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INFORMATION SERVICES

ANNUAL PLAN ACADEMIC YEAR 2005-2006



JULY 1, 2005



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1. INTRODUCTION

The Information Services Annual Plan 2005-06 has been developed by the staff of the department and reviewed and accepted by the FSCC IS Committee and the Board of Trustees' Facilities and Infrastructure Committee and the Committee on Academics. The plan provides the department and the college a cohesive document linking the purpose of the Information Services department with the daily activities of the staff, as well as with the College's Strategic Plan, Connecticut College 2011: Launching the Second Century. The effort to create an annual plan engages the staff and faculty in thinking beyond their daily responsibilities, to the broader purposes for our efforts. The plan gives structure to planning for the future, to analyzing risks in the present, and to relating individual performance to institutional and departmental mission. The Annual Plan links operational objectives and related budget support with the mission and goals of the department.

The IS Annual Plan serves the following functions:

- To align Information Services activities and projects with the Connecticut College strategic plan
- To define the mission and goals of the department
- To define specific objectives that guide the work of the department's teams within each academic year
- To identify in the planning process emerging trends in scholarly communication, information technology, learning and collaboration that fall within the department's scope
- To establish an annual planning cycle that scans the broad environment affecting information services in higher education
- To provide a sound basis for budgetary planning
- To provide milestones for the work of the department's teams and individual staff

2. INFORMATION SERVICES MISSION STATEMENT

Mission:

Keeping you CONNected:

Partnering with the college community to provide innovative, reliable, and universal access to information resources in support of academic and administrative endeavors.

Goals:

- 1. To ensure access to books, periodicals, and other information resources for learning, teaching, scholarship, and administration
- 2. To preserve and appropriately protect scholarly and administrative information and archival materials
- 3. To develop and promote academic and administrative information as a campus resource
- 4. To ensure a secure, robust, stable, and innovative technology infrastructure
- To create a vigorous program of information literacy to prepare students for a lifetime of intellectual endeavor
- 6. To help faculty integrate technology into the curriculum to enhance student learning
- 7. To join with the college community in stimulating intellectual, social, and cultural growth
- 8. To create in partnership with the college community facilities that support learning, teaching, scholarship, and collaboration
- 9. To communicate effectively with the campus to foster community involvement in Information Services operations
- 10. To respond to the varied individual information needs of students, faculty, and staff
- 11. To promote the ethical and legal use of information resources
- 12. To recruit and retain outstanding Information Services staff and provide development opportunities to maintain quality services
- 13. To ensure effective management of Information Services as a campus resource

3. STRATEGIC PLANNING: ACADEMIC YEAR 2004-05

During the course of academic year 2004-05 Information Services sought to align its goals and major objectives with the College's new strategic plan, *Connecticut College 2011: Launching the Second Century.* You will note throughout the 2005-06 *Information Services Annual Plan* how this was attempted.

In April 2005, the FSCC IS Committee, IS Planning Committee, and other members of the faculty and students were invited to compare the IS Vision Statement to the College's strategic plan and make recommendations on ways in which Information Services might better support the new strategic plan. Participants acknowledged the department's many strengths including the service orientation of staff, willingness to engage in and encourage partnerships, responsiveness to campus constituencies, knowledgeable staff, and strong information infrastructure for both traditional library resources and technology resources. Several ideas were put forth for strengthening the department's support of the plan. Just as the IS Vision Retreat of November 2003 was used to inform the IS Vision Statement, these recommendations will be used to inform the department's planning process over the life of the College's strategic plan, *Connecticut College 2011: Launching the Second Century*.

Recommendations from the strategic planning retreat:

Educational Program

- Strengthen the information fluency initiative to increase work with faculty on course design and assignments
- Target specific populations such as freshman seminars and intermediate classes for information fluency
- Support academic departments in creating information fluency competencies for each field of study
- Develop a peer mentoring program to support information fluency
- Change the name of the "Technology" section of the General Education Requirements to "Information Fluency" to better describe its goal
- Strengthen the Library Liaison program to increase communication with faculty, mentor students, and extend it beyond academic departments to include the Centers
- Create linkages to the Centers on campus and become involved in their academic programs
- Identify a role for IS in the Center for the Comparative Study of Race and Ethnicity
- Expand the Language Lab to become a partner in multicultural education and provide opportunities to more people
- Partner with the Center for Teaching and Learning to increase the role of instructional technology in the curriculum and contribute to curricular innovation
- Ask each academic department to designate a faculty liaison to IS to strengthen these connections
- Include IS staff on broader campus committees such as EPC (Educational Planning Committee)
- Increase funding for library collections to support faculty needs

Excellence in People

- Position the library as a neutral space on campus for students to explore pluralism and diversity through exhibits, open houses, and mentoring students
- Plan a pre-orientation transition program for underrepresented students
- Provide adequate staffing to continue present programs and expand present offerings
- Encourage IS staff to attend events on campus such as Dessert and Dialog
- Increase opportunities for IS staff to present at conferences

Communication

- Continue to actively pursue partnerships with other groups across campus
- Generate grant proposals and encourage IS staff to present at conferences to increase the College's visibility
- Develop a stronger presence for the department with prospective students and alumni
- Partner with College Relations to enhance the College's Web presence
- Work with College Relations and the Alumni Association on classroom renovations
- Expand CamelWeb as a College communications tool
- Strengthen the link between the College Archives, Alumni Relations, and the Alumni Association
- Provide social events in conjunction with speakers
- Communicate policies and changes at point of need rather than through announcements

Facilities and Campus

- Renovate and expand Shain Library to provide both social and research spaces
- Improve facilities and resources for students with disabilities
- Partner with the Classroom Improvement Committee to incorporate instructional technology into room design
- Provide fast, reliable Internet and Internet2 connectivity
- Increase the reliability of and expand the wireless network
- Clarify and improve technical support for the equipment in individual departments
- Improve the room scheduling process, both ease and transparency
- Support technological innovation and facilitate sharing of information about new technologies

Resources and Efficiencies

 Customize the reporting capabilities of Banner to support the work of administrative departments

4. INFORMATION SERVICES VISION STATEMENT

Drafted April 2004

Information Services at Connecticut College will be a program that is student and faculty centered, supports the academic and administrative needs of the college, and sustains the research necessary for student and faculty scholarship. In the future, Information Services will continue to make the college community proud of its performance, management, and service-orientation.

Information Services shall continually seek to achieve its mission, "Keeping You Connected: Partnering with the college community to provide innovative, reliable, and universal access to information resources in support of academic and administrative endeavors." In addition, Information Services will support the college's mission and goals creating an environment that enables students to put the liberal arts into action. Information Services follows an annual planning cycle that links mission to actions, serves as a summary for program assessment, and highlights future activities that may affect Information Services and its service to the college.

Partnerships

Creating and sustaining partnerships is a key aspect of the Information Services future. Relationships between college academic and administrative departments and IS will mature and produce better services and products to support the college. There will be continued partnership with the Office of Administration for the implementation of the jointly developed Classroom Improvement Plan; with the Center for Teaching and Learning for faculty development activities such as the Tempel Summer Institute; with College Relations for a robust, stable, and well-designed Web presence; and the Career Enhancing Life Skills department to support and develop the outstanding ePortfolio product available to our students. The future will see greater cooperation between academic departments and IS to sponsor campus activities that increase the intellectual environment at the college. Activities such as hosting speakers or performances, curating display presentations, and creating new digital publications will be a part of the IS program.

The CTW Consortium, a partnership of colleges including Connecticut College, Trinity College and Wesleyan University will grow in importance to IS and the college. IS will also create partnerships with granting agencies, such as the Keel Foundation and the Andrew W. Mellon Foundation, to create innovative programs and services. Partnerships within Information Services reflect the combined library/information technology organizational model the college employs. Librarians, instructional technology staff, Web support staff, Help Desk staff, and other areas will continue to work together on projects such as GIS, Connecticut Online History, and Information Literacy. The collaborations among IS staff will continue to ensure that high quality services and resources are available to the college community—and that those services are publicized effectively. Librarians and instructional technologists in particular will see a melding of key job responsibilities—librarians can help develop Web-based instructional programs and instructional technology professionals can play a more active role in the library liaison program.

Technical Infrastructure

IS is committed to innovation; staff will offer innovative services and products, but in a manner to control risk and unnecessary cost. Certainly, Information Services in the future should provide reliable services. Networks will be stable with sufficient bandwidth and modern electronics to make the network as fast as students and faculty need them to be for a progressive academic environment. Networks will also be secure behind the latest technologies to protect the college and its community members from disreputable Internet activities. At the same time, the networks will be as open as possible—allowing students and faculty opportunities for experimentation and learning activities that are unbounded by limitations in the technical infrastructure. In fact all Information Services will offer unfettered access to information, whether in traditional bound print volumes, via the Internet, from digital databases, or whatever new medium may appear on the horizon. A commitment to open access does not mean that

illegal or selfish activities are condoned. The nature of the Internet means that responsible use of networked materials and wise decisions about network use will remain a key to users retaining the privilege of network access.

The residence hall network, as well as the general campus network, will be fast and reliable. Rooms will be wired to provide up to 1Gb of bandwidth to each student resident. In the future, as wireless technology improves and stabilizes, residence halls may join the common areas of the college, such as Crozier-Williams and the Harris Refectory, with access to wireless bandwidth. Wireless bandwidth may be provided from a third-party vendor such as Sprint, Inc. eliminating the need for the college to develop its own infrastructure. Classrooms and labs across the campus likewise will have network access necessary for research and scholarship. Internet2 will be available and other non-commodity Internet connections will be available as well.

Using resources over the college network will be an essential activity for every faculty, staff, and student in the college. Information Services will adopt new technologies as they become ready for stable deployment, e.g., wireless access, instant messaging, portable communications devices, and Voice-over-IP (VoIP). The applications that run on the network (Banner, CamelWeb and the public Web, email, WebCT, ePortfolio, etc.) will be essential to effective college operations and each will be maintained and continually improved. Use of Banner academic and administrative software in particular will be leveraged to improve college operations. Modern computing hardware, current-release software, and end-user resources (PCs/MACs, projectors, printers, etc.) to serve the college's academic and administrative functions will continue to be available. The IS Help Desk will be proactive in dealing with technical support issues, as well as a respected and trusted source of information and repair service related to computing and network services. Virtual, face-to-face, and outreach services to residence halls will all be a part of Help Desk operations. Help Desk services including technology training opportunities will be publicized effectively to students and faculty. Aspects of IS operations could be outsourced if economic and service parameters are met.

Staff

Information Services staff will be, most importantly, service-oriented. They will be knowledgeable, curious, helpful, friendly, challenging, team-oriented, reliable, ethical, and sufficient in number to support the needs of the students, faculty and staff of the college. The IS staff will support a pluralistic college society, its demographic makeup reflecting that value. The staff will be proud of their accomplishments and celebrate work done well. They will enjoy working in the IS department and in the college—and this sense of well-being and trust will be reflected in the interactions they have with students, faculty and staff. IS will provide sufficient resources to support the staff with continuing education and training, as well as repair, maintenance, and replacement technologies and materials as necessary for reliable, stable and creative services. Staff will be cross-trained where possible to support multiple service points. Staffing levels in the IS divisions will be at the average for staffing levels at our peer colleges and compensation will be competitive with our markets.

Facilities

The libraries of the college, the Charles E. Shain Library and the Greer Music Library, will continue as integral, active community and information centers on campus—an information commons crossroads for students, faculty and staff doing research, using computing resources, attending programs, developing digital programming, consulting with IS staff, or simply reading a newspaper or sharing a conversation over a cup of coffee. The libraries will house resources, services, and staff that enhance a sense of comfort and community that builds the pluralistic society for which Connecticut College is known. The spaces will be flexible and will accommodate changing styles of learning as defined by students and faculty. The Shain Library will be renovated and expanded to provide an entrance that is both pleasing and functional, an expanded digital media creation area (including the Digital Curriculum Center moved from Blaustein), training and viewing services, small group study spaces, and a quality Special Collections and Archives space. Natural light will illuminate comfortable study spaces and gracious reading rooms on the upper floors. Effective artificial lighting will enhance the study and work areas. A

cyber-café will attract college community members and encourage interdepartmental interactions—as well as student-faculty-staff conversations. Service points will be as integrated as possible and located for ease of patron interaction. Locating staff near the resources they manage and on which they offer training is important. Both the Shain and Greer libraries will have inviting furnishings and comfortable surroundings for study, research and leisure. Both will have modern adaptive technologies for students with disabilities and special needs. The College Writing Center and the Center for Teaching and Learning might occupy spaces inside the library, creating the proximity for increased collaborations.

Other Information Services areas, such as the Computing Center in Bill Hall and the Language Lab and Digital Curriculum Center in Blaustein, will be comfortable and modern educational facilities and workspaces.

Collections and Access

Library collections will be current, made up of the best of published information relevant to the college's curriculum, and be built based on faculty and student requests, as well as librarian and instructional technologist recommendations. The amount spent for library materials per student will equal the average spent at our peer liberal arts colleges. The collections will be maintained and budgets annually adjusted to reflect inflationary pressures. Agreements with our CTW partners, and perhaps other libraries, will produce Centers of Excellence in our collections through shared collection development and the elimination of collection duplication within the consortium—especially those available in digital format—yet overall acquisitions budgets will not decrease. Although digital resources will increasingly be the standard for reference materials and serials, the libraries will continue to collect substantial numbers of print materials into the foreseeable future. The acquisition rate for print materials will level out and even decrease slightly over the next several years; however, many materials important to the curriculum of the college will be published only in print format. Access to digital collections of images and video and audio clips will increase as new and more effective technologies and digital services are introduced. IS will employ current finding aids and technological advances to link the user with appropriate library resources. Access will be available to college community members regardless of where they are in the world.

