

**Division of
Library and Information Services
Strategic Plan Fiscal Year 2018**

Dickinson

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Purpose and Structure

The LIS Strategic Plan ensures the alignment of the division's planning, budgeting and initiatives with the Dickinson College Strategic Plan. It accomplishes this by linking each level of planning according to the level of the organization from the campus as a whole to individual members of the staff. The following table depicts how each layer of planning is associated with a layer of the LIS organization.

Planning Level	Organizational Level	Timeframe
Dickinson College Strategic Plan	College	FY 2011-2016
LIS Strategic Goals	Division	FY 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" 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 2015-2018

LIS Strategic Goal	Description
Goal 1:	<u>Digital Access and Scholarship.</u> 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:	<u>Compliance and Security.</u> 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:	<u>Fiscal Sustainability.</u> 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:	<u>Emerging Technologies.</u> 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
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Divisional

1. Reassess LIS strategic planning process			✓	
2. Data governance		✓	✓	
3. LMS review	✓			

Academic Technology Department

1. Feasibility study for implementation of the Extron Enterprise Global Viewer	✓			✓
2. Extracurricular student workshops in the Makerspace and/or Media Center	✓			
3. Extracurricular workshops in the GIS Lab for faculty and/or students	✓			
4. Academic video archives review and plan for closed captioning videos	✓			
5. Media Center computer backup	✓			
6. Drupal 7 to Drupal 8 update	✓		✓	

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

1. Blackbaud Raiser's Edge NXT (RENXT) Implementation			✓	
2. Blackbaud NetCommunity Implementation			✓	
3. Banner 9 Implementation			✓	
4. Preferred Name Policy Implementation		✓	✓	
5. Implementation of Lexmark Content 7			✓	
6. Degree Works Student Educational Planner (SEP) Implementation	✓		✓	
Projects under evaluation. Possible FY 2018 initiatives.				
7. Online Room Reservations			✓	
8. Dining Services Ordering System			✓	

Infrastructure Systems Department

1. Office 365 Mail Migration		✓	✓	
2. New Residential Building			✓	
3. Establish an Information Security Office		✓		

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

1. Evaluate library staff responsibilities in light of evolving staffing and service needs.			✓	
2. Assess budgetary needs for maintaining and building library collections			✓	
3. Expand access to collections that support digital access and scholarship.	✓			
4. Organize physical collections	✓			
5. Assessment of library technical services processes			✓	
6. Keep current on emerging technologies and practices				✓
7. Improve access, awareness, and delivery of information literacy and research services.	✓			
8. Create new outreach programs and services for co-curricular groups	✓			
9. Reorganize physical spaces			✓	
10. Implement enhancements and upgrades to existing web resources	✓			

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

1. Implement Laptop Data Encryption Solution		✓		
2. Technology Training Framework	✓			
3. Evaluate Technology Assistance Outreach Program	✓			
4. Evaluate Hardware Lifecycle and Support			✓	
5. Evaluate Software Lifecycle			✓	

LIS Departmental Initiatives Mapped to Dickinson College Strategic Plan

To be added after the college adopts its next strategic plan.

LIS Initiatives, Departmental Narratives, Fiscal Year 2018

Divisional

1. Reassess LIS strategic planning process

The division adopted its present process and process for defining its annual strategic plan. Since that time the college has gone through a number of campus level strategic planning cycles. Now that the current set of LIS Strategic Goals are reaching their final fiscal year and the college itself is in a pause of strategic planning activity it is appropriate to revisit how the division develops and communicates its strategic plan.

2. Data Governance

As the college moves from a unitary enterprise solution, Banner, to a mix of Banner and niche, cloud based applications the need arises to ensure common definitions of data elements to ensure smooth, seamless connections between disparate software products. This Initiative examines current practices at the college and explores the extent to which a more formal approach needs to be taken.

3. LMS Review

The college has used Moodle as its LMS (Learning Management System) platform for almost ten years. While robust Moodle lacks ease of use features and the functionality found in commercial products. A product review will be conducted.

Academic Technology Department

1. Feasibility study for implementation of the Extron Enterprise Global Viewer

Academic Technology manages audiovisual equipment in 116 smart classrooms across campus. We use Extron Media controllers to control the image and sound in most smart classrooms. Extron has a very stable product offerings and we have been fortunate that the MediaLink-IP controllers have been available for over ten years. It is unknown how long this product will continue to be available. We use a free version of the Extron GlobalViewer which allows us to monitor the media controllers, however we can only view a single product at a time with the free viewer. We will investigate the potential advantages of using the GlobalViewer Enterprise version to allow us to monitor a variety of Extron products from a single interface.

