

Division of
Library and Information Services
Strategic Plan Fiscal Year 2014
Annual Assessment

Dickinson

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Initiatives	Assessment
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Divisional

1. Migration strategy for LIS website	Completed. The new LIS website was launched over the summer of 2014. The new web pages include the new Library website. The site follows the same design standards as the main Dickinson website including ADA compliance. A new LIS Services Catalog was made available on the Technology webpage.
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Academic Technology Department

1. Support for digital humanities projects	<p>Support was provided during the year of 2014 for the following Digital Humanities Projects.</p> <ul style="list-style-type: none"> • Andanzas - Mark Aldrich http://dh.dickinson.edu/andanzas • Digital Museum - Emily Pawley http://dh.dickinson.edu/digitalmuseum • Russian Americans - Karl Qualls http://dh.dickinson.edu/russianamericans • Dickinson College Commentaries - Chris Francese http://dcc.dickinson.edu • House Divided - Matt Pinsker - http://hd.dickinson.edu <p>Provided tech support for the DH Dana bootcamp</p>
2. New open content for Mixxer	<p>Todd Bryant received a digital humanities grant with Sarah Bair and Sarah McGaughey. They advised three language students who created lessons using open content resources in French, German, and Chinese. Todd created additional lessons in Spanish. These lessons were then posted on the Mixxer and offered as a MOOC as well. Todd also took one student to a language technology conference and presented the lessons as a poster session.</p> <p>http://blogs.dickinson.edu/digitalhumanities/2014/09/08/mellon-dh-fund-supports-innovation-in-foreign-language-learning-the-mixxer/</p>
3. Upgrade two existing classrooms	Denny 304 and East College 107 were converted to smart classrooms.
4. Develop GIS class module with online tools	

Initiatives	Assessment
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Enterprise Systems Department

1. Banner recruitment, admissions, CRM	After a thorough review of the admissions information system landscape, Technolutions Slate Admissions Information system was selected. This product best met the recruitment and application needs of the Admissions Office. The system was purchased in August 2014 and the implementation began in September 2014. The Admissions Office will begin using Slate to recruit the class of 2020 in May 2015.
2. Implement Jadu CRM	The new college web site launched in February 2014. The contents from Ektron were migrated to Jadu during the 2013-2014 academic year. Ektron was retired June 30, 2014. The new Gateway launched in July 2014. Gateway is now fully integrated both visually and technologically with the new college web site. All authenticated services are supported through the new portal solution. The Luminis portal platform was retired in October 2014.
3. Costs and benefits of Moodle upgrade	A cost-benefit analysis for supporting Moodle on-site was completed during the fall of 2013. It was determined that it is still cost-effective to provide an on-site supported version of Moodle to the campus community rather than a hosted version. The team conducting the cost-benefit analysis did recommend that Moodle be transitioned to a pure LAMP technology stack. This would allow staff to better use the Moodle community for support issues and product enhancements. The team also recommended moving to Moodle 2.X as soon as possible. An upgrade/transition project plan was created and communicated to the campus community. Moodle was transitioned to a LAMP technology stack and upgraded to version 2.X in May 2014.
4. Trustee website	Due to workload in the President's Office, no progress was made on this initiative in FY2014. This initiative was started in early FY15. During the fall of 2014 several board portal products were evaluated. A proposal was made to the Planning and Budget committee to fund the purchase of one of these products. If funding is granted, the board portal product of choice will be purchased and implemented during FY16.
5. Integrated Electronic Medical Records System	In August 2014, the Wellness Center began using Medicat to support its operations. All required data integrations were completed in June and July 2014.

Initiatives	Assessment
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Infrastructure Systems Department

1. Extend services to new facilities	Completed the installation and activation of new outside plant and internal network, cable TV and telephone services to the Durden Athletic Center and the Kline Fitness Center.
2. Extend VOIP services	Testing and evaluation was done with wireless VOIP technology. The department evaluated portable Alcatel phones and personal cell phone applications that would port office extensions to these devices. The technology is viable and works well within the campus environment, but as of the end of the evaluation there were no interested constituents to expand the testing or justify the additional expense for hardware or licensing.
3. Strategy to implement Exchange 2013	After evaluating the changes and features in Exchange 2013, it was determined that there was not a need to move forward with an upgrade. The current infrastructure and version meets the campus needs and will be re-evaluated whenever the hardware reaches end of life.
4. Extend virtualization for improved DR	Replication was tested, evaluated and implemented with the introduction of the JADU services.
5. Life cycle for network infrastructure	This initiative was carried forward to FY2015

Initiatives	Assessment
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Library Services Department

