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Information Services Major Objectives and Annual  
Plans

Information Services

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# Information Services Annual Plan, 2007-2008

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

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## 1. INTRODUCTION

In the coming academic year, Information Services (IS) will enter its second decade as a successful combined organization of libraries, information and instructional technology dedicated to the support of the Connecticut College community. As in the past several years, the *Information Services Annual Plan 2007-2008* was developed by the staff of the department to unify the mission, goals and objectives of the Information Services department with the college's Strategic Plan, *Connecticut College 2011: Launching the Second Century*. The creation of the *IS Annual Plan* engages the staff and faculty in thinking beyond their daily responsibilities, to the broader purposes for IS efforts. The plan gives structure to planning for the future and helps make the connection between budget allocations and actions. Individual and departmental performance can be judged using the plan as well. Finally, the plan is meant to be flexible and thus can accommodate new college priorities and directions that may emerge during the course of an academic year.

The *Information Services Annual Plan* serves the following functions:

- To define the vision, mission and goals of the department
- To align Information Services activities and projects with the Connecticut College strategic plan
- To define specific objectives that guide the work of IS teams within each academic year and identify long range objectives that will require institutional support
- To identify in the planning process emerging trends in library services, information technology, instructional technology, and other areas of college support that fall within the department's scope
- To establish an annual planning cycle that encourages staff to scan the broad environment affecting information services in higher education
- To provide a basis for budget planning and requests
- 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
5. 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

Adopted November 28, 2001

### **3. INFORMATION SERVICES VISION STATEMENT**

Drafted April 2004; Revised May 2006

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 enrich the intellectual environment at the college. Activities such as hosting speakers or performances, curating display presentations, providing a digital repository, 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 relationships with granting agencies, such as the Keel Foundation and the National Institute for Technology in the Liberal Arts (NITLE), funded by 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, the Digital Commons, the DELI Project, 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 dangerous 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, faculty, and staff. 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, environmentally safe, 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 over the next several years; however, many materials important to the curriculum of the college we expect to 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 or IM 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.

\* \* \* \* \*

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.

#### 4. MAJOR ACCOMPLISHMENTS: ACADEMIC YEAR 2006-07

##### **Continue the development and implementation of Information Service's Diversity Outreach Committee's work in providing focused resources and services for underrepresented students**

Continue work with the campus community to implement resources and services that can assist underrepresented individuals in utilizing the resources of Information Services.

##### Communicate

- Develop and implement an ongoing publicity plan for creating greater awareness of the existing resources and services available to the campus community that support diversity and the needs of underrepresented students.
- Develop and maintain a Web site for the IS Diversity Outreach Program.
- Work with Unity House to provide an introduction to library and technology resources for the Dean of Freshmen's early orientation programs, Genesis and Odyssey.

##### Educate

- Provide diversity awareness training for IS staff as a means for improving cross-cultural communications and interactions in the workplace.
- Collaborate with the Information Resources team to develop library displays, supporting reading lists, and subject guides relevant to topics relating to diversity.
- Collaborate with the Special Collections librarian to identify opportunities for speakers and exhibits that incorporate diversity.
- Establish a liaison program with the Office of Disabilities to identify and support students with physical and/or learning disabilities.

##### Celebrate

- Work with the Special Projects Coordinator to identify opportunities for IS to sponsor events and programs that can incorporate diversity and build community.

*The Diversity Outreach Committee continued its commitment to the campus community and underrepresented students through programming, resource building, and committee participation in each of the campus-wide diversity months. Campus-wide brown bag discussions featuring college faculty have become the central focus of the Diversity Committee's work, held in cooperation with the various diversity months established by Unity House for Latino Heritage Month, Native American History Month, Martin Luther King Day, Black History Month and Asian and Pacific Islander Month. These Brown Bag Discussions have been complemented by displays in the library and associated bibliographies and subject guides for further reading. Additional activities have included work with the Office of Student Disabilities, assigning a library liaison to work directly with students needing library assistance and a staff presentation on the needs of this underrepresented student population.*

*For the first time, librarians participated in the college's pre-orientation programs, Genesis and Odyssey, providing a presentation and tours for incoming students of color and international students. Students and their parents were encouraged to use the library and its resources and to view Information Services as a resource that provides a welcoming and supportive staff and a safe place for research and collaborative study.*

*Internally, Information Services piloted a diversity workshop for selected staff providing direct service to the college community to learn more about the issue of diversity and its relevance in day-to-day operations. Information Services continues to take pride in its policy of openness to all students.*

*The development of a Web site reflective of the committees work and outreach to the campus community requires continued work. The Committee anticipates carrying this objective into FY08 with completion prior to the fall semester.*

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.