Outcome: Report and decision

2. Extracurricular student workshops in the Makerspace and/or Media Center

Students are requesting extra-curricular training for Photoshop, video production and 3d printing. We will pilot new workshops for students under the Dickinson Makes umbrella.

Outcome: Conduct at least six (6) new student Media Center and Makerspace workshops.

3. Extracurricular workshops in the GIS Lab for faculty and/or students

Workshops will focus on exploring some simple ways in which faculty and students can engage in collecting, analyzing and visualizing spatial data and begin to appreciate the importance of geographic space in their learning activities without necessarily needing to invest in learning complex software programs.

Outcome: Conduct at least two (2) new faculty/student GIS workshops

4. Academic video archives review and plan for closed captioning videos

The 1990 Americans with Disabilities Act (ADA) and IDEA (Individuals with Disabilities Education Act) requires closed captioning or video transcriptions for "Places of public accommodations", this requirement includes colleges and universities. Marketing and Communications already provides closed captioning of their video content. At the end of the fall 2016 semester we sent approximately 430 videos hosted on the Academic Technology Ensemble video server to Ensemble for automated closed captioning. We were able to caption all the existing Clarke Forum videos with the 500 hour introductory package. We now need to develop a policy for determining which existing and future videos should be closed captioned.

Outcome: Policy for closed captioning videos.

Revised: October 4, 2017

5. Media Center computer backup

Students use computer in the Media Center and the Bosler Microroom to work on video projects. Academic Technology staff and some faculty advise students to back up their video work. Video files can be very large and it is our experience that not all students back up their video files, in part because moving the files is time consuming. This creates a single point of failure if the computer hard drive fails. Additionally, since these large files reside on a single computer, students must return to the same computer to resume their work. This limitation creates contention for specific computers.

Outcome: Implement a back up strategy for Media Center computers to protect student work and allow Academic Technology staff to be able to move content.

6. Drupal 7 to Drupal 8 update

AT will update one Drupal 7 site to Drupal 8 in order to test the feasibility of moving our other Drupal 7 sites and develop a timeline. Based on previous versions of Drupal, we expect Drupal 7 to be supported for at least another two to three years.

Outcome: One Drupal 7 site will be updated to Drupal 8.

Enterprise Systems Department

1. Blackbaud Raiser's Edge NXT (RENXT) Implementation.

Description: The majority of staff in the Advancement division do not directly use Banner screens, but instead view and report on Banner data via several custom-built applications and reports. In FY 2017, the College purchased RENXT as a replacement to the Ellucian Banner Advancement product. During FY 2017, consulting and staff resources were committed to the implementation of Raiser's Edge. The implementation project will continue through FY 2018. Advancement training in the project will occur in early July 2017 and advancement staff will begin using Raiser's Edge toward the end of July 2017. Data integration between RENXT and Ellucian Banner will continue to be developed and refined throughout FY 2018. Strategic and transactional reporting currently done in IBM Cognos will be migrated to the RENXT reporting tools. We anticipate FY 2018 to be a year of significant transition of the technology tools and resources LIS provides to the Advancement division as well as an increased level of necessary support as Advancement and LIS staff learn how to use the new technology tools.

Outcome: Completed implementation and adoption of Raiser's Edge NXT. Advancement reporting transitioned from IBM Cognos to Raiser's Edge NXT. Parent data accessible to administrative users who use Banner. Data integration from Raiser's Edge NXT to Banner and other ancillary systems complete. Successful posting of financial data to Ellucian Banner Finance.

Timeline: This initiative will be active from July 2016 through July 2018.

2. Blackbaud NetCommunity Implementation.

Description: The College currently uses iModules to provide an online Alumni portal. iModules is currently used for alumni event registration and payment as well as collecting online gifts. Along with RENXT, advancement purchased the Blackbaud NetCommunity product. This product will be implemented and all alumni transitioned to NetCommunity in early fall 2017. All required data integration between RENXT and NetCommunity will be developed as part of this product implementation.

