

Division of
Library and Information Services
Strategic Plan Fiscal Year 2015
Annual Assessment

Dickinson

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Status of Divisional and Department Initiatives

Divisional	Status
1. Zero Base Budgeting Model	Complete. The division successfully completed its ZBB process for FY16.
2. Working Groups	Complete. Two Working Groups were formed and functioned successfully in FY15. They met the key criteria of either affected strategic planning or the budgeting process.
3. Phase 2 of college website	Complete.

Academic Technology Department	Status
1. Write a module for collaborative writing for MIXXER	Complete. The module “Paragraph Comments” allows native speakers to give paragraph by paragraph corrections and feedback to writing submitted on the site. It was integrated into an intermediate Japanese course last semester and published as a “project” on the drupal.org website.
2. Update the smart classroom website	Partially complete. The smart classroom database project requires programming input from other departments and has postponed. The classroom information has been compiled, we expect this project to be completed by January 2016.
3. Develop protocols, procedures & training for lecture capture	Partially complete. An outline for procedures and settings has been created and a work flow established. However due to persisting bugs with the equipment that effect a consistent quality and format, Academic Technology staff still needs to be consulted prior to use
4. Upgrade Althouse classrooms to digital	Complete. Althouse classrooms were converted from analog to digital connectivity.
5. Enterprise ArcGIS database installation	Partially complete. Two server platforms have been established for use with GIS enterprise applications: one (1) development and (1) production. Both platforms have been configured with the latest released version of the ArcGIS Server software (ver 10.3.1), as well as a database instance of MS SQL Express. Testing of both these configuration is currently ongoing with prototype geospatial databases. Still be completed is testing of mutli-user editing capabilities on the databases, followed by development of a functional web map interface to allow for secure end-use access to the data.

Enterprise Systems Department

<p>1. Admissions Recruitment Solution Purchase and Implementation</p>	<p>Technoloutions Slate has been purchased and implemented. In May 2015, the Slate CRM system became the system of record for the Admissions Office. Slate supports the Admissions Office in recruitment and admission related activities including all communications with prospective, admitted, and enrolled students. Over the next year, Enterprise Systems will provide a high-level of system support as well as complete the development of the Slate to Banner data interface.</p>
<p>2. Dickinson Gateway Retirement</p>	<p>Complete. In August 2014, the Ellucian Luminis portal platform (Dickinson Gateway) was retired. Applications and personalized content is now accessible via the college’s main web site. Users are required to log into the college web-site in order to access applications and personalized content. The new unified experience is built off the Jadu CMS platform and is fully integrated with the college web site.</p>
<p>3. myDickinson iModules Retirement</p>	<p>Cancelled. During the fall of 2014, Enterprise Systems staff members worked with the Advancement staff members to evaluate alternatives to the iModules system. After this evaluation process, it was determined by the Advancement Office that the iModules system was the best option for providing the required services such as event registration and online gift receipt and payment management. Because of this decision, this initiative was cancelled. Enterprise Systems staff members continue to work with the Advancement staff members to help them better utilize the existing functionality of the iModules system.</p>
<p>4. College Mobile Application</p>	<p>Complete. In October 2014, a survey regarding the use of the former Dickinson App was sent to all students and employees. The survey consisted of questions pertaining to current features as well as future possible useful features. Using the results of this survey, Enterprise Systems staff evaluated several mobile application vendors. A decision was made to purchase the ModoLabs Mobile Campus platform. During the spring of 2015, Enterprise System staff members received training on the ModoLabs Mobile Campus platform and began developing the new Dickinson App. In May 2015, the new Dickinson App launched in all the app stores. This fall new features will be added to the App. These new features will include the ability to search the course catalog, view balances, and view course schedules.</p>
<p>5. Banner XE Development Environment</p>	<p>Complete. During the fall of 2014, Enterprise Systems DBAs worked with Infrastructure Systems staff members to install and configure our first Banner XE development environment. Once the development environment was established, Enterprise Systems staff members worked with staff in the Registrar’s Office to configure the Faculty Grading module in XE. Testing continues in FY16 with expected release of this new grading module during the 2015-2016 academic year.</p>