2.2 Student quality, access, and programs. Improve the quality and diversity of students through excellent academic and residential programs and through assured access and equity. This will maximize student experiences and make the College the first choice of more and more students.

3.1.4 Consistently reflect the College's strong commitment to a pluralistic community and its current reality in communications of all types.

### **Enhance the Web presence of Information Services through the redesign of the Information Services Web site**

Provide a more service oriented approach to information access through the redesign of the Information Services Web site. Facilitate greater awareness of available resources, improve functionality, update appearance and generally enhance the Web presence of the department.

*The Information Services Web Site was redesigned to provide a more service oriented approach and was implemented in the summer of 2006. Access to resources, navigation, and the appearance were all improved with the new design, and the reaction to the new design was positive.*

*As the college Web site went through a site-wide redesign that was implemented in March 2007, the Information Services (Libraries & Technology) Web site was also redesigned, but only in terms of colors and the outer navigation elements to stay consistent with the look and feel of the new college site. The general layout stayed the same, so that no major change would take place mid-semester.*

*The next step for the Libraries & Technology Web site is to bring it into the RedDot Content Management System. It was not possible to accommodate the site's design given BigBad's RedDot templates. The goal for the coming year is to customize new templates and make minor design adjustments so that the site can be managed through RedDot.*

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, trustees and the public.

### **Design and implement the Digital Enhanced Learning Initiative (DELI)**

Develop and implement a pilot program that explores how student-centered digital technologies can enhance student learning. The program will focus on freshman seminars and then follow through students' academic careers at Connecticut College. Information Services will provide the faculty member and each student in four selected freshman seminar courses an iPod or a digital camera, based on the faculty member's proposal to use technology to enhance a course. Each course will be supported with a strong instruction, support and assessment component, involving multiple areas of IS, beginning with a two-day Advanced Tempel Institute for the faculty.

*Information Services, in collaboration with the Center for Teaching and Learning, implemented the DELI program in five freshman seminars in fall 2006. Three courses used digital cameras and two courses used video iPods. Students used the technology in creative ways to enhance their acquisition of knowledge and to develop and present class projects. The results were presented on campus and at the NERCOMP (Northeast Regional Computing Program) 2007 annual meeting. Students and faculty were very positive about the outcomes of the use of technology to enrich the courses. Suggested modifications to the program will be made and a call for proposals*

*to participate will go out in spring 2007 for classes to be delivered in the 2007-2008 academic year.*

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.

### **Improve Help Desk Operations**

Review the current Help Desk operation to assess strengths and weaknesses and make recommendations for service improvements. Review peer-college staff organization and staffing levels for student Help Desk and faculty/staff Help Desk support and compare the other college's structure to our structure. Review and update the Help Desk Web site and printed materials. Activate and promote the Web-based service request system for the Help Desk and the "network status" telephone operation. Review and revise the Help Desk student worker training procedure as necessary.

*A Help Desk Review committee was formed. The committee held student focus groups and spoke to faculty and staff to help assess strengths and weaknesses. A comparison of hours, staffing, and support levels at more than thirty peer institutions was conducted. A report is being formulated that will provide recommendations from the Review Committee.*

*A meeting was held to discuss the Help Desk Web site and a student has been hired to work over the summer to improve that site. There have been problems with activating Heat Self Service because it does not work directly with Active Directory. Other solutions are being investigated, a potential vendor has been identified, and a demonstration is planned. The "network status" telephone line is in place (Ext. 5002). The network has been stable enough this past year that this line has not been widely used. Known network outage messages for Banner upgrades have been recorded and placed on the network status line. A brochure outlining Help Desk services and procedures was distributed to the entire community when classes started.*

*The training procedure has been reviewed. A formal training procedure will be written over the summer and some changes will be in place for the fall 2007 semester. Long range planning includes bringing student workers back to campus before each fall semester begins for an extensive two day training session.*

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.

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

### **Enhance collection and control of digital images for ease of use and archival purposes**

Lead campus-wide planning effort to determine best options for collecting, accessing, and archiving digital images. Implement solution in collaboration of other college stakeholders.

