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Information Services Strategic Plan 2012-2015

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Information Services
Strategic Plan 2012-2015

To support the strategic priorities of
Connecticut College

"Always a Draft"

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Objectives for IS Strategic Plan

- To clarify how IS strategic priorities relate to College's strategic priorities and departmental needs

- To help communicate IS priorities to campus

- To provide basis for budget discussions, planning and requests

- To integrate IS planning with College governance system

- To keep planning methodology simple, inexpensive and understandable to multiple campus constituencies

- To drive long-range IS project planning and development of *IS Annual Plan: Major Objectives*

Information Services 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.

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

IS Strategic Priorities 2012-2015

1. **Build strong relationships with the campus community** through excellent service, communication and collaboration. Provide resources and services that recognize our diverse community.

2. **Enhance teaching, learning, research, discovery and scholarship** by building excellent collections, services and spaces. Incorporate technology and enable access to help users navigate the information environment.

3. **Optimize campus information and technology resources** in order to get the most from our current and future systems. In a secure information environment, use human and physical resources to advance the College's mission and strategic objectives.

4. **Strengthen the use of data resources for research and decision-making** through effective management of data and increased information access. Provide training, develop systems and offer services to improve business processes and intelligence.

5. **Advance Shain Library as an information commons and place of community** by creating vibrant physical and virtual spaces that support all aspects of the College's mission and effectively support IS resources and services.

IS Strategic Plan: Priorities AY2012-2015

IS Strategic Priorities Mapped to Connecticut College *Strategic Priorities for the New Century*

Conn College *Strategic Priorities*	IS Priority One: Build Strong Relationships w/ community	IS Priority Two: Enhance Teaching/ Learning/ Research	IS Priority Three: Optimize IT Resources	IS Priority Four: Data for Research/ Decision Making	IS Priority Five: Shain as Info Commons
Key Concepts					
SP #2: Excellence in Teaching	X	X	X	X	X
SP #3: Excellence in Research	X	X	X	X	X
SP #9: Res Life and Advising	X		X	X	X
SP #12 Staff Prof Dev	X	X	X		

IS Strategic Plan: Priorities AY2012-2015

IS Strategic Priorities Mapped to Connecticut College *Strategic Priorities for the New Century*

Conn College Strategic Priorities	IS Priority One: Build Strong Relationships w/ Community	IS Priority Two: Enhance Teaching/ Learning/ Research	IS Priority Three: Optimize IT Resources	IS Priority Four: Data for Research/ Decision Making	IS Priority Five: Shain as Info Commons
Key Concepts					
SP #15: Comm in Mrkting			X	X	
SP #16: Alumni Engmnt	X		X	X	
SP #17: Campus Renewal	X		X	X	X
SP #18 Classrm Renov	X	X			
SP #21: Lib/Info Comms	X	X			X

IS Strategic Plan: Priorities AY2012-2015

IS Strategic Priorities Mapped to Functional Areas:

Advancement, Admissions, College Relations – and – DOF/Student, Finance, Administration, IS

Conn College Strategic Areas	IS Priority One: Build Strong Relationships w/ community	IS Priority Two: Enhance Teaching/ Learning/ Research	IS Priority Three: Optimize IT Resources	IS Priority Four: Data for Research/ Decision Making	IS Priority Five: Shain as Info Commons
Key Areas					
Advancement	X		X	X	X
Admissions	X	X	X	X	X
College Relations	X		X	X	
DOF/DCC (Academic and Student Programs)	X	X	X	X	X
Administration (HR, PP, etc.)	X		X	X	
Finance	X		X	X	
Information Services	X	X	X	X	X

