**Division of
Library and Information Services
Strategic Plan Fiscal Year 2019**

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.

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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:

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.

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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				
1. Reassess LIS strategic planning process			√	
Academic Technology Department				
1. Canvas Learning Management System Pilot	√			
2. Departmental Professional Development			√	
3. Experiment with creating flipped classroom assets	√			
4. Evaluate equipment checkout systems	√			√
5. Complete digital equipment upgrades for smart classrooms	√			
6. Support'Slave Stampedes: The Underground Railroad	√			

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. Banner 9 Self-Service Implementation		✔	✔	
2. Gender Marker Designations and Pronouns Implementation		✔		
3. Banner 9 Self-Service Implementation			✔	
4. Implementation of Lexmark Content 7		✔	✔	
5. Financial Aid Process Improvements			✔	
6. Dining Service Meal Plan Process Improvements			✔	
7. Campus Communication and Alert Hub		✔		
8. Faculty180 Implementation			✔	
9. Canvas LMS Implementation			✔	

Infrastructure Systems Department

LIS Initiatives	Goal 1	Goal 2	Goal 3	Goal 4
1. Cyber Security Month, October 2018		✔	✔	
2. Campus data storage		✔	✔	
3. Data back-up services		✔	✔	

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

Library Services Department

	Goal 1	Goal 2	Goal 3	Goal 4
1. Evaluate existing library staffing and organizational structure			√	
2. Complete, test, and implement revised online Academic Integrity Tutorial.	√			
3. Assess and reorganize liaison assignments and revise position descriptions as needed.			√	
4. Perform clean-up of bibliographic and library management records and collections			√	
5. Assess areas for savings in library acquisitions			√	
6. Improve usability and sustainability of digital projects	√			

LIS Initiatives	Goal 1: Digital Access and Scholarship	Goal 2: Compliance and Security	Goal 3 Fiscal Sustainability	Goal 4: Emerging Technologies
User Services Department				
1. Deploy Microsoft Office 2016 Pro Plus			√	
2. Evaluate In-place Windows 10 Upgrades		√	√	
3. Evaluate OS and Software Deployments to Macs		√	√	
4. Investigate Hardware Replacement Cycle Alternatives			√	
5. Develop End-of-Life Computer Hardware Disposal Options			√	

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LIS Departmental Initiatives Mapped to Dickinson College Strategic Plan

To be added after the Dickinson College Strategic Plan is finalized.

LIS Initiatives, Departmental Narratives, Fiscal Year 2019

Divisional

1. Review structure of LIS annual strategic plan after the college new strategic plan is finalized to ensure alignment with the college's strategic direction.

Academic Technology Department

1. **Canvas Learning Management System Pilot**

    Dickinson College is pursuing new online learning opportunities. The college has been using a very basic, self-hosted version of the open source learning management system, Moodle, since 2009. Moodle is not the best solution to support online learning. We will conduct a pilot of the cloud-based learning management system Canvas to determine the costs and benefits of migrating the campus to Canvas.

    Outcome: Recommendation to migrate the campus to Canvas or remain with Moodle.

    Note: Migration to a new LMS is contingent upon new and continued funding.

2. **Departmental Professional Development**

    The Academic Technology department has limited experience supporting blended/distance learning. We will focus our professional development activities on developing in-house competency for online learning support.

    Outcome: Department members who support faculty directly will participate in online training.

3. **Identify at least one faculty member to experiment with creating flipped classroom assets**

    Academic Technology wants to assist at least one faculty member in the creation of digital assets that can be used in a flipped or online class. These assets might include lecture capture, video, screencasts and visualizations.

    Outcome: New digital material for at least one class. Department members experiment with unfamiliar technologies.

4. **Evaluate equipment checkout systems**

    Academic Technology currently uses SISO, a cloud-based SAAS product for reserving and checking out media center equipment such as cameras, audio equipment, tripods and GPS devices. SISO is a commercial product that has been gifted to the college for several years. Unfortunately, we find it cumbersome to use and consequently we have experienced several errors when students check out equipment. Occasionally these errors cause problems for the borrowers. We will review alternative equipment checkout systems.

