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Information Services Major Objectives and  
Annual Plans

Information Services

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2021

### Information Services Major Objectives, 2021-2022

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The views expressed in this paper are solely those of the author.

CONNECTICUT COLLEGE  
*Information Services*  
**MAJOR OBJECTIVES**  
2021 - 2022



CONNECTICUT  
COLLEGE



## Greetings

The *2021–2022 Information Services Major Objectives* are provided for your information and review. Though this planning took place during a year of unprecedented disequilibrium, and the College faces uncertainty in the future, Information Services nevertheless shares these objectives as markers of the excellence to which the department aspires. They will guide the work of Information Services staff, often in collaboration with other departments, for the coming academic year with the understanding that changes may be necessary as time unfolds. These objectives are in support of the College's strategic priorities and the *Information Services Strategic Plan 2021-2024*.

I am happy to answer any questions. Please let us know how we can be of service.

Thank you.

W. Lee Hisle, Ph.D.

*Vice President for Information Services and Librarian of the College*

## 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 Strategic Priorities 2021-2024

- Maintain strong relationships with the diverse campus community through excellent service, communication and collaboration.
- Enhance teaching and scholarship by developing excellent research support and instruction services.
- Sustain acquisition and maintenance of library collections, administrative applications and academic software resources.
- Optimize campus information and technology resources in a secure and sustainable environment.
- Assess programs and develop staff to enable IS to support the College's mission and deliver excellent services to the campus community.



## Team Objectives

### ENTERPRISE AND TECHNICAL SYSTEMS

*Continue to maintain a stable, secure and effective information technology environment with a high-performing team providing solutions and leadership to optimize business processes and access to information.*

- **Transform the campus academic computer lab and academic software environments to provide innovative, equitable, accessible, cost-efficient and ubiquitous access. Investigate cloud-based virtual desktop infrastructure (VDI) as an alternative to academic labs and open access computers.\***
- Research and deploy options for a multi-cloud management platform to manage and control cloud expenses and a secure access service edge (SASE) to leverage endpoint security technology in the cloud to protect college data wherever it is accessed and regardless of the device.\*
- Partner with the Enterprise Systems Advisory Committee (ESAC) and the iConn Steering Committee to clarify and strengthen their role in information technology governance and to accomplish IS strategic priorities.
- **Implement [data governance policies and procedures](#) and establish a Data Stewardship Committee that will foster shared data ownership responsibilities. Create a culture that ensures institutional data is both secure and available to those who should have access to it.**
- Continue to seek a sustainable information technology funding model, budget and resource plan to maintain current academic and administrative technology environment and support future needs of the College. Key initiatives include:
  - ◇ Create a sustainable funding and resource plan for the provision of academic software to support existing and future programs and pathways.\*
  - ◇ Create and implement a decision structure, involving campus stakeholders, regarding the selection, acquisitions and cancellation of academic software.
  - ◇ Manage software maintenance expenses for a declining budget environment and perpetually increasing maintenance and software subscription costs.\*

- Plan, budget and transition the following systems from on-premise to the cloud. The cloud initiative will lower capital investment for on-premise hardware while streamlining maintenance and operations responsibilities, including increasing stability, security, access, and facilitating disaster recovery options.\*
  - ◇ Develop strategy and plan to move Ellucian Banner ERP to a cloud service model in FY23.
  - ◇ “Shift” EMS Events Management System to software as a service (SaaS) model.
  - ◇ Implement Live Whale Calendar System as a software as a service (SaaS) model.
  - ◇ Implement new Connecticut College website (EDU) and content management system.
  - ◇ Work with Special Collections and Archives to establish archival storage on cloud service.
- Create a policy and implement procedures to employ Google Workspace for Education Plus (formerly G Suite), the College’s cloud-based email, calendaring, office applications, video conferencing (i.e., Meet) and tier 1 document storage. Requires review of alumni email and storage practice.\*
- Plan, budget and implement a document storage policy and solution, possibly replacing current server/storage solution, to comply with restrictions in Google Workspace effective July 2022.\*
- Utilizing the findings from the spring 2021 Student Cable Television and WiFi Survey, research and propose updates to enhance wireless access in residence halls and outdoor spaces such as Tempel Green and front patio of Crozier-Williams.\*
- In cooperation with the Office of Communications, implement a new website with a cloud platform hosting model and WordPress content management system for increased functionality, enhanced usability and efficiency.\*
- Provide device and location independent access to desktop software and computing power through Virtual Desktop Infrastructure (VDI) technology in support of “Bring Your Own Device” (BYOD) and academic labs.
- Continue events and publications on data security and responsibility awareness.
- Restructure and retrofit in-house Identity and Access Management (IAM) system and Personal Information Form (PIF) to function with the current version of Ellucian Banner Enterprise Identity System (BEIS) and Banner 9 Self-Service. IAM restructure is necessary to comply with new baseline InCommon requirements for trusted access for education and research; i.e., Federated Identity and EduRoam.
- Collaborate with campus colleagues to develop and implement a process and changes to Identity and Access Management (IAM) system for onboarding, provisioning and deprovisioning technical services and terminating College contractors/affiliates/interns (i.e., non-payroll employees).
- Continue implementation of new Banner 9 Self Service components including gender preference, personal pronouns, preferred name, and faculty grading and registration components.