Priority One:
Build strong relationships with the campus community

- Collaborate with faculty, students, and staff, in planning and delivering information services initiatives and operations: [AY13-15] Continuing
    - iConn Steering Committee (Ongoing)
    - Enterprise System Advisory Committee (Ongoing)
    - Web Advisory Committee (Ongoing)
    - IS Committee/FSCC (Active AY13… ongoing)
    - SGA/IS Subcommittee (Active AY13; planned AY14)
    - LMS Advisory Committee (Moodle2 supported AY13)
    - Focus Groups/Individual Interviews (AY13 In support of Shain Reno, CamelWeb 5)
    - Surveys (AY13, CamelWeb 5, MISO planned AY14)
    - Town Hall Meetings (Two held AY13; one scheduled AY14)

- In collaboration with Admissions and College Relations staff, offer introductory instructional sessions on College history, architecture, and traditions, using resources available in the College Archives, to improve the accuracy of campus tour guides presentations. [AY13, 14]

- Engage faculty in a Collection Management Project that reduces the print collections by agreed upon criteria and process, but retains key research materials on the campus. [AY13] (38K items id'd; de-selection In process)

Priority One--continued:
Build strong relationships with the campus community

- Continue staff retention strategies in coordination with Human Resources, Administration, and other College departments
    - Work environment improvement (Gallows Lane-TBD) [AY13-14] (Planned AY13)
    - Training/development opportunities including WebFocus Summit [AY13-15] (1 Staff attended WFSummit, 4 staff attended Ellucian Summit)
        - Provide students and employees with data security and privacy education, training and awareness. (Ongoing)
    - Competitive salary and benefits [HR Salary Survey AY13; salary adjustments AY14] (Completed)
    - Offer skills development opportunities on campus (AY 13 Project Management, Planned and underway, AY13 and 14)

- In collaboration with College Relations, develop and implement an IS marketing and communication plan
    - Incorporate community outreach, publications, presentations, programs, and displays.
    - Encourage communication strategies that will generate new ideas and feedback from the campus community
    - Establish social media strategy with appropriate organizational oversight and assigned responsibilities (Planned AY14)

Priority One--continued:

Build strong relationships with the campus community

- Strengthen IS departmental liaison program for librarians and instructional technologists in the development, marketing and delivery of services and collections available to students and faculty. (IT liaisons initiated AY13)

- Contribute to the intellectual life of the College and to develop a learning community with IS sponsored activities such as book talks, films, discussions, etc.
  - Goal: At least five IS sponsored events, one from each area, each academic year [AY13-15]   (AY13: initiated, work to do)

- Recognize and support our diverse community by expanding the range of resources and services offered by the Language & Culture Center

Priority Two:
Enhance teaching, learning, research, discovery and scholarship

- Provide resources for research and scholarship
  - Maintain strength of collections
    - 5% per year inflation factor added to materials budget ~$75,000 recurring [AY14] (Planned for FY15)
  - Add key resources to strengthen collections, including Hathi Trust membership/subscription [AY13-15] (Planned FY14)
  - Develop CTW and other consortial relationships to increase access to resources [AY13-15] (Shared DDA implemented AY14)

- Plan and deliver technologies to enhance the curriculum and facilitate research
  - Plan high value instructional technology instruction and integration into curriculum
    - Expand and promote DELI Program [AY14 $15,500] (FY14: No added funds)
    - Develop and implement Instructional Technology workshops and seminars [AY13-15] (Implementation AY14)
    - Develop tighter link between the Center for Teaching and Learning and IS Instructional Technology programming (Ongoing)

- Increase number of smart classrooms adding 3-4 rooms per year equipped with projection system, digital overhead and smart lectern. [AY13-15] (AY13: 4 rooms; AY14: 2 rooms funded)

Priority Two:

Enhance teaching, learning, research, discovery and scholarship

- Offer social science data sets to students and faculty by becoming a member of the Inter-University Consortium for Political and Social Research, and by encouraging and integrating the use of the data sets into existing reference and instructional services. [AY13] (Purchase completed AY13; integration ongoing)

- Acquire and implement an image management system for Special Collections & Archives (SC&A). [AY13] (Planning continues)
    - Goal: All SC&A images loaded into a system, which then can at a minimum be searched by faculty, staff, students, and researchers on site for the rapid selection and retrieval of available digital images. [AY15]

