

Dickinson College
Library and Information Services Strategic Plan, Fiscal Year 2012

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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 Initiatives Mapped to LIS Strategic Goals for Fiscal 2012

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

1. Academic Commons Feasibility Study	✓	✓	✓	
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Enterprise Systems Department

1. Banner Admissions and Relationship Management	✓		✓	
2. Analysis of portal strategy and software platform			✓	
3. Complete mobile computing strategy			✓	
4. Upgrade Moodle LMS to version 2.0	✓	✓		

Infrastructure Systems Department

1. Support for Banner Admissions project.			✓	
2. Upgrade campus Internet infrastructure and connection	✓	✓	✓	
3. Replace tape backup system				✓

Instructional and Media Services Department

1. Pilot Digital Literacy Apprenticeship Program		✓		
2. Implement Ensemble video storage solution		✓	✓	
3. Pilot tablets and e-readers		✓	✓	
4. Upgrade Moodle LMS to version 2.0		✓		

LIS Initiatives	Goal 1: Agility	Goal 2: Learning	Goal 3 Mobility	Goal 4: Policy
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Library Services Department

1. Implement program to librarian classroom teaching skills		✓		
2. Enhance discovery and access to library resources		✓		
3. Build coherent collections relevant to college curriculum		✓		
4. Strategy for presenting added online information literacy instruction		✓	✓	
5. Maintain and preserve AV materials in appropriate formats		✓		
6. Participate in Academic Commons Feasibility Study		✓		✓
7. Develop a College Copyright Use Policy				✓

User Services Department

1. Campus printing strategy	✓			✓
2. Technology promotion	✓	✓		
3. Network home folders	✓			

LIS Departmental Initiatives Mapped to Dickinson College Strategic Plan

LIS Initiatives	Building Our Community of Students: Enrollment Management	The Dickinson Student Experience	Facilities	Alumni—“Descending the Old Stone Steps....”	Human and Financial Resources	Securing the Future: The Challenge of Wealth	How Do We Measure Our Success?
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Divisional/CIO

1. Academic Commons Feasibility Study		Goal B					
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Enterprise Systems Department

1. Banner Admissions and Relationship Management	Goals A, B, C, D	Goal H		Goal B	Goal C, D	Goals A, B, C	Goal B
2. Analysis of portal strategy and software platform		Goal H		Goal B	Goal D		
3. Complete mobile computing strategy		Goal B		Goal B	Goal D		
4. Upgrade Moodle LMS to version 2.0							

Infrastructure Systems Department

1. Support for Banner Admissions project.	Goals A, B, C, D			Goal B	Goal C, D		
2. Upgrade campus Internet infrastructure and connection		Goals B, E			Goal D		
3. Replace tape backup system							

LIS Initiatives	Building Our Community of Students: Enrollment Management	The Dickinson Student Experience	Facilities	Alumni—“Descending the Old Stone Steps....”	Human and Financial Resources	Securing the Future: The Challenge of Wealth	How Do We Measure Our Success?
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Instructional and Media Services

1. Pilot Digital Literacy Apprenticeship Program		Goals A, B, D					
2. Implement Ensemble video storage solution		Goals A, B			Goal D		
3. Pilot tablets and e-readers		Goals A, B			Goal D		
4. Upgrade Moodle LMS to version 2.0		Goal A					

Library Services Department

1. Implement program to librarian classroom teaching skills							
2. Enhance discovery and access to library resources		Goal A					
3. Build coherent collections relevant to college curriculum		Goal A			Goal C, D		
4. Strategy for presenting added online information literacy instruction		Goal A					
5. Maintain and preserve AV materials in appropriate formats		Goal A					
6. Participate in Academic Commons Feasibility Study		Goal B					
7. Develop a College Copyright Use Policy							

LIS Initiatives	Building Our Community of Students: Enrollment Management	The Dickinson Student Experience	Facilities	Alumni—“Descending the Old Stone Steps....”	Human and Financial Resources	Securing the Future: The Challenge of Wealth	How Do We Measure Our Success?
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User Services Department

1. Campus printing strategy					Goals C, D		
2. Technology promotion					Goal B, D		
3. Network home folders							

LIS Initiatives, Departmental Narratives, Fiscal Year 2012

Divisional/CIO

1. Academic Commons Feasibility Study

In January 2010 a consulting report defined a high level concept for an Academic Commons to be located in the Waidner-Spahr Library. The concept gained support among employees, senior staff, the ITS Committee and the library subcommittee of APSC. The next step in the development of the concept is to conduct a feasibility study in association with these consultants that would demonstrate how spaces would actually be used and how functional and service requirements would be satisfied. As a litmus test, the feasibility study would enable the campus community to visualize the resulting spaces and understand how these concerns had been addressed. The deliverable for this initiative will consist of a written report and accompanying visual materials.

Enterprise Systems Department

1. Implement Banner Admissions, Recruitment, and Relationship Management to support the information management needs of Enrollment Management.

This includes the following activities.

- a. Assessment and optimization of business processes
- b. Design and testing of Banner Admissions, Recruitment and Relationship Management
- c. Design and testing of Noli Transfer for all external data loads
- d. Identification and development of custom solutions
- e. Identification and development of business intelligence dashboards and reporting
- f. Inclusion of mobile technologies to expand the information management toolkit

Outcome: With the retirement of Recruitment Plus slated for the fall of 2013, the information management systems used by admissions must be replaced. At the completion of this project, Banner will be the foundation information management system for the Enrollment Management division and all recruitment and admission activities will be managed through Banner.

2. Complete an analysis of the college's portal strategy and software/platform.

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.

3. Complete the execution of the mobile computing strategy ensuring a robust platform is available to provide and support mobile technologies.

Outcome: In December 2010, the LIS management team adopted the mobile technology strategy drafted by the appointed cross-functional team. This strategy identifies a 3-phased approach to maturing the college's mobile technology offerings.

- Phase 1: Rapid design and deployment of a mobile application that provides a core set of campus information services.

- Phase 2: Identify targeted development opportunities to provide custom content and services to key constituencies such as prospective student families, alumni, faculty, and current students. Utilize existing governance bodies such as ISPPG to prioritize and schedule the development of these identified opportunities.
- Phase 3: Evaluate and select a framework that will meet the long-term needs for the college’s mobile applications development and support. These needs include the ability to provide authenticated services and messaging on mobile devices.

Phase 1 is nearing completion (www.dickinson.edu/mobile). The completion of phase 2 and 3 will ensure that the college can develop and support robust mobile technology solutions that are secure, reliable, and integrate with our existing information and infrastructure architecture.

4. Upgrade Moodle LMS to the most current version and modify the underlying technology architecture used to support Moodle.

Outcome: The Moodle LMS will be upgraded to version 2.0. The underlying technology architecture will be modified to maximize the use of the open-source community and the LIS staff skill set.

Infrastructure Systems Department

1. Project support for the new Admissions environment.
2. Plan and implement an upgrade to the campus Internet infrastructure and services.
3. Data Backup and Recovery: Infrastructure Systems will identify 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.

Instructional and Media Services Department

1. Pilot a Digital Literacy Apprenticeship Program
 - a. Description: Student workers who are trained in geospatial and new media literacies can be an asset to their hiring departments. Additionally, these students will have relevant skills to bring to the marketplace or graduate school when they leave Dickinson College. This initiative involves the creation of an intensive multi-day training in GIS and selected new media for student workers. The host department will pay for the training and room and board for a student they select. IMS will provide the training and mentoring opportunities throughout the first semester post-training. We hope to pilot the program with 6 student apprentices.
 - b. Expected Outcome: We expect these students to provide a high level of technical support to their sponsoring departments.
 - c. Interfaces with:
 - i. The Dickinson College Strategic Plan III:
 - p5 “mastery of tools of research and information technology”
 - p14 “We need a comparable initiative on technology and new media. Efforts should include more coordination and re-imagination of existing information literacy programs, articulation of clear goals for information technology, and expansion of digital media and geospatial fluency programming.”
 - p27 “Opportunities for active and applied learning are valuable for our students”
 - ii. The LIS Strategic Plan Goal 2: Learning

2. Implement & Promote the Ensemble video storage solution
 - a. Description: Digital media creation and storage has become increasingly challenging with the growing number of media projects. We have recently purchased Ensemble, a video storage and presentation system to handle large and small scale media projects created by classes. In FY12 we intend to use Ensemble for storing content from sources such as:
 - i. Video projects created by students in Policy Management, Writing Science News, Quantum Mechanics, Global Economics, Mathematics, Film Studies, Art, House Divided, and Community Studies.
 - ii. Performances, interviews and lab recordings from departments such as Oral History, Education, Dance, Music, Chemistry and Modern languages.
 - iii. Digitized content for classroom instruction and lecture capture for student review of material.
 - b. Expected Outcomes: We expect that a consolidated solution will provide Secure access and single sign for storing digital media. Ensemble will integrate with campus applications Moodle, Ektron, Drupal, WordPress and provide public or restricted viewing of digital media. Additionally, we expect to be able to use Ensemble to stream video content in real time.
 - c. Interfaces With:
 - i. The Dickinson College Strategic Plan III:
 - p11: "...students expect and demand a high level of up-to-the-minute technology and new media"...."and that we offer an educational program that includes a vibrant and visible technology dimension"
 -
3. Pilot tablets and/or e-readers in at least one class in Fall 2011 and/or Spring 2012.
 - a. Description: The Horizon Report 2011 predicts that e-readers and mobile computing will be key technologies that will emerge in the one year or less horizon. We intend to identify at least one class which will use e-readers or tablet computers in the classroom. The instructor will be given a tablet (or e-reader), suggestions for using the devices in and out of the classroom and training on the use of the devices. Students will borrow the devices for the semester. Students and Instructors will be surveyed at the end of the semester about their experiences using the devices.
 - b. Expected Outcomes: E-readers will probably focus on modern language classes where students will have access to foreign language dictionaries. We expect that students will be able to read faster and with greater comprehension using the e-readers. We expect tablet computers will encourage active learning and encourage curiosity and exploration both in and out of the classroom. We further expect that tablets might alleviate the need for computers in the classroom.
 - c. Interfaces With:
 - i. The Dickinson College Strategic Plan III
 - p11: "...students expect and demand a high level of up-to-the-minute technology and new media"...."and that we offer an educational program that includes a vibrant and visible technology dimension"
 - ii. This initiative supports the LIS Strategic Goals of Learning and Mobility

4. Build architecture used to support Moodle.

- Expected Outcome: The Moodle LMS will be upgraded to version 2.0.

Library Services Department

1. Implement an instructional improvement program to develop the classroom teaching skills of librarians.

From SPIII (p.14): “We currently have a comprehensive writing initiative that includes defined learning goals for the curriculum (first-year seminars, “writing intensive” courses), more faculty training, a new student “writing associates” program, launch of a multilingual writing center, and better assessment tools. We need a comparable initiative on technology and new media. Efforts should include more coordination and re-imagination of existing information literacy programs, articulation of clear goals for information technology, and expansion of digital media and geospatial fluency programming. This must include both enhancement of our digital resources and an emphasis on the library as the central focus of campus intellectual life. “

Description:

”Mastery of tools of research” is one of the 21st-century skills highlighted in Dickinson’s Strategic Plan III. Information literacy has at its core the competencies and approaches that teach and demonstrate this skill. To “make students active learners” is another of the skills noted in the Plan. Classroom teaching is central to delivery of our information literacy program. However, our librarians have widely varying degrees of experience with classroom teaching. Even our more experienced librarians have not all had formal training in best practices for using active learning techniques. We strive to promote a shared vision for excellence in classroom teaching and create a community of practice for sharing teaching techniques, with an emphasis on active learning.

In order to improve the in-person information literacy instruction, we will:

Initiatives:

- In collaboration with the other CPC libraries, conduct a one day workshop for all liaison librarians in August 2011 taught by Trudi Jacobson, a nationally recognized expert on teaching information literacy.
- Building upon the spring 2011 pilot program, implement formal teaching observations as a means for providing feedback toward continuous improvement for information literacy instruction.

2. Enhance discovery and access to library resources to support student and faculty information research.

Description:

It is essential that we ensure that materials we have available are findable, usable, and relevant to the needs of our faculty and students. In addition, our collections must be arranged in a manner that is reasonably logical to the community.

In order to increase access to and use of a wide array of library-sponsored resources and services we will:

Initiatives:

- Assess pilot of EBSCO Discovery Service (EDS); if recommended, adopt EDS in order to consolidate searching among the library catalog and numerous databases.
- Assess impact of new EZborrow system. Collaborate with EZborrow partners to improve patron interface. Develop online tutorial for users.
- Implement current release of Sirsi OPAC, e-Library. Upgrade staff Sirsi client, WorkFlows, to current release.
- As number of databases increases and becomes unwieldy, revisit recommendations in the final report of the Databases Interface Assessment working group and implement additional improvements to that interface.

3. Build strong, coherent collections of materials relevant to Dickinson's curriculum and basic research needs.

Description:

The Library's collections policy states: "The Waidner-Spahr Library of Dickinson College exists to enhance the educational experience of students, and to facilitate the research activities of faculty members. Materials purchased for the library collection must be supportive of our rigorous liberal arts curriculum, and should encourage student learning beyond the minimum requirements of the classroom."

In order to assure that Library collections meet changing curricular needs and take advantage of appropriate technological options, we will:

Initiatives:

- Using the recommendations submitted in 2010, complete review of the print reference collection. Develop written guidelines for acquisition of reference sources to address selection, format, management, promotion, and assessment.
- Building on the 2009 review, determine the feasibility and value of remaining a depository library, and implement decision. Review the existing print US government documents collection for potential conversion to LC classification or removal from the library.
- Develop and implement a review process for the circulating collection in Waidner-Spahr.

4. Following the successful transition from in person to online instruction for the library's Academic Integrity program, develop criteria and a strategy for presenting supplemental online information literacy instruction.

Description:

From SP III (p.38): "On-line education: Dickinson will remain a residential college, but the rise of online technology may offer ways to reposition in the face of radical change in higher education. Beyond our planned expectation of employing online technology to enhance our current program, should we consider more extensive online approaches? This might mean significantly altering our present pedagogies to have students doing more self-directed work in some dimensions of their curriculum and/or offering selected online options to students outside our current residential constituency."

The success of the Academic Integrity online tutorial demonstrated our ability to effectively and efficiently deliver instruction asynchronously online to large numbers of students. While in-person group instruction and individual consultations remain central to our information literacy program, online tutorials offer efficient, consistent delivery of selected basic skills instruction, available anytime, anywhere. Thus, limited class time can be used more effectively to deliver instruction on specialized content and critical thinking skills, and individuals can learn basic skills at point of need.

In order to offer alternatives to in-person information literacy instruction which will be available on an asynchronous basis we will:

Initiatives:

- Identify and, in a report, articulate best practices for online instruction. Develop and document criteria for the types of skills appropriate to teach asynchronously online.
- Identify specific content and create at least one new tutorial to implement during the year.
- Develop cross institutional task force with librarians from Bucknell and Gettysburg libraries to collaborate on tutorial development.

5. Maintain audio and visual materials in formats that are readily accessible to our user community, and carefully preserve those materials to ensure continued usability.

Description:

The Waidner-Spahr Library maintains, among its cataloged resources, LPs, cassette tapes, VHS tapes, CDs, and DVDs. The Archives and Special Collections Department within the Library includes materials in these formats, but also holds film reels and reel-to-reel sound recordings in various sizes and formats. Obsolescence and deterioration threaten the continued usability of these resources by the Dickinson community. In order to ensure that those materials deemed of greatest potential use and value are preserved and maintained in a usable manner, strategies and policies are needed to provide ongoing guidance.

