

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

Dickinson

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LIS Initiatives Mapped to LIS Strategic Goals

LIS Initiatives	Status
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Divisional

1. Reassess LIS strategic planning process	Deferred to FY19.
2. Data governance	Deferred to FY19.
3. LMS review	Completed. The decision was made not to move to the Canvas platform and to continue to use Moodle as the campus LMS and to work to adapt Moodle as an online learning platform.

Academic Technology Department

1. Feasibility study for implementation of the Extron Enterprise Global Viewer	<p>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.</p> <p>Outcome: Report and decision We completed the implementation of the Extron Enterprise Global Viewer in October. This allows us to see the status of individual media controllers as well as the status of the connected projector and the number of lamp hours on the projectors (useful for maintenance).</p>
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.

	<p>Outcome: Conduct at least six (6) new student Media Center and Makerspace workshops. The following extracurricular workshops were offered by Academic Technology staff members: 1. Applique - 2/2 how to decorate a piece of fabric with a <i>cut out shape and sew it together</i> 2. 3D Design/Print - 2/21 teach you how to create or modify a 3d file using Tinkercad. Files will then be submitted to be printed for pick up at a later date. 3. Music Video Part 1 - 3/22 4. Music Video Part 2 – 3/29 teach you how to use lighting and cameras to record a live performance that will be the basis for a music video. Part 2 will teach you how to use the video editing program, Premiere, to splice live and found footage into a polished music video. 5. Tiny Robots - 4/4 teach you the basics of using the attiny Arduino board to program a tiny robot built from pager motors and a few other components. Photo Editing - 4/12 teach you how make your pictures look stunning with a little Photoshop Magic. Fall 2017 (these were not in the Makery but we brough the Makery out to the public) 6. Farm Frolics September 3rd brush bots, snap circuits, little bits 7. First Friday-10/7 Making Music: Little bits and circuit bent toys</p>
<p>3. Extracurricular workshops in the GIS Lab for faculty and/or students</p>	<p>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.</p> <p>Outcome: Conduct at least two (2) new faculty/student GIS workshops Jim Ciarrocca did not offer any extracurricular workshops, however he did provide the following in-class, multiday workshops: · BIOL 314, FA17 (Smith) –Analysis of Hemlock Woolly Adelgid infestation using ArcGIS Desktop · EDST 370, FA17 (Lewis) – Personal Story Maps using ArcGIS Online · ENST 280, SP17 (Bedi) – <i>Environmental and Social Justice using EJ Screen (EPA) · ENST 161, FA17 (Bedi) – Analysis of Lead levels in water in Flint, MI using ArcGIS Online · ENST 310, SP17 (Arashiro) – Soil Contamination Analysis using ArcGIS Desktop · ENST 311, SP17 (Van Fleet) – Wildlife Habitat Analysis using ArcGIS Desktop · ENST 121, FA17 (Van Fleet) – Water Quality Monitoring using ArcGIS Desktop · INBM 300, SP17 (Erfle) – Analysis of Obesity in PA School Districts using ArcGIS Desktop</i></p>
<p>4. Academic video archives review and plan for closed captioning videos</p>	<p>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</p>

	<p>which existing and future videos should be closed captioned.</p> <p>Outcome: Policy for closed captioning videos.</p> <p><i>We completed the closed captioning for all of the Clarke Forum content on the web. We have decided that we cannot reasonably caption content contained within our learning management system. If we have a student or students who require this service and then we will caption only the video content for the classes the student is enrolled in.</i></p>
<p>5. Media Center computer backup</p>	<p>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.</p> <p>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.</p> <p><i>We are using a WD "My Cloud EX4100" (4 X 6TB drives, with RAID configuration that gives us 18 TB capacity of which we have about 7 TB left at the moment). We are only backing up Mac sides at the moment using "Carbon Copy Cloner" software , 33 computers at the moment (we have 35 licenses).</i></p>
<p>6. Drupal 7 to Drupal 8 update</p>	<p>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.</p> <p>Outcome: One Drupal 7 site will be updated to Drupal 8</p> <p><i>The Drupal 8 update method continues to be problematic. Content is transferred over cleanly but most site structure and modules need to be recreated and reconfigured. Much like the move from D6 to D7. A complex site will need to be rebuilt and restructured around the transferred content making the update very time consuming. It is also not a guarantee that the administration functions of the site will function as they did in the previous version.</i></p> <p>Update: Mixxer – soon & Digital Humanities dev site</p>