- Incorporate Special Collections & Archives resources into classroom instruction.
    - Goal: Over three years, increase instances to 28 per year. [AY13-15] (Ongoing)
    - Goal: At least three sessions each year will use primary sources in class projects or papers. [AY13-15] (Ongoing)

- Enable easier access to SC&A collections
    - Goal: Process at least five collections each academic year, resulting in a finding aid and publish on our website. [AY13-15] (AY13: 3 collections)
    - Goal: Publish finding aids to collections that have already been processed. [AY13, AY14]

Priority Two:

Enhance teaching, learning, research, discovery and scholarship

- Scholarly Communications and Research

    - Expand the use of Digital Commons to promote faculty research by adopting an Open Access policy [AY13] (Completed)

        - Research and implement processes for rapid and accurate uploading of faculty research in Digital Commons [AY2014]. (AY14 Planned)

    - Continue to develop and deliver Research Skills Program; Freshman Seminars, Honors Studies, etc. [AY13-15] (Ongoing)

- Information Access

    - Design and implement new IS website [AY13]   (AY13/14 Completed)

    - Implement new public catalog interface and consolidate federated search tools [AY13] (Completed)

    - Increase access to electronic materials, e.g., YBP/ebrary, Coutts/MyiLibrary, JSTOR, MUSE, etc. [AY13-15] (DDA planning underway)

    - Complete and implement *Comprehensive Collection Management Plan* [AY13] (Completed)

Priority Two--continued:
Enhance teaching, learning, research, discovery and scholarship

- Establish Collection Management Project with these characteristics: (All completed or underway)
  - Develop criteria and guidelines for the collection development of the libraries' collections. [AY13-AY14]
  - Conduct an analysis and review of the print book collections; withdraw materials that are no longer relevant to the teaching and scholarship of the college, are in poor condition or are easily available elsewhere, including as viable digital alternatives. [AY13, AY14]
  - Build electronic journal holdings that allow for the removal of print holdings in the physical collections. [AY13-15]
  - Identify and incorporate alternative models for the acquisition of library materials that enhances content and improve access, e.g., patron-initiated acquisitions, pay-per-view, etc. [AY13-15]
  - Increase availability and access to digital resources in new content areas and formats, e.g., data sets, video streaming, etc. [AY13-15]
  - Pursue new opportunities for collaboration with the CTW Consortium and other partnerships that enhance collections and access. [AY13-15]
  - Assess and develop new workflows and strategies in the acquisition and processing that ensure a robust collection of resources. [AY14-15]

Priority Two:
Enhance teaching, learning, research, discovery and scholarship

- Enhance access to the library's print and electronic resources through the identification and creation of online interfaces and tools that improve discovery and usability. [AY13-15]

- Research, train and implement digital collaboration tools, for curricular and research purposes, such as Google Plus. [AY13-14] (Underway)

- Develop a robust individual research consultation service for students integrated with curricular needs, research instruction and Reference Desk service. [AY13] (AY13 initiated; ongoing)

- Use surveys, focus groups, interviews and other appropriate research methodologies to deepen our understanding of IS student services and their use of traditional and digital materials. Create or refine IS programming based on data. [AY13, AY14] (Ongoing)

Priority Three:
Optimize campus information and technology resources

- Coordinate operations and services between Shain Library Access Services and the IT   Service Desk. (Completed)
    - Printing Services support for UniFlow [AY13]
    - Student worker oversight and location [AY13]

- Develop robust mobile infrastructure [AY13-14] (Planning and implementation underway)

- Enhance the campus intranet portal, CamelWeb, to deliver information and services based on individual needs and campus roles. The portal will become a knowledge management tool through integration with Banner, the Campus Directory and web content management software. [AY13-14] (Go Live: Winter 13-14)

- Collaborate with HR and campus to develop profile of baseline computer skills necessary for success in salaried and faculty positions to be used for hiring, performance planning and campus training plans. [AY13-AY14]