    Outcome: Recommendation to stay with SISO or replace it with another product.

5. **Complete digital equipment upgrades for smart classrooms**

We will complete the conversion of classrooms from analog to digital with equipment in rack-mounted podiums. This conversion requires the installation of new HDMI cables as well as new podiums, scalers receivers, connectors and projectors.

Outcome: All non-restricted smart classrooms will be completely digital. The few remaining rooms that will remain analog are not general-use classrooms.

6. **Provide support for a new National Park Service grant 'Slave Stampedes: The Underground Railroad on the Missouri Borderland'**

Professor Matt Pinsker is applying for a grant from the NPS to track and analyze mass slave escapes. Members of the Academic Technology department will support this effort with the creation of a Drupal database, videos and ARCGIS storymaps.

Outcome: Creation of a database and storymaps for the first phase of the NPS slave stampede project.

7. **Community Studies WordPress Multisite for Mosaics**

The Community Studies Center has created individual websites on variety of platforms for each Mosaic class for many years. Academic Technology will create a WordPress multi-site to consolidate all the Mosiac content to one application to provide a single web presence.

Outcome: WordPress multi-site with transferred CSC content.

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Enterprise Systems Department

1. **Banner 9 Administrative Implementation (FY18-FY19)**

   Ellucian, the college's vendor for the Banner ERP system, has released all modules of the Banner 9 administrative system. Banner 9 is the next generation of Banner. It is 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 2019, remaining Banner modules will be transitioned to the Banner 9 solution.

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

   Timeline: This initiative will be active from February 2017 through December 2018

2. **Banner 9 Self-Service Implementation (FY19 - FY20).**

   Ellucian, the college's vendor for the Banner ERP system, will release all of the self-service modules for Banner 9 by December 2018. During the spring of 2019, Enterprise Systems will lead a campus wide effort to prepare, test, and release all of the Banner 9 Self-Service modules. This will require working with departments across campus to determine launch dates and communication and training plans.

   Outcome: All Banner Self-Service modules transitioned to the Banner 9 solution.

   Timeline: This initiative will be active from January 2019 through December 2019.

3. **Gender Marker Designations and Pronouns Implementation (FY19 – FY20: Dependent on Banner 9 Self-Service Implementation)**

   The Queer and Trans Advocacy Committee (QTAC) has requested that LIS implement system capabilities to support the designation of gender markers and gender pronouns for students and employees. We are dependent on the Banner 9 Self-Service implementation to make this functionality available to students and employees.

   Outcome: Students and employees will have the ability to select gender markers and pronouns. These selections will be made available to faculty and administrators when appropriate and useful.

   Timeline: This initiative will be active from May 2019 through August 2019.

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4. **Implementation of Lexmark Content 7 (FY18-FY19)**

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 December 2018.

5. **Financial Aid Process Improvements (FY19**

During the spring of 2018, the financial aid office identified a number of process improvements. The bulk of the improvements center around the financial aid packaging rules and communication. Enterprise Systems staff will work with the financial aid staff to simplify, rewrite and test the packaging rules. We will also evaluate several communications platforms in order to streamline the student and parent communication process.

Outcome: Financial Aid will use a simplified set of packaging rules. These rules will be easier to understand and maintain for both management and operational staff members. In addition, the tools used to communicate with parents and students will be improved so that they can be deployed more efficiently.

Timeline: This initiative will be active from May 2018 through October 2018.

6. **Dining Service Meal Plan Process Improvements**

The process for selection, management, and communication of meal plans is composed of many custom procedures and system integrations. Since the building of this process, there have been updates to existing systems in the area of meal plan management and communications that warrant investigating and evaluating if improvements can be made to the current processes. We will work with Student Accounts and Dining Services to evaluate using meal plan functions in the Housing Director, out-of-the-box meal plan roll over functionality in Banner, and using Communication Manager in Banner. The best options will be implemented.

