Library and Information Services Strategic Plan
Fiscal Year 2007 – 2008

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Terminology

CFT	Cross Functional Team. These teams combine staff from across LIS, and in some circumstances from other divisions, to pursue initiatives that cross departmental or functional boundaries.
Dickinson College Guiding Organizational Priorities	Each fall, President Durden identifies select goals, projects or areas that will serve as primary foci for the administration for the upcoming academic year. These priorities are derived specifically from the Strategic Plan and are intended to serve as broad guiding constructs that promote a common sense of direction for all campus constituencies as we seek to establish Dickinson as a leader among the nation's liberal arts colleges.
Dickinson College Strategic Plan	The Dickinson College Strategic Plan for fiscal years 2006-1010 sets forth Defining Characteristics and Enabling Conditions that reflect the College's unique character and provide a framework for planning in the divisions of the College. For the full text of the plan, see the College Web site (http://www.dickinson.edu/plan/planII.htm).
GIS	"A geographic information or geographical information system (GIS) is a system for creating, storing, analyzing and managing spatial data and associated attributes. In the strictest sense, it is a computer system capable of integrating, storing, editing, analyzing, sharing, and displaying geographically-referenced information. In a more generic sense, GIS is a tool that allows users to create interactive queries (user created searches), analyze the spatial information, and edit data. Geographical Information Science is the science underlying the applications and systems, taught as a degree programme by several universities.) (Source: Wikipedia, http://en.wikipedia.org/wiki/Gis)
Individual Staff Goals	A project or activity undertaken by an individual LIS staff member that supports one or more Initiative. Individual Staff Goals are normally completed within a single fiscal year.

Information Fluency	Information Fluency is "the ability to perform effectively in an information-rich and technology-intensive environment." Simply put, information fluency is the ability to gather, evaluate, and use information in ethical and legal ways. Information fluency encompasses and integrates three important skills: information literacy, technology literacy, and critical thinking. These three skills are not mutually exclusive but overlap in nature. The ability to communicate information in appropriate and effective ways is another crucial part of Information Fluency." (Source: University of Central Florida Information Fluency Initiative, http://if.ucf.edu/students/about_icf.php)
Initiative	A project or activity undertaken by an LIS department that supports one or more LIS Strategic Goal. Initiatives are normally completed within a single fiscal year.
LIS	Division of Library and Information Services
LIS Strategic Goals	A broad area of strategic importance for the Division that serves to organize and focus Initiatives. LIS Strategic Goals support one or more Defining Characteristic or Enabling Condition within the Dickinson College Strategic Plan.

Acknowledgement

Purpose and Structure

The LIS Strategic Plan ensures the alignment of the division's planning, budgeting and initiatives with the Dickinson College Strategic Plan. It accomplishes this by linking each level of planning according to the level of the organization from the campus as a whole to individual members of the staff. The following table depicts how each layer of planning is associated with a layer of the LIS organization.

Planning Level	Organizational Level	Timeframe
Dickinson College Strategic Plan	College	FY 2006 - 2010
LIS Strategic Goals	Division	FY 2008 - 2010
LIS Initiatives	Department or CFT	Single Fiscal Year
Individual Staff Goals	Individual Staff	Single Fiscal Year

The LIS Strategic Plan performs the following functions:

- Aligns divisional planning with College priorities as expressed in the Dickinson College Strategic Plan.
- Provides a basis for discussion during the annual planning cycle with the Information Technology and Services Committee.
- Promotes communication and teamwork between LIS departments.
- Helps to set priorities.
- Lends coherence to initiatives across a disparate range of functions.
- Guides the division as it forms annual budget proposals for the Planning and Budget Committee.
- Communicates divisional plans and priorities to the campus community.

LIS Mission Statement

The Division of Library and Information Services supports Dickinson College's aspiration to establish itself "permanently as a leading liberal arts college in America" as expressed in the Dickinson College Strategic Plan, by seeking to achieve the following:

o   Students, faculty and staff who have achieved a degree of information fluency appropriate to their individual roles and needs.

o   A leadership position at the national level in the application of information technology in learning, teaching, and scholarship.

o   A unified and seamless path to information resources on and beyond the campus for all College constituencies.

o   Enhanced institutional effectiveness by utilizing systems that support the continuous improvement of the College's administrative processes.

o   A robust and secure campus computing and communications network that can leverage the College's investments in information technology.