Priority Three--continued:
Optimize campus information and technology resources

- Increase Network Capacity and Resilience [AY13-15]
  - Expand network backbone infrastructure to 10 GB and desktop to 100 MB [AY15] (Funding available FY15)
  - Implement IP management: IPv6 and DHCP to support computers and mobile devices [AY14] (Planned FY15)
  - Add external DNS system to increase network speed and reliability [AY14]
  - Update data network switches in selected locations to support Power over Ethernet for wireless networking and converged communication (e.g., VoIP) [AY14-15] (Underway and ongoing)
  - Implement 802.11 wireless network in all academic and administrative buildings as needed [AY14-15] (Completed FY14)
  - Redesign fiber network and add second core router to increase network capacity and reliability [AY15-16] (Planned, dependent on funding)

- Continue to test and improve business continuity and disaster recovery plans for enterprise systems; improve Connecticut College website persistence in emergencies. [AY13-15] (Ongoing)

- Utilize IT Investment Portfolio and Project Plan to align projects with institutional strategies while balancing financial and human resources. [AY13-15]   (Ongoing)

- Create portfolio of College's information technology investments, gaps, services and unimplemented functionality [AY13]   (Ongoing)

Priority Three--continued:

Optimize campus information and technology resources

- Develop Voice Environment Plan
    - Plan voice system needs relative to digital communications/cellular technology/legacy analog system (Ongoing)
    - Replace PBX with VoIP compatible system. [AY13] (Completed)
    - Plan and replace existing campus data infrastructure in selected locations to accommodate VoIP. [AY14-15] (Underway)

- Implement policies regarding data security, risk, maintenance, contract management and oversight responsibility for Software as a Service (SaaS) arrangements   with external vendors, and articulate strategy for Cloud relationships/computing services. [AY13] (Completed AY13)

- Implement, internal to the College, change management process, risk management analysis, and service level agreements consistent with IT Service Management (ITSM) best practices. [AY13-15] (AY13 Change and Risk Mgmt Analysis implemented)

- Provide emergency back-up power and fire suppression systems for data centers. [AY13-AY14] (AY13 Bill, Fanning and Lamdin OK; AY14 Planned for Shain. No fire suppression planned.)

Priority Three--continued:

Optimize campus information and technology resources

- Implement Academic Advising and Degree Audit system (Funded FY14-15)

- Collaborate with College Advancement to implement a volunteer management system. (Planning underway.)

- Implement EMS Campus to provide better campus calendar and scheduling functionality, as well as classroom utilization data. [AY14 completed]

- Information Security Audit – Biennial [AY13, AY15] (Completed FY13)
  - Ongoing Intrusion Testing [AY13-15] (Ongoing)

- Expand the Identity and Access Management framework to streamline account provisioning and access controls; provide secure, trusted connections with non-College entities [AY13] (Implementation planned AY14)
  - Authentication for multiple systems w/ single sign-on (AY13 Completed)
  - Access management controls access to sensitive data
  - Account auditing on regular basis

Priority Three--continued:

Optimize campus information and technology resources

- Develop a desktop and server backup strategy to mitigate the loss of institutional data   by using secure Cloud services. [AY14]

- Improve data privacy and security through training, education and awareness for Information Security; define the role and responsibilities of campus Data Stewards. [AY13-AY14] (AY13 PII training initiated per MA law)

- Continue to implement virtualization strategy to increase data center capacity and reduce costs. [AY13-15] (Ongoing)

- Monitor, research and potentially expand the use of eCommerce technology. [AY13 completed]

Priority Three--continued:
Optimize campus information and technology resources

Staffing:

- Positions--IS
  - Server and Network Administrator ($65K + 25% first year = $81,200) [AY14]
    (Position available Fall 13; to include Info Security roles as well)
  - Information Security System Analyst ($82K + 25% first year = $102,500) [AY14]
  - Business Process Improvement Analyst ($xxK + 25% first year = $xx,xxx) [AY15]

