

Division of  
Library and Information Services  
Strategic Plan Fiscal Year 2013

Dickinson

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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**

<b>LIS Strategic Goal</b>	<b>Description</b>
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**

<b>LIS Initiatives</b>	<b>Goal 1: Agility</b>	<b>Goal 2: Learning</b>	<b>Goal 3 Mobility</b>	<b>Goal 4: Policy</b>
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**Enterprise Systems Department**

1. Banner Recruitment, Admissions, and Relationship Management	✓			
2. New Content Management System	✓	✓	✓	
3. Project Management Office	✓			

**Infrastructure Systems Department**

1. Wireless network expansion	✓	✓	✓	
2. Cloud based technologies integration	✓	✓	✓	

**Instructional and Media Services Department**

1. Wiki Replacement	✓	✓		
2. Instructional and Media Services/Media Center identity		✓		✓
3. Digital Literacy	✓	✓		

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

1. Information Literacy program through collaboration		✓		
2. Visibility of Information Literacy program through collaboration		✓		
3. Enhance discovery and access to library resources		✓		
4. Build strong, coherent collections of materials		✓		
5. Maintain and preserve audio and visual materials in accessible formats	✓	✓		
6. Develop a College Copyright Use Policy		✓		✓
7. Improve support for non-English language programs		✓		
8. Develop and implement process to explore alternatives to Sirsi	✓	✓	✓	

**User Services Department**

1. Windows 8	✓		✓	
2. Tablet Computer Strategy	✓	✓	✓	
3. Print Shop Pro software replacement				
4. Desktop File Backup solutions	✓			

**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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**Enterprise Systems Department**

1. Banner Recruitment, Admissions, and Relationship Management	Goal A, B,C,D				Goal B, D	Goal A	Goal A
2. New Content Management System	Goal D			Goal A, B	Goal D	Goal A	
3. Project Management Office					Goal B, D		Goal A

**Infrastructure Systems Department**

1. Wireless network expansion		Goal B					
2. Cloud based technologies integration					Goal D		

**Instructional and Media Services**

1. Wiki Replacement							
2. Instructional and Media Services/Media Center identity		Goal A, B					
3. Digital Literacy		Goal A, B					



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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**Library Services Department**

1. Information Literacy program through collaboration		Goal A, B					Goal A
2. Visibility of Information Literacy program through collaboration							
3. Enhance discovery and access to library resources		Goal A, B					
4. Build strong, coherent collections of materials		Goal A,B					Goal A
5. Maintain and preserve audio and visual materials in accessible formats							Goal A
6. Develop a College Copyright Use Policy							
7. Improve support for non-English language programs		Goal A, B, C					
8. Develop and implement process to explore alternatives to Sirsi							

**User Services Department**

1. Windows 8					Goal D		
2. Tablet Computer Strategy	Goal D	Goal B			Goal D		
3. Print Shop Pro software replacement					Goal D		

## LIS Initiatives, Departmental Narratives, Fiscal Year 2013

### Enterprise Systems

#### 1. Banner Recruitment, Admissions, and Relationship Management

Complete the implementation of Banner Recruitment, Admissions, and Relationship Management to support the information management needs of Enrollment Management. (carried-over from FY12)

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 Nolij 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. New Content Management System

Complete the implementation of the Jadu CMS to support the college's portal infrastructure.

Outcome: The Luminis portal platform will be replaced by Jadu CMS to support the portal infrastructure requirements of the college. The revised portal will support the new visual identity of the college and provide for a contributed content environment. All authenticated services will be supported through the new portal solution.

#### 3. Project Management Office

Establish a Project Management Office that utilizes portfolio and project management techniques to prioritize, plan and coordinate Enterprise Systems projects.

Outcome: The Project Management Office will develop a portfolio and project management methodology for use within Enterprise Systems. All activities and projects will be managed using this methodology. As the methodology is developed and applied, an enterprise class portfolio and project management solution will be selected and deployed for use throughout the department.

## **Infrastructure Systems**

### 1. Wireless network expansion

Now the wireless networking is present in every campus building that has campus network services Infrastructure Systems will look to expand its use in outdoor locations and its use in extending the current infrastructure.

### 2. Cloud base technologies integration

Infrastructure Systems will develop a process for the evaluation and integration of cloud based technologies and services when we are looking to replace or upgrade systems on campus.

## **Instructional and Media Services**

### 1. Wiki Replacement

Mediawiki has been the IMS wiki for the past 6 years. The wiki has been used for quick projects with low overhead for the teaching of the technology. We would like to replace it with a more full featured wiki that will allow for better user support and better spam prevention while improving usability.