6. Mobile access to Banner for Development Staff	Cancelled. After several meetings with Advancement staff members, it was determined that additional training on the existing toolkit was necessary. After this training and an extensive needs assessment, several enhancements to the CLIQ – Prospect Management application were requested. These enhancements were developed, tested, and delivered during the spring of 2015. With these enhancements in place as well as the introduction of the Microsoft Surface, it was agreed that a separate mobile application was not necessary. Enterprise Systems staff continue to work with the Advancement staff members to determine if additional needs have been identified.
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Infrastructure Systems Department**Status**

1. Voice Conference Solution	Complete. The solution was integrated into the campus PBX in October 2014. The solution has been widely used by the campus community with an average usage of 105 calls per month. The solution is more cost effective for departments who pay a rate of 3 cents a minute per user versus 25 cents a minute per user for a commercial service available to the campus community.
2. Data Backup Solution	Complete. A decision was made to stay with our tape back up system, but to move to next generation LTO6 technology.
3. New/Additional Transport Services	Complete. We tested and established several wireless network links between campus facilities to provide a low cost transport service for providing campus network service to remote locations. A low cost solution was also provided and is available to the campus community for providing remote network connectivity to Britton Plaza and the Morgan Field areas.
4. Network Services Life Cycle Replacement Schedule	This initiative will be carried over into the next fiscal year.

Library Services Department

1. Assessment Planning	A Library Assessment Strategic Plan has been completed, which captures (for each functional area of the Library) the topic or activity assessed, the questions addressed by an assessment, the indicators or sources of data, the purpose, the team or individuals responsible, and the interval or timing of the assessment.
2. Revise Information Literacy Program Goals	The ACRL has received much criticism about the new Framework and has chosen not to retire the old standards. Various training sessions have offered little distinction between the new Framework and the old standards. Therefore, we have chosen instead to retain our IL goals and focus our efforts on assessing IL by department/program.
3. Blended Approach to Information Literacy Instruction	Four new online tutorials have been developed and will be used in the Fall 2015 season particularly in FYS. Several new tutorials will be developed in the fall. They will be monitored for effectiveness during AY 16.
4. Responsible Use of Social Media	Research, data collection, and content development complete. The team will regroup and refocus this semester to develop the finished product.
5. Improve Research Support Services	Following a study completed in AY 15, we have improved marketing that includes better signage throughout the library, assigned librarians office numbers, and continued collaboration with the Writing Center staff.
6. Library Services in College Website	The library web management plan was revised post-Jadu migration, including a plan for keeping web news items current. Post-migration editing is underway (e.g., updating FAQs). Coordination with MarCom and other campus units has improved linkages between the library website and other College website pages.
7. E-Resources	An e-resources marketing plan is in place, including an electronic new-book display, highlighting resources on the webpage, etc. Usage statistics on e-resources are now routinely reviewed prior to renewal with low-use items receiving additional evaluation.
8. Zero Based Acquisitions Budgeting	Evaluation of the success of our zero-based budgeting process will take place later in the FY.
9. Article Delivery Service	During the course of the year, two commercial document providers (Reprints Desk, and CCC GetItNow) and several open access document sharing platforms (Academe.edu and ResearchGate to name a few) have been added as potential suppliers for interlibrary loan processes. The commercial document providers offer direct from publisher purchase of scholarly articles at a reduced rate and the open access platforms have proven to be a reliable option for access to full text scholarly articles.
10. Print Collection Assessment	Print journals duplicated in JSTOR were assessed in consultation with faculty, with many duplicates withdrawn. For all print journals: inventory was conducted, records were updated, materials were cleaned and shelving was reorganized. For print government documents: all were reviewed in conjunction with transition to being a mostly electronic depository. Ten thousand documents and maps from Kaufman were relocated to the library lower level, and approximately 1,200 documents are being integrated into the main collection. Music scores