*The department reviewed potential solutions and is working with ARTstor on a pilot project to host several of the college's digital image collections in the 2007-2008 academic year. Over 500 images from each of the following collections will serve as a test base for use of large image collections both within and outside courses: Islamic Art course images, geologic landforms slides used in geology courses, and the college's Asian art collection including works from the Chu-Griffis Art Collection and Japanese prints from both the Special Collections and the Wetmore Print Collection.*

Supports Strategic Plan Initiative:

4.4.3 Continue to invest in the modern information systems and technical staff needed to maximize intra-campus communications and efficient operations

## **INFORMATION RESOURCES TEAM**

### **Institute a formal collaborative collection development program with Wesleyan and Trinity**

Undertake a pilot program to eliminate the duplication of costly scholarly monographs within the consortium. Develop a CTW consortial profile to identify academic titles to be considered for purchase by one consortial library only. Work with our major book vendor to implement the plan using the GOBI online ordering system.

*The pilot program has been initiated and preliminary data has been gathered. A CTW profile has been constructed and the three collection development officers are ordering from this profile. A report and recommendation will be generated before the end of the semester. A proposal has been submitted to the Mellon Foundation to underwrite a three-year analysis of the CTW collections and to establish a formal plan for cooperation.*

Review selected portions of the Dewey Collection using the OCLC (Online Computer Library Center) Collection Analysis Project. Compare older holdings with those at Trinity and Wesleyan and develop a list for withdrawal along with a list of candidates for consortial storage. Investigate a consortial storage program using the Nelinet storage facility.

*This project will need to be postponed until new staffing is in place and the consortium evaluates the OCLC product along with several other available tools to determine which will be most helpful. This will be a labor-intensive project which will require major planning and the assignment of a project manager. The Mellon proposal is structured around the hiring of a Collections Specialist to lead this effort.*

Supports Strategic Plan Initiative:

5.3 Efficient use of resources. Create ongoing and agreed-upon processes for programmatic reviews.

### **Expand the Blue Camel Café to provide additional public space and new group study spaces with network connectivity**

Dismantle shelving in the targeted area on the lower level of Shain Library. Construct four new group study/café table areas in the vacated space. Install network connections and an oversized monitor in each area for the use of student groups working together on projects. Add four additional easy-access workstations on counters. Decorate with area rugs and photographs.

*This project has been completed and has been extremely well received by the college community.*

Supports Strategic Plan Initiative:

1.2.2 Create new social and community opportunities for faculty, students, and staff through course-dinner 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 offerings, and the smooth articulation of residential programs and curricular offerings.

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.

**Improve access to information resources through enhanced publicity programs and an expanded Web presence**

Implement and publicize a “New Book List” on Voyager and feature the list on the library home page. Publicize new electronic resources on the home page as they become available. Identify space on the main floor for themed book displays. Review the location of the New Book Shelf and try to relocate it to a more prominent spot. Expand the selection of scholarly materials displayed on the New Book Shelf. Create a brochure publicizing the New Book List and Area and the Leisure Reading options for students.

*The CTW New Book List has been changed into an RSS feed. We are working to incorporate it into our homepage in a usable format. We have initiated themed displays in two areas on the main floor of the library. The New Book Shelf has been moved to a new and more prominent place in the Blue Camel Café.*

Supports Strategic Plan Initiative:

1. Build an innovative, intellectually rigorous, comprehensive approach to education that promotes life-long learning, creativity, critical thinking, and civic action.
- 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.

**Continue the ongoing program of stack management to maximize building usage until a renovation can be undertaken**

Continue with the withdrawal of bound JSTOR volumes as they become available electronically. Begin an ongoing project of reading the stacks to maintain proper order of books on the shelves. If funding becomes available, begin the installation of compact shelving on the lower level and identify logical collections to be shelved there.

*We withdrew an additional 3,838 bound volumes of journals in preparation for the Blue Camel Café expansion. We have sent a list of pre-1980 science journals to the Five College of Massachusetts consortium and will withdraw them if they will include them in the bunker as archival copies.*

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.

**Improve aesthetics and directional signs in the Shain Library building**

Undertake a coordinated program to create new signage on all floors of Shain Library. Develop a unified graphics scheme for use throughout the building. Reposition author photographs on the lower level and review wall decorations throughout the building.