Outcome: Identification and implementation of a new wiki.

This goal maps to: Goals 1 (Agility) and 2 (Learning) of the LIS Strategic Plan.

This goal maps to: “The Dickinson Student Experience”; Strategic Goal B; Objective 5.

### 2. Instructional and Media Services/Media Center identity

The time has come to find a new name for Instructional and Media Services. The new name will suggest a clear alliance with the departmental mission supporting teaching and learning at the college. In addition to adopting a new name, the department will look to integrate our web presence and printed materials into a common identity plan with a consistent look for all departmental functions. Over time, our web presence has been developed independently as the department has identified needs. We will evaluate all these disparate pieces to determine which can be integrated into a logical structure. This evaluation may coincide with the implementation of a new college content management system and will consider application accessibility on mobile devices.

- a. <http://lis.dickinson.edu/Teaching/>
- b. [http://mc.dickinson.edu/?q=classrooms\\_and\\_labs](http://mc.dickinson.edu/?q=classrooms_and_labs)
- c. <http://blogs.dickinson.edu/mediacenter/>
- d. <http://mc.dickinson.edu/node/add/merci-reservation>
- e. <http://blogs.dickinson.edu/mediacenter/training-catalog/>
- f. <http://blogs.dickinson.edu/willoughby/>
- g. <http://blogs.dickinson.edu/gis/>

Outcome: A cohesive identity for the department.

This goal maps to: Goals 2 (Learning) and 3 (Mobility) of the LIS Strategic Plan.

This goal maps to: “Human and Financial Resources”; Strategic Goal D; Objective 2 and “The Dickinson Student Experience”; Strategic Goal B; Objective 5.

### 3. Digital Literacy

As the campus definition of digital literacy evolves, it will be useful to quantify the extent to which students are already exposed to digital literacy in the curriculum. Following a model developed by the Center for Sustainability Education, we will conduct a feasibility study to identify classes which incorporate digital literacy components. The future outcome we envision would provide a mechanism for students to discover classes during the registration process in which they can expect to encounter the use of digital technologies.

Outcomes:

The feasibility phase will produce the following deliverables:

- a. A list of classes in which digital literacy is already embedded.
- b. A plan for providing a digital literacy annotation for the course registration lists. This will involve collaborating with Enterprise Systems and the Registrar’s office. Other stakeholders, including APSC, will be identified in this plan.
- c. A recommendation to move forward or table the plan.

This goal maps to: Goals 1 (Agility) and 2 (Learning) of the LIS Strategic Plan

This goal maps to: “The Dickinson Student Experience”; Strategic Goal B; Objective 5.

### **Library Services**

1. Enhance and promote delivery of the Information Literacy program through collaboration with internal and external partners. [Coordinator: Chris]

*Description:*

The College's Strategic Plan III recognizes that the library staff has made great strides in forming a foundational information literacy program, but now must “include coordination and re-imagination of existing information literacy programs.” Building off the solid base of our first-year information literacy program, and with information literacy solidly embedded in several majors, the library staff will seek campus consensus on issues surrounding information literacy, increase awareness of information literacy options in under-served departments, form partnerships with other offices that may help us streamline delivery of services.

*Initiatives:*

- With APSC, develop a campus definition of “information literacy” for first-years and upper-class students.
- Re-imagine our approach to information literacy in the context of academic departments’ culture and curriculum.
- Write a proposal and a grant request for a faculty-oriented “Information Literacy Fellowship.”
- Investigate the possibility of moving the Academic Integrity tutorial from Moodle to CITI, make recommendations for improvement regardless of vehicle, and implement recommendations.

- Develop online tutorials for basic skills acquisition in collaboration with the Technical Services Team.
  - Perform a study of LibGuides vs. wiki-based research guides and make recommendations for improvement.
2. Strengthen the visibility and effectiveness of the Information Literacy program through collaboration with internal and external partners. [Coordinator: Chris]

*Description:*

The College values partnerships and cooperation both internally and externally, as evidenced by successful efforts such as our robust study-abroad program, our participation in peer consortia, and our continued funding of student-faculty research projects. In addition, The Association of College & Research Libraries' (ACRL) *Standards for Libraries in Higher Education* states that libraries must “engage the campus ...through multiple strategies in order to advocate, educate, and promote their value.”

To that end, the library staff will partner with other campus offices where opportunities can be identified to meet common goals, and efforts to teach and analyze and disseminate information can be combined.

*Initiatives:*

- Perform a literature review of collaboration between libraries and instructional media services.
  - Collaborate with the Writing Center to perform an authentic assessment of research and writing skills across all class years.
  - Implement recommended Writing Center/Library collaboration strategies identified in FY 12.
  - Schedule 3 – 4 additional lunch meeting with departments and provide liaison with information needed to improve service.
3. Enhance discovery and access to library resources to support student and faculty information research. [Coordinator: Maureen]

*Description:*

Two of the five LIS strategic goals for FY 2011-2014 are to achieve “visibility and cohesion in the realm of learning, teaching and research”, and to provide services through the growing number of mobile devices owned by our users. In order to provide information resources to support these goals, 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 wide array of library-sponsored resources, services, and collections must be arranged in a manner that is reasonably logical to the community.

*Initiatives:*

- Implement additional JumpStart (EDS) customization based on recommendations identified in FY12. Conduct usability testing and analysis for JumpStart with faculty and students.
- Develop strategies for JumpStart instruction.
- Examine the sustainability to maintain our current SaaS SirsiDynix ILS, and assess available options.
- Study current options for providing access to our Databases. Revisit and update recommendations from the past Databases Interface Assessment working group. (*Note: carried forward from FY12*)

- Assess the impact of our existing library mobile services available through Dickinson Mobile. Create a guide to existing available mobile services acquired with Library licensed resources.
  - Complete enhancements to new Drupal-based Archives website and migrate information from older web resources; remove unnecessary older content from various web projects.
4. Build strong, coherent collections of materials relevant to Dickinson’s curriculum and basic research needs. [Coordinator: Theresa]

*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.” It is also necessary that Library collections meet changing curricular needs and take advantage of appropriate technological delivery options.

*Initiatives:*

- Develop a collection analysis “toolkit” of techniques liaisons can use to assess existing collection strength in specific subject areas.
  - Analyze data available from our Gobi alert/purchasing system and use results to refine our selection profiles and book alert service for faculty.
  - Develop a programmatic assessment approach to collecting, analyzing and acting on available use data.
  - Where appropriate, increase application of best practices in collection acquisitions and budgetary management, including use of deposit accounts, vendor provided management services, consortial partnerships, and new service models such as demand driven acquisitions.
  - Articulate a retention policy for print storage materials.
  - Conduct a limited review of our existing Government Documents print collection, determining which items we should continue to receive, which items should be reclassified and relocated to the general collection, and which items are no longer relevant to the current curriculum.
  - Building on the 2009 review, critically examine the feasibility and value of remaining a government depository library into the future. *(Note: carried forward from FY12)*
  - Review all annual publications currently in the classified stacks for appropriate location in either the stacks or the journal collection, and update catalog records and other finding aids as necessary. In conjunction with this, review standing order and format status of each title.
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. [Coordinator: Jim]

*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. The Library strives to optimize and assure access to non-print, audio-visual materials in our collection.

*Initiatives:*

- Develop a set of selection and assessment criteria for various media formats.

- Develop a set of migration/reformatting criteria and strategies.
- Craft policies to guide the ongoing acquisition, preservation, and accessibility of all audio and visual resources.
- Complete review of the VHS collection and craft a policy, in consultation with IMS, specific to the continued preservation of this format.
- Review the LP collection and write a policy specific to the continued preservation of this format.

6. Develop a College Copyright Use Policy. [Coordinator: Theresa]

*Description:*

One of the five LIS strategic goals for FY 2011-2014 is to develop a coherent policy framework for the use of information resources at Dickinson. One such policy area is appropriate use of copyrighted information. While much information and guidance about copyright is already provided on the LIS website, there is a need for a more clearly and formally articulated policy document.

*Initiatives:*

- Develop and document a Copyright Use Policy that provides guidance for exercising fair use rights and educational exceptions within the bounds of copyright law.
- Expand our copyright education program, building on the successful session provided at the annual Willoughby Fellows Institute.

7. Improve support for non-English language programs [Coordinators: Theresa]

*Description:*

Dickinson has established itself as a leader in global education with a commitment to providing students with a “21<sup>st</sup> Century skill set” including competence in a foreign language. Our limited number of liaison librarians challenges us to find creative ways to effectively build collections that support the 13 non-English languages taught at Dickinson.

*Initiatives:*

- Review, assess, and document all existing processes for acquisition of non-English materials. Identify and implement improvements identified during the assessment.
- Write a proposal and seek grant funding for an "International Programs Librarian Fellow" to provide expertise in multilingual collection development and information literacy support.

8. Develop and implement process to explore alternatives to Sirsi [tbd]

*Description:*

The Library has used the Sirsi system for its ILS for many years. During the past seven years we have implemented many new releases, added enhanced catalog records, and contracted with Sirsi to host our catalog. Due to increasing costs for the service (amounting to ten percent per annum), and the availability of both open source and enhanced alternatives, it is appropriate to explore options.

*Initiatives:*

- Establish small working group to:
  - Develop functional requirements document for ILS.
  - Research existing alternatives through literature and peer experiences.
  - Propose next steps for comparative review of functionality and price.

**User Services**

1. Windows 8

Microsoft has released the beta version of their Windows 8 operating system. Just like Windows 7 we need to be prepared to evaluate and test Windows 8 in order to understand the benefits it may provide. Currently we have approximately 52% of our Windows workstations deployed with Windows 7 and expect that number to climb rapidly with our upcoming summer 2012 workstation refresh cycle.

2. Tablet Computer Strategy

More and more tablet computers are arriving and connecting to our Dickinson College network. Currently our position has been to treat these devices as personal items and we provide no support. The iPad pilot conducted by IMS has triggered further discussion about providing and supporting these types of devices. As a division we must come together to determine the extent of our involvement with the purchase, configuration and support of various table devices. A cross discipline team needs to evaluate the pros and cons of our current position and recommend a short term strategic direction for these devices.

3. Print Shop Pro software replacement

The Print Shop has been using a software tool called “Print Shop Pro”, unfortunately this software is out dated and ineffective. It is designed to allow the clients a means to request print shop services. An evaluation needs to be conducted for a suitable replacement product. Most important with this evaluation is the definition of requirements criteria which will be the foundation of the product evaluations. One important criteria is the need for a seamless and convenient technique for clients to request print services.

4. Desktop File Backup solutions

Once again the topic of desktop computer file backup services needs to be evaluated and a final strategy developed. Several products have surfaced that offer sufficient storage and ease of use. Some of these tools are cloud based solutions. Another product recently released is called “Crash Plan”. Clients today are utilizing tools such as Drop Box which permits the storage and access of files from various locations and systems.



### LIS Planning Cycle

<b>Phase</b>	<b>Process</b>	<b>Deliverable</b>	<b>Deadline or Date of Activity</b>
1. Capture Budget Requests	<ul style="list-style-type: none"> <li>User Services requests for next fiscal year (1) SXC computing needs, (2) Academic Affairs Division classroom upgrades, (3) computing needs for new instructional spaces.</li> </ul>	<ul style="list-style-type: none"> <li>SXC computing needs</li> <li>Classroom upgrade needs</li> <li>New instructional spaces</li> </ul>	September – November
2. Departmental Goal Setting	<ul style="list-style-type: none"> <li>Review current fiscal year Initiatives</li> <li>Review Dickinson College Strategic Plan</li> <li>Propose 2-3 goals per department</li> <li>Joint goals encouraged</li> <li>Draft departmental Initiatives sent as e-mail attachments from Directors to CIO</li> </ul>	<ul style="list-style-type: none"> <li>CIO integrates into single working document</li> </ul>	January - February
3. Governance Review	<ul style="list-style-type: none"> <li>CIO reviews FY Initiatives with Information Technology and Services Committee and asks for comments.</li> <li>MG considers and makes any changes.</li> </ul>	<ul style="list-style-type: none"> <li>LIS Strategic Plan FYXX</li> </ul>	February
4. Planning and Budget Submission	Present LIS Budget Submission referencing: <ul style="list-style-type: none"> <li>LIS Strategic Plan for FY, Final Version</li> <li>SXC computing needs</li> <li>Smart classroom upgrades</li> <li>Computing needs for new instructional spaces</li> <li>Major LIS related projects</li> <li>New staffing requests</li> </ul>	<ul style="list-style-type: none"> <li>LIS Budget Submission for next fiscal year</li> </ul>	February-March
5. Individual Goal Setting	<ul style="list-style-type: none"> <li>Personal Development and Evaluation Plan (PDEP) process</li> </ul>	<ul style="list-style-type: none"> <li>PDEP Forms</li> </ul>	April – May
6. Plan Finalized	<ul style="list-style-type: none"> <li>Receive confirmation of funding levels from P&amp;B after approval from Trustees</li> </ul>		May