



**Library and Information Services Strategic Plan
Fiscal Year 2008 – 2009**

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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

LIS wishes to acknowledge the College of Charleston Strategic Technology Plan upon which much of the design of the LIS Strategic Plan is based. For more information, see the College of Charleston Web site (<http://stp.cofc.edu/stp.html>).

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:

- Students, faculty and staff who have achieved a degree of information fluency appropriate to their individual roles and needs.
- A leadership position at the national level in the application of information technology in learning, teaching, and scholarship.
- A unified and seamless path to information resources on and beyond the campus for all College constituencies.
- Enhanced institutional effectiveness by utilizing systems that support the continuous improvement of the College's administrative processes.
- 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: Academic Commons	Goal 3 Dickinson Gateway	Goal 4: Sustainability
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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			✓	

LIS Strategic Goals Mapped to Dickinson Dispositions
 (http://www.dickinson.edu/LuminisChannels/docs/Dispositions_7x10.pdf)

Dispositions	Goal 1: Information Fluency	Goal 2: Academic Commons	Goal 3 Dickinson Gateway	Goal 4: Sustainability
Develop global sensibility	✓	✓	✓	
Engage the world	✓	✓	✓	
Seek connections	✓	✓	✓	
Practice civility				
Strive for accountability	✓			✓

LIS Strategic Goals Mapped to Annual Goals of President Durden

Goal	Goal 1: Information Fluency	Goal 2: Academic Commons	Goal 3 Dickinson Gateway	Goal 4: Sustainability
Strategically plan for the transition to the next phase of Dickinson’s development that will take place upon successful completion of the current capital campaign.				
Launch the campus-wide environmental sustainability initiative.				✓
Continue to advance a vision for student life that fully embraces the distinctive elements of a Dickinson liberal arts education using <i>Student-Residential Life at Dickinson College: A Framework for Planning and Action</i> as a template.	✓	✓		
Elicit from College divisions, departments and individuals those elements, practices, and patterns of behavior (financial, operational, communicational) that have led to our success to date and intentionally embed them in campus culture.				✓
Continue to play a major leadership role in the broader effort to revitalize downtown Carlisle.				

LIS Initiatives Mapped to LIS Strategic Goals for Fiscal 2009

LIS Initiatives	Goal 1: Information Fluency	Goal 2: Academic Commons	Goal 3 Dickinson Gateway	Goal 4: Sustainability
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Divisional

1. Determine whether all or part of ITIL, Version 3, should be adopted by LIS.				✓
2. Academic Commons architectural planning.	✓	✓		
3. Student workforce study.				✓
4. Telecommuting Study with Division of Human Resources Services.			✓	✓
5. Identity Management analysis with Human Resources Services.				
6. Create an LIS Annual Report.				

Academic Technology Services Department

1. Establish New Media Center.	✓	✓		
2. Select and Pilot Learning Management System.	✓	✓		
3. Move infrastructure for open source applications to robust platform.		✓		✓

LIS Initiatives	Goal 1: Information Fluency	Goal 2: Academic Commons	Goal 3 Dickinson Gateway	Goal 4: Sustainability
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Infrastructure Systems Department

1. Retire Tru64 Unix Systems.			✓	✓
2. Move all users from Tru64 system to Microsoft Exchange Servers.			✓	✓
3. Phase 1 of wireless local area network rollout.			✓	
4. Cost/Benefit analysis of server virtualization.				✓

LIS Initiatives	Goal 1: Information Fluency	Goal 2: Academic Commons	Goal 3 Dickinson Gateway	Goal 4: Sustainability
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Institutional Systems Department

1. Implement an online student billing system that utilizes the Dickinson Gateway.			✓	
2. Complete the implementation of the NolibWeb Document Imaging system.				✓
3. Implement distributed model of Cognos report authoring.	✓			

Library Services Department

1. Extend customized delivery of services to academic departments across the campus.	✓			
2. Create a library “brand”, marketing the library’s resources and services.	✓	✓		
3. Redesign Archives Web site.	✓	✓		

LIS Initiatives	Goal 1: Information Fluency	Goal 2: Academic Commons	Goal 3 Dickinson Gateway	Goal 4: Sustainability
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User Services Department