Outcome: NetCommunity implementation complete. Alumni using NetCommunity as the college's alumni portal. The anticipated go-live is early fall 2017. All alumni events managed through the NetCommunity system. All required data integration between RENXT and NetCommunity completed.

Timeline: This initiative will be active from April 2017 through October 2017.

3. Banner 9 Implementation.

Ellucian, the college's vendor for the Banner ERP system, has released all modules of the Banner 9 system. Banner 9 is the next generation of Banner. Banner 9 was built using the Ellucian Extensible Ecosystem (XE) technology strategy. This strategy provides a platform and implementation methodology that will allow us to expand or adopt new solutions as priorities shift. The college has already implemented Banner 9 faculty grading. In FY 2018, remaining Banner modules will be transitioned to the Banner 9 solution.

Revised: October 4, 2017

Outcome: All Banner modules transitioned to the Banner 9 solution.

Timeline: This initiative will be active from February 2017 through December 2017.

4. Preferred Name Policy Implementation.

The Transgender Advocacy Committee (TAC) is working with college leadership to create a Preferred Name Policy. This policy will govern how the use of names throughout our information systems. These systems include but are not limited to Banner, CLIQ, Degree Works, Gateway, OrgSync, Adirondack Housing, and Maxient. Students and employees will have a choice of displaying their preferred first name instead of their legal first name. Authorized changes to preferred names will be almost immediate in some locations; others may take additional time based on system configurations. We will be working with TAC on the implementation of this policy as it pertains to our information systems. This work will include creating of a supporting FAQ document and information web site explaining the policy, the facilitation of preferred name and pronoun selection through Gateway, and the appropriate use of preferred name in the college's information systems.

Outcome: A student's or employee's preferred name will be used in the college's information systems unless the system cannot support the use or the college is legally required to use the individual's legal name. An informational web site explaining the policy, expectations for use of preferred name, as well as an FAQ will be created. Communication of the policy and the timeline will be the responsibility of senior administrators of the college.

Timeline: This initiative will be active from February 2017 through August 2017.

5. Implementation of Lexmark Content 7.

NolijWeb, the college's document management solution, has been identified as end-of-life by the vendor, Lexmark. Lexmark has a defined migration path for NolijWeb clients to move to Content 7 before September 2018. The administrative users who use NolijWeb have been notified of the upcoming transition to Content 7. We will be implementing Content 7, migrating content from NolijWeb to Content 7, and providing end-user training for Content 7.

Outcome: Migrate NolijWeb system to Content 7. College administrators successfully using Content 7 for document management.

Timeline: This initiative will be active from January 2017 through June 2018.

6. Degree Works Student Educational Planner (SEP) Implementation.

In FY 2017, the college successfully implemented the basic Degree Works system. Degree Works is used to track a student's progress toward completion of degree requirements, provide student-planning capabilities, assist the advising process, and provide analysis and status reports for the registrar's office. SEP is additional functionality that is part of the Degree Works system. The Student Educational Planner in Ellucian Degree Works enables students and advisors to create an academic plan of study. This powerful feature allows students and advisors to lay out a recommended sequence of classes that fulfill remaining program requirements. This allows students to know what is ahead as well as academic departments to plan course capacities appropriately.

Revised: October 4, 2017

Outcome: Degree Works SEP implemented and the new functionality will be rolled out through Degree Works to students, faculty, and advisors.

Timeline: This initiative will be active from May 2017 through October 2017.

Potential Additional Initiatives for FY 2018

These projects are currently be considered for implementation at the college. We continue to work with departments to determine requirements and resources needed to complete the project.

7. Online Room Reservations.

Students are requesting to have self-service reservation capabilities for on campus spaces. This would require an upgrade to the Event Management System (EMS) that CASE currently uses. Becky Hammell, Associate Vice President Student Leadership and Campus Engagement, is chairing a committee to discuss the requirements to provide self-service reservations to Dickinson community members. It is unknown at this time what the monetary or staff resource requirement will be.

Timeline: Student Life would prefer to have online event registrations in place for the beginning of the 2017-2018 academic year.

8. Dining Services Ordering System.

Dining Services has asked for assistance in selecting a vendor that will provide electronic and mobile ordering to Dining Services locations across campus. We are currently evaluating systems. It is unknown at this time what the monetary or staff resource requirement will be.

Timeline: Dining Services would prefer to pilot the new ordering system in the SNAR during June and July. They would like to implement fully the new ordering system before the beginning of the 2017-2018 academic year.