Special Collections and Archives at Connecticut College will continue to be a treasure house of primary research materials unique to the college. They give us distinction in the intellectual landscape. The importance of this area in Information Services will increase as new acquisitions are made and programs to integrate our resources into the curriculum proceed. Environmental controls will be in place to preserve these resources, and indeed all collections and resources, at the college. Efforts to digitize materials for preservation, for external access, and as part of new intellectual products will be a major part of this area's activities in the future. College records management will be a shared responsibility although Information Services will provide leadership in policy development. Digital archives and off-site archival storage will figure prominently in the college's records management program.

Information Literacy

The importance of information literacy—teaching students how to find, evaluate and use information regardless of format—will increase over time. The program at Connecticut College will become integrated into the curriculum, especially through the General Education courses, and be recognized for its quality in the future. The ubiquity of the Web for information access will not decrease, but valuable resources will increasingly be accessible through paid subscriptions or institutional licensing agreements. Consequently, effective search techniques—including consulting with a librarian—will be increasingly important. That consultation may take place in person at a reference desk, but could also be virtual via video over IP or through email queries. Indeed, reference librarians may begin to operate by appointment with student and faculty researchers, replaced during non-peak hours at the Reference Desk by trained student or staff paraprofessionals. The librarians' role as "teacher" and the partnerships they will build with classroom faculty will increase and be very important support for student learning.

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In summary, Information Services will support the academic and administrative programs of the college in a manner that will help make the college successful in its mission of providing a quality liberal arts education environment. We will continually adapt our services to meet the needs of the institution and regularly assess our performance to inform our actions.

5. MAJOR ACCOMPLISHMENTS: ACADEMIC YEAR 2004-05

Enhance Information Services resources, services, and planning efforts to provide enabling support for the new Connecticut College Strategic Plan

IS will review the new college strategic plan and modify IS programs, services, and planning for future activities to support the new plan as necessary. The new strategic plan may have an impact on future IS budget requests and long-range budget planning. The faculty IS Committee will be involved with this effort.

IS hosted a mini-retreat in April with members of the college community, including the FSCC IS Committee and the IS Planning Committee, that sought recommendations on how IS currently supports the College's strategic plan and how the department might enhance its support of the new college strategic plan. These recommendations, along with outcomes from other assessment initiatives, will be used to guide the department's planning and budget requests.

INFORMATION RESOURCES TEAM

Analyze library assessment survey results and plan appropriate response

Using the results of the LibQual+ survey completed in spring 2004, staff will analyze the data and plan appropriate actions to improve performance. Focus groups will be utilized to plan responses. Survey results and planned actions for improvement will be shared with the campus community.

A team of library staff analyzed the results of the survey and drafted a summary report. Extracts from this report were published in the IS Newsletter and made available to senior staff. Focus groups of faculty, students and staff were conducted by an outside facilitator in April to follow up on the LibQual+ results. The outcomes will be analyzed over the summer and will help inform future IS objectives.

Create more public use space in Shain Library

Transfer bound journals to offsite storage to create more public study or group-work spaces. Selected volumes (some 12,000) will be transferred to the NELINET storage facility in Massachusetts. Records in the online catalog will be adjusted to indicate the new location. Procedures for retrieving information from stored materials will be devised and publicized.

The Blue Camel Café was constructed over the summer of 2004 and has proven to be a very successful public space. We began planning a new "Leisure Reading Space" on the lower level and will complete this project over the coming summer. Plans for storing materials in the NELINET facility were abandoned in favor of joining the cooperative storage facility operated by the Five Colleges, Incorporated consortium s of Massachusetts. As soon as a final agreement is signed, we will proceed to remove our bound JSTOR volumes from the stacks.

Streamline materials processing using the new Voyager acquisitions and cataloging modules Based on recommendations from the R2 Consultant study of fall 2003, evaluate and adjust all procedures, and document those procedures to streamline materials processing to move to shelf-ready receipt of materials as much as possible.

As a result of the consultant study, technical support processes were streamlined. For example, all books are now received shelf-ready (with barcodes attached, security strips installed, identification included, etc.). Only materials purchased with gift funds that have special bookplates and foreign materials purchased from specialized vendors continue to be hand-processed. We discontinued the process of reviewing outsourced catalog records for errors in favor of checking only a small sample in each shipment. Based on the R2 recommendations, we implemented a new process for producing spine labels and adopted a new GOBI/Voyager Workflow in preparation for the adoption of Electronic Data Interchange.

Complete the Collection Development Policy for Connecticut College

Subject-specific selection guidelines will be incorporated into the general collection development policy. Departmental liaisons working with faculty will address specific areas of collecting strength and directions for the future acquisition of library materials.

Library liaisons worked with their departments to develop subject-specific selection guidelines for each discipline represented in the College's curriculum. The policies were presented to the IS Committee for endorsement at the May meeting. They will be incorporated into the overall IS Materials Selection Policy and posted on the Web for faculty guidance.

Implement Electronic Data Interchange (EDI)

Working with the YBP book vendor, implement electronic transmission of orders and receipt of invoices. Plan and implement invoice transmission between Shain Library and Accounting using the Banner system.

With the cooperation and help of our major book vendor and the CTW Systems Librarian we successfully implemented electronic ordering of library monographic materials. Preparations to move to electronic invoicing are almost complete and we will move to e-invoicing by the beginning of AY06. Work on the Banner/Voyager interface has been postponed to correspond with the established Banner implementation schedule.

Adjust print serials subscriptions to reflect usage and need

Reduce subscriptions by the target amount equal to 10% of the print serials budget: \$35,000. Use data from two-year journal usage study and review current subscriptions with faculty to identify low-use print titles for cancellation. Review outstanding requests for new titles and add any that can be supported through accrued savings.

As a result of our review of serial use data and faculty review of a list of proposed cancellations, we were able to cancel approximately \$60,000 in subscriptions, far in excess of our goal of \$35,000. Consequently, we were able to add several electronic titles long requested by our science faculty, including Science and Nature. In addition, we were able to subscribe to a number of new titles requested by faculty over the past few years, especially to support new curricular areas of the College such as computer science and urban history.

INSTRUCTIONAL TECHNOLOGY TEAM

Piloted the first Advanced Tempel Institute

A three-day workshop was held for faculty who had previously participated in the Tempel Summer Institute. The workshop included an update on the most effective and popular uses of WebCT and provided hands-on instruction in advanced uses of technology to enhance student learning through WebCT sites. Advanced topics included using the ARTstor digital image collection and digital maps, creating quizzes and surveys, and using Wimba to create voice-enabled discussions, email, and annotations.

Provide information kiosks for students in public spaces on campus

Based on student requests, IS will place computers in public areas to provide Internet and email access. At least one location will be piloted in 2004/05. Six kiosks were donated by trustees. Additional stations will be installed as funds become available.

Information kiosks were installed across campus in locations recommended by students: on the second floor of Blaustein, in the Harris Dining lobby, in the Cummings Art Center adjacent to the main gallery, in the Athletic Center, and two in the Crozier-Williams College Center. Modifications have been made to cause the systems to automatically restart if power is temporarily lost. The kiosks are very popular with students.

Implement plan for supporting classrooms

Identify the classroom support needs for faculty and student use of electronic classrooms, research successful strategies from peer institutions, and develop and implement a plan for classroom support. The plan will include instructions for using the technologies in the rooms, policies for scheduling technology use, and procedures for obtaining assistance during class sessions. The plan will also include recommendations for additional resources including those that require funding beyond the current budget.

Easy to follow instructions for using the media in electronic classrooms have been developed and are available in each room. Plans to make the instructions more secure and accessible are underway, including securing a master copy in each room while enabling members of the campus community to print their own copy through CamelWeb. An hourly weekend media services technician maintains the classroom systems and supports weekend events, freeing time for the Media Services technicians to support classes.

Create a plan for videoconferencing at the College

Investigate potential uses and possible solutions for providing access to videoconferencing technology at the College and propose AY06 budget support. Test portable H323 videoconferencing unit within the academic environment.

A pilot videoconferencing unit was created and used for an international videoconference program and for a student interviewing for graduate school. A plan for videoconferencing small classes was included in a Mellon-funded grant for distributed Computer Science programming among Wesleyan University, Trinity College, and Connecticut College students and faculty. The videoconferencing system will be implemented during the coming year.

Integrate Wimba software into Language Lab operations

Develop virtual recording stations in the Language Lab and explore the options for moving from an analog to digital audio system. Also, test use of Wimba through WebCT to deliver audio resources to students. Use Wimba to enable students to listen to commercial CD-ROMs that include assignments and digitally record their responses. Use Wimba to enable students to send their audio assignments to faculty through WebCT.

Wimba was installed and is being successfully piloted in a Japanese language course. Staff provided training for faculty on using Wimba during the Tempel Advanced Institute in January 2005. Wimba instruction will be integrated into the next Tempel Summer Institute in June 2005.

Increase access to digital image collections available for academic use

Add to the growing number of collections of high resolution digital images available for use in teaching and research at the College. Resources being considered include: AMICO (Art Museum Image Consortium), ARTstor, and collections of digital maps. A campus image database will be considered for creation. Publicize and increase access to these resources to all faculty and students.

The College has become a charter member of the ARTstor online image database service. Many faculty are using the resources in their courses through WebCT. Hands-on instruction for faculty on using ARTstor and its off-line image viewer were provided in the Advanced Tempel Institute in January 2005 and will be included as part of the next Tempel Institute in June 2005.

Implement the WebCT and Banner interface

Complete the installation of the link to allow real-time interactions between the Banner Student System and WebCT. Train instructional technology staff on use of the two products. Partner with the iCONN Project staff to develop the procedures to use this interface effectively for faculty and students.

A pilot was implemented during the spring 2005 semester to learn how to best integrate and support the WebCT/Banner interface. Five courses were selected representing a variety of course types, disciplines, and course enrollments to learn how the integration operates in different course environments. The pilot has been successful and a wider implementation is planned for the coming academic year.

RESEARCH SUPPORT AND INSTRUCTION TEAM

Continue the CTW Mellon Project for information literacy

Work with the Office of the Dean of Freshmen to administer Research 101, an online information literacy tutorial to all incoming freshmen. Evaluate the program and revise it based on survey results and feedback from constituents. Partner with faculty members for integrated information literacy projects to focus on courses at the freshman and gateway levels.

Information Services completed development of the Research 101 online tutorial in spring 2004 following a pilot with 40 students in American Studies. Notification was sent to 509 incoming freshmen with directions for logging in and completing the tutorial before they arrived on campus. Of these students, 59% completed the entire tutorial and 76% completed a portion of the tutorial. The average score for completed tutorials was 90%. This process will be repeated with the Class of 2009 with a focus on greater dissemination of the results and recommendations for faculty on reinforcing the results of the tutorial.

Ten faculty members collaborated with librarians and technology staff to develop integrated information literacy projects. Review of the final reports for these projects indicate that faculty are, as we hoped, focusing on integrating information literacy instruction and assignments with their course objectives. Also, they are implementing the program throughout a semester based on student need, and as research skills and knowledge develop.

Increase the use of RefWorks citation management software

Implement a program to support the use of RefWorks, a citation-building software product for research projects, by students and faculty. Increase student awareness about the issue of plagiarism in research as a part of the Information Literacy Initiative.

Instruction sessions introducing the basics of RefWorks were provided for students, faculty, and staff during the fall and spring semesters as part of the Information Services technology training program. Additional sessions were provided for individual classes upon request, including participants in the CISLA program and senior Honors Study program.

Implement a support program for senior Honors Study students in the use of library resources

Work with academic departments through the liaison program to identify students and determine student library research needs. Hold a reception and workshop during the fall semester to inform students of the resources and assistance that are available to them. Provide students with the opportunity to work one-on-one with a research and instruction librarian throughout the academic year.

Instruction sessions were held in the fall semester for students conducting honors study to introduce them to the specific resources and services available to support their research. These sessions were repeated in the spring semester for juniors considering honors study research with a plan to hold discipline-specific database instruction sessions in the fall for seniors. These sessions will continue as a permanent component of the library's instruction program.

Develop a collaborative program with the Writing Center to enhance use of library resources

Work with the Writing Center to identify opportunities for collaboration that will link activities in the Writing Center with library programs, resources, and services.

Initial steps were taken to begin collaboration with the Writing Center by informing librarians of the services available and providing a review of library resources that might benefit students in the Writing Center. The Associate Director of the Writing Center participated in the Honors Study research sessions offered in the spring semester. Plans for the next academic year include providing information about library resources and services to students in the Writing Center's peer mentoring program.

Develop a plan to enhance access and use of audio-visual resources in Greer Music Library

Assess current audio-visual resources in GML, consult with faculty and students about needs, and research new and developing technologies used in music libraries to enhance music teaching and learning. Prepare plan for improvements including recommendations and budget requests for AY06.

Staff of the Greer Music Library conducted a series of site visits to other music libraries in the region during the summer to study current practices and trends in providing audio-visual resources. A report making recommendations was prepared and modifications were made to the library based on these recommendations.

SPECIAL COLLECTIONS AND ARCHIVES TEAM

Improve access to and increase use of Special Collections and College Archives resources

Create and update Web sites and finding aids for old collections and new collections. Plan outreach to faculty to familiarize them with the resources in Special Collections and the College Archives. Increase the incorporation of these resources into courses.