LIS Initiatives	Status
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Enterprise Systems Department

1. Blackbaud Raiser's Edge NXT (RENXT) Implementation	Complete.
2. Blackbaud NetCommunity Implementation	Complete.
3. Banner 9 Implementation	Complete.
4. Preferred Name Policy Implementation	Complete.
5. Implementation of Lexmark Content 7	Complete.
6. Degree Works Student Educational Planner (SEP) Implementation	On indefinite hold pending end user go ahead.
7. Online Room Reservations	On indefinite hold pending end user go ahead.
8. Dining Services Ordering System	Complete.

Infrastructure Systems Department

1. Office 365 Mail Migration	Complete.
2. New Residential Building	Complete.
3. Establish an Information Security Office	Complete including associated policies.

LIS Initiatives	Status
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Library Services Department

<p>1. Evaluate library staff responsibilities in light of evolving staffing and service needs.</p>	<p>Evaluate library staff responsibilities in light of evolving staffing and service needs. Outcome:</p> <ul style="list-style-type: none"> * Revise position descriptions to reflect current needs and priorities. o The library management team participated in two retreat meetings to critically examine the library current staffing and organizational structure, and the extent to which it meets the needs of a 21st century academic library. o The title of the open position on the RIS team has been changed to "Information Literacy Librarian" to broaden the role of the position beyond service to a single academic division. This will provide more flexibility in serving academic and interdisciplinary programs, and facilitate a more equitable distribution of the teaching and liaison workload among librarians. o Two existing position descriptions were replaced by Circulation Supervisor and Resource Sharing Supervisor positions. The job descriptions clarify and reflect the complexity of the supervisory role and the integration and implementation of multiple online systems used to support their functional areas.
<p>2. Assess budgetary needs for maintaining and building library collections</p>	<p>Outcome:</p> <ul style="list-style-type: none"> * Submit three year zero-based budget request for FY19-21. o The College suspended zero-based budgeting. A FY19 budget incremental budget request, and a special budget request to support library system migration were completed.
<p>3. Expand access to collections that support digital access and scholarship.</p>	<p>Outcome:</p> <ul style="list-style-type: none"> * 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. o The library joined HathiTrust. Library staff worked with Enterprise System staff to enable individual log-in access to full-text of works not in copyright. In addition, a staff person in the Office of Disability Services was provided with special access to copyrighted works digitized in HathiTrust, access to which may legally be provided to students with certain registered special needs.

<p>4. Organize physical collections</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> * Assess print monographs in A-F and J-P stacks, and integrate materials identified for relocation from East Asian Studies Room. <ul style="list-style-type: none"> o Access Services staff reviewed, shelf read, shifted books. Books identified for possible repair, replacement, or withdrawal underwent further evaluation and processing by technical services staff. The result is a leaner collection of books in better condition in these sections. * Improve accuracy of Journal Locator holdings data for print periodicals. <ul style="list-style-type: none"> o Journal Locator records for print journals that have holdings gaps were removed from the database, and corrected records were entered by tech services staff and a trained student worker. Result is the "Get It" button will more accurately link to full text for print journal articles in the library collection. o Data for print books was also improved, so the "Get It" button now accurately links to full text for most print books when they appear in database results, both at the title and chapter level. Prior to this improvement, the Get It button always said "full text not found" for all references to print books that were in fact in our library. This enhancement now directs patrons to content faster and reduces unnecessary interlibrary loan requests. * Complete processing of various materials set aside during prior year reviews. <ul style="list-style-type: none"> o Partially done. The library had identified over a dozen different categories of materials from the main collection which require special research, evaluation, and decision. Project work to address these materials is completed as time permits. * Complete physical reorganization of archival records, personal papers, rare book holdings, and other materials, following from the creation of the Archives Annex storage space. <ul style="list-style-type: none"> o Almost done. Some materials slated to be relocated in the Annex have yet to be moved; first need to remove deaccessioned books from Annex to free up space. * Collaborate with Office of General Counsel in development of new space for secure storage of sensitive college information. <ul style="list-style-type: none"> o Done. Secure space in library has been created, and management/organization of that space is now the responsibility of staff of general counsel's office.
<p>5. Assessment of library technical services processes</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> * Determine whether library book acquisitions processes might be streamlined using vendor-provided management tools. <ul style="list-style-type: none"> o In progress; dependent on College Financial Operations procedural requirements. * Assess efficiency of journal acquisitions workflow and record keeping. <ul style="list-style-type: none"> o Efficiency and accuracy of data collection (holdings, usages statistics, cost data) was improved as part of the annual journal renewal process for FY18. Information on serials recorded in the Serials Solutions, CORAL, and EBSCOhost management systems was reviewed and made more consistent.