	were inventoried and relocated. LP records were reviewed and most relocated to storage.
11. Dickinson Scholar	Uploaded all honors theses, 2010-2015, for which authors gave permissions to share full text. Uploaded all art history and studio art catalogs generated by senior art majors dating back to 1998. Added Community Based Empirical Research projects. Hosted luncheon to inform faculty about the institutional repository and open access. Publications have been uploaded, or are in process, for more than 30 faculty members and 5 administrators. There have been more than 10,000 downloads of full-text materials in the past year.
12. Support for the Digital Humanities	Provided teaching assistance for 2015 Digital Boot Camp. Scanned materials for multiple faculty members in support of their digital project work. Created Willoughby Digital Scholarship Lab in response to faculty requests for workspace to support faculty/student collaborative activities. Secured partnership with Cumberland County Historical Society for Carlisle Indian School project and have begun discussions regarding grant resources. Have developed crowdsourcing tools for the Carlisle Indian School project and are in testing phases of its implementation.

User Services Department

<p>1. Office 2014 Mac</p>	<p>Microsoft never released Office 2014 for Mac as they had planned. Instead they put resources toward the development of Office 2016 for both Mac and Windows. This initiative was therefore cancelled for FY15 and rolling into FY16 to evaluate the deployment of Office 2016 for both platforms.</p>
<p>2. Malware Awareness Initiative</p>	<p>This initiative was intended to both investigate possible software solutions to prevent malware and develop opportunities for User Services to engage and educate the campus constituency on avoiding common malware and spearfishing attacks. The initiative culminated in the creation of a 'survey' for campus users which tests ones ability to know malware/spearfishing scams on sight with built-in education upon choosing erroneous answers. Web resources were identified for training materials and success would be measured by way of the results from a second survey with similar content. Participants who showed proficiency in identifying malware will be entered into a prize drawing to encourage participation. The surveys were developed too late in the semester to draw the attention of faculty and students before departure for the summer and is thus planned for deployment in the Fall 2015 semester.</p>
<p>3. Evaluate and recommend computing hardware solutions</p>	<p>This initiative was designed to evaluate an emerging line of hardware systems referred to as '2-in-1' and/or 'hybrid' devices. These systems are typified as being computationally powerful-enough to run a full operating system (as opposed to a mobile operating system), but also having the physical characteristics of a touch-enabled tablet. Several vendors and models were evaluated by both User Services staff as well as campus users in pilot groups and the chosen device was the Microsoft Surface Pro. The system is currently in use by campus users in the pilot group and will be offered as an alternative choice to those whose systems are up for replacement in the Fall of 2015. The Surfaces will run Windows 10.</p>
<p>4. Microsoft Office 365</p>	<p>Microsoft Office 365 was integrated into the campus Active Directory user authentication system and was rolled out in early March 2015 via announcements in the Dickinson Today and demonstrations in various administrative meetings. Several training sessions were advertised and</p>

	conducted for faculty and campus employees. More trainings are planned for FY16 with an emphasis on the utilization of the sharing and collaboration features.
5. Analyze the current Non Dickinson College print center pricing structure	The Print Center evaluated the pricing structures of peer institutions which maintain campus printing centers as well as local businesses providing similar printing services. Changes were made to the way design time was determined and billed as well as adjustments to the pricing of several services, bringing them both more inline with external entities.

LIS Initiatives, Departmental Narratives, Fiscal Year 2015

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. Working Groups

LIS has in the past defined Cross Functional Teams that drew staff expertise across the division to address time limited projects. This approach yielded 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 Working Groups. 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 Working Groups 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.

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.

3. 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.

Library Services Department

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.

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.

User Services Department

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.