LIS Strategic Goals, Fiscal Years 2008-2010

LIS Strategic Goal	Description
Goal 1	Define in consultation with the campus community information fluency and create standards, modes of delivery and methods of assessment that are aligned with the curriculum of the College.
Goal 2	Create a Media Center as a home for faculty and student collaboration that will reflect the College's national leadership position in the application of information technology to learning, teaching, and scholarship.
Goal 3	Create a unified portal to information resources for all College constituencies on and beyond the campus.
Goal 4	Define a predictable and sustainable replacement cycle for desktop systems and the campus computing and communications network that reflects the priorities of the College.

LIS Strategic Goals Mapped to Dickinson College Strategic Plan

Dickinson College Strategic Plan	Goal 1: Information Fluency	Goal 2: Media Center	Goal 3 Unified Portal	Goal 4: Replacement Cycle
Defining Characteristics				
I. A Community of Inquiry	✓	✓	✓	✓
II. Global Perspective	✓		✓	
III. Useful Education	✓	✓	✓	
IV. Citizen-Leaders	✓	✓	✓	✓
V. Diversity	✓	✓		✓
VI. Accountability and Sustainability				✓
Enabling Conditions				
VII. People	✓		✓	
VIII. Financial Strength			✓	✓
IX. Lifelong Affiliation		✓	✓	
X. Technology and Information Management			✓	✓
XI. Visibility and Prestige	✓	✓	✓	
XII. Institutional Information and Practices			✓	

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LIS Strategic Goals Mapped to Guiding Organizational Priorities, 2006-2007

Guiding Organizational Priorities	Goal 1: Information Fluency	Goal 2: Media Center	Goal 3: Unified Portal	Goal 4: Replacement Cycle
The Dickinsonian Dispositions	✓	✓	✓	
A Culture Of Communication	✓	✓	✓	
A Culture Of Engagement And Responsibility	✓	✓		
An Integrated Multi-Divisional 10-Year Forecast				✓

LIS Initiatives Mapped to LIS Strategic Goals for Fiscal 2008

LIS Initiatives	Goal 1: Information Fluency	Goal 2: Media Center	Goal 3: Unified Portal	Goal 4: Replacement Cycle

Divisional

LIS Initiatives	Goal 1: Information Fluency	Goal 2: Media Center	Goal 3: Unified Portal	Goal 4: Replacement Cycle
1. Institute a project planning and communication methodology		✓	✓	
2. Conduct training for staff at service points		✓		
3. Finalize and communicate LIS service model				

Academic Technology Services Department

LIS Initiatives	Goal 1: Information Fluency	Goal 2: Media Center	Goal 3: Unified Portal	Goal 4: Replacement Cycle
1. Create Digital Scholarship Center		✓		
2. Develop an institutional repository	✓	✓		
3. Recruit and hire a GIS specialist.	✓			
4. Review design and role of Information Commons.	✓	✓		

Infrastructure Systems Department

LIS Initiatives	Goal 1: Information Fluency	Goal 2: Media Center	Goal 3: Unified Portal	Goal 4: Replacement Cycle
1. Replace Telephone Switch and Voice Messaging Systems				✓
2. Consolidate Email systems.			✓	
3. Diversify Server Systems.				✓

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LIS Initiatives	Goal 1: Information Fluency	Goal 2: Media Center	Goal 3: Unified Portal	Goal 4: Replacement Cycle
Institutional Systems Department				
1. Develop and Support the Campus Portal and Identity Management Solution.	✓		✓	
2. Achieve high performance and productivity through campus administrative systems.			✓	
Library Services Department				
1. Create a model for information literacy that may be used as at template across the library.	✓			
2. Implement a strategy and process for conducting collection analysis.	✓			
3. Increase usage of and patron satisfaction with the library's web presence.	✓		✓	
User Services Department				
1. Define cycles and standards for equipment replacements.				✓
2. Create strategy to implement Microsoft Vista and Office 2007.	✓		✓	✓
3. Create LIS business continuity strategy linked to campus plan				

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Divisional

1. **Institute a project planning and communication methodology** Each department within LIS is focused upon completion of important projects. These projects ultimately affect other departments within LIS as well as Dickinson College personnel. A project management methodology should consist of both formal documentation and consistent interdepartmental meetings and communications.   Project management standards need to be created for documentation, project status, departmental communications, and client communications.