- Positions—Functional Areas
  - Advocate for Office of Administration Functional Lead ($55K +25% first year = $68,750) [AY14] (Completed)

- Retention Strategies
  - Co-locate Enterprise Systems and components of Technical Support teams   at Gallows Lane to improve collaboration and productivity [AY13, AY14] (AY14 Planned)
  - Continue Training/Development Opportunities [Partially funded by HR] (Ongoing)
  - Provide all IS staff with competitive salary and benefits [HR Salary Survey AY13; Adjustments AY14] (Completed FY14)

Priority Four--continued:
Strengthen data resources for research and decision-making

- Continue implementing Banner 9 modules as released by Ellucian and requested by our campus partners [AY13-15] (Ongoing)

- Improve Business Intelligence and Reporting Environment: (Planning ongoing)
  - Develop and implement business intelligence architecture tools: datamarts, etc.
  - Acquire and implement WebFOCUS InfoAssist (license fees and annual maintenance) [AY14]
  - Implement data warehouse to improve speed and access in data reporting environment [AY13-15]
  - Investigate and implement dashboard technology to provide enhanced data access for decision making [AY14, AY15]

- Facilitate business process improvements realizing the full potential of automated tools.
  - Use Ellucian Best Practice Business Process Improvement Consulting for Human Resources, Registrar, and Advancement [AY13] Completed Financial Aid and Advancement) (AY14 Purchasing scheduled)
  - Implement Ellucian Banner Extender document imaging product [AY15] (PPBC approval for planning FY14; Funding expected FY15)

Priority Four--continued:
Strengthen use of data resources for research and decision-making

- Research a customer relationship management system with goal to replace current in-house developed ePortfolio system. [AY13-AY14] (Ongoing)

- Research emerging open source software such as Kuali Student Information System as alternative to Banner module. [AY14] (Ongoing)

- Work with Physical Plant to implement a comprehensive physical access management system (i.e., locks) to include standalone, wireless and wired physical access. [AY13-14] (AY13 Planned and funded; Implementation winter 13-14)

- Implement Ellucian mobile technology architecture for delivery of functionality, using Apps, on smart phones, tablets, and other mobile devices. Build and expand campus Mobile App stores for Android and Apple devices. [AY13-14] (Initiated AY13;   buildout AY14 planned)

- For information security and risk management, review and develop internal monitoring and auditing of Banner INB access. [AY13] (Completed)

Priority Five:
Advance Shain Library as info commons and place of community

- Support efforts to enlarge and renovate Shain Library through facilities planning, collection management, fundraising and construction logistics. [AY13-AY15] (AY13: Funding approved; construction begins AY15)

- Maintain an active exhibit program of three to four exhibits per year, coordinating with campus activities and interests working with faculty, staff and students who wish to guest curate exhibitions. [AY13-15] (Ongoing)

- Work with the Alumni office to expand Lear Center activities during Reunion Weekend; continue to offer archives program, expand Open House with inclusion of a tour, and offer a presentation on Special Collections treasures in the Lear Center. [AY13] (Completed and ongoing)

- Using surveys, focus groups, interviews and other appropriate research methodologies, deepen our understanding of student space needs, and develop new study spaces. [AY13-15] (Ongoing)

Priority Five:
Advance Shain Library as info commons and place of community

- Support the creation of student study and collaboration spaces, including technology rich environments. [AY13-15] (Part of Shain Renovation)

- Improve instructional technology support for faculty by moving the Digital Curriculum Center and graphics support to the library, consolidating user service points [AY14] (AY13-14 Completed)

- Develop an attractive, effective and quiet work space for faculty in the library. [AY14]

- Develop relationship with staff of new Academic Resource Center and coordinate appropriate instructional services and spaces. [AY14] (AY13 initiated; Ongoing)

- Look beyond basic web organization and explore new ways of directing students   to digital resources. [AY14]

- Comments: