

**Dickinson College
Library and Information Services Strategic Plan,
Fiscal Year 2011**

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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 2011-2016
LIS Strategic Goals	Division	FY 2011-2014
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 2011-2014

LIS Strategic Goal	Description
Goal 1: Agility	This goal refers to the capacity of LIS to respond quickly and smoothly to emerging technologies, changes in how our community uses technology, and opportunities to enhance service and reduce costs. It is predicated on a robust campus network funded on a predictable cycle, a well trained staff dedicated to professional development, and a divisional organization and culture oriented to teamwork.
Goal 2: Learning	During the period of the last Dickinson College Strategic Plan, 2005-2010, LIS made enormous strides in the area of administrative computing, installing SCT Banner, Oracle, and Cognos, and linking the use of these products to an agile governance system aligned with the needs of college offices. The LIS Strategic Plan aims to achieve the same level of visibility and cohesion in the realm of learning, teaching and research through the creation of an Academic Commons in the Waidner-Spahr Library that will provide a physical space that can facilitate collaboration across LIS and provide a renewed focus on the needs of students and faculty.
Goal 3: Mobility	During the FY11-14 timeframe of the LIS Strategic Plan computing will move increasingly from the desktop to mobile devices such as laptops, smartphones, and tablet devices. This change presents opportunities and challenges for LIS as the division learns to work with growing number of mobile devices with a variety of hardware platforms and operating systems, most of which were not designed for institutional use. For this reason, this goal is interwoven with the LIS goal of Agility.
Goal 4: Policy	Since its inception in 2004 LIS has created, in consultation with the Information Technology and Services Committee, a series of policies governing the use of information resources at Dickinson College. These policies have over time developed into a patchwork of overlapping, outdated, and sometimes redundant documents. The need exists to merge these policies into a coherent policy framework that has been reviewed by the senior leadership of the college, the Information Technology and Services Committee, and the campus community as a whole. The aim here is not to define a set of prohibitions, but rather to develop a common understanding of how this shared resource is to be used. This goal also recognizes the need to remain in compliance with a body of applicable state and federal laws and regulations that will only grow in the future.

LIS Strategic Goals Mapped to Dickinson College Strategic Plan

Dickinson College Strategic Plan	Goal 1: Agility	Goal 2: Learning	Goal 3 Mobility	Goal 4: Policy
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To be developed after finalization of next Dickinson College Strategic Plan.

LIS Initiatives, Fiscal Year 2011

CIO/Divisional

1. LIS Policy Framework

Description

The LIS website lists a set of policies that govern the use of information technology services and resources at the college:

- Cellular Use
- Responsible Use
- Guest User Agreement (pdf)
- Student Computer Viruses
- Wireless Use
- Spam
- Peer-to-Peer (P2P)
- Campus Cable TV

The core policy, the Policy for Responsible Use of Electronic Communications and Network Services, was last reviewed by the ITS Committee in 2004. Since that time a series of policies have been developed that in some cases overlap with each other. As a result the policy framework is opaque and confusing. The existing policy is also limited to information technology, not library services, and therefore it omits policies pertaining to a large part of the division's services. The policy framework also needs to address security issues as well as policies and practices associated with the handling of sensitive information.

Outcome

Updated set of policies governing the use of library and information services at Dickinson College that has been reviewed and revised by the college attorney, the ITS Committee, and senior staff and has been approved by the President.

In Collaboration With

Information Technology and Services Committee

2. Identity Management

Description

Each organization needs to know who is authorized to access its computer network and to establish processes for granting access and removing it. For example, when a student is accepted by the college for admission he or she is granted access to the campus network through the Dickinson Gateway. When a student graduates this access is removed and the new graduate moves onto the alumni version of the Gateway. The process that ensures that accounts are provided, permissions are changed, and accounts are removed requires 'identity management', or a set of practices designed to ensure that all users of the campus network are properly identified. The policy also needs to address security issues as well as policies and practices associated with the handling of sensitive information.

Although identity management presents issues of a singular scale and complexity, it is possible that this topic may be folded into the LIS Policy Framework referenced above.

Outcome

Identity Management Policy and associated practices and processes.

In Collaboration With

Information Technology and Services Committee

Enterprise Systems Department

1. Analysis of the college's portal strategy and software/platform.

Description

- a. Assessment of the usefulness/effectiveness of the Gateway.
- b. Identification of present gaps and future needs.
- c. Review of alternative portal solutions including open source portal platforms.

Outcome

This analysis will culminate in a recommendation to continue using the Luminis platform or implement Gateway on a new portal platform. The analysis will also provide a 2-3 year roadmap for future Gateway development. If the recommendation is to implement Gateway on a new portal platform, a project plan for this implementation will be provided.

In Collaboration With

Division of Enrollment and Communications

2. Replace hardware that supports the core suite of Enterprise Systems managed application. These applications include Banner, Luminis (Gateway), Cognos, and NoliWeb.

Description

In FY2010 a cross-functional team will be analyzing the configuration of the current OS and hardware systems that support these core applications and making a recommendation for the replacement systems OS and hardware. This analysis and recommendation will take into account the following:

- New OS, Server, and Storage technologies (virtualization, Dell Linux vs HPUX)
- Staff skill set
- Business continuity concerns
- Economic constraints

Outcome

The core suite of Enterprise Systems applications will reside in a newly configured OS and hardware environment that takes advantage of recent gains in OS, server, and storage technologies. The staff will also have appropriate training to support any new technologies that have been introduced during this replacement project.

In Collaboration With

Infrastructure Systems

3. Analysis of the need for mobile access to key business and academic applications.

Description

- a. Assessment of the need for mobile access to business and academic applications
- b. Identification of technologies and skill sets that would be needed to implement and support mobile access
- c. Identification of policies to be developed when providing mobile access

Outcome

A project plan for implementing and supporting mobile access to business and academic applications. The plan should identify the needed applications, skill sets, technology tool kits, and timeline.

In Collaboration With

Division of Enrollment and Communications
Infrastructure Systems
User Services
Information Technology and Services Committee

4. Analysis of the College's ability to support enterprise-level open-source software applications.

Description

- a. Assessment of hardware, operating systems, and database systems necessary to support standard open-source configurations.
- b. Assessment of staffing and training necessary to support the identified hardware and systems.
- c. Identification of existing open-source software used throughout LIS.
- d. Review of likely areas of expansion of open-source use in the next 1-3 years.

Outcome

This analysis will provide a document outlining existing needs, expected needs, and existing support structures. The document also will provide a roadmap for getting from our existing support structures to those identified as necessary to support the 1 to 3-year expectations for open-source use.

In Collaboration With

Infrastructure Systems
Instructional and Media Services
User Services

Infrastructure Systems Department

1. Replace Banner Server Infrastructure.

Description

New server infrastructure will be implemented to support the Enterprise System's project to upgrade to the next version of the Banner software suite. Intel based and open sourced solutions will be looked at as a viable alternative to more costly and support heavy RISC based systems.

Outcome

Robust platform for the college's core enterprise application.

In Collaboration With

Enterprise Systems

2. LAMP environment.

Description

In order to support open source applications at the enterprise level, LIS needs to expand its support for a LAMP environment. The components of LAMP in the Dickinson context refers to Linux, Apache, MySQL and PHP.

Outcome

Robust enterprise level support for open source solutions.

In Collaboration With

Infrastructure Systems
Instructional and Media Services
User Services

3. Data Backup and Recovery.

Description

Infrastructure Systems will indentify and implement new technologies to replace and/or augment our current tape system backup and recovery solution. This initiative will identify new technologies that will eliminate/augment the college's current dependency on labor and space intensive tape recovery systems.

Outcome

Reliable and cost effective data backup and recovery solution.

4. Campus Cable TV Infrastructure.

Description

Assess the programming and viability of the current campus cable TV infrastructure and recommend an upgrade and funding strategy should the college continue to offer this service.

Outcome

Long term determination of the future of the campus cable television network and technical solution to support that direction.

In Collaboration With

Information Technology and Services Committee

5. Exchange 2010 Upgrade

Description

The college's current Microsoft Exchange environment will be replaced by the latest release, Exchange 2010 in order to stay current with Microsoft technology and to take advantage of current technology. This activity includes ensuring that desktop, laptop and mobile devices will be able to interface with the new Exchange environment. The new environment should be transparent to end users.

Outcome

Implementation of Exchange 2010 and smooth, transparent integration with end user desktop, laptop and mobile devices.

In Collaboration With

User Services
Enterprise Systems

Instructional and Media Services Department

1. Develop cross-curricular support for Spatial Analysis

Description

By FY11 our campus GIS expert and Spatial Analysis laboratory will be well established. We will develop a plan for promoting Spatial Thinking across the curriculum. This plan will include developing discipline-specific examples of projects using Spatial Technologies and developing platforms for the creation of custom applications. We will also evaluate remote sensing and image processing applications and open-source GIS tools.