2. **Develop standards and mechanisms to assure consistent service across all public service points in the Library**. Establish a public service cross-functional team to develop a mechanism, throughout fiscal 2007, to train all staff who come into contact with library users, including all student workers, on the main policies, procedures, and commonly asked questions handled by all library public service points (including main circulation, lower level circulation, reference, special collections, help desk, and academic technology).   The goal of the training is to provide thorough understanding of the functions, responsibilities, and capabilities of the various service points so that service assistance offered to patrons from any of these points is consistent, accurate, and well-informed. The cross-functional team should study existing public service data, as well as consider additional data collection and assessment, in developing and implementing the training mechanism. Formal training under the newly developed training model shall be implemented by July 1, 2007. Regular meetings of the public service cross-functional team should continue thereafter to share information on changes in services and to assess continually the quality of public service being offered at the various service points throughout the library building.

3. **The creation, publication, and distribution of LIS Service Delivery guidelines and objectives.** LIS provides numerous Library and Technology related services. Dickinson College staff needs clear and concise information about the process for requesting these services. These same staff members also need information concerning the expected delivery and completion timeframe for each type of service requested. Dickinson College staff should be provided a single point of contact or process for requesting all LIS services.

Academic Technology Services Department

1. **Create Digital Scholarship Center.**

2. **Develop an institutional repository.** More and more of the information that faculty members use to supplement their lectures and other teaching experiences involve the use of digital images, electronic audio and video files, and various other electronic

tools and media. Oftentimes individual faculty members will end up digitizing materials more than once over the course of a few years because of different technical or file management issues. Faculty members are also likely duplicating efforts, unaware of what their colleagues may be digitizing and making available to their students. If an institutional repository were available, the storage, organization, and access of digital teaching objects would be assured. LIS will provide the necessary expertise for hardware and software, as well as on issues of standards, copyright, and preservation, and faculty can focus their attentions on teaching and research rather than technical logistics. During fiscal year 2007, a task force composed of appropriate LIS staff and faculty members, and under the guidance of the Director of Academic Technology Services and the Information Technology and Services Committee, should be convened and charged with the task of examining this issue and making recommendations for an implementation to commence by the fall of 2007. Consider a multi-institutional or consortium based approach and the possibility of external grant funding. Also consider linkages to existing College initiatives such as the Teaching Center Without Walls and consultations with appropriate College committees such as APSC. Analyze interoperability of existing applications, including Content DM and Icon.

3. **Recruit and hire an academic technologist with particular expertise in support of the sciences and in the use of GIS technologies**. Geographic Information Systems (GIS) allow faculty and students to explore spatial data across a range of disciplines in the sciences, social sciences and the humanities. GIS technologies, which allow researchers to build multi-layered sets of data and then examine and present that data in a graphical manner, are becoming increasing popular in academic circles, and the Dickinson College faculty are following this trend. Academic Technology Services currently has four members; three members specifically devoted to departmental liaison responsibilities, and one member primarily responsible for software training and Blackboard maintenance. Among the liaisons, one supports the foreign language and area studies programs, one supports the arts and humanities departments, and one supports the social science departments. No member of the department has the expertise to support GIS technologies.   In light of this situation, our goal is to recruit and hire an additional member of the Academic Technology Services team with a particular expertise in GIS begin July 1, 2007.

4. **Review design and role of Information Commons**.   The Information Commons was built in 2002 with subsequent investments in 2003 and later. While successful as a shared open computing and teaching facility, it has underperformed as a spur to innovation in the application of information technology in teaching, learning, and scholarship. As LIS attempts to move to a higher level of achievement and leadership in academic technology services, the time seems opportune to review the role and design of the Information Commons.

Infrastructure Systems Department

1. **Replace Telephone Switch and Voice Messaging Systems.**_Due to the age and vendor support expiration of the current voice and voice messaging systems at Dickinson College, Infrastructure Systems prepared and distributed a comprehensive Request for

Information to replace the current systems. Several vendor responses where received and LIS is preparing a recommendation to be presented to the ITS committee and the Budgeting committee this fall. Upon approval LIS will propose implementation of the new systems in the summer of 2007.

2. **Email Consolidation.** Infrastructure Systems currently maintains a Unix Sendmail email platform for the student, faculty and alumni at Dickinson College. A Microsoft Exchange mail system is maintained for the administrative users. Consolidation of these two systems into a single Exchange solution would reduce administrative cost and permit the retirement of the older hardware and software infrastructure used to support the Sendmail environment.