The Librarian for Special Collections and Archives has taken a Web design workshop that will help her to redesign the Web site this summer. Three times as many classes were held in the reading room of Special Collections and/or using special collections and archives resources than last year, even without a major outreach to the faculty.

Develop and implement plan to accommodate growth in Special Collections and the College Archives

Review current use of space, survey other areas in Shain that may be available, and investigate possibility of off-site storage. Create a plan that articulates the best available options for the College. Begin implementation of this plan.

Beginning in June of 2005, many boxes of College records will be moved to secure offsite storage until the ultimate disposition of the records (as outlined in the "Connecticut College Archives & Records Management Program Manual"). This will provide some flexibility for materials in Special Collections to be shifted and rearranged to free space for future growth. Space remains at a premium even with this new flexibility.

Revise and publish a Connecticut College records management plan

The plan will be available in each office in hardcopy and available online. The Electronic Records Task Force will consider the special challenges posed by records in electronic format and include guidelines for College offices in the plan.

The "Connecticut College Archives & Records Management Program Manual" has been drafted and is under review. In the coming months, it will be reviewed by College counsel and the senior staff and then presented to the College community.

Create and implement a plan to expand the Friends of the Library program at Connecticut College Research best practices, consider new activities, and develop and implement a plan for expanding and improving the program.

Some discussion with library colleagues has taken place and many ideas and suggestions have been considered but more work needs to be done. This will be an ongoing objective of the department.

TECHNICAL SUPPORT TEAM

Complete the student network improvement project

Complete the redesign of the residence hall network (ResNet), upgrade the wiring infrastructure, and replace electronics as necessary. Test improvements thoroughly. Devise an on-call system to respond to emergencies and maintain the ResNet. Improve connectivity from 10Mbps to 100Mbs switched data access.

The network improvement process was completed prior to the students' return for the fall 2004 semester, and it was completed on budget. The rewiring eliminated almost all network service calls. The new electronics prevented network disruptions effectively even when more than two hundred students with virus-infected computers connected to the network. The electronics also enabled the staff to quickly identify and notify students with computer problems. Many students with computer viruses or out-of-date software can now download updates to fix their own computers. This project greatly improved network speed. reliability, and security.

Provide additional wireless computing access points to common areas of the College

As funds are available, install wireless access points in areas not suitable to wired computing connections, e.g., Harris Refectory, Olin Lobby, etc. Use student and faculty input on priority locations for additional connectivity.

New wireless access points were installed in the above locations as well as in additional locations, and in every residence hall. There are now thirty-six separate active wireless "hot spots" for students, faculty, and staff. A complete list of wireless computing locations is posted on CamelWeb.

Provide remote access for library and other academic electronic resources from off-campus locations

Install a Neoteris Inc. Instant Virtual Extranet (IVE) appliance to provide secure off-campus connections to campus electronic resources. Test the IVE for secure SSL-based connections to a range of Web and other enterprise applications. For remote users, IVE will require only a browser on the PC. Test with students and faculty on Study Away Teach Away trips at locations around the world.

The Neoteris system is in place and is successfully being used by students and faculty needing access to College resources from off-campus.

Change email address convention for all College community members

Develop, plan, and implement modification of email addresses for College community members to a more intuitive system. Change from "first initial, middle initial, first three letters of last name@" to "firstname.lastname@conncoll.edu." Current login information will be unchanged and mail to old address will be forwarded to new one.

All current faculty, staff, and student e-mail addresses have been converted to the new convention and e-mail that is addressed to either the new or the old address is reaching the correct e-mail box. Only a few users experienced any problems and these issues were quickly resolved without losing any mail.

Implement a disaster recovery plan to ensure business continuity

Build a second server room in Shain Library to provide access to core electronic services in the event the Bill Hall server room is not available because of fire, flood, etc. Support applications most critical for College operations including, at a minimum, Banner and the public Connecticut College Web site. Review and update the disaster recovery plan to reflect changes in the server rooms. Schedule, plan, and execute a full test of the disaster recovery plan during a simulated disaster.

A second server room in the library has been configured and development servers for Banner and Web applications are now located in the library. Additional servers will be located in the library as they are refreshed in the lease cycle to permit limited business continuation after a disaster.

The disaster recovery plan has been updated to reflect new equipment and equipment locations. A simulated disaster recovery was not attempted in AY05 because it would have disrupted regular College operations and interfered with the Banner implementation. More planning needs to take place before a simulated disaster recovery exercise is held.

Continue the network security plan implementation

Create registration system for students returning to campus to scan-and-block access to the network by machines with viruses, worms, or out-of-date anti-virus software or Microsoft patches. Install Cisco switches, including core switches, throughout critical application areas of the College for fast response to virus/worm infestations and hacker attacks. Continue end user education program about maintaining up-to-date and secure PC/MAC virus definitions and system updates and creating and using secure passwords. Monitor Wireless Access Port use on campus and require IS configuration approval prior to student installation.

Thanks to funding provided by the Board of Trustees, for the student network improvement project, new network devices were installed that proved highly effective in eliminating viruses, worms, and network disruptions. These devices checked student computers on the wired and wireless networks to make sure that the operating system software and anti-virus software was current and in use. The campus network is now much safer and much faster than before.

ICONN PROJECT TEAM

Complete Phase I of the iConn Project

Activate the remaining components of the Banner Student module and the Human Resources/Payroll module by January 2005. Ensure payroll and tax-reporting functionality is accurate and error free before implementation.

The College accomplished the implementation and conversion to the Banner system for all five modules (Finance, Advancement/Alumni, Financial Aid, Student, and Human Resources/Payroll) on time (in 30-months: June 2002 through January 2005) and on budget, successfully migrating from three legacy systems (AIMS, PeopleSoft, and PowerFaids) to one campus-wide integrated system. The College retired its final legacy system, AIMS, in January 2005.

Begin Phase II of the iConn Project

Install and implement the Banner "Self Service" products allowing faculty, students, and staff Web access to Banner. Enhance reporting functions with improved software functionality and more training of end users to effectively use the third party reporting software, WebFOCUS. Conduct online pre-registration in spring 2005 for the fall 2005 semester. Implement Facilities Management and Events Management software products. Begin initial planning for Banner 7.0 upgrade, to be undertaken in 2005-06.

The Student (Student Life, Accounts Receivable, and Records) and Human Resources/Payroll SunGard SCT Banner modules are scheduled to be activated during the 2004-2005 academic year. The iConn project team worked with the staff in Physical Plant and Events to select and purchase software products best suited for their business functionality. Online pre-registration was deferred to the next academic year because three key College and SunGard SCT Banner staff members resigned leaving insufficient personnel to complete the task.

6. MAJOR OBJECTIVES: ACADEMIC YEAR 2005-06

Develop and implement a plan for Information Services to provide enhanced library and technology support for students with special needs

Work with the Office of Student Disabilities Services, the International Student Adviser, the Office of the Dean of Freshmen, Unity House, other relevant personnel and student organizations to identify and implement services that can assist students with disabilities, students of color, international students, students from lower socio-economic backgrounds, or first generation college students. Focus on how IS can improve recruitment, retention, and academic achievement of these students.

Supports Strategic Plan Initiative:

- 1.3.4 Enhance intellectual and co-curricular programming and staffing in support of pluralism and diversity.
- 2.2.3 Develop a pre-orientation transitional program to provide incoming underrepresented students with the skills, networks, and opportunities to meet the challenges of a new academic environment.

Develop and implement an institutional digital repository

Develop an institutional repository that will preserve and provide access to the intellectual achievements of the students and faculty of the College produced in digital format, e.g. honors papers, masters theses, faculty publications, conference proceedings, etc. Begin a pilot project to test feasibility, with the goal of accepting senior honors papers electronically into a repository by May 2006.

Supports Strategic Plan Initiative:

- 1.2.1 Enrich faculty-student interaction through the finest classroom teaching, collaborative research and travel with faculty, individual studies, and honors study, and promote the intellectual atmosphere on campus through increased support for lecture series, symposia, and enhanced acquisitions in the College's library.
- 3.3.1 Enhance the College's visibility through new initiatives such as the development of a Faculty/Staff/Student Speakers Bureau and creation and promotion of a speaker series featuring our alumni and other high-profile individuals.

Create digital content projects

Create digital content projects that will be accessible via the College Web site and available through the Internet to the global intellectual community. Possible early projects include digitizing the Greer Library historic sheet music (pre 1923) collection, the Japanese Print Collection in Special Collections, and Connecticut College archival photos.

Supports Strategic Plan Initiative:

3.3.1 Enhance the College's visibility through new initiatives such as the development of a Faculty/Staff/Student Speakers Bureau and creation and promotion of a speaker series featuring our alumni and other high-profile individuals.

Recognize academic excellence

Develop an Academic Excellence Hall of Fame for the College, located in the Shain Library. Collaborate with appropriate offices and faculty to determine criteria for inclusion, timeline for implementation, appropriate recognitions, and other policy and procedural issues to initiate such a program. Strategize how such a program could be used for advancement and recruitment purposes. Create a prize to recognize excellence in Honors Study research.

Supports Strategic Plan Initiatives:

1.1.1 Bolster and support the key elements that comprise students' educational pathways, beginning with traditional classroom work and advising, and integrating interdisciplinary studies, internships, athletics, OVCS, and other student activities.

3.4.1 Develop excellent programming for and communications with alumni – including events, reunions, publications, Web presence, and personal contacts – to build mutual support: the College will aid alumni in their continuing process of education and engagement, and alumni will be guarantors of the College's reputation and financial successes.

INFORMATION RESOURCES TEAM

Undertake a major stack management project

Complete the withdrawal of JSTOR volumes as we finalize membership in the Five-College Archival Storage program. Withdraw long runs of Chemical Abstracts, Biological Abstracts, and other reference sets in print form. Review government documents and withdraw those where electronic access is available. Compact the government documents and move the documents stored on the third floor to the lower level. Shift the collection to provide growth for at least five years.

Supports Strategic Plan Initiative:

4.2.2 Renovate and expand Shain Library to create a modern library and information commons that will serve as an attractive and vibrant intellectual center in support of research, scholarship, and campus life.

Pursue a shared collection development and acquisitions program with Wesleyan and Trinity

Convene a CTW group to establish formal collection agreements such as those developed by the Ohio Libraries Consortium and other groups. Use comparative collection analysis products available from OCLC and Library Dynamics as appropriate to inform this effort.

Supports Strategic Plan Initiative:

5.3.1 Continue the systematic review process undertaken by the PPBC during the College's annual budgeting cycle and evaluate the contribution of all of the College's activities to its mission. Coordinate this work with reviews of educational programs, faculty resources, staff resources, and the College's administrative structures and staffing.

Expand public and group study spaces

Construct a Leisure Reading Room on the lower level of the Shain Library with comfortable seating and with shelving to house a new leisure reading collection, a selection of audio books, and current issues of popular magazines. Expand the Blue Camel Café as part of the stack management initiative outlined above, if possible.

Supports Strategic Plan Initiative:

- 1.2.2 Create new social and community opportunities for faculty, students, and staff through coursedinner funds and increased involvement of faculty and staff in residence halls.
- 2.2.1 Maximize student experiences on campus through a set of initiatives that enhance faculty-student engagement, and through improved facilities, alleviation of enrollment pressures on residential spaces and curricular offering, and the smooth articulation of residential programs and curricular offerings.

Improve online access to information resources

Extract print holdings from Voyager and load them into the Serials Solutions database to create a journal locator combining print and electronic holdings in one alphabetical list. Continue implementation of online serials check-in. Review and update serial holdings in Voyager and the Union List of Serials. Implement MetaLib or a comparable product to enable users to search multiple databases, including the CTW catalog, simultaneously.

Supports Strategic Plan Initiative:

2.1.2 Increase the College's rate of recruiting and retaining uniformly excellent faculty of diverse backgrounds, with particular attention to underrepresented groups, by providing increased support for scholarship and creative achievement, teaching and service opportunities and by recognizing the importance of quality of life issues for faculty.

4.4.3 Continue to invest in the modern information systems and technical staff needed to maximize intracampus communications and efficient operations.

Educate the College community on emerging developments in scholarly communication

Prepare a Web site with important documents and links to major Web sites addressing such topics as institutional archives and open access publishing, including a list of peer reviewed open access journals. Publicize our membership in SPARC to the College community and inform faculty about opportunities for publishing in open access journals such as those published by BioMed Central and BioOne. Promote alternative forms of scholarly publishing within the campus community. Investigate bringing a major speaker to campus, or hosting a conference, to bring awareness of recent trends in scholarly communication to the campus community.

Supports Strategic Plan Initiative:

2.1.2 Increase the College's rate of recruiting and retaining uniformly excellent faculty of diverse backgrounds, with particular attention to underrepresented groups, by providing increased support for scholarship and creative achievement, teaching, and service opportunities and by recognizing the importance of quality of life issues for faculty.

INSTRUCTIONAL TECHNOLOGY TEAM

Consolidate support for instructional computer labs, including assistive technologies

Develop a set of services for the acquisition and use of instructional software and hardware in computer labs supporting teaching and research. Investigate, acquire, install, and document availability of academic software and hardware for courses, computer labs, and for distribution through the campus software library. Ensure that resources are current and functional. Provide support for students with disabilities in using technology in their coursework.

Supports Strategic Plan Initiative:

4.2.8 Transform physical spaces on campus to reflect our pluralistic community, including ADA compliance.

4.4.3 Continue to invest in the modern information systems and technical staff needed to maximize intracampus communications and efficient operations.

Create a videoconferencing facility for course use

Enhance a seminar room to create appropriate conditions for videoconferencing. Install networking, hardware, software, and specialized lighting and acoustics, to enable classes held in the seminar room to videoconference with similar facilities at each of our two consortial institutions, Trinity College and Wesleyan University, for Computer Science courses. Research sustainable technologies, delivery methods, support, and environmental conditions for the videoconferencing of small classes. The courses will serve as models for other courses taught at the College or brought to the College through videoconferencing.

Supports Strategic Plan Initiative:

1.2.5 Support faculty initiatives to revitalize and craft diverse teaching approaches, and support the development of new curricular opportunities and offerings.

4.1.2 Renovate classrooms into modern, comfortable, and flexible teaching/learning spaces as proposed in the Classroom Improvement Plan [2004].

Implement the campus-wide WebCT and Banner interface

Expand the current WebCT/Banner integration pilot to allow real-time interaction between the Banner Student System and WebCT for all courses. Provide instruction and support for faculty and students in the transition to the Banner-linked WebCT.

Supports Strategic Plan Initiative:

- 2.3.4 Provide funding for staff training programs across departments, especially as needed to update skills in the trades and computer technology.
- 4.4.3 Continue to invest in the modern information systems and technical staff needed to maximize intracampus communications and efficient operations.

Create mobile wireless tablet PC labs

Install and implement a portable lab consisting of 20 wireless tablet PCs on a cart and a portable projection system in a Genetics course and a Molecular Biology course. Partner with faculty to develop and achieve a plan for effectively using this new technology, providing training and support, and assessing how the PCs enhanced the curriculum. The lab will serve as a model for the use of both tablet PCs and of portable computer labs in other courses at the College.

Supports Strategic Plan Initiative:

- 1.2.5 Support faculty initiatives to revitalize and craft diverse teaching approaches, and support the development of new curricular opportunities and offerings.
- 4.4.2 Continue to investigate network communication trends, including wireless technology, and provide new communication technologies as appropriate.

RESEARCH SUPPORT & INSTRUCTION TEAM

Expand the Mellon-funded information literacy initiative to include the implementation of discipline-specific competencies and skills at the departmental level

Work with academic departments to identify discipline-specific information literacy needs and establish a framework for the integration of these skills and competencies across the four-year curriculum. Plan and implement dissemination of CTW Project outcomes during this final year of the project and make recommendations for the future.

Supports Strategic Plan Initiative:

- 1.1.1 Bolster and support the key elements that comprise students' educational pathways, beginning with traditional classroom work and advising, and integrating interdisciplinary studies, internships, athletics, OVCS, and other student activities.
- 1.1.3 Refine and implement the College's new plan for General Education, including first year seminars, new distribution requirements, and other features that may emerge to form a foundation for the new educational pathways.
- 1.2.5 Support faculty initiatives to revitalize and craft diverse teaching approaches, and support the development of new curricular opportunities and offerings.

Expand the collaborative program with the Writing Center to enhance use of Information Services and Writing Center resources

Work with the Writing Center to identify additional opportunities for collaboration that will link activities in the Writing Center with Information Services programs, resources, and services. Provide research instruction and support for the Writing Center's peer tutors/consultants program.

Supports Strategic Plan Initiative:

1.1.1 Bolster and support the key elements that comprise students' educational pathways, beginning with traditional classroom work and advising, and integrating interdisciplinary studies, internships, athletics, OVCS, and other student activities.

Prepare a long-range plan to address specific space-related issues for the Greer Music Library's book and media collections

Review the current collections and resources of Greer Music Library. Identify forthcoming trends in resources and services to determine the most effective use of space. Identify options regarding format, organization, and storage that can maximize use of the available space.

Supports Strategic Plan Initiative:

2.2.1 Maximize student experiences on campus through a set of initiatives that enhance faculty-student engagement, and through improved facilities, alleviation of enrollment pressures on residential spaces and curricular offerings, and the smooth articulation of residential programs and curricular offerings.

Expand the support program for Honors Study students

Build on the successful pilot program to provide bibliographic research and citation skills tailored for Honors Study students. Expand the program to both semesters, targeting students returning from Study Away programs and senior seminar participants.

Supports Strategic Plan Initiative:

1.1.1 Bolster and support the key elements that comprise students' educational pathways, beginning with traditional classroom work and advising, and integrating interdisciplinary studies, internships, athletics, OVCS, and other student activities.

SPECIAL COLLECTIONS AND COLLEGE ARCHIVES

Implement records management plan

Implement a Connecticut College records management plan. The draft *Connecticut College Archives & Records Management Program Manual*, completed in AY05, incorporates current legal standards and best practices for colleges and universities and will be reviewed by campus constituencies and legal counsel. This major initiative will require the cooperation of all campus offices.

Supports Strategic Plan Initiative:

2.3.6 Plan for succession and turnover in staff ranks to assure retention of institutional memory.

Implement off-site storage for College records

Implement plan to transfer many College records in paper format to an offsite storage facility as allowed by the records management plan. Such a facility will provide secure storage for College records that need to be retained indefinitely and for materials that must be retained for fixed periods of time and then destroyed. Moving these documents to off-site storage will free space in campus offices and contribute to the successful implementation of the records management plan.

Supports Strategic Plan Initiative:

2.3.6 Plan for succession and turnover in staff ranks to assure retention of institutional memory.

Continue to develop and provide a wide range of exhibits and presentations that increase the intellectual quality of campus life

Using exhibits, lectures, and other presentations, Special Collections and Archives will continue to provide quality programming that contributes to the intellectual life on campus.

Supports Strategic Plan Initiative:

1.2.1 Enrich faculty-student interaction through the finest classroom teaching, collaborative research and travel with faculty, individual studies, and honors study, and promote the intellectual atmosphere on campus through increased support for lecture series, symposia, and enhanced acquisitions in the College's library.

Redesign Special Collections and Archives Web site

To highlight the resources and programs of the department, and offer greater user interaction, the Special Collections and Archives Web site will be redesigned. Subsequent assessment of the new design will be used to modify the site as necessary for greatest functionality and appearance.

Supports Strategic Plan Initiative:

3.2.1 Redesign the College Web site to build dynamic relationships with all constituencies, including prospective and current students and parents, alumni, faculty, staff, trustees, and the public.

3.4.1 Develop excellent programming for and communications with alumni – including events, reunions, publications, Web presence, and personal contacts – to build mutual support: the College will aid alumni in their continuing process of education and engagement, and alumni will be guarantors of the College's reputation and financial successes.

TECHNICAL SUPPORT TEAM

Improve security on the academic network

Install a registration system on the academic network to scan-and-block network access by computers with viruses, worms, out-of-date anti-virus software or Microsoft patches. Install Cisco switches in selected academic buildings for fast response to virus/worm infestations and hacker attacks. Design and implement a separate, switched, fire-walled network for the College's academic servers. Implement the information security orientation program now required of all faculty and staff. This overview will help minimize the risk of having valuable and sensitive information on home or college-owned computers stolen or lost. Create an employee Information Security Guidelines brochure.

Supports Strategic Plan Initiative:

- 4.4.1 Expand, upgrade, and maintain campus networks to maximize the speed and reliability of electronic access.
- 4.4.2 Continue to investigate network communication trends, including wireless technology, and provide new communication technologies as appropriate.
- 4.4.3 Continue to invest in the modern information systems and technical staff needed to maximize intracampus communications and efficient operations.

Improve networking in academic and common areas

Upgrade data wiring and electronics in selected academic buildings to improve network speed, reliability, and security. Expand and improve wireless computing capacity by installing additional wireless access points in academic and administrative buildings and common areas, including exterior locations where students gather to study. Promote availability of wireless access for retention and recruitment.

Supports Strategic Plan Initiative:

- 4.4.1 Expand, upgrade, and maintain campus networks to maximize the speed and reliability of electronic access.
- 4.4.2 Continue to investigate network communication trends, including wireless technology, and provide new communication technologies as appropriate.

Provide improved and expanded services to alumni

Provide a Connecticut College email address for life to all alumni. Establish an email forwarding service that creates a seamless way for each student to move from the College environment to the alumni environment. Develop and implement an Alumni CamelWeb including single sign-on for access to CamelWeb for Alumni, e-Portfolio, class news, an alumni directory, and selected campus CamelWeb features.

Supports Strategic Plan Initiative:

3.4.1 Develop excellent programming for and communications with alumni – including events, reunions, publications, Web presence, and personal contacts – to build mutual support: the College will aid alumni in their continuing process of education and engagement, and alumni will be guarantors of the College's reputation and financial successes.

Improve CamelWeb and e-Portfolio

Develop and release a major upgrade to the College e-Portfolio and CamelWeb products, built on sustainable programming practices, providing improved functionality and easier navigation to all campus users. Increase the ability of e-Portfolio and CamelWeb to interface with other software programs by employing more open standards conventions. Add new features and content to CamelWeb to increase its usefulness.

Supports Strategic Plan Initiative:

- 1.1.1 Bolster and support the key elements that comprise students' educational pathways, beginning with traditional classroom work and advising, and integrating interdisciplinary studies, internships, athletics, OVCS, and other student activities.
- 1.2.4 Support student government, student music ensembles, and student clubs and activities with the common goal of improving campus life.

ICONN PROJECT TEAM

Proceed with Phase II of the iConn Project

Install and implement the Banner "Self Service" products to provide all faculty, students, and staff Web access to personal information, such as benefits, grades, and accounts due. Plan, install, and test the Banner 7.0 upgrade as well as a major Oracle software upgrade. Install and implement the SCT Workflow product to assist in streamlining business processes. Research the use of datamarts and other third-party tools to improve reporting. Research and implement, where appropriate, automated methods of integrating third party information systems with Banner, including the new events management software (EMS) and physical plant software (TMA). Provide support and training for Physical Plant's Palm devices that interface with TMA. Review and revise policies and procedures for network storage of College-related files, excluding instructional materials. Implement single sign-on for access to CamelWeb and Banner self-service products.

Supports Strategic Plan Initiative:

- 4.4.3 Continue to invest in the modern information systems and technical staff needed to maximize intracampus communications and efficient operations.
- 5.3.1 Continue the systematic review process undertaken by the Priorities, Planning and Budget Committee during the College's annual budgeting cycle and evaluate the contribution of all of the College's activities to its mission. Coordinate this work with reviews of educational programs, faculty resources, staff resources, and the College's administrative structures and staffing.

7. IS 'WATCH LIST'

The Information Services Department maintains a list of emerging areas that it monitors to ensure that options for service are properly considered. Department staff researches these areas each year as part of the annual planning review cycle and investigate them through presentations, conference attendance, and team discussions.

Information Resources Team

Copyright
Cost of Information
Electronic Databases & Info. Access Prod.
Open Access Publishing
Stack and Storage Space

Instructional Technology Team

Digital Spatial Data and Maps
Electronic Classroom and Lab Security
Emerging Technologies in Teaching
Remote Collaborations and Conferencing

Research Support and Instruction Team

Academic Plagiarism Information Literacy Reference Service

Special Collections and College Archives

Institutional Digital Repository Preservation and Conservation

Technical Support Team

Campus Data Wiring Infrastructure
Content Management
E-Commerce
Identity and Access Management
Internet2
Microsoft Operating Systems and Applications
Mobile Computing
Network Security
Open Source Software
Peer-to-Peer File Sharing
Privacy
Remote Application Hosting

Video Over IP Voice Over IP Web Convergence and Self Service Web Phone Systems

Wireless Data and Telecommunications

INFORMATION RESOURCES TEAM

Copyright

Information Services recognizes the importance of copyright concerns and has posted on its web site a detailed copyright policy with guidelines for the use of copyrighted material in the academic environment. It will be important for staff to monitor the ongoing national debate on these issues, particularly with regard to digital content, and adjust local policy as needed.

Cost of Information

In addition to rising costs for the physical components of the campus network, the cost of information content and delivery is rising at a rate greatly in excess of general inflation. For example, Connecticut College periodical prices increased by 9.2% from AY02/03 to AY03/04. The average cost of academic books increased by 8.7% during the same period. As a consequence of this trend, the buying power of all libraries has been significantly eroded. At the same time, demand for new, expensive electronic products places additional strains on the materials budget. For example, at Connecticut College, expenditures for electronic databases, including full-text products, increased from \$131,070 in AY01 to \$435,898 in AY04 – an increase of 232%.

Information Services has responded to this challenge by stretching its acquisitions dollars through careful management, by working with its CTW partners, by continually reevaluating the allocation of its resources, and by exploring new delivery channels. For example, in AY99 the CTW Consortium combined

its buying power to negotiate an increased discount from 14% to 16% for academic books. In addition, Connecticut College has joined in a state consortial agreement allowing us to purchase trade books at a discount of 45%. Recently, we adopted a "paper preferred" program with our major vendor to stretch our book budget by purchasing scholarly paperback editions when available. In 2001, the CTW Consortium added the University of Connecticut as a stop on its daily delivery route for shared materials providing quick and easy delivery of interlibrary loan materials between UConn and the CTW schools. To help control increased expenditures for serials, Connecticut College began canceling paper subscriptions for periodical titles available to our users electronically. To date this has resulted in a savings of approximately \$82,000 with the savings used to help defray the added costs of electronic databases. In January 2003 the Information Resources Team completed a two-year journal-usage study. The results of this study were used to work with faculty to identify subscriptions that are no longer needed. A target of \$35,000 in serials cancellations for AY05 was established and exceeded by more than \$25,000. The continuing rise in the cost of scholarly information will require ongoing development of appropriate approaches to obtaining access to the information needed by the College's faculty and students. Emphasis should be placed on increased access to information rather than ownership through enhanced interlibrary loan, electronic document delivery services, and consortial cooperation in acquisitions.

Electronic Databases and Information Access Products

The proliferation of electronic databases and information access products over the past few years continue to present new opportunities for libraries. The movement towards linking all of these electronic products together into an interconnected digital library has resulted in the development of cross-platform searching tools such as MetaLib and companion products such as SFX. With these products a user can search multiple databases concurrently and then move seamlessly from citations to full-text products, document delivery services, local online catalog, and interlibrary loan services. Information Services staff must keep watch on the rapidly developing technology of electronic delivery of information – both content and methods of accessing the content – and provide its users with the best of current technology within budgetary limits.

Open Access Publishing

New developments in open access publishing are of great interest to academic libraries. Initiatives such as SPARC and the Public Library of Science (PLoS) are designed to alleviate the high cost of academic materials by making available peer-reviewed journals at minimal or no cost. Shain Library has recently become an institutional member of both the PloS and SPARC and should continue to monitor and support open access publications. Information Resources staff will create a Web site in AY05 with extensive information on open access initiatives under way.

Stack and Storage Space

Shain Library, built in 1976, was designed to accommodate 20 years of growth in its collections. Now, in 2005, we face a growing problem with on-site storage of our print and media collections. While a renovation and modest extension of Shain Library is planned for the future, the multiple and varied needs for new service areas will be the primary focus with little added shelf space for printed materials. Initial planning for the renovation forecasts the need to provide space for an additional 140,000 books, 24,000 bound journals, 60,000 government documents and 8,000 video materials in the library's collections by the year 2030. Therefore, it will be necessary to explore alternate solutions for the storage and rapid retrieval of lesser-used materials. Information Services staff has explored the feasibility of installing compact shelving on the lower level of the building and will seek funding for partial installation in AY05. In addition, Connecticut College will join with the Five Colleges, Incorporated consortium in Massachusetts in sharing an archival copy of print copies of all electronic journals available in JSTOR. Future planning should incorporate anticipated needs for the storage of digital information of all types, including textual, numeric, images, video, sound, multimedia, simulation, etc.

INSTRUCTIONAL TECHNOLOGY TEAM

Digital Spatial Data and Maps

An increasing number as well as type of electronic resources are becoming available for use in teaching and research. Digital spatial data and digital maps for use in Geographic Information Systems (GIS) are now becoming available. Data already in GIS format is also available. Larger collections of data including live access to these data sets is becoming available through the faster access networks provided by Internet2. This wealth of new resources must be monitored and incorporated into our planning as we upgrade networks and provide support for teaching and research. New technologies enable delivery of GIS data sets through a Web browser interface in which users with no experience in using GIS can use these rich and valuable data sets.

Electronic Classroom and Computer Lab Security

Recent thefts of expensive equipment from our classrooms have alerted us to a national trend of thefts from electronic classrooms and computer labs. This expensive equipment is difficult and time-consuming for us to replace and is extremely disruptive to classes. Faculty rely on technology to enhance the student experience in the classroom and as such, rely on the technology being available, with a consistent interface. Each time equipment is replaced there is a risk that replacement technologies require a change in the way connections and operation of equipment occur, thereby forcing faculty to learn a new interface with technology in the classroom after a theft. Aside from the technical and classroom disruption difficulties, a lack of security in the classrooms and computer labs puts staff at risk during a potential theft. We need to monitor trends in thefts of equipment and, working with the campus, increase security in our electronic classrooms and computer labs.

Emerging Technologies in Teaching and New Ways of Teaching and Learning

Information technology is transforming how faculty teach and how students learn. In order to maintain its leadership position, Connecticut College needs to monitor emerging and evolving technologies and the ways in which technologies can enhance teaching, learning, and research. The Instructional Technology team researches and creates pilot programs using new technologies such as the various formats and delivery methods for digital video, including live video streaming, desktop video conferencing, DVD, and delivering video clips through WebCT course sites.

We need to monitor new technologies as well as technologies that are changing. Often when new technologies are announced they are not stable or do not have appropriate software or other resources needed to effectively use them. Also many competing new technologies don't follow industry standards, perhaps because a standard has not yet been developed for that particular type of technology. These technologies include authoring tools, image storage and management resources, and mobile technologies. Two mobile technologies with great potential are the Tablet PC and the iPod. Other technologies such as Web-based course management systems have evolved but are rapidly changing. We need to keep apprised of the new technologies and their potential application in higher education. We adopt technologies when standards have been established for the technology. We do not implement them prematurely as this could waste College money and the time of faculty, staff, and students. We must also have the resources both financially and personnel-wise to adopt new technologies. We must also follow trends in new ways of teaching and learning including changes in classrooms and other learning spaces. Open Source software offers great potential for providing customized and powerful new programming for colleges. The Internet2 will provide new opportunities to access and share resources with other institutions.

Blogs and Wikis provide new ways for information sharing and collaboration outside the classroom. We are monitoring academic uses of these technologies, looking for ways to enhance student learning, and will include demonstrations of them in our Tempel Summer Institute program. A current pilot blog project at the College indicates that this can be a valuable tool for sharing a SATA experience with the campus community.

We have already seen many benefits from both the use of new technologies and new ways of using technology in the curriculum. For example, through the WebCT course management system, faculty are able to provide students with electronic reserves 24/7. These resources can include class lecture notes, images, audio clips, and video clips. With access to these resources prior to a class session, class time can be spent in discussions, clarifying difficult concepts, and engaged in scholarly discussions rather than students taking notes during a lecture.

Remote Collaborations and Conferencing

With the advent of remote conferencing technologies such as videoconferencing and Web-based video, it will be possible to bring visiting scholars, artists and other distinguished professions to campus, through virtual seminars, discussions and classes. Many colleges, research facilities, and businesses have recently installed or have access to videoconferencing facilities. We have been hesitant to request funding for a videoconferencing configuration as the ways systems connect to one another have been in transition. Facilities had been connecting via phone lines (three dedicated ISDN lines). This is a stable but not flexible communication system. Videoconferencing is restricted to rooms with the dedicated phone lines installed in them.

More recently videoconferencing is taking place over the Internet and many of the more traditional videoconferencing systems are able to communicate over the Internet. For these systems to support video and audio that are synchronized and not jumpy, adequate network bandwidth must be available. Now that the CEN (Connecticut Education Network) link has been installed at the College, bringing us connection to Internet2, we will have the high-speed access necessary for videoconferencing over the Internet. Through funding from a recent Andrew W. Mellon Foundation grant, we will establish a videoconferencing facility on campus to connect to a similar facility at Trinity and at Wesleyan, to share Computer Science faculty and courses.

We are studying ways that videoconferencing can enhance the teaching and learning experience here. These include opportunities for bringing virtual visitors to the classroom. For example, a zoology class might be reading the publications of a California-based scientist studying intertidal ecology. The scientist could visit a class through a videoconferencing session. Students could ask questions and the scientist could share insight and show the students some of the organisms she is currently studying. There are issues we will have to resolve in supporting videoconferencing including funding for connecting videoconferencing facilities and supporting videoconferencing sessions.

RESEARCH SUPPORT AND INSTRUCTION TEAM

Academic Plagiarism

The explosion of information on the Internet and the ready availability of full-text, electronic resources have significantly increased the access to scholarly materials for student researchers. This improved wealth of resources has also made it easier for students to find and copy text, using it as their own work. These opportunities will only increase in the future. At Connecticut College the Honor Code makes specific reference to plagiarism as a violation of the honor code and places the responsibility on the student to be aware of the correct methods for attributing resources. Librarians recognize the importance of proper attribution of information and the use of appropriate citation formats. With this recognition comes an increased role for librarians to help identify plagiarism and to work with faculty to educate their student researchers about plagiarism and how it can be avoided.

Information Literacy

The explosion in information sources available on the Internet underlines the importance of an issue familiar to librarians, that of information literacy. Librarians have always worked with faculty and students to educate students about the authenticity of information sources. Print collections, which require the mediation of librarians, lend themselves to this activity. However, electronic sources, which require no mediation, pose challenges for faculty and librarians working to differentiate authentic from inauthentic sources. The Internet's speed, convenience, and '24X7X365' availability compound the problem by creating expectations in excess of currently available resources.

With this change in format comes a change in the learning styles of undergraduate researchers. This new generation of students approaches the Internet and electronic resources with greater expectations for speed and full-text access. Their approach to identifying and evaluating research varies greatly from the previous generation and requires a different approach in providing reference and instruction. Librarians will need to develop instructional techniques and methods of service, which are flexible in meeting these needs.

The literature indicates that integration of information literacy into classroom instruction develops knowledge systematically as students focus on course content. Ideally, information literacy instruction becomes invisible to the students as he or she concentrates on subject mastery. Certainly, information literacy skill development becomes more relevant to a student when it is directly related to successful completion of regular discipline-based courses. In addition, instruction integrated into the curriculum encourages easier mastery and retention of information literacy principles for application in future learning activities.

The Research Support and Instruction Team is working on several levels to transition its provision of instruction and service to accommodate these new concepts. Librarians are working one-on-one with faculty to integrated research and critical thinking concepts into their course curriculum. Librarians are incorporating teaching techniques that foster critical thinking skills into their more traditional course-related instruction. Research support services include a variety of options for researchers seeking assistance in conducting research; including personal research sessions, e-mail reference, desk reference and a wide variety of subject and research guides. Librarians working with their CTW Consortium counterparts anticipate even further expansion of these information literacy efforts as they continue their collaborative work through the CTW Mellon Project for Information Literacy. With this support librarians are working to integrate the concept of information literacy beyond the library and into the College's undergraduate curriculum.

Reference Service

The changing nature of information from print to electronic resources also has the potential for changing the way reference service is provided to faculty and students. The expanding availability of electronic databases and information resources from outside the library will require that reference librarians redesign the way in which they assist in the research process. Material once available to only a few is now readily available to a larger number of student and faculty researchers. Increased access means that the expectations for scholarly research have increased. How, when, and where we provide service are all crucial concerns for the contemporary librarian.

Another issue for reference service is that the increased availability of information will create a greater need for more extensive research assistance. Many academic institutions are utilizing various configurations of tiered reference service. Traditional reference desk service is now complemented by individual research appointments with a subject specialist in a particular field of study. Consideration will also need to be given to expanding services to meet the changing needs of scholars as the College pursues its mission to build a more diverse and pluralistic community, This new approach to traditional

reference service is potentially very labor intensive and creates new dilemmas for the reference staff in weighing service coverage over quality of service.

No matter what the form of reference service, librarians will need to be increasingly flexible in meeting research needs at times that are easy and convenient to the researcher, and increasingly perceptive to user needs if we are to maintain our level and quality of service.

SPECIAL COLLECTIONS AND COLLEGE ARCHIVES

Institutional Digital Repository

Within the past several years a number of major research institutions have developed model "superarchives" or online digital repositories for sharing the results of research done by institutional scholars. In part these archives are seen as a potential alternative to the costly scholarly-journal system for disseminating research results. An early developer of these new digital repositories is MIT's DSpace, which encourages professors to submit their papers, data sets, and other research results for inclusion; the materials are tagged with metadata codes to assure that they will be searchable using standard search engines. The goal is to share these materials freely through the Web with scholars around the world. It now seems very likely that this trend will become a major force in scholarly communication and that even small institutions such as Connecticut College will want to develop an institutional digital repository that will preserve and provide access to the intellectual achievements of the students and faculty of the College produced in digital format, such as honors papers, masters theses, faculty publications, conference proceedings, etc. Other less costly alternatives to DSpace are being developed and Connecticut College should be poised to take advantage of emerging opportunities.

Preservation and Conservation

The American Institute for Conservation defines preservation as "the protection of cultural property through activities that minimize chemical and physical deterioration and damage and that prevent loss of informational content. The primary goal of preservation is to prolong the existence of cultural property." Threats to preservation include inherent weakness in the physical or chemical composition of documents, improper physical handling, theft, vandalism, fire, water, pests, pollutants, light and improper environmental conditions. Conservation activities address damage resulting from any of the above.

Historically, libraries have included in their mission the preservation, conservation, and continued accessibility of the cultural property included within their collections through activities such as binding and repair, reformatting (reproducing deteriorating collections onto stable media), deacidification projects, and the introduction of security systems into the building. Information Services has addressed these traditional concerns through the establishment of a Preservation Activity Group, the creation of an Emergency Procedures Manual, and the training of staff in basic book conservation techniques.

With the rise of information technology and the proliferation of digital information, libraries face new challenges in preservation and stable access to cultural property. Will digital information be consistently archived and available for consultation in the future? Migration of data from platform to platform and to subsequent generations of hardware without degradation of data must be made possible. Information specialists must be proactive in insisting on stable access to digital information accessed through commercial sources. A task force that draws its membership from all campus constituencies has been created to address the many issues associated with the preservation of important College records and documents created in electronic format. Local digitization projects should be explored as a means of preserving materials and making them more widely available through the possibilities of multiple electronic access points provided by both the campus network and Internet. The department should continue to monitor the preservation of information in its different formats, paper, microform, digital, etc., as well as artifacts of the College's history, and to take the necessary preventive and remedial steps to

preserve them. As technological advances create new and reliable methods of data storage, staff should be poised to take advantage of them.

TECHNICAL SUPPORT TEAM

Campus Data Wiring Infrastructure

All Connecticut College students send material to their e-portfolio accounts and visit the College's WebCT site to locate academic material and the software server to use shared software. Some access the video server to view academic programs or the digital media server to download images. This semester, these students will use the data network to register for their classes and soon they will pay their college bills, check their accounts, and get their grades on line. The volume of the network traffic has expanded exponentially.

