Division of
Library and Information Services
Strategic Plan Fiscal Year 2015

Dickinson

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Revised: March 19, 2014

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 2015-2018
LIS Initiatives	Department or CFT	Single Fiscal Year
Individual Staff Goals	Individual Staff	Single Fiscal Year

The LIS Strategic Plan performs the following functions:

- Aligns divisional planning with College priorities as expressed in the Dickinson College Strategic Plan.
- Provides a basis for discussion during the annual planning cycle with the Information Technology and Services Committee.
- Promotes communication and teamwork between LIS departments.
- Helps to set priorities.
- Lends coherence to initiatives across a disparate range of functions.
- Guides the division as it forms annual budget proposals for the Planning and Budget Committee.
- Communicates divisional plans and priorities to the campus community.

LIS Mission Statement

The Division of Library and Information Services supports Dickinson College's aspiration to establish itself "permanently as a leading liberal arts college in America" as expressed in the Dickinson College Strategic Plan, by seeking to achieve the following:

o   Students, faculty and staff who have achieved a degree of information fluency appropriate to their individual roles and needs.

o   A leadership position at the national level in the application of information technology in learning, teaching, and scholarship.

o   A unified and seamless path to information resources on and beyond the campus for all College constituencies.

o   Enhanced institutional effectiveness by utilizing systems that support the continuous improvement of the College's administrative processes.

o   A robust and secure campus computing and communications network that can leverage the College's investments in information technology.

LIS Strategic Goals, Fiscal Years 2015-2018

LIS Strategic Goal	Description
Goal 1:	Digital Access and Scholarship. The shift from physical to digital collections in the library, the deployment of technology in support of the college's business functions and the deeper integration of digital technologies in learning, teaching and research will accelerate during the planning period. The division needs to draw on staff and other resources to support the college's increasing use of digital technologies.
Goal 2:	Compliance and Security. The need to comply with increasingly complex regulatory and legal requirements will continue to grow going forward. The division shares the responsibility for compliance with other divisions of the college, but the central role played by technology in ensuring compliance points to the need to address these requirements in a systematic and planned manner. A major component of compliance is information technology security. The technology threat environment can only be expected to become more serious and the consequences of security lapses more consequential. This threat also calls for a systematic and comprehensive approach that draws on resources across the division.
Goal 3:	Fiscal Sustainability. The division needs to reflect the college's renewed focus on fiscal sustainability. A prime example of this need is the library acquisitions budget. The price increases of key components of that budget increase at a rate greatly in excess of any increases that the division can reasonably be expected to receive from the college. In this and other areas the division needs to develop a sustainable, multi-year approach to budgeting.
Goal 4:	Emerging Technologies. The rate of change in information technology and services, combined with the impact of consumer technology on user behavior and expectations, challenges our ability to identify and leverage new and emerging technologies. However, if emerging technologies are not identified, opportunities for cost savings, efficiencies and new contributions to learning, teaching and research may be missed. The division needs to maintain its capacity to leverage new technologies in support of the success and strategic direction of the college.

LIS Initiatives Mapped to LIS Strategic Goals

LIS Initiatives	Goal 1: Digital Access and Scholarship	Goal 2: Compliance and Security	Goal 3 Fiscal Sustainability	Goal 4: Emerging Technologies

Divisional

	Goal 1	Goal 2	Goal 3	Goal 4
1. Zero Base Budgeting Model			✔	
2. Cross Functional Teams	✔			✔
3. Phase 2 of college website	✔			

Academic Technology Department

	Goal 1	Goal 2	Goal 3	Goal 4
1. Write a module for collaborative writing for MIXXER	✔			
2. Update the smart classroom website	✔			
3. Develop protocols, procedures & training for lecture capture	✔			✔
4. Upgrade Althouse classrooms to digital	✔			
5. Enterprise ArcGIS database installation	✔			✔

LIS Initiatives	Goal 1: Digital Access and Scholarship	Goal 2: Compliance and Security	Goal 3 Fiscal Sustainability	Goal 4: Emerging Technologies

Enterprise Systems Department

LIS Initiatives	Goal 1	Goal 2	Goal 3	Goal 4
1. Admissions Recruitment Solution Purchase and Implementation			✔	
2. Dickinson Gateway Retirement	✔			✔
3. myDickinson iModules Retirement	✔		✔	
4. College Mobile Application	✔			
5. Banner XE Development Environment				✔
6. Mobile access to Banner for Development Staff	✔		✔	

