resources available.
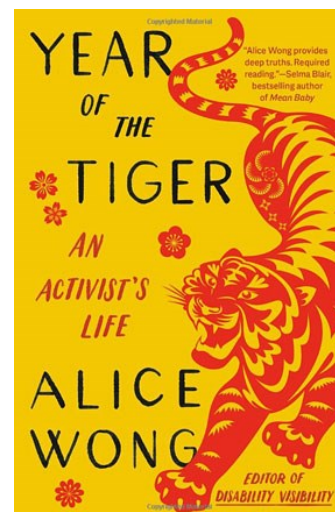
Notre Dame's 2023-24 Common Read selection. An LNDL librarian participates on the selection committee each year.

A VISION FOR GROWTH

The Library proposes the following initiatives to be recognized as an indispensable asset in fulfilling the educational missions of Loyola and Notre Dame:

- **Conduct a marketing and communications audit to identify strategies for raising awareness of and engagement with the Library.**
  LNDL has been building productive partnerships on both campuses for some time, but the Library's work is not always known and recognized. A marketing and communications audit will help the Library identify strengths and areas for improvement in communicating with campus communities. It will allow the Library to highlight the ways it is fulfilling its guiding commitments to inclusion, diversity, equity, and accessibility principles, operational excellence, and innovation.
- **Review committees at Loyola and Notre Dame to identify opportunities where the Library can add significant value and discuss opportunities for greater Library participation with each university.**
  Library staff hold valuable expertise in a wide variety of areas. Current committee structures at Loyola and Notre Dame suggest excellent possibilities to embed Library staff more deeply in the work of each university, and to continue to foster partnerships and collaboration.
- **Grow organizational capacity by adding skillsets in marketing, communication, and advancement, while also optimizing professional development investments in operational and educational technologies, leadership, and advocacy.**
  The Library will enhance the skillsets of librarians and staff in areas crucial to supporting the educational missions of Loyola and Notre Dame in areas such as branding, marketing, and grant writing. One aspect of this work will be an evaluation of the Library's current librarian liaison program to better utilize liaisons as library advocates and campus consultants.

EXAMPLES FROM OTHER INSTITUTIONS

- [John Cotton Dana Award](#)

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INITIATIVE 4.3 LNDL WILL BECOME KNOWN AMONG MIDSIZE ACADEMIC LIBRARIES AS AN EXEMPLARY CENTER OF ENGAGED LEARNING AND RESEARCH AND AN ADVOCATE FOR ADVANCING THE DIVERSITY OF THE PROFESSION.

ADVANCING STRATEGIC PRIORITIES FOR LOYOLA AND NOTRE DAME

Loyola Strategic Priorities	Notre Dame Strategic Priorities
Grow our footprint, influence, and enrollment	Drive enrollment, philanthropic, and financial growth
Thrive by investing in and supporting our team	Ensure institutional culture of leadership, innovation, and excellence in administrative services
	Enhance NDMU's leadership position and visibility in Baltimore, Maryland, and beyond

Library staff are highly skilled, trained professionals who perform exemplary work that merits recognition. Publicizing and supporting librarians' scholarly output and applying for awards that celebrate the Library's strengths will provide tangible and easily understood ways for Loyola and Notre Dame to communicate the Library's value. These forms of recognition can also serve as an effective tool in recruiting prospective students and employees and in attracting donors.

The Library recognizes the critical need for diversity within librarianship. Librarianship has historically been a white profession and remains so. In 2023, based on data reported by the Bureau of Labor Statistics the racial breakdown of the profession is White (81.2%), Black or African American (7%), Asian (5.5%), and Hispanic or Latino (11.1%) (BLS, 2023). Supporting the education and growth of new professionals and future librarians from diverse backgrounds will help to address the acute lack of diversity in the library profession. It also leads to a strong, thriving Library staff, and positions the Library as an asset for both universities when recruiting faculty, staff, and administrators.

CURRENT STATE

After conducting a diversity audit in 2021, the Library identified areas for improvement in recruiting and retaining a diverse staff and has implemented the report's recommendations. The Library has also partnered with Simmons University's Library Fellows Program which received a LEAD Award from INSIGHT Into Diversity magazine in 2024 to recruit fully remote graduate student assistants pursuing their master's in library and information science (INSIGHT Into Diversity, 2024). The students obtain hands-on library experience at LNDL while receiving a scholarship towards their tuition. The Library aims to develop and publicly share a roadmap outlining its ongoing strategies to support increased diversity in the profession.

To date, the Library has not taken full advantage of award opportunities that would elevate its profile and highlight strong and innovative work. In 2023, the Library applied for and was awarded the Chesapeake Human Resources Association's (CHRA) James W. Rouse Excellence in Diversity and Inclusion Award. The selection committee was impressed by the "depth and significance" of LNDL's work and noted that the Library's "contributions are invaluable in furthering the cause of diversity and inclusion." This exciting development highlighted for staff how awards can communicate the Library's strengths and priorities to our campus communities and prospective employees.

Library staff make scholarly contributions to librarianship and related fields, presenting at conferences and publishing articles that share their innovative work on regional and national stages. At this juncture, however, Library infrastructure for supporting this professional output is not well developed. In librarianship in general, professional funding has remained stagnant while the cost of conferences and professional organization memberships has increased (Comanda et al., 2021). The Library's level of professional development funding has remained flat for the past 10 years. Additionally, there is no research leave mechanism available to LNDL librarians. A recent survey indicated that leave time provided for research by academic libraries averages 5-10% annually (Crampsie, Neville, & Henry, 2020).