3. **Diversify Server Systems.** Infrastructure Systems currently maintains both backup/develop and production server systems for the campus administrative systems in the server room in South College. Infrastructure Systems is proposing that the backup/development systems be moved to the HUB switch room to ensure total system diversity. These systems can be moved upon completion of the voice switch replacement, when space in the HUB switch room will become available.

Institutional Systems Department

1. **Continue to Develop and Support the Campus Portal and Identity Management Solution.** While the initial implementation and rollout of the campus portal and identity management solution will begin during FY 2007, continued development will be essential during FY 2008. As needs are established for existing users of the portal system, new content and channels will be developed. The implementation of a portal solution for external audiences such as prospective and admitted students and alumni will also be accomplished during this fiscal year. LIS staff will also continue to implement, enforce, and audit sound identity management policies and practices.

2. **Achieve high-level performance and productivity through the existing campus administrative systems.** The focus of Institutional Systems staff members during FYs 2006 and 2007 was on the implementation and initial support of a campus ERP system (Sungard HE Banner) and other more modern 3rd party software solutions used to meet the specialized needs of a few campus offices. During FY 2008 the goal of the department will be to enhance the financial control, resource management, and productivity in key functional areas that include but are not limited to: human resources, financial operations, facilities management, academic affairs, and development and alumni relations, and enrollment management. These enhancements will be realized through determining more efficient use and training of the Banner systems and the continued maturation of the campus decision support systems which include business intelligence and data warehousing solutions.

Library Services Department

1. **Build an information literacy program that encompasses both basic skills and discipline specific competencies.** Develop and implement a course of instruction in information literacy for academic departments in order to improve students' research skills. Building upon basic information literacy instruction in place through First Year Seminars (2006-2007), develop discipline specific competencies in consultation with faculty and identify appropriate mechanisms for teaching and assessing these.

2. **In order to build strong, coherent and relevant library collections, implement a strategy and process for conducting collection analysis**. Having acquired a collection assessment tool to compare our collection with those of peer institutions (2006-2007), conduct an analysis of three subject areas to test process and develop a prototype. The outcome will be a process and workflow for ongoing collection development and maintenance.

3. **Increase usage of and patron satisfaction with the library's web presence**. Identify mechanisms and emerging technologies to enhance our ability to reach, teach, and communicate with users via the web. Conduct usability studies to assess effectiveness of navigation

User Services Department

1. **Evaluate and refine the current personal computer refresh and replacement process and associated schedule.** The current replacement cycle for desktop and laptop computers has been questioned in the past from the perspectives of necessity and cost. This initiative will analyze those cycles and clarify their rationale. This initiative includes the definition of standard computing specifications and a process to handle exceptions to those standards.
2. **Create strategy to implement Microsoft Vista and Office 2007.** Microsoft released the successor to the XP operating system, Vista, and the successor to Office 2003, Office 2007, in January 2007. These long awaited products are starkly different in functionality and appearance from their predecessors and in some cases trigger new equipment needs. LIS needs to devise a strategy for implementing these products across the College in an orderly and efficient manner that minimizes disruption to end users. This initiative has implications for equipment replacements, data storage and use, and training.
3. **Create LIS business continuity strategy linked to campus plan.**

Appendix A: Annual Planning Cycle

Phase	Process	Deliverable	Deadline or Date of Activity
1. Departmental Goal Setting	• Review current fiscal year goals • Review DC Strategic Plan • Propose 2-3 goals per department • Joint goals encouraged • Review license agreements	• Draft departmental goals sent as e-mail attachments from Directors to VP • VP integrates into LIS FY08 Goals, Draft Version 1	End of July
2. Management Group Review	• Management Group reviews draft goals, filters, and defines 5-8 divisional goals	• LIS FY08 Goals, Draft Version 2	End of August
3. Divisional Retreat	• Departments present goals at staff retreat and identify overlaps • Staff comments and suggestions are recorded	• Record of staff comments and discussion	First week of August
4. Management Group Review	• Management Group revises goals based on staff feedback • Goals distributed to LIS staff and posted on LIS Web site, subject to governance review	• LIS FY08 Goals, Draft Version 3	End of August
5. Capture Budget Requests	• User Services requests for next fiscal year (1) SXC computing needs, (2) Academic Affairs Division classroom upgrades, (3) computing needs for new instructional spaces.	• SXC computing needs • Classroom upgrade needs • New instructional spaces	End of September