Outcome: Dining Services, Student Accounts and LIS will use a more streamlined process with less custom components for managing meal plans.

Timeline: This initiative will be active from June 2018 to May 2019.

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7. **Campus Communication and Alert Hub (FY19)**

"No one EVER reads their email!" This initiative will evaluate the communication needs of administrative office as they attempt to communicate effectively with students and employees. We will look first at identifying our communication shortcomings. We will look to utilize the technology we already have on campus to meet the need and make our communications more effective.

Outcome: The development of a communication HUB where students and employees can see a digest of campus communications, important program deadlines, and action items they must complete.

Timeline: This initiative will be active from July 2018 through June 2019.

8. **Faculty180 Implementation (FY19: Pending Funding)**

Implement the Faculty180 system to support the data gathering and reporting needs of Academic Affairs. Faculty180 is a system used to manage data related to faculty achievements.

Outcome: Faculty will use Faculty180 to report achievement information to Academic Affairs. Academic Affairs and All College Committees will use data in Faculty180 for reporting and analysis needs.

Timeline: If funded, this initiative will be active from August 2018 through June 2019.

9. **Canvas LMS Implementation (FY18-FY19: Pending Funding)**

Provide support to the Academic Technology Department and faculty as we implement Canvas LMS. Integration with Banner and possibly other campus systems will be required.

Outcome: Canvas LMS will be used by faculty during beginning with the 2018-2019 academic year. Courses and students will integrate with Banner.

Timeline: This initiative will be active from May 2018 – October 2018.

Infrastructure Systems Department

1. **Cyber Security Month, October 2018**

   Infrastructure Systems and Information Security will develop communications and provide additional resources during the month of October to help the campus community make better and more informed cybersecurity decisions when it comes to their online presence and personally identifiable information.

2. **Campus data storage**

   The College has been or is planning to move many of the systems and services the campus community uses to the internet. These software as a service (SaaS) solutions offer many advantages over solutions that are located on-premise, but they introduce some inherent difficulties for data storage and restoral. Infrastructure Systems will perform a detailed assessment of the future storage needs for the campus user community and determine how best to meet those needs for our current and future systems solutions and services.

3. **Data back-up services**

   Infrastructure Systems currently performs daily, weekly, monthly and semi-annual tape system backups for the college's on- premise systems. With the ongoing development of a campus wide data retention policies, the department will do an in depth look at our current practices and develop new strategies with the campus community to ensure compliance with the new policies that are scheduled for implementation over the next year.

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Library Services Department

1. Evaluate existing library staffing and organizational structure and identify options to meet future library and campus programmatic needs

   Outcome: Recommendations for library staffing, including positions/assignments and organizational relationships.

2. Complete, test, and implement revised online Academic Integrity Tutorial.

   Outcome: A completely updated version of the College-required Academic Integrity Tutorial is available for all incoming students in Fall 2018.

3. Assess and reorganize liaison assignments and revise position descriptions as needed.

   Outcome: Liaison roles and teaching loads will be more logically distributed in alignment with the needs of the library, position descriptions, and librarians' experience and expertise.

4. Review and perform clean-up and maintenance on bibliographic and library management records and physical collections.

   Outcome: Prepare for a smoother migration to a new integrated library management and discovery system in 2019.

5. Identify and assess areas for possible future savings in library acquisitions, including implications for service.

   Outcome: Identify ways to meet evolving student and faculty information needs via the most cost-effective methods.

6. Improve usability and sustainability of digital projects

   Outcome: As appropriate, upgrade, enhance or migrate to new digital content management systems, while pursuing efficiencies for ongoing maintenance of the growing number of digital projects developed and managed by Archives & Special Collections.