1. Improve marketing and communications	<p><i>Initiative:</i> 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.</p> <ul style="list-style-type: none"> • Met with College Marketing and Communications to improve communication and coordination of marketing for Library events, resources and activities. The Library has been featured on the campus home page and in other social media. • Developed improved structure and template for annual reports to academic departments. • Participated in MISO survey. Results from both faculty and students indicate an overall high level of satisfaction with library physical and electronic collections, and with all areas of library service.
2. Strategy for library events and exhibits	<p><i>Initiative:</i> Develop strategic goals for library events and exhibits, and mechanisms to assess activities and to assure that events align with library priorities.</p> <ul style="list-style-type: none"> • Formalized charge and role, vision, mission, and membership of Library Events & Exhibits Committee. • analyzed the costs, attendance, satisfaction, benefits, and challenges of all events sponsored and hosted in the Library in order to define value and impose structure on the cultural, academic, and social programs offered in the building
3. Library collections theory and guidelines	<p><i>Initiative:</i> Revise & expand collection development policy to addresses new formats as well as collection retention policies and practices.</p> <ul style="list-style-type: none"> • Developed a model for balancing ownership with cost-effective access for scholarly materials. • Revised sections to address: JSTOR print retention policy; e-books strategy, including demand driven acquisitions; current gift guidelines

	<ul style="list-style-type: none"> • Conducted a review of our YBP book selection profile to more accurately reflect current priorities
4. Evaluate model for reference service	<p><i>Initiative:</i> Conduct a mixed methods assessment of reference services, recommend improvements.</p> <ul style="list-style-type: none"> • Conducted a survey, focus groups, analyzed service use data. Conclusion was that service is working well for students, but additional marketing should be done. • Revised reference referral training materials for circulation staff, and developed a new form to capture reference encounters at the circulation desk. • Coordinated with the Writing Center on a formal referral process from the Writing Center to a reference librarian.
5. Advance understanding of info literacy	<p><i>Initiative:</i> Increase communication with faculty, improve online delivery mechanisms, assess new and existing information literacy programs, expand reach and improve student information literacy competencies.</p> <ul style="list-style-type: none"> • Librarians taught 254 information literacy sessions, a 28% increase over the previous year. Research skills classes were integrated into courses across much of the curriculum and all divisions. • A librarian co-taught the 0.5 credit course SOCI 230: Dealing with Data: Social Problems and Social Policy • Two librarians taught information literacy sessions in languages other than English. • Adopted “LibGuides” software system for developing and delivering Research Guides. • Librarians conducted meetings and created an online space to share teaching techniques and materials, particularly for teaching First Year Seminars. • Liaisons prepared formal reports for academic departments undergoing self-studies this year, describing information literacy, collection development and other library services provided to the department. • A joint team from the Library and Academic Technology Services has been formed to create a tutorial on responsible use of social media. Additional online tutorials are planned to supplement in-class instruction by librarians. • Assessed information literacy in the First Year Seminars, our cornerstone program, through three different lenses. • To learn more about student research process and learning outcomes, we utilized the

	Understanding Library Impacts instrument, which surveyed History 204 and 404 students.
6. Assess online service delivery	<p><i>Initiative:</i> Assess effectiveness of online delivery of library resources, services and programs, including the organization of our website.</p> <ul style="list-style-type: none"> • Conducted usability studies and redesigned the entire library website to align it with the campus web design. • Conducted JumpStart usability testing and proactive testing of all links on the Databases list. Multiple proxy and linking problems were identified and fixed as a result. • Assessed the impact of electronic collection growth on ILL processes by implementing strategies in the ILLiad staff client that improve the ability to identify electronic resources requests and reasons for cancellations (lending) or self-fill (borrowing) • Book chapters for edited works are now searchable in the catalog, and chapters for over 250,000 of our print books are discoverable through our GetIt button. • Implemented demand-driven access and subscription models to provide affordable access to over 100,000 scholarly e-books. • Participated in “Knowledge Unlatched” pilot (with over 250 other libraries) to fund open access scholarly monograph publication. • Acquired the Ebsco usage statistics consolidation tool to more efficiently track database and e-journal usage statistics. • A&SC is building a comprehensive digital resource regarding the Carlisle Indian Industrial School; is transferring content from the old “Chronicles” website to the new A&SC website; has added material to an enhanced Civil War resource guide; continues to upload finding aids and inventories of archival record groups and manuscript collections; and is creating inventories for archival record groups and manuscript collections not yet processed. • Academic Integrity online tutorial was redesigned by a student artist to be more visually appealing.
7. Institutional Repository	<p><i>Initiative:</i> Develop 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</p>

	<p>submission of their content.</p> <ul style="list-style-type: none"> • Collaborated with MarCom to design Dickinson Scholar website that was consistent with the college's overall website redesign. • Tested software, devised organizational structure, and developed metadata schema for publications appropriate for local needs. • Secured permissions from 40% of honors graduates of the classes of 2012, 2013, and 2014 and added the full-text of their theses to Dickinson Scholar. • Began uploading publications for 3 individual faculty members who volunteered to be test cases for our processes.
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User Services Department

1. Microsoft Office 2013 migration	From May 23rd to the 27th, 2014, Office 2013 was successfully deployed to over 1,400 systems. Training on the use of the applications within Office 2013 was available beginning in March and is still available today.
2. Desktop file backup solution	InSync by Druva was implemented on campus in April, 2014 and announced to campus employees as an optional disaster recovery backup solution. Currently, InSync is backing up over 8.5TB of data for 218 campus users.
3. Managed deployment staging	User Services staff methodically created managed distributions in the Dell KACE K1000 system for almost 150 software titles for the purpose of remotely installing the applications on campus Windows and Mac computers to increase efficiency and reduce deployment time.

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.