Infrastructure Systems Department

1. Office 365 Mail Migration

All faculty and staff email services will be migrated to the Office 365 cloud platform. Services will be migrated over the summer months before the beginning of the 2017 fall semester. Infrastructure Systems, with the assistance of User Services, will use the same process that was employed to migrate student services.

2. New Residential Building

Construction will begin on the new residence hall in the spring of 2017. Infrastructure Systems will be working with the college's project manager and the general construction contractor to design implement and install all network, CATV and telephone services within the new building.

3. Establish an Information Security Office.

LIS is establishing an Information Security Office. During this initial implementation the focus will be on audits and assessments of the current environment, developing and establishing several important campus wide security policies and procedures and developing an information security program utilizing best industry practices in the context of an institution of higher education.

Library Services Department

1. Evaluate library staff responsibilities in light of evolving staffing and service needs.

Outcome: Revise position descriptions to reflect current needs and priorities.

2. Assess budgetary needs for maintaining and building library collections over the next three years.

Outcome: Submit three year zero-based budget request for FY19-21.

3. Expand access to collections that support digital access and scholarship.

Outcome: Join HathiTrust partnership of 120 academic & research institutions, providing expanded local access to over 5.6 million scholarly works in all disciplines, and contributing to long-term preservation of over 14.7 million volumes.

4. Organize physical collections to optimize discovery, convenience, effective use of space, and efficient management.

Outcomes:

- Assess print monographs in A-F and J-P stacks, and integrate materials identified for relocation from East Asian Studies Room.
- Improve accuracy of Journal Locator holdings data for print periodicals.
- Complete processing of various materials set aside during prior year reviews.
- Complete physical reorganization of archival records, personal papers, rare book holdings, and other materials, following from the creation of the Archives Annex storage space.
- Collaborate with Office of General Counsel in development of new space for secure storage of sensitive college information.

5. Conduct assessment of library technical services processes to maximize efficiency and cost-effectiveness.

Outcomes:

- Determine whether library book acquisitions processes might be streamlined using vendor-provided management tools.
- Assess efficiency of journal acquisitions workflow and record keeping.
- Determine the impact on user discovery and staff maintenance workload for including large numbers of digital primary source records in the library catalog.
- Assess access and possible duplication for selected large e-journal packages.
- In consultation with faculty, evaluate cost-benefit and need for maintaining selected high-cost journal packages.

6. Keep current on emerging technologies and practices in libraries.

Outcomes:

- Monitor development of SIRSI BLUECloud cloud-based library management system.
- Participate in PALCI consortium discussions regarding a potential shared-print initiative for long-term maintenance of scholarly record.
- Monitor streaming film institutional access trends. Continue participating in related PALCI task force.
- Investigate upgrading CORAL e-resource management system (requires IT support).
- Keep current on OCLC's new interlibrary loan product which is intended to move ILLiad users from the client/server environment to the cloud.
- Monitor news regarding the Bibliographic Framework (BIBFRAME) initiative at Library of Congress, which is intended to eventually replace MARC cataloging standards with a transformative "linked data" system.

7. Improve access, awareness, and delivery of information literacy (IL) and research services.

Outcomes:

- Re-evaluate and revise the Academic Integrity tutorial.
- Improve support for bibliographic management software tools.
- Create an IL rubric specifically for the First Year Seminar program.
- Perform an evaluation of reference services.
- Advertise IL as a means to help students recognize and evaluate "fake news."

8. Create new outreach programs and services for co-curricular groups such as sports teams, disability services, fraternities/sororities, academic clubs, academic support services, etc.

Outcomes:

- Improve the library's involvement in the college's FYS orientation program.
- Market library services directly to students rather than through reliance on classroom time.
- In partnership with the Writing Center, assess the library's role in the Global Education program.

9. Reorganize physical spaces to meet current and emerging needs for curricular and research support, to respond to changing needs of library staff and collections, to optimize convenience for library patrons, and to generally make more efficient and effective use of available space.

Outcomes:

- Perform an assessment of the spaces and services available to library users and staff in the May Morris Room.
- Conduct assessment to estimate the amount of off-site storage space required to meet ongoing library needs.

10. To improve the usability and sustainability of digital projects, implement appropriate enhancements and upgrades to existing web resources while pursuing efficiencies for their ongoing maintenance.