The Library lacks an effective method of sharing its scholarly engagement with the public. An Impact Dashboard on the Library website has at times included statistics on these professional contributions, but to date, there has not been a consistent strategy to raise awareness of this work.

A VISION FOR GROWTH

The Library proposes the following initiatives to become known among midsize academic libraries as an exemplary center of engaged learning and research and an advocate for advancing the diversity of the profession:

- **Elevate the visibility of the Library's commitment and work to grow the pipeline of librarians and staff from diverse and underrepresented communities.**
  Just as the Library's Equity Audit made a path toward more inclusive hiring practices concrete and attainable, a written and publicly accessible roadmap of the Library's strategy to help diversify the profession will serve as an example both universities can highlight and will position LNDL as a leader in this area. It will be a powerful contribution to the Library's guiding commitment to inclusion, diversity, equity, and accessibility.
- **Identify and apply for 2-3 awards or association memberships the Library would aspire to achieve or join in the next five years.**
  By finding and applying for awards that speak to the Library's strengths, LNDL will enhance the profile of the two institutions we serve and provide an advantage to each in recruiting students and staff. Examples of possible awards to pursue include the Library Excellence in Access and Diversity (LEAD) Award from Insight Into Diversity magazine, the ACRL Excellence in Academic Libraries award (won by AJCU schools Loyola Marymount University and Santa Clara University in recent years), the IFLA Green Library Award, or the Vattemare Award from Library Juice Press.

- **Develop an infrastructure to support and recognize the professional contributions of LNDL librarians and staff.**

Contributing to the library profession via conference presentations, leadership on regional and national committees, and scholarly publications requires resources, namely staff time and funding for travel and registration fees. The Library will investigate ways it can more effectively support employees' scholarly engagement, such as reassessing professional development funding, exploring the idea of research leave, and developing a process for publicly sharing the professional contributions of LNDL librarians and staff. This initiative supports the Library's guiding commitment to operational excellence and innovation and will also raise the Library's profile in ways that are beneficial to Loyola and Notre Dame.

EXAMPLES FROM OTHER INSTITUTIONS

- [Los Angeles Public Library Diversity and Inclusion Apprenticeship](#)
- [OhioLINK Luminaries Program](#)

LNDL Librarians accepting the James W. Rouse Diversity Award from CHRA

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MISSION, VISION, VALUES

MISSION STATEMENT

The Loyola Notre Dame Library is an innovative center of engaged learning and research that advances the academic and spiritual missions of Loyola University Maryland and Notre Dame of Maryland University. The Library fosters a culture of belonging through meaningful engagement with campus and community partners. Anchored in a commitment to operational excellence, the library advances the fluent, equitable, and ethical use of information and technology.

VISION STATEMENT

The Loyola Notre Dame Library will be a community catalyst empowering the transformational educational missions of Loyola University Maryland and Notre Dame of Maryland University. We will cultivate student success, amplify diverse voices in knowledge creation and preservation, and inspire the ethical use of information and resources to work for justice and change the world.

VALUES

INCLUSION, DIVERSITY, EQUITY, AND ACCESSIBILITY

The Library recognizes that personal and systematic bias against individuals from underrepresented groups exists. The Library works to build and bridge communities that welcome and affirm people to be their whole selves, honoring their multiple identities and lived experiences. The Library seeks to reflect the diversity of the communities served in the stewardship of and access to collections, spaces, services, and expertise. The Library establishes and maintains human resources policies and practices that result in fair and equitable treatment of Library staff.

INNOVATION AND COLLABORATION

The Library fosters creativity and innovation by providing access to a wide range of resources, technologies, spaces, and expertise. The Library collaboratively pioneers new services and improves upon existing resources to meet the changing needs of users.

LIFELONG LEARNING

In partnership with faculty, staff, and students, the Library prepares our users to be lifelong learners and promotes the success of the whole person. The Library supports students by facilitating fluency in the ethical use of information and technology as they apply critical thinking to solve problems, collaborate, and advance knowledge. The Library has a strong commitment to the personal and professional development of Library staff and giving back to the greater library profession.

INTELLECTUAL FREEDOM AND INTEGRITY

The Library upholds the American Library Association's Bill of Rights and, as such, respects each user's right to privacy and will not provide information regarding Library transactions unless required by law. The Library recognizes the right of the academic community to pursue intellectual inquiry and supports academic research and the scholarly communication process by providing resources regardless of topic or perspective. The Library strives to be an honest and ethical organization.

OPERATIONAL EXCELLENCE

The Library is committed to continuous improvement of the user experience, centering the diverse needs of the communities served to ensure equitable and inclusive use of library resources, services, and expertise. As higher education and library environments change, the Library strives to assess the success of these endeavors, adapt to changing needs, and articulate Library values in day-to-day operations.

SUSTAINABILITY

The Library partners with Loyola University Maryland and Notre Dame of Maryland University to care for our common home, creating a better future for the communities the Library serves and our world.

THANK YOUS

LNDL would like to thank everyone from the Loyola Notre Dame Library, Loyola University Maryland, and Notre Dame of Maryland University who contributed to this strategic framework in order to put our mission, vision, and values into action. Special thanks to Danielle Whren Johnson, Copyright and Special Projects Librarian, who led the initiatives project management and to the following people for their participation in the development of this plan:

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