1. Move Resnet Services Annex near the User Services/Helpdesk area.		✓		✓
2. Redesign Helpdesk & User Services Work Areas.		✓		✓
3. Staff Technology Certification Program with Human Resources Services.	✓			
4. Create and implement LIS Service Continuity Plan.				✓
5. Evaluate dual boot Apple computers for Smart Classrooms.				✓

LIS Initiatives, Fiscal Year 2009

Divisional/CIO

1. Determine whether all or part of ITIL, Version 3, should be adopted by LIS.
2. Academic Commons architectural planning.
3. Student workforce study.
4. Telecommuting Study with Division of Human Resources Services.
5. Identity Management analysis of policies and approaches with Division of Human Resources Services.
6. Create an LIS Annual Report.

Academic Technology Services

1. Establish New Media Center.
2. Select and Pilot Learning Management System.
3. Move infrastructure for open source applications to robust platform.

Infrastructure Systems

1. Retire Tru64 Unix Systems.
2. Move all users from Tru64 system to Microsoft Exchange Servers and outsourced mail systems.
3. Phase 1 of wireless local area network rollout.
4. Cost/Benefit analysis of server virtualization.

Institutional Systems

1. Implement an online student billing system that utilizes the Dickinson Gateway.
2. Complete the implementation of the NoliWeb Document Imaging system.
3. Define and execute a strategy to implement a distributed model of basic report authoring within the Cognos reporting environment.

Library Services

1. Build on FY08 pilot and extend customized approach to delivery of resources and services to academic departments across the campus.
2. Create a library “brand”, marketing the library’s resources and services.
3. Redesign Archives Web site.

User Services

1. Move Resnet Services Annex near the User Services/Helpdesk area.
2. Redesign Helpdesk & User Services Work Areas.
3. Plan and initiate Staff Technology Certification Program with Division of Human Resources Services.
4. Create and implement LIS Service Continuity Plan.
5. Evaluate dual boot Apple computers for Smart Classrooms.

Appendix A: Annual Planning Cycle

Phase	Process	Deliverable	Deadline or Date of Activity
1. Departmental Goal Setting	<ul style="list-style-type: none"> • Review current fiscal year goals • Review DC Strategic Plan • Propose 2-3 goals per department • Joint goals encouraged • Review license agreements 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Management Group reviews draft goals, filters, and defines 5-8 divisional goals 	<ul style="list-style-type: none"> • LIS FY08 Goals, Draft Version 2 	End of July
3. Divisional Retreat	<ul style="list-style-type: none"> • Departments present goals at staff retreat and identify overlaps • Staff comments and suggestions are recorded 	<ul style="list-style-type: none"> • Record of staff comments and discussion 	First week of August
4. Management Group Review	<ul style="list-style-type: none"> • Management Group revises goals based on staff feedback • Goals distributed to LIS staff and posted on LIS Web site, subject to governance review 	<ul style="list-style-type: none"> • LIS FY08 Goals, Draft Version 3 	End of August
5. Capture Budget Requests	<ul style="list-style-type: none"> • User Services requests for next fiscal year (1) SXC computing needs, (2) Academic Affairs Division classroom upgrades, (3) computing needs for new instructional spaces. 	<ul style="list-style-type: none"> • SXC computing needs • Classroom upgrade needs • New instructional spaces 	End of September

Phase	Process	Deliverable	Deadline or Date of Activity
6. Governance Review	<ul style="list-style-type: none"> VP reviews goals for next fiscal year with Information Technology and Services Committee and asks for comments. MG considers and makes any changes. 	<ul style="list-style-type: none"> LIS Fiscal Year Goals, Final Version 	October
7. Planning and Budget Submission	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> LIS Budget Submission 	November
8. Plan Finalized	<ul style="list-style-type: none"> Receive confirmation of funding levels from P&B. Plan finalized 	<ul style="list-style-type: none"> LIS Strategic Plan, Final 	January
9. Project Planning	<ul style="list-style-type: none"> Break down LIS Fiscal Year Goals into projects and integrate into project tracking and reporting tool 	<ul style="list-style-type: none"> Detailed project plans, including timelines, deliverables, and staff task assignments. 	End of April
10. Individual Goal Setting	<ul style="list-style-type: none"> LIS staff attend Individual LIS staff set goals in Personal Development and Evaluation Plan (PDEP) process Conference attendance requests 	<ul style="list-style-type: none"> PDEP Forms 	April – May As Determined by Human Resources Services