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Phase	Process	Deliverable	Deadline or Date of Activity
6. Governance Review	• VP reviews goals for next fiscal year with Information Technology and Services Committee and asks for comments. • MG considers and makes any changes.	• LIS Fiscal Year Goals, Final Version	October
7. Planning and Budget Submission	• Present LIS Budget Submission based on LIS Fiscal Year Goals, Final Version, and including (1) SXC computing needs, (2) Academic Affairs Division classroom upgrades, (3) computing needs for new instructional spaces, (4) major LIS related projects, (5) equipment lifecycle replacements, (6) new staffing requests.	• LIS Budget Submission	November
8. Plan Finalized	• Receive confirmation of funding levels from P&B. Plan finalized	• LIS Strategic Plan, Final	January
9. Project Planning	• Break down LIS Fiscal Year Goals into projects and integrate into project tracking and reporting tool	• Detailed project plans, including timelines, deliverables, and staff task assignments.	End of April
10. Individual Goal Setting	• LIS staff attend Individual LIS staff set goals in Personal Development and Evaluation Plan (PDEP) process • Conference attendance requests	• PDEP Forms	April – May As Determined by Human Resources Services

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Appendix B: Dickinson College Guiding Organizational Priorities, 2006-07

Each fall, President Durden identifies select goals, projects or areas that will serve as primary foci for the administration for the upcoming academic year. These priorities are derived specifically from the Strategic Plan and are intended to serve as broad guiding constructs that promote a common sense of direction for all campus constituencies as we seek to establish Dickinson as a leader among the nation's liberal arts colleges.

The four guiding organizational priorities for the 2006-07 academic year are:

THE DICKINSONIAN DISPOSITIONS: A COMPREHENSIVE EDUCATIONAL EXPERIENCE: *Establish a comprehensive educational experience for our students that promotes development of the five dispositions that distinguish a Dickinsonian: develop global sensibility; seek connections among people, ideas and disciplines; engage the world, near and far; respect civility in discourse and actions; and strive for accountability and sustainability.*

- Establish a vision for student life that incorporates the distinctive elements of a Dickinson liberal arts education and fully articulates how residential life contributes to the community of inquiry and the prestige of the College.

- Articulate the intersections of learning that occur among academic affairs and student life and other opportunities for student engagement.

- Develop a "Pathways for Citizen Leadership" that connects the broad spectrum of civic engagement opportunities into a more intentional and progressive student experience.

A CULTURE OF COMMUNICATION: *Develop a "culture of communication" to reinforce, articulate, disseminate and enhance Dickinson's distinctive identity and to develop the Dickinson dispositions within the campus community.*

- Communicate succinctly and regularly the work of special task forces and committees and relate them to the larger objectives of the Strategic Plan.

- Implement the recommendations developed by the special task force on communications.

- Maximize capability and potential of technology as a communications tool to solidify connections to College among all constituencies.

- Encourage cross-divisional communication at all levels to break down any suggestions of "silo" mentality.

- Promote discussion of relevance of individual/office/divisional responsibilities to larger institutional objectives.

A CULTURE OF ENGAGEMENT AND RESPONSIBILITY: *Develop a culture of engagement and responsibility throughout the extended college community that engenders a sense of ownership of Dickinson among all stakeholders.*

- Facilitate conversations regarding the results of the task force on reciprocity with the appropriate all-college committees and the alumni council. Develop support for the recommendations and create a coordinated implementation process.

- Work with students to reevaluate and redefine residential/social space to promote sense of affinity.

- Launch public phase of the College's capital campaign.

- Develop more symbiotic relationship with the Carlisle community through activities of the High "I" Partnership Board, Downtown Works consultants and the internal High "I" Committee.

- Increase organizational efficiency through continuous process improvement and professional development opportunities.

AN INTEGRATED MULTI-DIVISIONAL 10-YEAR FORECAST: *Undertake an integrated, multi-divisional 10-year forecasting process that will influence and inform the College's ongoing strategic planning efforts.*

- Develop a 10-year admissions profile;

- Conduct a 10-year gross financial analysis;

- Anticipate contributions over the next 10 years;

- Establish an appropriate 10-year staffing profile;

- Develop a 10-year facilities plan.

- Position the College to meet proactively, student interests/needs through on-going national and institutional trends analysis.