Outcome

Develop at least two projects in each division using spatial technologies.

2. Create instructional modules for New Media and develop a New Media literacy program

Description

IMS currently offers classroom, workshop and faculty training in New Media applications such as podcasting, video and audio production, imaging and web writing. This effort will consolidate our existing content production training efforts into standard toolkit of New Media training modules for classroom delivery with associated faculty training workshops and materials.

Students also need to be taught how to critically evaluate and process new media content. The librarians have a well developed program for information literacy which might be used as a model for New Media literacy. At a minimum, students should understand how to acquire media content responsibly, how to attribute this content in their work, how to use new media to effectively present their thoughts and ideas and how to evaluate discovered content.

Outcome

A standard catalog of training workshops and classroom presentations for new media applications.

3. Promote the use of Web 2.0 collaboration tools across the curriculum

Description

Most students arrive on campus with experience using Web 2.0 technologies such as Facebook and YouTube. Some students are familiar with collaborative technologies such as Twitter, iGoogle, Google Docs, Blogs, Wikis, flickr, del.icio.us and Diigo. This initiative leverages student engagement with social tools to enhance collaborative learning experiences. The concept of social networking is familiar to most of our students. In the social realm, Web 2.0 technologies enable students to extend their community by discovering people with similar interests. Participants share their own content in various forms: writings, songs, videos, podcasts, drawings and photographs for others to enjoy and assess. Students are essentially creating their own learning environments pertaining to their interests.

IMS has had great success with bringing students together with the MIXXER, a social network enabling participants to discover language learning partners. We will seek opportunities to extend the model of using familiar social tools to engage students in active learning involving coordination of cooperative work; goal setting and project planning; collaborative problem solving; and to promote formal and informal learning environments.

Outcome

Determine a baseline of classroom use of Web 2.0 social and collaborative technologies. Work with faculty to provide more Web 2.0 oriented alternatives for traditional classroom projects. The goal is to integrate Web 2.0 projects in 20 new courses in FY 2011.

4. Explore the possibility of using mobile technologies for enhancing Global Learning.

Description

Many Dickinson students use the Campus Blog to share their experiences while studying abroad. This initiative seeks to expand upon that practice by piloting a program to provide mobile technologies (eg: mobiles phones, MP3 /MP4 players, PDAs) as learning aids for creating and delivering content. Mobile devices are becoming the all-in-one platform for communication; still and video image creation; digital content collection and organization; and content presentation (video, audio, ebooks, etc). Some mobile devices have applications for language learning and map creation and display.

We intend to explore the potential for exploiting the capabilities of GPS-enabled mobile devices for communication and collaboration. We expect that the devices will make it easier for student to blog and use social networks, to post images and videos of their experiences (travel portfolios) and to participate in virtual communities. This effort would be coupled with project development and training of Dickinson faculty where appropriate.

Outcome

At least one class or program will include student projects using mobile and/or GPS-enabled devices to collect content related to their travel abroad.

In Collaboration With

User Services

Library Services Department

- 1. Library wide: Analyze and respond to ten year review. Reassess existing plans based on this new data.**

Description

Following the library's ten-year self study and external review, it is our objective to analyze the report in order to develop next steps and adjust priorities. From this data, along with relevant numbers from the MISO surveys, the survey of college seniors, and the report of the external reviewers, we will be better informed in order to meet campus expectations and align our efforts with strategic priorities.

Outcome

Written response to external report to APSC. Document reflecting revision of goals based on recommendations and user survey data.

- 2. Library wide: Develop mechanisms for regular, two-way communication with faculty and other campus constituents.**

Description

One key recommendation from the external reviewers was for better channels of communication with faculty. While faculty report strong satisfaction with the communication through the library liaison program, there are no structured opportunities for dialogue with library managers and for input in advance of major decisions involving library services, programs, and resources. The development of programs to enhance these opportunities is a priority.

Outcome

Development of faculty roundtable program; in consultation with CIO and Provost, identify appropriate committee in governance structure for library issues; meetings with academic departments by library managers; library annual report to campus will be fall Cartouche.

- 3. Library wide: Develop the assessment management program.**

Description

Library projects, activities, programs, and resource use can provide critical data for assessment and planning purposes. Information gathering of diverse data from myriad sources is challenging. Capturing, recording, analyzing, organizing, archiving and reporting that data in a more coherent fashion, on a regular schedule, will serve as a more consistent and dependable foundation for library planning.

Outcome

To assure that data is gathered on a regular schedule, completed, analyzed, reported and archived appropriately, we will develop a schedule reflecting which data should be collected regularly; how, by whom, and on what schedule to be captured; and where and how archived. The library will develop a dashboard approach in consultation with Enterprise Systems, and pilot this with some core data elements.

4. Promote a shared vision for information literacy at Dickinson

Description

Liaison librarians have successfully grown our information literacy program to reach all FY Seminars. Some major courses of study are consistent in their inclusion (and infusion) of information literacy into curricula. Other information literacy efforts are more ad hoc and sporadic. During FY11, we will promote a consistent, shared campus vision for information literacy by developing and executing a communication plan to reach all academic departments, as a supplement to individual liaison outreach to departments.

Outcomes

Use existing data to identify “bright spots” as well as gaps in information literacy integration, and determine where to most effectively put our efforts. Determine current faculty perceptions/wants/needs regarding information literacy. Develop a renewed vision statement for information literacy. Develop and implement discipline-appropriate strategies for moving information literacy plans forward on the “capability maturity model” continuum. As part of this process we will develop a more consistent, intentional approach to assessment of information literacy going forward.

5. Collection Management: Implement sustainable approaches to physical collections, through space and retention analyses and targeted collections assessment.

Description

The library’s collection must align with Dickinson’s curriculum. In order to continually improve the usefulness of the collection, the library liaisons must put in place policies that guide the acquisition of new materials, and allow for the replacement or removal of outdated or inappropriate ones. Keeping in mind that information is ever-increasing, but that each academic discipline

maintains a core of knowledge, the library must engage in regular, targeted collection analysis in order to enhance the credibility of our holdings, improve the usability and discovery of relevant research material, and inform the purchase of new material.

Outcomes

Collections guidelines will be developed at the rate of at least one department per liaison per year. Collection analysis reports will be produced by each liaison annually for at least one selected section of monograph holdings. A print journal retention policy will be implemented. Items in storage will be reviewed (approximately 10% per year) to identify materials to transfer back to Waidner-Spahr stacks. A stack maintenance plan will be developed and implemented to address growing collections in a strategic manner. We will develop a process to maximize discovery of DVDs in our collection.

6. Access and Discovery: Implement OPAC improvement recommendations identified in 2010.

Description

For several years we have observed faculty and students having difficulty navigating and discovering library-owned materials through our online public catalog. To address this problem, the Next Generation OPAC group was formed to identify features and functionality desired in our OPAC, identify which products (both commercial and open source) have many or most of these features, and identify the pros and cons and costs or benefits of adopting the product. The group completed an exhaustive literature review, performed site visits, attended online presentations and reviewed peer library catalogs. The final report concluded that although our current hosted OPAC would not be able to provide the features wanted or needed to improve navigation and discoverability, there are two products that are promising and require further investigation – WorldCat Local and Summon.

Outcome

Through pilot installation, campus feedback on Summon and, if possible, Worldcat Local will be captured. Assess feasibility. Determine technical and funding plan for implementation.

7. Implement technical and staffing improvements to various interlibrary loan systems.

Outcome

Migration to the new Relais EZborrow software. Implementation of efficiencies and improvements through exploiting synergy among the three systems: EZborrow, RapidILL and ILLiad. Feasibility study for pre-populating ILLiad patron database using Dickinson authorization credentials and implement. Revised staffing plan for ILL, incorporating efficiencies of new technologies.

8. Personnel: Develop a coherent training needs assessment program for library support staff to improve overall operations and performance.

Description

In order to support continuing worklife growth for staff and meet changing library needs, managers will develop a plan for individual training and development.

Outcome

Individualized learning goals will be developed with each staff member during the annual review period. Managers will identify and provide support for appropriate training opportunities.

User Services Department

1. Desktop Support: Desktop Virtualization

Description

The evaluation of a possible migration of selected labs and computer learning spaces toward a thin client environment with software provided from a server versus stored on the local workstation.

Outcome

Determine the feasibility of deploying desktop virtualization on campus computers where appropriate to potentially reduce overall computer hardware/software costs and reduce client support costs. Following the completed evaluation, recommend deployment of any virtualization techniques where appropriate.

In Collaboration With

Infrastructure Systems
Information Technology and Services Committee

2. Desktop Support: Microsoft Office 2010 Implementation

Description

Microsoft will be introducing another upgrade version of the Office Suite applications. The upgrade process will need to be coordinated and distributed very much like to upgrade process for Office 2007. A comprehensive schedule and training package will be required in support of this migration.

Outcome

Entire campus currently using Microsoft Office 2007 would be upgraded to the most recent version Office 2010 which provides additional features, functionality, and maintains compatibility.

In Collaboration With

Infrastructure Systems
Enterprise Systems
Information Technology and Services Committee

3. Help Desk: Client Self Service Tool Recommendation

Description

A comprehensive evaluation of various self help tools and techniques provided to the clients to assist with problem resolution. The Client needs the ability to self diagnose computer issues, locate potential solutions, and apply those solutions without intervention from the User Services helpdesk.

Outcome

A report outlining potential self service or self help tools designed to assist clients to be more self sufficient with corrective action. Password resets and work order tracking capability may become tools utilized by faculty and staff thus reducing the amount of direct contact calls to the helpdesk.

4. Residence Support Annex (RSA): Evaluation of Student Licensing of Semantic Anti Virus software

Description

Provide students with a common and consistent approach to both virus and malware protection which will reduce the overall level of RSA services.

Outcome

Students arriving on campus can be provided a standard and effective virus, spyware, and malware software protection.

LIS Initiatives Mapped to LIS Strategic Goals for Fiscal 2011

LIS Initiatives	Goal 1: Agility	Goal 2: Learning	Goal 3 Mobility	Goal 4: Policy
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CIO/Divisional

1. LIS Policy Framework				
2. Identity management				

Enterprise Systems Department

1. College portal analysis				
2. Replace hardware for core systems				
3. Mobile computing analysis				
4. Enterprise open source support analysis				

Infrastructure Systems Department

1. Replace Banner server infrastructure				
2. Support for LAMP environment				
3. Data backup and recovery solution				
4. Campus cable TV infrastructure analysis				
5. Exchange 2010 upgrade				

LIS Initiatives	Goal 1: Agility	Goal 2: Learning	Goal 3 Mobility	Goal 4: Policy
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**Instructional and Media Services
Department**

1. Cross curricular support for GIS				
2. New Media literacy program and modules				
3. Web 2.0 tools across the curriculum				
4. Mobile technologies for Global Education				

Library Services Department

1. Respond to self study and external review				
2. Forum for campus wide communication				
3. Assessment management program				
4. Shared vision for information literacy				
5. Sustainable approach to physical collections				
6. OPAC improvements				
7. Support staff training program				

User Services Department

1. Desktop virtualization				
2. Microsoft Office 2010 implementation				
3. Client self service tool recommendation				
4. Analysis of student anti-virus solution				

LIS 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 Initiatives • Review Dickinson College Strategic Plan • Propose 2-3 goals per department • Joint goals encouraged • Draft departmental Initiatives sent as e-mail attachments from Directors to CIO 	<ul style="list-style-type: none"> • CIO integrates into single working document 	July
2. Management Group Review	<ul style="list-style-type: none"> • Management Group reviews draft Initiatives, 	<ul style="list-style-type: none"> • LIS Strategic Plan for FY, Version 1 	July
3. Staff Input	<ul style="list-style-type: none"> • Draft placed on LIS internal blog • Staff comments and suggestions are recorded 	<ul style="list-style-type: none"> • Record of staff comments and discussion 	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 Strategic Plan for FY, Version 2 	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 	September

Phase	Process	Deliverable	Deadline or Date of Activity
6. Governance Review	<ul style="list-style-type: none"> • CIO reviews FY Initiatives with Information Technology and Services Committee and asks for comments. • MG considers and makes any changes. 	<ul style="list-style-type: none"> • LIS Strategic Plan FY, Final Version 	October
7. Planning and Budget Submission	Present LIS Budget Submission referencing: <ul style="list-style-type: none"> • LIS Strategic Plan for FY, Final Version • SXC computing needs • Smart classroom upgrades • Computing needs for new instructional spaces • Major LIS related projects • Equipment lifecycle replacement • New staffing requests 	<ul style="list-style-type: none"> • LIS Budget Submission for next fiscal year 	Spring semester
8. Plan Finalized	<ul style="list-style-type: none"> • Receive confirmation of funding levels from P&B. Plan finalized 		Spring semester
9. 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