Appendix B: Dickinson Dispositions

(http://www.dickinson.edu/LuminisChannels/docs/Dispositions_7x10.pdf)

What sets Dickinsonians apart from others? It's the habits of mind and action that are learned here and in life beyond the limestone walls. Your actions are cumulative—they add up to define who you are. We hope this list of dispositions—derived from the writings of college founder Dr. Benjamin Rush and from the reflections of Dickinson graduates—will take on meaning during your education at Dickinson ... and beyond

Develop global sensibility

- Build a deep appreciation of languages and cultures
- Associate confidently in unfamiliar environments
- Pursue intellectual interests in the context of global affairs
- Seek to understand others and to be understood by building bridges of communication with people you meet
- Demonstrate commitment to inclusiveness, pluralism and democracy

Engage the world

- Seize learning opportunities through travel, internships and volunteerism
- Move beyond that which is comfortable to embrace intellectual risk and gain self-knowledge
- Practice leadership in useful service to society—locally, nationally and globally
- Work to build a just, compassionate and economically viable society

Seek connections

- Use the energy created by these connections to generate meaningful action
- Exert intellectual flexibility and innovation
- Discover new knowledge to shape the future

Practice civility

- Find your distinct “voice” and speak out on issues of importance
- Search out facts to support opinion
- Approach challenges and adverse situations with determination and confidence

- Employ active empathy to establish substantive communication

Strive for accountability

- Contribute through high accomplishment driven by integrity and tempered by modesty
- Think independently but objectively, and act responsibly
- Work to develop lifelong habits of mind and action that are critical characteristics of personal success
- Remain mindful of the ecological, financial and social consequences of actions in support of global sustainability

Appendix C: ANNUAL GOALS OF PRESIDENT WILLIAM G. DURDEN, 2008-09

1. Strategically plan for the transition to the next phase of Dickinson's development that will take place upon successful completion of the current capital campaign. This will include developing a substantive agenda for a spring 2009 Board retreat that will position the trustees to assume key leadership roles to sustain the momentum of the College well beyond the current capital campaign. A key component of this strategy will be the development of internal recommendations to sequence and implement the spatial and physical conceptual framework set forth in the Campus Master Plan.
2. Launch the campus-wide environmental sustainability initiative. With the support of the Mellon Foundation grant and the arrival of the Director for Environmental Sustainability, the upcoming year will be critical as the College lays the foundation for an environmental sustainability initiative that will become a defining characteristic of a Dickinson liberal arts education for the 21st century. Continue to examine how an environmental sustainability focus informs all aspects of the College's operations, including finance, student life, development and admissions.
3. Continue to advance a vision for student life that fully embraces the distinctive elements of a Dickinson liberal arts education using *Student-Residential Life at Dickinson College: A Framework for Planning and Action* as a template. The ultimate goal is to create a comprehensive, integrated educational experience for our students in which intellectual growth occurs in academics, residential life, and at meaningful and creative intersections of the two.
4. Elicit from College divisions, departments and individuals those elements, practices, and patterns of behavior (financial, operational, communicational) that have led to our success to date and intentionally embed them in campus culture. We seek to identify those qualities that we value so highly and believe should be used to guide subsequent generations of Dickinsonians to ensure consistent success. Articulate ways to attract and develop the right people, the right structures and the right strategies to maintain, enhance and accelerate the momentum Dickinson has experienced in recent years.
5. Continue to play a major leadership role in the broader effort to revitalize downtown Carlisle for the benefit of the College by (1) encouraging support for the Downtown Improvement District; (2) convening and chairing the High I Partnership; (3) actively advocating the mission and directives of the HIP Partnership; (4) enhancing the ways in which the College interacts with the Carlisle community; and (5) exploring additional real estate and development possibilities in downtown Carlisle.