Outcomes:

- Develop strategies and procedures for maintaining and upgrading digital content storage and delivery solutions in ways that require minimal staff/labor resources and technical expertise. Consider sunsetting select digital projects and activities from past years.
- Implement Solr search tool on both the Archives website and the Carlisle Indian School website, and customize each as appropriate.
- Identify software solution(s) to replace ContentDM content management system and migrate existing digital content to new solution(s), as appropriate.

User Services Department

1. Implement Laptop Data Encryption Solution

Sensitive College data on College-owned laptops and 2-in-1 devices is vulnerable to exploit on or off campus due to theft or loss of the system. As pointed out by the Emerging Technologies Working Group, encryption of data on these systems provides the College protection against data breach on these devices. This initiative goes toward minimizing the vulnerability of College data and preserving reputation.

Outcome: Deploy data encryption on College-owned laptop and 2-in-1 devices.

2. Technology Training Framework

Recommendations from the Office 365 Working Group as well as results from the MISO and on-campus Technology Comfort and Skill Assessment Surveys provide a clearer understanding of technology skills gaps for College employees. This initiative goes toward providing a more focus set of training courses via a wider divert of learning venues to address these needs and increasing user comfort with technology.

Outcome: Provide more effective technology training and support wider Office 365 adoption via the offering of more diverse skills learning.

3. Evaluate Technology Assistance Outreach Program

Feedback from various avenues suggests employees and students have technology issues that are not critical, but are important, and thus users would benefit from having closer, personal access to User Services expertise. Two concepts in this initiative for providing this assistance are the offering of periodic visitations to departmental meetings and the provisioning of occasional 'walk-up' assistance venues in high-traffic areas at peak times. This initiative goes toward provide more robust technical help to campus.

Outcome: Provide opportunities for employees and students to get assistance on important technical issues they may not normally have brought to the attention of User Services, as well as, continue to build on our already excellent relationships with departments, employees, and students.

4. Evaluate Hardware Lifecycle and Support

Historically, 11-15% of annual computer purchases are comprised of warranty costs in the event of component failure or defect. However, internal analysis shows that the need for warranty replacement is rarely required and the College would be better served by discontinuing the purchase of system warranties to free up this funding. Additionally, User Services, along with similar departments at peer institutions, have a defined lifecycle for replacing computer hardware. However, purposeful procurement of Solid State Drives in recent years should allow for the lengthening of the replacement cycle without negative impact to campus users. This initiative goes toward greater fiscal responsibility.

Outcome: Assess the support and financial ramifications of an annual system purchase without system warranties and extension of hardware lifecycles for the consideration of putting these concepts into permanent practice.

5. Evaluate Software Lifecycle

Now that User Services is purchasing and centralizing academic software titles, better license data tracking and management is critical. Additionally, with new titles being procured, more periodic analysis of campus usage trends may reveal areas where current licensing may be reduced or eliminated. This initiative goes toward better customer service and greater fiscal responsibility.

Outcome: Assess the best method by which software data should be recorded and made available to those installing the titles as well as analyze lesser-used titles on campus with the intent of minimizing license costs.

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) Classroom Renovation Working Group. 	<ul style="list-style-type: none"> SXC computing needs Classroom upgrade needs New instructional spaces 	September – October
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 	November – January
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 (http://www.dickinson.edu/info/20393/library_information_services/2618/lis_strategic_planning) 	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 	January - February
5. Individual Goal Setting	<ul style="list-style-type: none"> Personal evaluation process based on previous calendar year performance relative to departmental Initiatives 	<ul style="list-style-type: none"> Personnel evaluations 	February - March
6. Compensation	<ul style="list-style-type: none"> Set compensation based on previous calendar year performance relative to departmental Initiatives 	<ul style="list-style-type: none"> Communication to Human Resource Services 	April
7. Plan Alignment	<ul style="list-style-type: none"> Receive confirmation of funding levels from P&B after approval from Trustees Finalize alignment of personal goals and LIS Strategic Plan 		May
8. Assessment	<ul style="list-style-type: none"> Assess progress against previous year's LIS Strategic Plan for FY 	<ul style="list-style-type: none"> LIS Strategic Plan, FYXX, Assessment (http://www.dickinson.edu/info/20393/library_information_services/2618/lis_strategic_planning) 	August

Revised: October 4, 2017