	<ul style="list-style-type: none"> * Determine the impact on user discovery and staff maintenance workload for including large numbers of digital primary source records in the library catalog. <ul style="list-style-type: none"> o Deferred. This issue will be examined as part of the anticipated migration to the Alma/Primo system. * Assess access and possible duplication for selected large e-journal packages. <ul style="list-style-type: none"> o Journal subscriptions were evaluated prior to renewal. Low-use/high cost, and unnecessary print duplications were cancelled for savings of approximately \$11,500. * In consultation with faculty, evaluate cost-benefit and need for maintaining selected high-cost journal packages. <ul style="list-style-type: none"> o Conducted intensive review and use/cost assessment of all Elsevier journal subscriptions. Met with faculty in Biology, Psychology, Earth Sciences. Cancellation of most calendar year subscriptions will save an estimated \$70,000 per year starting in FY18 (half that saved in FY17).
<p>6. Keep current on emerging technologies and practices</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> * Monitor development of SIRSI BLUEcloud cloud-based library management system. <ul style="list-style-type: none"> o Investigated and decided to pursue Ex Libris Alma/Primo system, which has the potential to provide a more integrated system for improved workflow efficiency, at a lower overall cost. * Participate in PALCI consortium discussions regarding a potential shared-print initiative for long-term maintenance of scholarly record. <ul style="list-style-type: none"> o There has been no further action by PALCI to expand this initiative. The Waidner-Spahr Library continues to participate in PALCI distributed, shared print for selected scholarly journals. * Monitor streaming film institutional access trends. Continue participating in related PALCI task force. <ul style="list-style-type: none"> o The current practice of offering Kanopy demand-driven access and Films on Demand subscription is consistent with what other small academic libraries are doing to provide streaming film access. A PALCI offer that would provide access to the Alexander Street Press films catalog (including DocuSeek2 documentary content) is anticipated for consideration in Spring 2018. * Investigate upgrading CORAL e-resource management system (requires IT support). <ul style="list-style-type: none"> o In light of possible migration to new integrated system in 2019 (which would include an e-resource management function), the library decided not to upgrade CORAL. * Keep current on OCLC's new interlibrary loan product which is intended to move ILLiad users from the client/server environment to the cloud. <ul style="list-style-type: none"> o Maureen O'Brien Dermott was selected to be a member of the advisory committee for Tipasa (OCLC's interlibrary loan product), and actively participates on monthly product development meetings. * 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.

	o Kirk Doran attended a series of online webinars on the emerging BIBFRAME.
7. Improve access, awareness, and delivery of information literacy and research services.	<p>Outcomes:</p> <ul style="list-style-type: none"> * Re-evaluate and revise the Academic Integrity tutorial. <ul style="list-style-type: none"> o The tutorial script has been re-written. A mock-up is currently being developed in the Canvas test environment. We expect to start user testing in February. * Improve support for bibliographic management software tools. <ul style="list-style-type: none"> o Nick Lonergan has taken over management of "reference" software including bibliographic tools. He has offered staff workshops for the new version of RefWorks and will be offering sessions for faculty and students. Additional sessions are scheduled for Spring 2018. Online help pages were revised and updated. * Create an IL rubric specifically for the First Year Seminar program. <ul style="list-style-type: none"> o The RIS team started creating a FY IL rubric in January. It will be ready before the May FYS faculty workshops. * Perform an evaluation of reference services. <ul style="list-style-type: none"> o Reference services were the subject of an extensive and comprehensive assessment in 2013. For 2017, a study of spring reference statistics over 3 years was conducted, and led to the decision to discontinue evening on-call reference for spring 2018 due to low use. Circulation workers are being trained to determine when a librarian's expertise is necessary and make referrals. This is being monitored and will be revisited for the fall. * Advertise IL as a means to help students recognize and evaluate "fake news." <ul style="list-style-type: none"> o A section on how to recognize and combat "fake news" was added to the existing Social Media library research guide. o Several marketing programs were launched and highlighted on Dickinson's website: http://www.dickinson.edu/news/article/2672/faking_out_fake_news. Special "fake news" sessions were offered for first year seminars. o Based on last year's assessment and the "fake news" phenomenon, librarians focused more on source evaluation for fall 2017. The FYS annual report is currently being compiled. When that is completed, we will have a better idea of how successful this effort was.
8. Create new outreach programs and services for co-curricular groups	<p>Outcomes:</p> <p>NOTE: This goal was largely to be the responsibility of a specific employee who had a particular interest and talent for student outreach. That employee has since left Dickinson.</p> <ul style="list-style-type: none"> * Improve the library's involvement in the college's FYS orientation program. <ul style="list-style-type: none"> o The library sponsored a table at orientation and revised the "bingo" idea from the previous year. We passed out pamphlets highlighting important library services (printing, study spaces, how to get help, etc.) and encouraged students to come to the library by offering a coupon for a free small drink. The table was not heavily visited. Next year, we will have a custom table cover, better signage and more giveaways. * Market library services directly to students rather than through reliance on classroom time.

	<ul style="list-style-type: none"> o This goal has not been pursued due to the employee departure. * In partnership with the Writing Center, assess the library's role in the Global Education program. o The assessment included examination of data on plagiarism cases, a survey of international students taking a research and writing workshop, a focus group with international students, and a survey of all Dickinson faculty. Complete results are in the most recent Writing Center report that was submitted to APSC. Findings included: <ul style="list-style-type: none"> * First year international students are over-represented in plagiarism cases, but in later years this difference disappears. Additional education on College and U.S. expectations regarding academic integrity is recommended for international students during their FY at Dickinson. * Students found the research and writing workshop effective and would like more instruction on how to avoid plagiarism and on citation conventions. * Students would like more diversity among tutors and librarians. * Faculty report that international students are among the highest and lowest performing students. Faculty are not more lenient in reporting plagiarism by international students.
<p>9. Reorganize physical spaces</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> * Perform an assessment of the spaces and services available to library users and staff in the May Morris Room. o Done. In lieu of a formal assessment, we solicited input from faculty regarding their preferences for improvements in the teaching space in the back of the reading room, and we have developed ideas regarding additional hardware to improve the researcher experience for accessing a/v content and self-scanning. * Conduct assessment to estimate the amount of off-site storage space required to meet ongoing library needs. o Done. The space estimation is included in the library's storage collection plan.
<p>10. Implement enhancements and upgrades to existing web resources</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> * 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. o Done. We have migrated content from a labor-intensive and expensive software tool onto platforms that are free and open and require less effort and technical expertise to manage. * Implement Solr search tool on both the Archives website and the Carlisle Indian School website, and customize each as appropriate. o Done. We now have full-text search capabilities for PDF files on these two major Drupal-based sites, with appropriate filtering options as well. Search results have also been customized following a period of testing. * Identify software solution(s) to replace ContentDM content management system and migrate existing digital content to new solution(s), as appropriate.

	<p>o Done. Content that is out of copyright that can be freely shared has been migrated to the Internet Archive. Content that may raise copyright concerns, or that may be a college asset that we wish to maintain greater control over has been migrated to the Archives website. For more convenient viewing of multi-page content on the Archives website, FlipSnack software is also being utilized.</p>
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LIS Initiatives	Status
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User Services Department

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

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: December 4, 2018

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: December 4, 2018

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: December 4, 2018

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

