Library and Information Services Strategic Plan
Fiscal Year 2009 – 2010

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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:

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: Academic Commons	Goal 3 Dickinson Gateway	Goal 4: Sustainability
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 Initiatives Mapped to LIS Strategic Goals for Fiscal 2010

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

Divisional

LIS Initiatives	Goal 1: Information Fluency	Goal 2: Academic Commons	Goal 3 Dickinson Gateway	Goal 4: Sustainability
1. Implement ITIL, Version 3, in selected areas, depending on FY09 study.				✔
2. Academic Commons master plan implementation.	✔	✔		
3. Implement recommendations of student workforce study.				✔
4. Implement identity management strategy.				✔

Academic Technology Services Department

LIS Initiatives	Goal 1: Information Fluency	Goal 2: Academic Commons	Goal 3 Dickinson Gateway	Goal 4: Sustainability
1. Roll out new Learning Management System.	✔	✔		
2. Consolidate Digital Collections infrastructure.	✔	✔		
3. Enhance video Services.	✔			
4. Implement GIS support across the curriculum.	✔	✔		

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

Infrastructure Systems Department

LIS Initiatives	Goal 1: Information Fluency	Goal 2: Academic Commons	Goal 3 Dickinson Gateway	Goal 4: Sustainability
1. Phase 2 of wireless local area network roll out.			✔	
2. Implement service recovery and disaster recovery plan.				✔
3. Implement server virtualization.				✔

Institutional Systems Department

LIS Initiatives	Goal 1: Information Fluency	Goal 2: Academic Commons	Goal 3 Dickinson Gateway	Goal 4: Sustainability
1. Analysis of Enrollment Management Division software portfolio.				✔
2. Develop a next phase campus document imaging strategy.				✔
3. Implement services to external groups based on identity management strategy.			✔	

LIS Initiatives	Goal 1: Information Fluency	Goal 2: Academic Commons	Goal 3 Dickinson Gateway	Goal 4: Sustainability
Library Services Department				
1. Customize resources and services to respond to academic department needs.	✓			
2. Create a library "brand", marketing the library's resources and services.	✓			
3. Improve navigation through the library's rich array of resources and services.	✓			
4. Assess Library User Satisfaction with resources and services	✓			

LIS Initiatives	Goal 1: Information Fluency	Goal 2: Academic Commons	Goal 3 Dickinson Gateway	Goal 4: Sustainability
User Services Department				
1. Conduct Windows 7 Evaluation. 2.	✓			
3. Computer Hardware Power Management initiative with Sustainability Initiative.				✓
4. Laptop Data Security and Device location initiative.				✓
5. Implement recommendation of evaluation of dual boot Apple computers.				
6. Create comprehensive Media controller device deployment plan.	✓			
7. Environmentally friendly salvage vendor evaluation with Sustainability Initiative.				✓

LIS Initiatives, Fiscal Year 2010

Divisional/CIO

1. Implement ITIL, Version 3, in selected areas, depending on FY09 study.
2. Academic Commons master plan implementation.
3. Implement recommendations of student workforce study.
4. Implement identity management strategy.

Academic Technology Services

1. Roll out new Learning Management System.
2. Consolidate Digital Collections infrastructure.
3. Enhance Video Services.
4. Implement GIS support across the curriculum.

Infrastructure Systems

1. Phase 2 of wireless local area network roll out.
2. Implement service recovery and disaster recovery plan.
3. Implement server virtualization.

Institutional Systems

1. Analysis of administrative software portfolio in support of the division of Enrollment Management.
2. Develop a next phase campus document imaging strategy.
3. Implement services to external individuals and groups based on identity management strategy.

Library Services

1. Customize delivery of resources and services in order to respond to specific academic department needs.
2. Create a library "brand", marketing the library's resources and services through a consistent, coherent message, in order to increase awareness, visibility, and value.
3. Enhance access to and improve navigation through the library's rich array of resources and services.
4. Assess Library User Satisfaction with resources and services

User Services

1. Conduct Windows 7 Evaluation.
2. Computer Hardware Power Management initiative with Sustainability Initiative.
3. Laptop Data Security and Device location initiative.
4. Implement recommendation of evaluation of dual boot Apple computers for Smart Classrooms.
5. Create comprehensive Media controller device deployment plan.
6. Environmentally friendly salvage equipment vendor evaluation with Sustainability Initiative.

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 July
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

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

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