Wireless networking will not provide sufficient speed for many of Connecticut College's academic and personal users' needs, and it has many limitations including poor security and the limitation to the number of users that can access the network at the same time. Connecticut College uses 1Gb fiber connections between buildings and either 10Mbs or 100Mbs copper switched connections inside the buildings. Even with this large capacity, the current wiring infrastructure is sometimes inadequate for downloading files, setting-up (ghosting) computer labs, IP telephony, or peer-to-peer file sharing. The network traffic volume is huge and growing larger. Much of the existing data "cable plant" has been upgraded to current standards in order to meet the current and future data requirements.

A combination of copper Ethernet and fiber technologies combined with wireless technology in common areas, lounges, and group study spaces is considered to be the most economic and flexible method to connect computers and other networked devices. This will remain the case for at least the next eight to ten years, which equates to the useful life cycle of a copper cabling plant. Information Services will continue to monitor network connection standards and practices and to request resources to upgrade the network as appropriate.

Content Management

The amount of electronic information is increasing at a logarithmic rate. There is so much information that faculty, staff, and students are at risk of losing control and use of the data. There is too much new and too much outdated information for people to review, evaluate, update, and share. College Web sites are growing so large that they are becoming unmanageable. Faculty research and curriculum vitae data is difficult to document and preserve and student co-curricular activities are rarely available.

Hundreds of companies and educational institutions have created content management systems to create information, to provide convenient access to information, to manage updating data and deleting outdated materials, and to assure that data is preserved. The Information Services staff is researching both commercial and open-source content management systems to control the College Web site as well as for archiving and retrieving electronic records. We are also investigating the SunGard SCT Luminis product which also provides content management. Connecticut College is using a form of content management for the CamelWeb and e-Portfolio is, in reality, a content management system.

Content management is a young and developing technology. The staff is researching and testing a few commercial and open-source programs, but we have not found a product that we can recommend for deployment.

E-Commerce

Electronic business (e-business) is changing the way colleges conduct business across industry and geographic barriers. As a result, higher education institutions are no longer just competing against one another, but against software vendors, publishers, and training providers that are rapidly entering the education market. Additionally, the rising popularity of the Internet, increasing demands of students, faculty, and alumni, continuing budgetary constraints, and emerging opportunities for new and/or increased revenue streams are compelling higher education institutions to develop and implement e-business strategies.

However, as management migrates toward an e-business operations model, many existing risks will be heightened and a number of new risks will be introduced such as the implementation and support of new products and services, security concerns with the use of public networks, and confidentiality and privacy issues. To achieve continued success with Web-based services, colleges must obtain and retain user confidence. Students, alumni, faculty, and administrators will only transact business through a Web-based channel if they are confident in the availability and reliability of the channel, and the security and privacy of the data captured in that channel.

The iConn, SunGard SCT Banner, software is based on Web delivered E-Commerce technology. The implementation team has addressed the many risks and built a reliable and secure system. The functional work staff is convinced that the new system will work for the entire campus and E-commerce will improve our business processes. During the 2005-2006 academic year, students will register on-line using SunGard SCT Banner. Additional Web-based E-commerce services for faculty, staff, and students will be added as we gain more experience with Banner. The IS staff is also reviewing developments in e-payment, one-card systems, and online bill payment procedures to enhance the College's E-Commerce capabilities.

Identity and Access Management

As the number and complexity of systems that require some type of user identification and authorization increases, new methods will be needed to provide authentication and authorization of users. The implementation of Banner, with its capabilities for self-service Web access, gateways to other applications (WebCT, Events Management, Facilities management, etc.) and integration with CamelWeb or other portals, has highlighted the limitations of our current processes and is one of the driving forces for changes in this area.

While developing our own improved procedures, we will be closely monitoring projects at other institutions as well as the efforts of organizations such as EDUCAUSE, the Internet2 Middleware Initiative and the NSF Middleware Initiative. Processes and technologies in this area include:

- Enterprise directories
- User identifiers
- Authentication including smart cards, passwords, and electronic credentials
- Authorization
- Public Key Infrastructure (PKI)
- Federated Identity Management
- Enterprise directories

Future investments in products and services relating to these areas may be necessary to maintain and improve the security and integrity of the information systems that we support.

Internet2

Internet2 (I2), led by over 170 U.S. universities working in partnership with industry and government, is developing and deploying advanced network applications and technologies, accelerating the creation of tomorrow's Internet. I2 advanced applications enable collaboration among people and interactive access to information and resources in a way not possible on today's Internet. Tele-immersion, virtual laboratories, digital libraries, and distributed instruction are just a few examples of I2 applications areas.

The College will be connected to the Connecticut Educational Network within the next two months and this will provide access to I2 at an affordable cost. During this summer the College will also upgrade the data wiring and electronics in a number of academic buildings to facilitate access to I2. The first use of I2 technology will be the CTW Computer Science videoconferencing system, recently funded by the Andrew W. Mellon Foundation grant.

For Connecticut College, membership will continue to be necessary to remain competitive with its research university counterparts, particularly in the sciences in areas such as participating in research, attracting and retaining faculty, and exploiting products and services aimed at this academically competitive environment. (This section is based on the I2 Web site at http://apps.internet2.edu/).

Microsoft Operating Systems and Applications

Most colleges and universities, including Connecticut College, use Microsoft products for computer and server operating systems, email and productivity applications, data base management, and for many other personal, academic, and business activities. Microsoft products are selected because of educational pricing, because the products work well, and because there are many resources available for technical support and training.

There are risks involved in using one vendor for so many crucial College activities. Because the College is so dependent on Microsoft, it could be trapped into using the product even though the vendor changed the features, the pricing, and support levels without consulting with the College. In addition, the College is more affected by virus, worm, and hacker attacks that are directed at computers made vulnerable by Microsoft software flaws.

At this time, the benefits of Microsoft products outweigh the risks. The technical support staff will continue to monitor Microsoft, the corporation, and Microsoft products as well as products from other vendors including open source software.

Mobile Computing

The convergence of cellular telephone technology and portable computing devices, such as tablet notebooks, PDAs (portable digital assistants), and third generation cellular telephones, represent an important shift in computing technology. Although this development has obvious applications in areas such as administrative computing and enhanced e-mail communications, innovative educational applications that utilize mobile computing have not been fully developed.

A number of senior administrators are testing the BlackBerry telephone and data technology to increase their communication effectiveness. Information Services is still considering a partnership with a "3G" capable cellular company to provide access to this newer technology. IS staff members are also reviewing the functionality and effectiveness of "tablet PC" computers to further enhance mobile computing. The College has recently received a major grant to explore the integration of "tablet PCs" into the science curriculum and this research will be used to determine if this technology should be expanded.

Network Security

Information Services staff has made network security a priority and has improved network security by adding policies, procedures, hardware, and software to protect College data and computing resources. The open nature of the Internet creates many new vulnerabilities in terms of network security. For example, Microsoft Outlook, an office productivity package increasingly used at the College, has recently been used as a carrier for malicious computer viruses. In addition, colleges have been warned that computer networks are terrorist targets for attack and takeover for use in electronic warfare. The computer security industry is anticipating an increase in the number and severity of cyber attacks. Operating systems that were relatively immune to attacks, such as UNIX and Linux, are now at risk.

In April 2005, senior administrators approved an initiative from IS that all College staff, faculty and students should participate in Information Security Orientation training beginning immediately. We are targeting staff in Advancement, Finance, Records and Registration, Counseling and Health Services, and Financial Aid initially as these staff members will regularly deal with secure information. Eventually everyone who uses computing resources on campus go through the orientation session. All new employees, as a part of their general introduction to the College, will go through the training as well.

The growing volume of unsolicited commercial e-mail, Spam, is also placing the College's network at risk. Spam clogs the network and disables access to essential College information. Faculty, student, and staff time is wasted deleting worthless spam. In addition, hackers sometimes use spam e-mail to gain access to personal information or to camouflage a virus or worm attack. The network staff is monitoring anti-spam technology developments that would control this growing problem. The staff will continue to monitor the new forms of spam and the new technologies to control it.

As the College moves to place its critical information resources on a new administrative information system and other computer applications, it needs to ensure that its campus network is protected from improper use or attack by continually monitoring new digital threats and maintaining network protection devices and software systems including firewalls, intrusion detection and prevention systems, virtual private networks, and anti-virus software. The College will also maintain its contract with a computer security firm to regularly test the College's computer network with the most current diagnostic tools to provide additional information to improve network security.

Open Source Software

Open source software is free computer software that is provided with no restrictions of use, modifications, and redistribution. Open source software titles include Apache, the most widely used Web server software, and Linux, the second most widely used operating system. The College currently uses both Apache and Linux and we have also downloaded and reviewed MIT's archival software, D Space. The College uses academic and administrative open source software that is current, functional, and backed by a reliable support structure.

The IS staff monitors and reviews both academic and functional open source software. Connecticut College fully supports the open source software movement. In fact, the planned revisions in Connecticut College's e-portfolio software will add interoperability and functionality to the program to bring it more in line with other open source e-portfolio products.

Peer-to-Peer File Sharing

Peer-to-peer (P2P) file sharing technology permits individuals to download electronic files, music, software, and motion pictures and it can be used for both legitimate and illegal purposes. Legally, it can be used for such purposes as educational collaboration or sharing personally photographed images. Illegal uses include downloading and sharing copyrighted films, software, and music without permission. Improper peer-to-peer file sharing transcends a number of watch list items including violation of copyright

laws, overloading the campus data infrastructure, imperiling network security because P2P can bring worms, viruses, and spyware inside the normally protected network, and violation of individual's privacy. In sum, illegal file sharing could imperil the College's electronic resources and also place the offender at risk of substantial criminal and civil penalties.

The New York Times has reported that more than one half of American high school students use peer-to-peer file sharing. Many of these students do not have an understanding of the legal and security risks of file sharing. The College warns every staff, student, and faculty member that illegal file sharing is wrong and against federal laws and College policies. The information security officer sends warnings to the College community about the security risks of file sharing and the IS staff is working with the Student Government Association to reduce illegal file sharing. The College is also using new technology to eliminate almost all external peer-to-peer traffic that was disrupting the student network. The staff has reviewed several proposals to provide legitimate access to music and motion pictures for our students as an alternative to illegal file trading.

Peer-to-peer file sharing is a dynamic issue that the IS staff will continue to monitor. Legal issues of file sharing are changing as Congress and the recording industry deal with the mounting economic, technological, and social developments in this area.

Privacy

New federal and international laws have been passed to address privacy concerns about personal data. Currently only financial institutions and companies that share data with financial institutions are affected. Congress may expand these laws to include all Web-based activities that are used to collect and store personal data.

The government has also implemented procedures that affect privacy as a result of the terrorist attack of September 11. One new law, the USA Patriot Act, was enacted to expand the power of the federal government to track and access personal information. The College has developed and distributed a policy and procedure for responding to USA Patriot Act based requests for information.

At this time the College is in compliance with the following Privacy Legislation:

- 1. Federal Trade Commission regulations resulting from the Gramm-Leach-Bliley Act of 1999 (GLBA) 16 CFR Part 314, "Standards for Safeguarding Customer Information"
- 2. Department of Health and Human Services Regulations resulting from the Health Insurance Portability and Accountability Act of 1996 (HIPAA) 45 CFR Parts 160, 162, and 164, "Health Insurance Reform: Security Standards"
- 3. Department of Education regulations resulting from the Family Educational Rights and Privacy Act (FERPA) 34 CFR Part 99, "Family Educational Rights and Privacy"

IS will continue to monitor current and pending legislation and take steps to design the computer network to secure student and alumni data and comply with new regulations and laws as the College employs more e-business and administrative information system applications.

Remote Application Hosting

The Application Service Provider (ASP) market is a segment of the computing industry that enables organizations to host software systems off-site. ASPs enjoy economies of scale in both equipment and staffing that can be passed along to customers, but at a trade-off for customized software support and campus communications. Some ASP vendors have been adversely affected by the economic turndown and the College must carefully monitor vendor and ASP industry business stability. Connecticut College

already uses an ASP to host its Harris Online Community on the Alumni Web site. As this market matures, the College will want to review the ASP alternative as it enters replacement cycles for its enterprise servers and purchases a new administrative information system.

Video Over IP

New Video Over IP (Internet Protocol) H.233 standards have been developed allowing for low-cost video conferencing, video collaboration, personal video telephony, and video "chatting". The products to deliver Video Over IP are still being developed, but it is now clear that this technology will change learning and research. Students and faculty will not be restricted by location. It will be easier to interact with others on the Web. Video office hours would be possible. In addition, students, faculty, and staff could easily use Video Over IP for personal and recreational activities.

It is clear that this technology will have a great impact on the IS data infrastructure. The end-user will be able to videoconference easily and inexpensively. The College is in the process of re-building the data network to accommodate greatly increased levels of IP information.

Voice Over IP

As the Internet becomes a common platform for media transmission of audio and video, Voice Over IP (Internet Protocol) is emerging as an alternative to conventional telephone technology. However, presently Voice Over IP services are somewhat unreliable and of poor quality due to the bandwidth needed to ensure smooth connections. The campus data wiring must be replaced in order to make IP telephony possible. In addition, federal regulation governing IP telephone tariffs must also be in place.

The factors in adopting IP telephony are rapidly converging. FCC regulations are stabilizing and the campus network is nearly ready to handle this traffic. It may be possible to replace the existing telephone network with an Internet-based solution to benefit the College within the next three to five years. Cost savings would occur because the College could eliminate hardware, maintenance contracts, and some long distance charges. It would also permit students and faculty to maintain normal campus telephone service while they are around the world conducting research, on study away trips, or on internships.

Web Convergence and Self Service

The Internet economy affects social interaction, commerce, and even scholarship. The most visible example of this trend are Web portals, that is, sites that enable users to integrate access to convergent Internet resources through a single Web page that can be tailored to their individual needs and preferences. These sites enable users to conduct transactions in a self-serve mode and in real time. It is probable that students and faculty arriving at Connecticut College in the immediate future will arrive with this expectation. For example, students will expect to be able to register for courses online, examine their grades, and receive course materials over the Web. The College has made progress in this area by developing or implementing Web-based services such as CamelWeb, WebCT, and the Student e-Portfolios Project. Deeper levels of service will become possible with the implementation of the SCT Banner software. This will enable the College to bring together information from a variety of administrative areas using a unified set of databases and a single, easy to use Web portal. The College, in its planning and budgeting, needs to position itself to accommodate this trend and to reap its benefits.

Web Phone Systems

For several years a small fraction of Connecticut College students have been using Web-based telephone systems in lieu of the College's long distance service. These Web systems have had mediocre technical quality and have not seriously impacted the volume of student long distance traffic.

The April 18, 2005 New York Times reported on Skype, a "system that allows anyone with a computer and a broadband connection to call mobile or land-line telephones almost anywhere on earth for pennies per minute. When two people are at computers running Skype, they can talk to each other (using a headset or microphone) as long as they want, with sound quality far better than that of telephones, absolutely free."

This program, or one like it, could revolutionize college telephony for students. There may be no need to upgrade the College telephone switch or maintain phones in residence hall rooms if this catches on. The impact on College phone services for faculty and staff is not clear at this time. There may be a need to maintain a switchboard function in order to direct calls.

The technical support team will continue to monitor computer telephone calling systems. It may take a few years for Skype-like programs to gain widespread use and the FCC may interject some rules, regulations, and taxes on the system. The College's long distance telephone contracts and the telephone switch lease will expire in two years. This may coincide with a revolution in telephone service.

Wireless Data and Telecommunications

Wireless networks are now affordable and reliable. However, wireless connection speeds have not increased enough to support the bandwidth requirements of Connecticut College students, faculty and staff, particularly as they continue to work on bandwidth-intensive applications such as full-motion video and graphics rich documents in selected locations. In fact, today's wireless networking system provides a slower data transmission rate than the existing wired system. In addition, protecting the security of wireless data still remains an outstanding issue even though the College is using the VPN (virtual private network) technology to encrypt the data. At this point wireless networks are more a "consumer" convenience rather than institutional necessity.

During the past year additional 802.11 wireless standards were approved and 802.11g equipment was released to the market. The new systems improve data transmission speed. Information Services has installed 53 access points in the library, every residence hall, the student center, several classrooms, and the Greer Music Library. More access points will be added during summer 2005.

Sprint and other cellular providers have recently marketed "3G", third generation, wireless devices that connect cell phones and computers to the Internet using cellular technology. The effective transmission rate is about 85 Kbs, but this rate is expected to increase to surpass the 802.11 transmission speed in the future. The College has had discussion with Sprint about the new technology and we will continue to investigate the educational potential of 3G technology.

A new wireless standard 802.16, Wi-Max, is under development. Wi-Max is capable of transmitting network signals covering in excess of 30 miles of linear service area, which is much greater than 802.11 a and b Wi-Fi's coverage of several thousand square feet. It provides shared data rates of up to 70M bit/sec., which is also greater than Wi-Fi's theoretical high of 54M bit/sec (for 802.11g). Wireless computing technology is still volatile and the wireless standards are changing on a yearly basis.

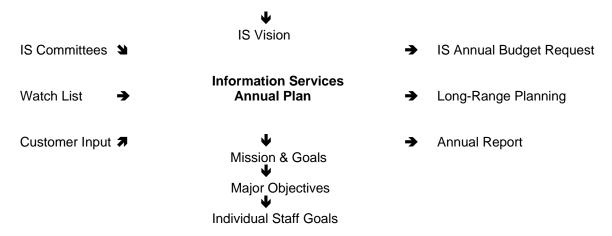
The capability of wireless data telecommunications is predicted to improve in the next few years and the College will monitor new developments in wireless networking. We are prepared to deploy this technology throughout the campus when security, cost, and transmission issues have been resolved.

8. APPENDICES

1. Process

Overview

Connecticut College Comprehensive Strategic Plan



Relationship to Connecticut College Strategic Plan

The Information Services Annual Plan supports the College's Strategic Plan, *Connecticut College 2011: Launching the Second Century.* Each objective discussed in this document can be linked to a specific strategic plan initiative or it supports the plan as a whole.

Role of Information Services Department

The Information Services Department implements the Information Services Annual Plan and also monitors technical developments affecting the plan.

Role of Information Services Committees

The Information Services Committees represent the interests of the Connecticut College community as a whole. The College Information Services Committee consists of faculty, students, and staff. The Board of Trustees Facilities and Infrastructure Committee and the Committee on Academics will provide oversight and review of IS operations and planning. The IS Committees review the Information Services Annual Plan each year and ensure that it complies with the strategic direction of the College.

Future Orientation

The Annual Plan 'leans into the future' by investing time and resources and analyzing the impact of emerging trends in information services. It maintains a 'Watch List' of key emerging trends and revisits them within the annual cycle. The Information Services Department takes leadership on campus in stimulating discussion of these trends through events such as workshops, seminars, presentations, and similar events cosponsored with peer institutions.

2. Annual Planning Cycle

The Information Services Annual Action Plan is updated according to the following cycle.

		<u>Start</u>	<u>End</u>	Responsible
•	Conduct IS Futures Discussions	May	Jun	Leadership Team
•	Compile Team Annual Reports	July	Aug	Team Leaders
•	IS Dept. Annual Report	Aug	Sep	Leadership Team/ Spec. Proj. Coord.
•	Review Watch List & Revise	Sept	May	Leadership Team
•	Review IS Goals Relative to CC Strategy	Oct	Oct	Leadership Team/ IS Planning Comm.
•	Review IS Goals and Draft Objectives	Oct	Oct	Leadership Team/ FSCC IS Committee
•	Develop & Cost Objectives, Round 1	Oct	Nov	Teams
•	Review & Comment	Nov	Nov	FSCC IS Committee/ Campus Community
•	Develop & Cost Objectives, Final Round	Nov	Nov	Leadership Team
•	Revise Operating Budget & Create ACL Requests	Nov	Nov	Vice President for IS
•	Package Operating Budget Request for Finance	Nov	Dec	Leadership Team/ Budget Assistant
•	Publish Revised Draft Annual Plan	Jan	Feb	Leadership Team/ Spec. Proj. Coord.
•	Review Draft Annual Plan	Feb	Apr	FSCC IS Committee/ Board of Trustees
•	Post Revised Draft Annual Plan to Web	Apr	May	Spec. Proj. Coord.
•	Determine Major Objectives	Apr	May	Leadership Team
•	Finalize Annual Plan	May	May	FSCC IS Committee/ Board of Trustees

An IS Annual Report is produced each summer that summarizes IS accomplishments and activity for the preceding year.

3. Information Services Organization and Staffing

Vice President for Information Services and Librarian of the College, W. Lee Hisle

Administrative Assistant to Senior Administrator, Diane Bullock

Financial Assistant, Shawn Murphy

Special Projects Coordinator, Melissa Behney

Director of Instructional Technology, Chris Penniman

Visual Resources Library

Visual Resources Librarian, Mark Braunstein

Media Services & Campus Television Network

Visual Resources Librarian, Mark Braunstein

Media Services Senior Technician, Dave Baratko

Media Technician, Jeff Gada

Weekend Technician, John Mercier
Computer Labs Computer Labs Supervisor, Don Blevins
Computer Lab Technician, Newell Seal

Instructional Project Development

Digital Media Specialist, Frank Fulchiero
Instructional Designer/Developer, Diane Creede

Instructional Technology Specialist, Cindy Lyon-Blomstedt (part-

time, Mellon grant funded to 11/05)

Foreign Language Specialist, Marisa Castagno

Director of Research Support and Instruction, Beth Hansen

Shain Library Research and Instruction Librarian, Jim MacDonald Research and Instruction Librarian, Ashley Hanson

Research and Instruction Librarian, Kathy Gehring Research and Instruction Librarian, Melissa Behney

Research and Instruction Librarian, Linda Alexander (part-time,

Mellon grant funded to 5/06)

Greer Music Library Music Librarian, Carolyn Johnson

Assistant in the Music Library, June Ingram

Director of Information Resources, Marian Shilstone

Bibliographic Information Management

Interlibrary Loan/CTW Circulation

Administrative Information Systems

Computer Purchasing and Training

Networks, Servers, Telecommunications

Web Support

Acquisitions, Serials, Documents Processing Acquisitions Supervisor, Lorraine McKinney

Electronic Access/Serials Librarian, Melodie Hamilton

Serials Assistant, Lori Looney Cataloguer, Sandy Morse

Asst. Cataloger/Supervisor Book Prep, Jean Baker Circulation and Reserve Circulation Supervisor, Lori Blados

Circulation Supervisor, Lori Blados Reserve Supervisor, Carol Strang

Evening Circulation Supervisor, Sean McKenna Evening Circulation Supervisor, Linda Hurteau Evening Circulation Supervisor, Lisa Kenyon Interlibrary Loan Supervisor, Emily Aylward

CTW/ILL Assistant, Paula Orbe

Director of Technical Support, Bruce Carpenter

IS Project Manager, Aileen Burdick
iConn Project Project Office Manager, Jeanne Pasqualini

Director of Systems Integration, Karen Arremony Senior Programmer/Analyst, Rogelio Echeverri Software Support Analyst, David Fontaine Senior Software Programmer/Analyst, Jean Swiontek

Programmer/Analyst, Mary Vona Programmer/Analyst, Pauline Zimmer

Database Administrator & Info. Security Officer, Brian Walsh

Database & Server Administrator, Coreen Seymour

Senior Software Support Analyst – vacant

Manager, Kevin DiMinno

Computer Support Specialist, Mary Kallio

Computer Support Services Manager, Ruth Seeley

Senior Computer Technician, Thomas Girard Hardware Technician, Michael Dreimiller

Computer Technician Software & Configuration, Janet Hayes

Senior Computer Network Technician, Gary Tiller Systems and Server Administrator, John Schaeffer

Systems Administrator, Bill Constantakos
Systems Administrator, Kevin Northcutt

Systems Administrator, Revin Northcutt Telephone Contractor, Jim Keller Switchboard Supervisor, Judy Schofield Web Administrator, Laurie Schaeffer Web Developer, Mike Friscia

Web Content and Graphics, Amy Hannum

Web Programmer, Tom Palazzo

Director of Special Collections and Archives, Laurie Deredita

College Archives Librarian Special Collections & Archives, Nova Seals

4. Team Level Mission Statements and Operational Responsibilities

Information Resources Team

Team Mission

The Information Resources Team ensures the timely and continued availability of scholarly materials in all formats. Members of the team oversee the acquisition and maintenance of the library's collections, the creation and management of the bibliographic database and the physical processing of materials added to the collections.

In addition, the team supervises the use of the library's collections, obtains materials from outside sources as needed through interlibrary loan and shares resources with our extended community.

Operational Responsibilities

Collection Development

- Coordinate the selection and deselection of library materials in all formats
- Allocate and monitor the expenditure of funds for library materials
- Supervise the disposition of gift materials
- Prepare policy and management reports for collection development activities

Liaison Activities

- · Select materials in designated disciplines
- Teach bibliographic instruction classes in designated disciplines
- Communicate regularly with faculty in designated departments
- Assist with in-depth research problems in designated disciplines

Acquisitions

- Plan and carry out the acquisition of monographs, multimedia and software
- Create and maintain catalog records for media material in the CTW database
- Create and maintain preliminary catalog records for monographs in the CTW database
- Process invoices for payment and monitor the expenditure of funds for monographs, media and software
- Maintain vendor relations
- Process gift materials for addition to the library's collections
- Prepare management reports of acquisitions activities

Bibliographic Database Management

- Keep bibliographic database current and maintain quality control of bibliographic data
- Perform original cataloging, reclassification, and retrospective conversion

Processing

- Supervise book preparation including "shelf-ready" books, MARCIVE government documents processing service, shelf preparation of videos, and book conservation
- Maintain New Book Shelf

Serials

- Plan and carry out the acquisition and binding of serial materials
- Create and maintain catalog records for serial material in the CTW, AIMS, and OCLC databases
- Maintain check-in records for serial materials and claim missing issues
- Maintain current periodical and newspaper area

- Process invoices and monitor the expenditure of funds for serial materials
- Maintain vendor relations
- Maintain license agreements for electronic products
- Prepare management reports of serials activities
- Maintain serials subscriptions and catalog serials for Greer Music Library

Electronic Access

- Maintain local Voyager integrated library system in cooperation with CTW Consortium staff and serve as System Administrator for the database.
- Establish and maintain links to electronic products on the library homepage
- Communicate regularly with Nelinet and other electronic vendors

Government Documents

- Plan and carry out the acquisition of federal and state documents
- Maintain documents stacks
- Maintain and modify Marcive records in CTW database

Circulation

- Staff the circulation desk during all hours the library is open
- Manage circulation of all print and non-print materials and selected equipment
- Maintain library stacks
- Provide major point of contact for customer service and campus information
- Prepare management reports of circulation activities
- Hire and manage student help for all library operations
- Coordinate management and security of the library physical facility
- Act as liaison to non-college borrowing groups

Reserve

• Process and oversee circulation of all reserve materials

CTW Circulation

Circulate books and provide copies of articles within the CTW Consortium

Interlibrary Loan

- Plan and carry out all ILL operations, both lending and borrowing
- Establish policies and procedures for ILL
- Monitor and introduce new ILL technologies as they develop

Instructional Technology Team

Team Mission

The Instructional Technology team provides support and resources for the use of technology in the curriculum. Support includes assistance with digitizing and editing course materials for use online, advising faculty as to which technologies can be used to meet their teaching and learning objectives, and providing instruction on the use of technologies in teaching and research. The team supports the media, equipment, hardware, and software used in computer labs, classrooms, and instructional technology facilities. The team works in partnership with faculty to explore how new technologies can be used in the curriculum. The Instructional Technology team coordinates its efforts with the Center for Teaching and Learning.