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User Services Department

1. Deploy Microsoft Office 2016 Pro Plus

Office 2016 Pro Plus for Windows brings consumer features (such as Researcher, LinkedIn Resume Builder, and in-line direct language translation, etc.) to Office 2016 users as well as greater integration with the Office 365 cloud components (such as Groups and OneDrive Sharing). Availability of this version of the Office suite is now possible for organizations via Microsoft's Device-Based Activation (DBA). This initiative goes toward providing an up-to-date productivity suite and uniform user experience across campus systems.

Outcome: Deployment of Office 2016 Pro Plus to all employee and classroom Windows systems.

2. Evaluate In-place Windows 10 Upgrades

Historically, employee laptop and desktop computers do not receive major operating system version changes during their lifecycles as the functional benefits afforded by new OSes have not outweighed the inconvenience to end users, as well as the effort required by User Services, to upgrade these devices in-place. However, given that Microsoft will be ending support for the earliest editions of Windows 10 in 2018, User Services will need to investigate a migration plan, and accompanying policy, for in-place Windows OS upgrades on employee computers. This initiative goes toward providing a secure and compliant Windows environment on campus computers.

Outcome: Evaluate the best methods for deploying newer releases of Windows to campus employee Windows-based devices and create an accompanying policy for end user awareness.

3. Evaluate OS and Software Deployments to Macs

Recent changes in the way Apple is shaping the deployment of macOS are negating the systems and techniques currently in use by all to manage macOS-based computers in-mass. User Services will need to evaluate available solutions and protocols for the deployment of the macOS, mac-OS-based software, and OS configurations to campus computers. This initiative goes toward continuing to provide a secure environment as well as a solid and up-to-date user experience across campus Mac systems.

Outcome: Evaluate the best methods for deploying macOS, macOS-based software, and OS configurations to campus employee and classroom Macs.

4. Investigate Hardware Replacement Cycle Alternatives

Given the slowing of processor speed advancements in recent years, computers being purchased as part of the User Services replacement cycle are only fractionally more powerful than the computers they are replacing. Additionally, the only significant increase in performance on newer computers is best achieved with the replacement of traditional Hard Disk Drives (HDDs) with exponentially faster Solid State Hard Drives (SSDs). User Services has been including SSDs in computers being replaced and, by the end of FY19, most computers on campus will be using SSDs. Therefore, it makes fiscal and practical sense to begin extending the replacement cycles of campus computers starting in FY20. User Services will investigate the best method for extending existing replacement cycles as well as options for retrofitting in-place computer HDDs with newer SSDs. This initiative goes toward being good stewards of College finances.

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Outcome: Investigation of computer hardware replacement cycle elongation and the practicalities of in-place computer component upgrades.

5. Develop End-of-Life Computer Hardware Disposal Options

With the dissolution of computer hardware disposal options previously available to the College through Apple, User Services will need to develop viable alternatives for the disposal of end-of-life computer equipment which cannot be resold or donated. This initiative goes toward supporting the sustainability mission of the College.

Outcome: Develop potential outlets for the disposal of end-of-life computer hardware.

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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) Classroom Renovation Working Group.	• SXC computing needs • Classroom upgrade needs • New instructional spaces	September – October
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	November – January
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 (http://www.dickinson.edu/info/ 20393/library_information_services /2618/lis_strategic_planning)	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	January - February
5. Individual Goal Setting	• Personal evaluation process based on previous calendar year performance relative to departmental Initiatives	• Personnel evaluations	February - March
6. Compensation	• Set compensation based on previous calendar year performance relative to departmental Initiatives	• Communication to Human Resource Services	April
7. Plan Alignment	• Receive confirmation of funding levels from P&B after approval from Trustees • Finalize alignment of personal goals and LIS Strategic Plan		May
8. Assessment	• Assess progress against previous year's LIS Strategic Plan for FY	• LIS Strategic Plan, FYXX, Assessment (http://www.dickinson.edu/info/ 20393/library_information_services /2618/lis_strategic_planning)	August

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