- In collaboration with Campus Safety and Facilities Management, maintain, repair and replace priority emergency phones across campus properties.
- Collaborate with the Registrar's Office on the following projects:
  - ◇ Provide upgrades and enhancements to the DegreeWorks degree audit system.
  - ◇ Complete the official electronic transcripts system (i.e., Ellucian eTranscripts and EVisions Transcript Solution) for students, alumni and transcript recipients.
- Assist campus departments and WebFocus report writers in implementing critical WebFocus system upgrades.
- **Maintain, stabilize and secure campus technical infrastructure.**
  - ◇ Replace the firewall and edge routers to maintain a secure network and mitigate risks.
  - ◇ Install Malwarebytes protection for on-premise servers.\*
  - ◇ Replace server backup system with cloud-based Druva Phoenix.
  - ◇ Upgrade Windstream campus phone connection from T-1 to Fiber and analyze option of moving from PRI to SIP access to provide phone system redundancy.

## **LIBRARY COLLECTIONS, ACCESS AND DISCOVERY**

*Continue to build, maintain and provide access to a strong undergraduate collection of library resources through the strategic management of financial resources in consultation with faculty, students and staff.*

- In accordance with the 2021-23 Collection Management Project, conduct a faculty review of candidate materials for deaccessioning, deaccession materials, and prepare collections for shifting in summer 2022. Work with an outside consultant to plan shifting projects. Utilize EAST and HathiTrust membership in decision making.
- Ensure continued, though limited, services at Greer Music Library, following the retirement of the music librarian.
  - ◇ Create new workflows, policies and procedures
  - ◇ Reconfigure Greer spaces to ensure continued access to materials, and to provide access to labs and storage areas for Music Department faculty, staff and students.
- Collaborate with Information Services Committee faculty and utilize collections data to balance the materials budget. Conduct strategic outreach regarding the collection to potentially affected departments. Update and promote the online collections information guide.
- Work with CTW strategic partners to plan direction and strategy for the consortium, given current realities and shifting national trends. Research collaborative technical solutions and investigate options for the consortium's size and scope.

- Support teaching and learning by re-instituting an option for print reserves, and by refining the digitization service begun in spring 2021 as a pilot project
- Study the feasibility of offering controlled digital lending of some materials, either in conjunction with CTW partners or as an individual library. Create a report of findings and take steps as warranted.
- In conjunction with the College's Business Major Task Force, study materials and services needs related to the establishment of a business major. Convey findings to the Task Force.
- Migrate the databases page from the T4 platform to libguides so that librarians can make edits more effectively and to improve search options for patrons.
- Continue and refine the on-shelf hold request service, begun during the pandemic, for faculty and staff patrons.
- As health conditions and College policies dictate, refine policies and implement plans for offering library services to community patrons.
- Revise the emergency procedures manual for Shain and Greer Libraries.
- **Revise the collection policy that was passed in 2019 to reflect shifts in the collection development and scholarly communication landscape. Share policy changes for Information Services Committee approval.**
- Conduct an inventory of journals in the lower-level stacks in order to verify holdings records against the catalog.
- Implement a plan to circulate current serials titles.

## RESEARCH SUPPORT AND CURRICULAR TECHNOLOGY

*Provide and develop services and resources to support faculty research and teaching, and student research and learning. Partner with campus offices to deliver workshops, seminars and programs to enhance the curriculum. Provide instruction to students focusing on information and digital literacies.*

- Identify locations and technology, develop policies, and build rooms to better support remote teaching and/or lecture recording.\*
- Following the [Collaborative Online International Learning](#) (COIL) action plan developed in spring 2021, participate in outreach to faculty, assist in the development and delivery of workshops, contribute to grant proposals, and provide technology support for virtual exchange programs.
- **Establish a system to evaluate teaching spaces using the [EDUCAUSE Learning Space Rating System](#).**
- Identify rooms and equipment required to accommodate hybrid events. Develop policies and share information with the Events office and campus community.

- Evaluate faculty development opportunities and realign offerings.
  - ◇ Offer programming on data literacy, data management, and data visualization.
  - ◇ Redesign Tempel Summer Institute and deliver in summer 2022.
  - ◇ Explore opportunities for increased collaboration with the Center for Teaching and Learning.
- Showcase faculty accomplishments by reviving the annual celebration of faculty scholarship and provide an opportunity for Open Educational Resources/ Digital Scholarship grant recipients to share their achievements.
- Plan and complete an accessibility audit of supported instructional technology tools and resources. Share with the Office of Accessibility.
- Revise job descriptions and plan for professional development and skill building to support ongoing online courses, such as the [Quality Matters certification](#).
- Evaluate use of DigiCation portfolio platform and recommend future licensing levels or a replacement product when license expires in June 2022.
- Develop a 3-5 year plan for the OER Grant Program.
  - ◇ Secure funding to offer awards twice a year
  - ◇ Track savings resulting from the program and assess student success
  - ◇ Apply for the AAC&U OER Institute and if accepted, participate and develop a campus OER strategic plan.\*
- Collaborate with IS staff to articulate, brand, and communicate resources and services in support of faculty research and scholarship activities. Create a plan for staff development to fill gaps.
- Plan, budget, and prepare to transition Moodle LMS from on-premise to cloud environment in FY23. Develop communication and training strategy.\*
- Expand the library instruction program by developing online tutorials covering a broad range of information literacy topics.
- Increase involvement in race and ethnicity programming through outreach initiatives and research support.
- Continue collaboration with the Academic Resource Center (ARC) in developing and delivering workshops that center on the research and writing process.
- Establish an internship program for library school students, helping to further the goals of our department and to prepare future academic librarians by providing a valuable work experience in an academic library setting.
- Identify a database solution and build a public website for the campus art collections in collaboration with Special Collections & Archives, Enterprise and Technical Systems, and the Campus Art Committee.
- Increase outreach efforts in digital scholarship to continue attracting faculty to the Digital Scholarship Fellows program and integrating digital scholarship into classes and faculty/student research collaborations.

## SPECIAL COLLECTIONS AND ARCHIVES

*Continue to develop, maintain and promote the College's special collections and archives by providing high-quality reference, instruction and research support to faculty, staff and students, and by increasing awareness of our collections to build the College's reputation among researchers on a national and international scale.*

- Resume outreach to faculty and students to match or exceed our high levels of instruction using Lear Center resources prior to the pandemic.
- Conduct a thorough review of the Lear Center website and revise it to enhance access to services and physical and digital collections.
- Implement features of Primo VE to enhance discovery of manuscript and archival collections through OneSearch.
- Survey and document campus art collections to ensure that current location and condition of artwork is accurate.
- Barcode manuscript and archival collections to ensure accurate tracking and retrieval; conduct a formal location survey of processed and unprocessed materials.
- Begin implementing digital collection and preservation programs.
  - ◇ Install and begin using preservation software (Archivematica) and move digital collections to cloud storage.
  - ◇ Develop digital preservation workflows.
  - ◇ Develop digital collection development policies and objectives for future digitization projects.
- Inventory and begin processing of all un-acquisitioned additions to the College Archives.
- Reprocess Alice Hamilton and Frances Perkins collections to make them more accessible to researchers; process additions to Lear-Carson, Lear-Potter, and/or Roland Clement collections.
- Pursue grant to digitize World Center for Women's Archives collections, which are currently spread across at least four institutions.

\* New Funding and Resources may be required.