Operational Responsibilities

Support for technology in teaching and research

- Advise faculty on using technology, including projects and pilot programs for innovative ways to use technology, to enhance teaching, or to provide new resources
- Develop and support Web-based course resources, including course management systems, to integrate the power of information technology into the curriculum
- Work in partnership with faculty for course design to incorporate instructional technology into the curriculum

Technology instruction

 Provide workshops and seminars for faculty on using academic technology resources such as hardware, software, and media

Digital Media Curriculum Creation Center

- Provide faculty with the hardware, software, and staff support to produce high-quality digital materials for use in the curriculum
- Maintain the center's resources including media creation systems for digitizing and editing text, graphics, audio, and video

Classroom upgrading with technology

• Research options for enhancing teaching and learning with technology in the classroom and, in consultation with faculty, install technology in classrooms

Computer Classrooms

- Oversee academic computers in computer labs, including discipline-specific labs, and in the library
- Maintains software in classrooms, computer classrooms, and on academic servers

Visual Resources Library

- Serve faculty in preparing and presenting images for use in lectures and online course materials
- Maintain and preserve the library's large collection of slides of art, architecture, and decorative arts and a growing collection of digital images

Language Laboratory

- Serve faculty and students in foreign language learning and culture
- Provide resources for audio listening and recording, video viewing, computers for use with language applications, a broadcast viewing lounge, and other language and culture learning materials

Media Services

- Provide free media services for all classroom activities and fee based support for all other campus and external events that require AV services
- Responsible for equipment delivery, videotaping, tape duplication, and equipment loan
- Maintain and repair College-owned media equipment
- Oversee campus cable television system

Research Support and Instruction Team

Team Mission

The Research Support and Instruction Team directly supports the academic mission of the College by providing reference services and instruction that develop sound research practices and critical thinking skills and lay the groundwork for lifelong learning. This includes the development of information literacy skills essential in an age of rapidly developing information resources. The goal of the Research Support and Instruction Team is to assist students to: 1) identify their information needs; 2) access needed information using the appropriate tools and techniques for their problem solving and research; 3) evaluate information and its sources critically; 4) synthesize the information retrieved and incorporate it into their current knowledge base; 5) present information effectively to accomplish a specific purpose; and 6) integrate information literacy skills and concepts to approach lifelong learning needs into the curriculum. Members of the team work collaboratively with faculty to provide a wide variety of training and course-integrated learning activities to help students achieve these goals.

Operational Responsibilities

Research Support

- Provide traditional reference service using print and electronic resources to faculty, students, staff, and members of the local community
- Develop and maintain relevant online resources in support of all reference services

Instruction

- Provide instruction integrated into the curriculum in the use of library resources and services
- Develop instruction modules and research guides in collaboration with faculty, students, and librarians at Connecticut College
- Collaborate with the Information Resources Team to provide professional reference and instruction services to designated departments through the Library Liaison program

Collection Development

- Manage the print and non-print reference collection
- Coordinate the selection and de-selection of materials in the reference collection
- Select materials for designated disciplines through the Library Liaison program

Government Documents

- Oversee the management and selection of state and federal documents
- Provide reference service and bibliographic instruction in the use of government documents
- Develop and maintain online resources in the use of government resources

Liaison Activities

- Select materials in designated subject areas
- Communicate regularly with faculty in designated departments
- Assist with in-depth research support in designated disciplines
- Work with faculty to provide integrated and course-related information literacy instruction

Professional Development

- Participate in regional and national conferences and workshops on information literacy and library reference and instruction
- Participate in listservs and stay current with and contribute to the literature relating to information literacy and library reference and instruction
- Participate in Information Services task forces and committees
- Participate in campus-wide task forces and committees

Greer Music Library (branch library)

The Greer Music Library is a branch of the Connecticut College Libraries and is currently organized within the Research Support and Instruction Team. The Greer Music Library supports the academic mission of the College through the provision of a full-service facility specializing in music and the interdisciplinary nature of the performing arts. Greer provides a full array of resources and services specializing in the needs of the music community at Connecticut College and the local community.

Operational Responsibilities

Research Support

 Provide subject specific reference service to faculty, students, staff, and members of the local community in Greer Music Library

Instruction

 Provide subject specific classroom bibliographic instruction in the use of Greer Music Library resources and services

Collection Development

 Manage the print and non-print collection and coordinate the selection and de-selection of materials in the Greer Music Library

Bibliographic Database Management

- Keep bibliographic database current and maintains quality control of bibliographic data pertaining to the Greer Music Library collection
- Perform original and copy cataloging, reclassification, and retrospective conversion of print and non-print materials in the Greer Music Library collection

Liaison Activities

- Select materials in designated subject areas
- Communicate regularly with faculty in designated departments
- Assist with in-depth research support in designated disciplines

Acquisitions

- Plan and carry out the acquisition of monographic print and non-print materials for the Green Music Library's collection
- Process invoices for payment and monitor the expenditures of funds for Greer Music Library material purchases
- Maintain relations with vendors supplying materials to the Greer Music Library
- Process gift materials for addition to the Greer Music Library's collection
- Prepare management reports for all Greer Music Library acquisitions

Circulation

- Staff the circulation desk during all hours that the Greer Music Library is open
- Manage the circulation of all print and non-print materials for Greer Music Library
- Provide the major point of contact for customer service and information regarding Greer Music Library and its resources and services
- Prepare management reports of circulation activities in Greer Music Library
- Hire and manage student assistants for all operations in Greer Music Library
- Coordinate management and security of Greer Music Library facilities
- Act as liaison to non-college borrowing groups in the Greer Music Library

CTW Circulation and Interlibrary Loan

- Work with members of the Information Resources Team to coordinate the circulation of print and non-print materials from Greer Music Library's collection within the CTW Consortium
- Work with members of the Information Resources Team to coordinate the circulation of print and non-print materials from Greer Music Library's collection through Interlibrary Loan

In-house Exhibitions

 Prepare in-house exhibition of print and non-print materials from the Greer Music Library's collections

Equipment Management

• Coordinate the purchase, maintenance, and use of computer workstations, printers, audio and video playback equipment to support the use of resources in the Greer Music Library

Reserve

Process and oversee circulation of all reserve materials in Greer Music Library

Processing

- Supervise print and non-print material preparation for the Greer Music Library
- Prepare print materials for binding as required in the Greer Music Library collection

Serials

• Select and maintain the serials collection for Greer Music Library in cooperation with the Information Resources team

Professional Development

- Participate in regional and national conferences and workshops on information literacy and library reference and instruction
- Participate in listservs and stay current with and contribute to the literature relating to information literacy and library reference and instruction
- Participate in Information Services task forces and committees
- Participate in campus-wide task forces and committees

Special Collections and Archives Team

Team Mission

The rare books and papers of historical, literary, or artistic significance in Special Collections offer a unique resource to scholars, and an opportunity usually found only in large university libraries for undergraduate students to use these materials. The papers and photographs in the College Archives that document College history provide an unparalleled resource to students and faculty. This experience can be a pivotal moment during a student's academic years.

Special Collections provides research assistance to members of the College community and to outside researchers using its unique book and manuscript collections. The College Archives manages and provides security for College records and provides access to these records to the College administration and to qualified researchers. The team also provides outreach through its newsletter and many exhibitions, lectures, and special events that contribute to the intellectual life of the College.

Operational Responsibilities

Research Support

- Use the books and manuscript collections in Special Collections and the materials dealing with College history in the College Archives in the curriculum wherever possible by giving instruction and presentations to classes in many disciplines and by supporting individual student and faculty projects
- Provide research assistance and monitor the use of Special Collections and Archives materials

Preservation

- Monitor the preservation of information in its different formats, paper, microform, digital, etc., as well as artifacts of the College's history
- Take the necessary preventive and remedial steps to preserve these materials
- Digitize materials both to preserve and to make these materials more widely available

Records Management

- Work with departments to create retention plans as part of the College records management program
- Provide security for College records and make them accessible to qualified users
- Create finding aids for archival materials

Outreach

- Create and curate exhibitions in the Charles E. Shain Library
- Plan and sponsor lectures and special events
- Produce The Friends of the Library newsletter
- Administer The Friends of the Library group

Collection Management

 Acquire new materials through purchase and by gift to enhance existing collections and to pursue new directions

Technical Support Team

Team Mission

The mission of the Technical Support Team is to support the educational goals of Connecticut College by providing and supporting technology resources including College-owned computers, the computer network, the administrative information system, Web administration, the telephone system, and help desk service. In addition, the mission of the Administrative Information Systems Group is to provide leadership in the implementation, support, and use of robust, quality information technology services to support the administrative information needs of the College. We work in partnership with departments and offices to support their missions of providing effectively for the faculty, staff, students, and other members of the College community.

Operational Responsibilities

Administrative Information Systems

- Provide information systems, services, and technology resources with a focus on the integration and integrity of these administrative systems
- Provide analysis, design, programming, consulting, and implementation services in the provision and use of information technology solutions
- Provide tools, training, and consultation in the use of administrative information systems to enable community members to effectively perform their roles and responsibilities at the College
- Strive to provide these services and expertise with a strong customer orientation with attention to excellence, quality service, and responsiveness
- Support the implementation of SCT Banner Software and related administrative computing products
- Support and maintain SCT Banner production system for the entire campus
- Support and maintain AIMS and PowerFaids production systems for the rest of the campus
- Investigate, plan for, and provide project management and technical expertise for future implementation efforts of administrative information systems
- Educate and train members of the community on functionality and capabilities of administrative information systems; assist members of the community to use technology to work smarter
- Establish and maintain stable and current software and database infrastructure for administrative systems and institutional databases
- Manage programming and analysis requests to focus on using our administrative information systems most effectively and develop those modifications and enhancements that are strategic priorities of the College

Computer Inventory Management

- Oversee acquisition, management, and deployment of College-owned or leased computer hardware
- Negotiate and purchase all productivity software products
- Manage the software and software licenses on College-owned computers
- Manage the Outlook/Exchange administrative conversion program and conduct applicable training classes

Help Desk

- Provide Level One computer and network problem resolution
- Assign problems to staff and track the repair process

Computer Support

- Provide Level Two computer and network problem resolution
- Oversee repair and reassignment of College-owned computer hardware
- Troubleshoot and deploy anti-virus software updates

Online Computer Purchasing

- Oversee vendor agreements for College authorized student online computer purchases
- Maintain online information about student computer purchasing
- Provide information and assistance to students who need warrantee repairs

Network and Servers

- Provide network hardware and technical support for all College departments
- Support e-mail and Internet interaction
- · Provide bandwidth management for campus Internet connectivity
- Provide, maintain, and monitor network security devices and software

Web Administration

- Provide technical support for Web server hardware and software
- Support Web server accounts and Web site assistance
- Web Administrator serves as the point of contact for the update and management of CamelWeb and the IS Web site
- Partner with College Relations to maintain the public presence of the College
- Partner with CELS to create and maintain e-Portfolio
- Design and manage Web page functionality College-wide

Telecommunications

- Provide local and long-distance telephone service and voice mail for every student, faculty, and staff member
- Coordinate College cellular telephone agreements with external vendors
- Provide coverage of College switchboard during business hours, staffing with trained student
 assistants during times when the switchboard operator works on other projects such as
 maintaining the College directory information and assisting with telecommunications work in
 switch room, dorms, and office

iConn Project Team

Team Mission

The mission of the iConn Project Team is to implement and monitor new administrative information system(s) to support both the business processes and the overall Connecticut College mission through superior access to and manipulation of data via the implementation of the SunGard SCT Banner Advancement, Finance, Financial Aid, Human Resources/Payroll, and Student suite of administrative software and the continuing implementation of additional and critical third party software system for those administrative offices that SunGard SCT does not provide software services to support, for example Dining Services, Physical Plant, and Events.

Operational Responsibilities

- Provide project management, in a collegial manner, to implement an integrated, transaction-based business solution that supports College operations. Systems currently in place are the SunGard SCT suite of baseline modules, NuVisions Systems for Dining Services, Events Management Systems (EMS), and TMA (the Physical Plant solution)
- Manage the second phase of the multi-year project implementation so that it is completed on time
 and on budget. Begin working on the planning, implementation, and building of additional
 functionality within each system and provide greater Web access to information for students,
 faculty, and staff
- Provide students, faculty, and staff quick and easy access to accurate and timely data and powerful analytical and communication tools, so they can successfully complete their assigned duties
- Research and provide opportunities for the implementation and use of existing and future technology utilizing the SunGard SCT delivered product
- Provide staff, faculty, and students with appropriate training throughout the implementation to ensure effective and efficient use of the integrated system
- Review and revise current College business practices that are not supported by the new system to deliver the same or improved services in an alternate way and avoid customization
- Identify and minimize risks and provide contingency planning to maintain the project schedule