Initiatives:

- Identify in a census the location and general condition of all audio and visual materials maintained by the Waidner-Spahr Library.
 - Develop and document assessment and selection criteria to use in evaluating all audio and visual resources.
 - Craft policies to guide the ongoing acquisition, preservation, and accessibility of all audio and visual resources.
 - Create a cross-functional Streaming Video Task Force to study the need for this medium and the feasibility of campus reliance on streaming video, rather than DVD or tape format.
 - Complete review of the VHS collection and write a policy regarding the continued preservation of this format.
 - Review the collection of LP collection and write a policy regarding continued preservation of this format.
6. Participate in feasibility study of Academic Commons in the Waidner-Spahr Library.

Description:

During the fall semester 2010, LIS engaged two consultants to provide guidance and direction with regard to the creation of a true academic commons within the library building. Gene Spencer and Dirk Schneider provided a comprehensive analysis with high-level recommendations for relocation of staff, space, and service expectations.

In order to support the development of a plan for the Academic Commons, we will

Initiatives:

- Participate on Academic Commons cross functional team to explore and elucidate feasibility and needs to implement recommendations.
7. Develop a College Copyright Use Policy.

Description:

Develop a campus policy that provides guidance for exercising fair use rights and educational exceptions within the bounds of copyright law.

In order to provide consistency in guidance about fair use and copyright on campus, we will:

Initiatives:

- Develop and document a Copyright Use Policy, to be made available on the College website.
- Develop a communication/education program for the campus community to make them aware of the policy and promote compliance with it.

User Services Department

1. Dickinson College printing strategy

The development, recommendation, and implementation of a comprehensive printing strategy designed to meet client expectations for all printing needs. The current printing environment is comprised of desktop printers, high volume HP departmental printers, higher volume MFD (copy, scan, print, and fax) devices, and Print Center services. The strategy must provide the level of printing services required while reducing overall campus printing costs. In order to provide an effective printing strategy there are several initiatives that need to be addressed. The following printing strategy components must be defined and implemented.

- Determine the proper combination and location of printing devices to support client needs for Black/White and Color printing/copying/scanning services.
- Create and Implement a convenient and client friendly process for requesting Print Center services.
- Evaluate, design, and implement a process for the student acquisition, purchase, and printing of course packets.
- Define, identify, select, and implement an effective desktop based fax service.
- Develop a comprehensive client education and training program focused upon the features and functionality of all printing, copying, scanning, faxing devices and services.

2. Technology Promotion

User Services department has not been effective in providing current and appropriate technology information regarding features, functionality, practical application, and capabilities of various hardware and software tools. This initiative will explore potential avenues for communicating this technology detail to the entire campus community. A selected group of User Services staff members will evaluate all possible communication tools, recommend and implement all viable channels to promote technology resources. It is our goal to promote our services and capabilities while informing the campus community about technology resources and practical applications.

3. Network Home folders

Network home folders are an important aspect of active directory accounts that are widely used throughout enterprise and educational environments. They allow uniform access to documents across any number of computers, which is ideal in a campus environment where multiple computers are accessed by users on a weekly and sometimes even daily basis. This can increase the productivity of staff and students by minimizing the effort needed to store and retrieve documents on the network. Using the network storage would also take advantage of the built-in backup that takes place on the network drives that is currently underutilized by most of our users. Network home folders are not without cost, however, and we will need to investigate what that true cost is (as it pertains to setup and maintenance of these accounts) as well as the demands that it would place on the infrastructure by way of server usage and increased network traffic. This initiative will examine the feasibility of providing some level of network home folders to the entire campus and make a recommendation based on the findings.

LIS 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
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 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	<ul style="list-style-type: none"> LIS staff attend Individual LIS staff set goals in 	<ul style="list-style-type: none"> PDEP Forms 	April – May As Determined

Setting	Personal Development and Evaluation Plan (PDEP) process		by Human Resources Services
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