Infrastructure Systems Department

LIS Initiatives	Goal 1	Goal 2	Goal 3	Goal 4
1. Voice Conference Solution				✔
2. Data Backup Solution		✔		
3. New/Additional Transport Services				✔
4. Network Services Life Cycle Replacement Schedule			✔	

LIS Initiatives	Goal 1: Digital Access and Scholarship	Goal 2: Compliance and Security	Goal 3 Fiscal Sustainability	Goal 4: Emerging Technologies

Library Services Department

LIS Initiatives	Goal 1: Digital Access and Scholarship	Goal 2: Compliance and Security	Goal 3 Fiscal Sustainability	Goal 4: Emerging Technologies
1. Assessment Planning	✔	✔		
2. Revise Information Literacy Program Goals	✔			
3. Blended Approach to Information Literacy Instruction	✔			✔
4. Responsible Use of Social Media	✔			✔
5. Improve Research Support Services	✔			✔
6. Library Services in College Website	✔			
7. E-Resources	✔			✔
8. Zero Based Acquisitions Budgeting	✔		✔	
9. Article Delivery Service	✔			✔
10. Print Collection Assessment	✔		✔	
11. Dickinson Scholar	✔			✔
12. Support for the Digital Humanities	✔			

LIS Initiatives	Goal 1: Digital Access and Scholarship	Goal 2: Compliance and Security	Goal 3 Fiscal Sustainability	Goal 4: Emerging Technologies

User Services Department

LIS Initiatives	Goal 1: Digital Access and Scholarship	Goal 2: Compliance and Security	Goal 3 Fiscal Sustainability	Goal 4: Emerging Technologies
1. Office 2014 Mac				✔
2. Malware Awareness Initiative		✔		
3. Evaluate and recommend computing hardware solutions			✔	
4. Microsoft Office 365				✔
5. Analyze the current Non Dickinson College print center pricing structure			✔	

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

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?
1. Zero Base Budgeting Model					✔	✔	✔
2. Cross Functional Teams					✔		
3. Phase 2 of college website		✔			✔		

Academic Technology Department

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?
1. Write a module for collaborative writing for MIXXER		✔		✔			
2. Update the smart classroom website		✔	✔	✔			
3. Develop protocols, procedures & training for lecture capture				✔			
4. Upgrade Althouse classrooms to digital			✔				
5. Enterprise ArcGIS database installation				✔			

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Enterprise Systems Department

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2. Dickinson Gateway Retirement		✔		✔			
3. myDickinson iModules Retirement						✔	
4. College Mobile Application		✔		✔			
5. Banner XE Development Environment					✔		
6. Mobile access to Banner for Development Staff						✔	

Infrastructure Systems Department

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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3. New/Additional Transport Services					✔		
4. Network Services Life Cycle Replacement Schedule					✔		

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Library Services Department

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11. Dickinson Scholar		✔					
12. Support for the Digital Humanities		✔					

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User Services Department

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1. Office 2014 Mac					✔		
2. Malware Awareness Initiative		✔		✔	✔		
3. Evaluate and recommend computing hardware solutions					✔		
4. Microsoft Office 365					✔		
5. Analyze the current Non Dickinson College print center pricing structure					✔		

Divisional

1. Zero Base Budgeting Model

In FY15 zero based budgeting will be introduced at the college for FY16.   The division needs to revamp its budgeting process and adapt its approach to strategic planning in light of this change.

Outcome: Revamped annual budget development and strategic planning model aligned with zero based budgeting.

2. Cross Functional Teams

LIS has in the past defined Cross Functional Teams that drew staff expertise across the division to address time limited projects.   This approach yield several benefits.   First, the teams drew on staff expertise from across the division to pursue complex and time sensitive initiatives. Second, these teams broke down departmental silos and facilitated teamwork among staff. Third, they provided opportunities for staff to development leadership and project management skills. Finally, they contributed to the maturity of the overall organization by modeling teamwork and shared focus.

As it moves to a new strategic plan the division faces a set of challenges that span more than one department. Examples include compliance and security, digital scholarship, and space planning.   In FY15 the division will pilot standing cross functional teams.   The intent will be to test the viability of this approach before establishing ongoing teams.   Particular attention will be paid to ensuring that the overhead associated with this approach is justified in terms of measureable improvements in organizational effectiveness.

