

Division of
Library and Information Services
Strategic Plan Fiscal Year 2014

Dickinson

Table Of Contents

PURPOSE AND STRUCTURE	2
LIS MISSION STATEMENT	3
LIS STRATEGIC GOALS, FISCAL YEARS 2011-2014	4
LIS INITIATIVES MAPPED TO LIS STRATEGIC GOALS	5
DIVISIONAL	5
ACADEMIC TECHNOLOGY DEPARTMENT	5
ENTERPRISE SYSTEMS DEPARTMENT	5
INFRASTRUCTURE SYSTEMS DEPARTMENT	6
LIBRARY SERVICES DEPARTMENT	6
USER SERVICES DEPARTMENT	7
LIS DEPARTMENTAL INITIATIVES MAPPED TO DICKINSON COLLEGE STRATEGIC PLAN	8
DIVISIONAL	8
ACADEMIC TECHNOLOGY DEPARTMENT	8
ENTERPRISE SYSTEMS DEPARTMENT	8
INFRASTRUCTURE SYSTEMS DEPARTMENT	9
LIBRARY SERVICES DEPARTMENT	9
USER SERVICES DEPARTMENT	10
LIS INITIATIVES, DEPARTMENTAL NARRATIVES, FISCAL YEAR 2014	11
LIS PLANNING CYCLE	15

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

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

Divisional

1. Migration strategy for LIS website	✓	✓	✓	
---------------------------------------	---	---	---	--

Academic Technology Department

1. Support for digital humanities projects		✓		
2. New open content for Mixxer		✓		
3. Upgrade two existing classrooms		✓		
4. Develop GIS class module with online tools		✓	✓	

Enterprise Systems Department

1. Banner recruitment, admissions, CRM	✓		✓	
2. Implement Jadu CRM	✓		✓	
3. Costs and benefits of Moodle upgrade	✓	✓		
4. Trustee website			✓	
5. Integrated Electronic Medical Records System	✓			✓

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

Infrastructure Systems Department

1. Extend services to new facilities			✓	
2. Extend VOIP services	✓		✓	
3. Strategy to implement Exchange 2013	✓		✓	
4. Extend virtualization for improved DR	✓	✓		
5. Life cycle for network infrastructure	✓			

Library Services Department

1. Improve marketing and communications		✓		✓
2. Strategy for library events and exhibits		✓		
3. Library collections theory and guidelines	✓	✓		
4. Evaluate model for reference service	✓	✓		
5. Advance understanding of info literacy		✓		
6. Assess online service delivery	✓	✓		
7. Institutional Repository		✓		

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

User Services Department

1. Microsoft Office 2013 migration	✓			
2. Desktop file backup solution	✓		✓	
3. Managed deployment staging	✓			

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?
-----------------	---	----------------------------------	------------	--	-------------------------------	--	--------------------------------

Divisional

1. Migration strategy for LIS website		✓					
---------------------------------------	--	---	--	--	--	--	--

Academic Technology Department

1. Support for digital humanities projects		✓					
2. New open content for Mixxer		✓					
3. Upgrade two existing classrooms		✓					
4. Develop GIS class module with online tools		✓					

Enterprise Systems Department

1. Banner recruitment, admissions, CRM	✓	✓			✓	✓	✓
2. Implement Jadu CRM	✓	✓		✓		✓	
3. Costs and benefits of Moodle upgrade		✓					
4. Trustee website				✓	✓		
5. Integrated Electronic Medical Records 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?
-----------------	---	----------------------------------	------------	---	-------------------------------	--	--------------------------------

Infrastructure Systems Department

1. Extend services to new facilities		✓	✓				
2. Extend VOIP services			✓				
3. Strategy to implement Exchange 2013		✓					
4. Extend virtualization for improved DR						✓	
5. Life cycle for network infrastructure						✓	

Library Services Department

1. Improve marketing and communications		✓					✓
2. Strategy for library events and exhibits		✓					
3. Library collections theory and guidelines		✓					
4. Evaluate model for reference service		✓					✓
5. Advance understanding of info literacy		✓		✓	✓		
6. Assess online service delivery							✓
7. Institutional Repository		✓					

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?
-----------------	---	----------------------------------	------------	---	-------------------------------	--	--------------------------------

User Services Department

1. Microsoft Office 2013 migration		✓			✓	✓	
2. Desktop file backup solution			✓				
3. Managed deployment staging			✓				

LIS Initiatives, Departmental Narratives, Fiscal Year 2014

Divisional

1. Migration Strategy For LIS Website. The migration of the LIS website is not within the scope of the migration of the college website to the Jada content management system scheduled for a January 2014 go live. Several issues are associated with the current LIS website:
 - The current LIS website was created in 2005 and will therefore be nine years old when the new college website is implemented.
 - It was not created using a content management system, so maintaining and updating it is cumbersome.
 - It is a large and complex website.
 - The LIS website serves multiple roles, including a guide to the broad range of LIS services, a wayfinder for members of the campus community, a wrapper for tools such as library databases and the library online catalog that are heavily used by faculty, staff and students, and a platform for communication. Supporting this range of role in a new content management system will require careful analysis, planning and project management

Academic Technology Department

1. Mellon Digital Humanities Grant Support. Provide support for at least three Digital Humanities projects. The Mellon Digital Humanities Grant provided funding for the following digital projects for which we will provide new and/or continued support. There will be two more calls for proposals for fall 2013 and spring 2014 and we expect new requests for academic technology support for these new projects.
 - Russian Rooms
 - House Divided
 - Carlisle Industrial Indian School
2. New Open Content For The Mixxer. We will create open content modules for English and Spanish by combining freely available language lessons from sources including the BBC, Voice of America, Agencia EFE, Instituto Cervantes, and Fundación de la Lengua Española with activities designed to be completed with their language partner on the Mixxer website. This will provide language learners with a structured progression that provides content and activities for each of the primary skills in language learning: reading, writing, speaking, listening, and culture.
3. Classroom Upgrades. Upgrade two existing classrooms with technology. More than eighty percent of the classrooms at Dickinson College are technology enhanced. There are some large classrooms that are underutilized because they don't have the technology that faculty require. We will add mediated technology to at least one large classroom and one small classroom.
4. Geographic Information Systems. Develop at least one GIS class module using online GIS tools. Several Dickinson College classes have taken advantage of the powerful software tools available in ArcGIS to represent quantitative spatial relationships. ArcGIS produces excellent results, but may be overly complicated for relatively simple spatial representations. Several online tools have recently emerged providing relatively easy alternatives for the display of spatial data. We will expand our GIS portfolio to include the use of these basic online mapping tools.

Enterprise Systems Department

1. Banner Recruitment, Admissions, and Relationship Management. Given the merger of the Sungard HE and Datatel corporations, the future of the Banner Relationship Management product has changed. The product will no longer support recruitment focused functions. As a result, an environmental scan of recruitment specific products must be completed.

Outcome: Recommendation of a replacement product for Banner Relationship Management. If funding and resources exist, a possible implementation of the replacement product could begin during FY 2014.

2. Implement Jadu Content Management System. Complete the implementation of the Jadu CMS to support the college's web and portal infrastructures.

Outcome: The new design of the college web site will be implemented in Jadu CMS. All current Ektron content will be migrated to Jadu. 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. Moodle Learning Management System Upgrade. Evaluate the costs and benefits of upgrading the Moodle LMS to the most current version. Include in this activity an analysis of the underlying technology architecture used to support Moodle and its staffing support structure.

Outcome: The Moodle LMS will be upgraded to version 2.X. The underlying technology architecture will be modified to maximize the use of the open-source community and the LIS staff skill set.

4. Trustee Website. Evaluate alternative products to replace the website currently used by the Trustees of the college.

Outcome: A trustee website that efficiently supports the work of the trustees of the college.

5. Integrated Electronic Medical Records System. Implement Medicat, an Integrated Electronic Medical Records System, in support of the Wellness Center. After a systematic analysis this product was found to be the best solution for the Wellness Center.

Infrastructure Systems Department

1. Campus Network Expansion. Support the college's current facilities enhancement efforts through the design, planning and implementation of both wired and wireless network technologies, voice and video services. These efforts will result in the expansion of campus services to parts of the campus not currently serviced as well as upgrading and increasing capacity to the underlying infrastructure.
2. Wireless Voice Services. Test and evaluate new voice technologies that would utilize the existing network infrastructure, both wired and wireless, to augment and extend the college's current voice services footprint.
3. Exchange 2013. Evaluation, testing and planning a strategy for the implementation of Exchange 2013 into the campus email infrastructure environment for summer 2014.

4. Server Virtualization for Disaster Recovery. The college's network server infrastructure is primarily implemented using Microsoft's Hyper-V virtualization technologies. Infrastructure Systems will begin to test and implement replication plans to better position these technologies with our current disaster recovery plans and services.
5. Network Life Cycle Replacement Schedule. Develop and publish an effective life cycle replacement schedule for all equipment used in the campus network, server, wireless and Internet environments.

Library Services Department

Outreach and Communication

1. Marketing Strategy. Assess and improve strategies for marketing, outreach and consistently communicating the Library message and other information both within the library and to the wider Dickinson community.

Outcomes: Analysis of existing outreach and communication efforts and evaluation of reach and effectiveness. A plan and schedule for reinvigorated and focused outreach program based on library priorities, campus strategic plan and other initiatives. Update statement of Library values that can be communicated with staff and the campus community.

2. Events and Exhibits Strategy. Develop strategic goals for library events and exhibits, and mechanisms to assess activities and to assure that events align with library priorities.

Outcome: Analysis of several years of library events including cost and impact (attendance, collaboration, value, etc.); schedule for events based on value and current campus and library initiatives; development of guidelines by which to evaluate proposed events.

Collections

3. Collection Development Policy. Develop a statement of theory and guidelines for practice on Library collections, including role and retention of print, challenges of digital formats and new forms of access, storage, government documents, non print media, etc.

Outcome: A revised and expanded collection development policy that addresses new formats as well as retention policies and practices for all segments of the collection.

Reference

4. Reference Service Model Evaluation. Evaluate our current model of reference service (instituted in 2008) by assessing availability, access, quality and marketing and by comparing to peer institutions.

Outcome: A detailed report that analyzes the efficacy of the current service and provides recommendations for future directions.

Information Literacy

5. Understanding of Information Literacy. Advance campus understanding of information literacy and extend participation in information literacy programming.

Outcomes: Increased communication with faculty, improved online delivery mechanisms, assessment of new and existing information literacy programs, greater reach and improved student information literacy competencies.

Digital Presence for resource, service & program delivery

6. Online Service Delivery Assessment. Assess effectiveness of current approach to online delivery of library resources, services and programs, including the organization of our website. Assess library programmatic needs for technological expertise.

Outcome: Recommendations for improving and enhancing anytime/anywhere access to library resources, services and programs. Implement improvements where possible. Identify current and near future needs for technology expertise and support for specific existing projects and operations, and for general input and guidance on future options and directions.

7. Institutional Repository. Launch institutional repository for Dickinson College utilizing the Digital Commons software platform offered by bePress. The repository will provide the opportunity for students and faculty members to share their own scholarly and creative output.

Outcome: Processes, policies, and procedures for adding content to the institutional repository. Design repository site and populate repository with appropriate content from recent graduates and current students. Raise awareness among faculty and encourage the submission of their content.³

User Services Department

1. Microsoft Office 2013. Once again, Microsoft has begun the distribution of their revised Office Suite of desktop products. These products include Word, Excel, Outlook, PowerPoint, etc. User Services will plan to conduct a thorough evaluation and testing of these newly revised products during the 2014 fiscal year. It is our expectation the deployment of this suite of products will be handled as an LIS project and follow the same overall project tasks as the previous deployment of Office 2010. Training for the new Office 2013 products is a critical element in the successful deployment.
2. Desktop File Backup Solution Implementation. User Services will have completed an evaluation of potential desktop computer backup solutions, documented the results, and provide a written recommendation for the acquisition and deployment of a selected solution. If approved, the deployment of the recommended solution will also follow the standard LIS project management methodology for deployment. User Services expects the deployment of a desktop file backup solution to be conducted in a phased and selective approach. Various criteria will be established to determine the proper clients for this service as well as a managed deployment approach.
3. Managed Deployment Staging. A high percentage of requests to User Services involves the installation or upgrade of software on campus desktop systems. In an effort to reduce response time to these requests and streamline the installation process, User Services will explore the packaging of the highest requested supported software applications for remote deployment via the Dell KACE system management solution.

LIS Planning Cycle

Phase	Process	Deliverable	Deadline or Date of Activity
1. 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 – November
2. 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 	January - February
3. 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 FYXX 	February
4. 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 	February-March
5. Individual Goal Setting	<ul style="list-style-type: none"> Personal Development and Evaluation Plan (PDEP) process 	<ul style="list-style-type: none"> PDEP Forms 	April – May
6. Plan Finalized	<ul style="list-style-type: none"> Receive confirmation of funding levels from P&B after approval from Trustees 		May