Outcome: Evaluation of two to three cross functional teams to be delivered by the end of FY15.

3. Phase 2 of college website

When the college moved to a new content management system for its website in January 2014 LIS services were left on the older technology used to create the LIS website in 2005.   LIS services will move to the technology platform used by the rest of the college in FY15.   As part of this effort an analysis will be completed to ensure that LIS services are offered in as efficient and seamless a manner as possible.

Outcome: Retirement of current LIS website and integration of LIS services into the Jadu content management system.

Academic Technology Department

1. **Write a module for collaborative writing for MIXXER**

The Mixxer is built using the open source content management system Drupal. This system allows users to write custom modules to add functionality to the system. We will write a custom module that allows native speakers to comment on and correct each paragraph submitted by a language learner. We will also be able to use this module on other Drupal DH installations for text annotations. This is much like the functionality the CommentPress plugin provides to the WordPress blog software.

Outcome: Collaborative writing module using Drupal.

2. **Update the smart classroom website**

As a result of the redesign of the LIS website and the move to Jadu, we will have to update the smart classroom website. The update will include new instructions and pictures for smart equipment.

Outcome: Redesigned and updated classroom website using Jadu.

3. **Develop protocols, procedures & training for lecture capture**

We have outfitted a few classroom with the equipment required to capture video and audio for lectures. For this to be widely available, professors will need training on a simple and consistent process in each of the rooms for recording and publish the lecture.

Outcome: Protocols and procedures for lecture capture.

4. **Upgrade Althouse classrooms to digital**

Increasingly, new computers and audiovisual equipment do not support analog connections. In order to keep up with the A/V equipment trends to provide only digital connectivity, we need to begin converting our classrooms to be digital compatible from the computer to the projector.

Outcome: All classrooms in Althouse converted to digital technology.

5. **Enterprise ArcGIS database installation**

The existing GIS server will be configured to support multi-user geospatial databases for enterprise applications. We need to do this in order expand the range of GIS functionality available to faculty, staff, and students beyond the standard ArcGIS desktop installation. Having this capability will allow us to support a broader range of end-user applications, particularly as they relate to field data collection, volunteer mapping, and web-based mapping interfaces.

Outcome: Enterprise ArcGIS database.

Enterprise Systems Department

1. Admissions Recruitment Solution Purchase and Implementation

Given the merger of the Sungard HE and Datatel corporations, the future of the Banner Relationship Management (BRM) product has changed requiring Enterprise Systems and Admissions to reevaluate the decision to use BRM as a recruitment solution. By the end of FY 2014, Admissions and Enterprise Systems leadership will select a recruitment solution to purchase. Funding from the original project has been set aside for this purchase. The anticipated implementation timeline will be from July 2014 to February 2015.

Outcome: Implementation of a new recruitment solution for the Admissions Office. Development of all required integration touch-points will also be completed.

2. Dickinson Gateway Retirement

Application access and personalized content from the Dickinson Gateway will be migrated to the college web site to create a unified user experience. Users of Gateway will no longer need to go to a separate portal solution to access applications, notifications, and content that is private or personalized. A review of the current application access and content availability has been completed. Enterprise Systems staff will work with content owners to determine where Gateway content should be accessed on the college web site.

Outcome: The Dickinson Gateway will be retired. Users will log into the college web site and have access to applications and personalized content.

3. myDickinson iModules Retirement

College Advancement has requested to discontinue the use of iModules within the next 12-18 months. iModules is used by College Advancement to support the following functions.

- myDickinson web site
- Event registration and management
- Email communications
- Online gift receipt and management

Outcome: Enterprise Systems in partnership with Marketing and Communications will work with College Advancement leadership to develop and execute a project plan to replace iModules.

4. College Mobile Application

The current college mobile application has seen no improvements in over three years. Based on the direction our current service provider is moving with its mobile platform along with new and improved responsive technologies for web sites, the college needs to reevaluate its mobile strategy. Enterprise Systems will partner with Market and Communications to develop a mobile applications strategy that fits with the college's responsive web platform and the Jadu CMS. Using this strategy, options will be reviewed and a direction selected to replace the current Dickinson mobile application.

Outcome: A mobile applications strategy will be developed in partnership with Marketing and Communications. Using this strategy, the current Dickinson mobile application will be replaced with a new solution.

5. Banner XE Development Environment

The Ellucian Banner product line is transitioning to a new solutions architecture known as Banner XE. This new architecture allows for a more flexible environment that will accelerate development and improve the user experience. The Ellucian product roadmap indicates that Banner modules will continue to be released in the XE environment through 2016. The release roadmap has been quite fluid which has given Enterprise Systems staff as well as administrative users cause to delay the implementation of Banner XE. This fluidity has now stabilized and the time has come to implement a Banner XE development environment. Using this test environment, Enterprise Systems staff will work with administrative users to develop a timeline for releasing Banner XE modules into our production environment.

Outcome: Banner XE development environment will be created. Enterprise Systems staff will work with administrative users to develop a timeline and project plan for releasing Banner XE into the Dickinson production environment.

6. Mobile access to Banner for Development Staff

College Advancement staff frequently travel on behalf of the college to engage potential donors. They need access through mobile devices to information contained in Banner as well as the ability to update Banner remotely. Staff will develop a mobile application to support College Advancement 'road warriors'.

Outcome: Mobile application for College Advancement staff.

Infrastructure Systems Department

1. Voice Conference Solution

Implement a new integrated voice conference solution to be used by the campus community as a replacement and augmentation to costly commercial services.

Outcome: Implement new voice conference solution.

2. Data Backup Solution

Due to the increasing amount of data backed up on nightly/weekly/monthly schedule, an evaluation will be made of new strategies and technologies to meet the constant expansion and demand for these services.

Outcome: Evaluation of alternative data backup solutions.

3. New/Additional Transport Services

Due to the demand for access to both on and off campus services, new technologies and services will be evaluated and implemented to replace and augment traditional terrestrial transport methods currently in use. This evaluation will include an analysis of the costs and benefits of integrating the KINBER network into college services.

Outcome: Evaluation of additional transport services.

4. Network Services Life Cycle Replacement Schedule

This initiative is a carry- over from the previous fiscal year. Develop and publish an effective life cycle replacement schedule for all equipment used in the campus network, server, wireless and telephony environments.

Outcome: Finalize Life Cycle Replacement Schedule.

<div align="center">Library Services Department</div>

Library-Wide Assessment Strategy

1. Assessment Planning

In order to develop a systematic approach to evidence-based continuous improvement, build on the assessment planning work done during FY14.

Outcome: An overall assessment plan/strategy that focuses on collecting information needed for zero-based budgeting in preparation for the FY16 budget request.

Information Literacy

2. Revise Information Literacy Program Goals

Examine, revise, and improve our existing Information Literacy program goals in light of the forthcoming "Framework for Information Literacy for Higher Education" from ACRL (a revision of the existing *Information Literacy Competency Standards for Higher Education*). Program revisions should also be informed by local data collected during the FYS faculty survey data, FYS student surveys data, and departmental ten year reviews.

Outcome: An updated framework for our information literacy program that aligns with the new standards and reflects local assessment results.

3. Blended Approach to Information Literacy Instruction

In order to expand, supplement, and enrich classroom-based information literacy instruction, develop a blended approach to such learning. Assess online instructional materials that supplement in-person instruction.

Outcomes:

a)   A strategic approach to developing and using online tutorials to supplement in-person instruction, which also appropriately leverages existing vendor tutorials, open educational resources, shared Libguides, open source tutorial products, and commercial products (e.g., Credo's Literati).

b)   Evaluation and improvement of existing Research Guides.

4.   Responsible Use of Social Media

Promote responsible use of social media by students by building on work conducted during spring 2014.

Outcome: Complete the development of an instructional module, and promote its use by the campus community.

Outreach & Communications

5.   Improve Research Support Services

Improve research support services.

Outcome: Implement recommendations arising from the reference services assessment conducted in FY14.

6.   Library Services in College Website

Integrate the library's web presence with the new College site design.

Outcomes:

a)   Complete new Library website development based on usability studies conducted in spring 2014.

b)   Systematically identify and advocate for placement of library links in appropriate places on the new college website.

7.   E-Resources

Enhance value and use of the library's e-resources.

Outcome: Develop and implement plan for raising awareness of existing and new e-resources.

Access & Collections Management

8.   Zero Based Acquisitions Budgeting

Prepare for FY16 zero-based acquisitions budgeting.

Outcome: Develop an approach for reviewing and assessing existing and new acquisitions, communicating strategies to faculty, and developing a zero-based acquisitions budget request.

Revised: March 19, 2014

9. Article Delivery Service

Identify and evaluate new article delivery services, including emerging unmediated access options.

Outcome: Implement those that both meet service expectations and are fiscally sustainable.

10. Print Collection Assessment

Assess existing print collections.

Outcome: Develop criteria and processes for reviewing print collections, focusing on the government documents SuDoc collection and the storage collection during FY15.

Digital Initiatives

11. Dickinson Scholar

Operationalize the implementation of the Dickinson Scholar institutional repository.

Outcomes: Finalize initial policies and procedures for the faculty publications and student honors content types. Populate the repository with appropriate content from 10% of college faculty and most recent 5 years of student honors theses. Promote and increase awareness of Dickinson Scholar. Track usage and begin to assess value and impact.

12. Support for the Digital Humanities

Build institutional capacity of, and operationalize support of, digital humanities activity within the library and across the campus.

Outcomes: Develop new capabilities, particularly interactive ones, for the Carlisle Indian School project. Secure collaborations with external organizations for the Carlisle Indian School project. Provide support and guidance to faculty, as needed, for their digital humanities efforts. Provide support to Mellon-funded post-doc for Digital Boot Camp and other Mellon grant activities.

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User Services Department

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1. Office 2014 Mac

Office 2014 for Mac is expected to be released in April 2014. This release will need to be evaluated, tested, and ultimately deployed to campus clients.

Outcome: Evaluate, test and deploy Office 2014 for Mac.

2. Malware Awareness Initiative

The number, frequency, and severity of recent malware attacks is causing a significant amount of loss productivity for both the User Services Desktop Support staff and the campus clients infected with these malicious computing attacks. Several members of User Services will develop a plan of attack designed to both educate campus clients about this exposure and develop vital technology solutions all designed to significantly reduce the frequency and severity of these attacks.

Outcome: Implement malware awareness initiative.

3. Evaluate and recommend computing hardware solutions

The current standard Dell Desktop/Laptop hardware platform and Apple desktop/laptop solutions need to be reevaluated to determine a recommendation for future computing requirements. The current hardware standards may not meet the requirements for mobility and flexibility. Current trends in hardware platforms are designed to provide the robust computing of a desktop but with the mobility of a tablet or laptop device. Most providers are quickly developing devices labeled as "2 in 1 devices".

Outcome: Evaluate alternative computing hardware solutions with a view to revisiting standards for hardware platforms.

4. Microsoft Office 365

Dickinson College currently utilizes a Microsoft enterprise license for Office. Microsoft has been strongly promoting their cloud based Office 365 product. User Services needs to conduct a thorough evaluation of the Office 365 product to determine if this solution provides any significant advantages over our current enterprise license agreement both from a feature and cost benefit perspective.

Outcome: Evaluation of Microsoft Office 365.

5. Analyze the current Non Dickinson College print center pricing structure

Pricing for the Print Center services for non-Dickinson College clients has remained constant for several years. An evaluation needs to be conducted to determine current costs to provide these services and recommend pricing changes based upon the defined costs.

Outcome: Review of College Print Center pricing structure.

LIS Planning Cycle

Phase	Process	Deliverable	Deadline or Date of Activity
1. Capture Budget Requests	• User Services requests for next fiscal year (1) SXC computing needs, (2) Academic Affairs Division classroom upgrades, (3) computing needs for new instructional spaces.	• SXC computing needs • Classroom upgrade needs • New instructional spaces	September – November
2. Departmental Goal Setting	• 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	• CIO integrates into single working document	January - February
3. Governance Review	• CIO reviews FY Initiatives with Information Technology and Services Committee and asks for comments. • MG considers and makes any changes.	• LIS Strategic Plan FYXX	February
4. Planning and Budget Submission	Present LIS Budget Submission referencing: • 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	• LIS Budget Submission for next fiscal year	February-March
5. Individual Goal Setting	• Personal Development and Evaluation Plan (PDEP) process	• PDEP Forms	April – May
6. Plan Finalized	• Receive confirmation of funding levels from P&B after approval from Trustees		May