*This project is well underway in cooperation with members of the Instructional Technology Team and the Research Support and Instruction Team. The project team consulted with Professor Ann Devlin and made use of her expertise in planning the location of the new signs. Temporary signs have been placed around the library and feedback has been solicited. Permanent signs have been ordered and will be put in place in May 2007.*

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.

### **Develop a new journal locator combining print and electronic holdings into one list**

Extract print holdings from Voyager and load them into the Serials Solution database to create a journal locator combining print and electronic holdings in one alphabetical list to simplify the process of locating journal articles.

*This has been completed with the addition of Ebsco's A-Z list product. We now have a journal locator listing all of our titles in one alphabetical list regardless of format.*

Supports Strategic Plan Initiative:

1.1.1 Bolster and support the key elements that comprise students' educational pathways.

### **ADDITIONAL ACCOMPLISHMENTS:**

Purchased EZproxy to facilitate access to the databases from offsite. This will replace the problematic access through the Butternut server.

Joined Better World Books that distributes library duplicates and excess books to organizations such as Books for Africa. Sent our first shipment of six boxes of duplicates for distribution.

Enhanced our offerings of online databases through addition of the following new products: *Project Muse Premium Collection, American Broadsides & Ephemera, America's Historical Newspapers, Chronicle of Higher Education site license, Faculty of 1000 Biology, Historical Statistics of the United States, Iberia and the Americas Encyclopedia, PAO and PIO from Proquest, Proquest Curriculum Package, PsycInfo on Ovid and Women's Studies International.*

Enhanced access to our existing electronic resources through the purchase and implementation of Webfeat, a cross-platform search engine.

Completed the processing of several major collections of gifts, adding some to the collection, offering others to Providence College and selling the remaining volumes to a dealer. Proceeds of the sale will be used to purchase new titles for the collection.

### **INSTRUCTIONAL TECHNOLOGY TEAM**

#### **Create a plan for increasing services for language and culture learning**

Develop and implement a plan to improve the resources and services delivered both within and outside the Language Lab. The resources will include additional international news and popular cable TV programming for use in language and culture learning. Participate in the Internationalization Caucus to plan the Connecticut College International Cultural Commons.

*The team developed a three-year plan to improve the services and resources of the Language Lab. The first year will include the renovation of the Language Lab space and the creation of group video viewing areas to take advantage of recently added cable TV international programming. The second year includes the digitization of current analog materials, and the addition of collaborative study areas and a workstation cluster for course use and project development; the third year focuses on the development of an audio recording booth. All new resources and updates will be moved to the future International Cultural Commons (ICC). The team is actively involved in (ICC) planning.*

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.



1.1.2. Recognize the Centers as models of new intellectual pathways—both in the curriculum and in the opportunities they provide for civic, environmental, technological, and international engagement.

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

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.

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

### **Continue to improve support for the integration of technology into the curriculum**

Deliver the 7<sup>th</sup> annual Tempel Summer Institute for faculty, using the new release of WebCT. Provide Advanced Tempel Institutes, with one focusing on the use of student-centered technologies (see DELI program description above) to enhance the curriculum and others on converting to WebCT 6. Introduce Internet2 resources for use in teaching and research. Seek ways to improve support for using technology within the classroom.

*The seventh annual Tempel Summer Institute included faculty from across disciplines. The group was the first to use ConnCourse, the new WebCT version of our Web-based course management system. Each faculty member successfully redesigned a course to incorporate technology to enhance student learning. Two Advanced Tempel Institutes were held during summer 2006 to support the faculty in their use of digital cameras and iPods in the fall 2006 DELI-enriched courses.*

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.

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

### **Plan and promote the use of I2-based resources into teaching and research**

Several classrooms will be linked to Internet2 by the college's recent connection to the I2 network. Instructional technologists will collaborate with faculty to explore how databases, videos, and other assets can enrich classroom and research experiences.

*An Internet2 port was installed in the lectern of each of the four classrooms renovated in summer 2006 as part of the Classroom Renovation Plan. Staff are working with faculty to understand opportunities and make recommendations on how the use of I2 might enhance the curriculum. I2 will be included in the curriculum of the Tempel Summer Institute 2007.*

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.

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

### **Improve WebCT, the course management system**

Upgrade WebCT, the campus CMS, to version 6 to provide additional resources for faculty and student use. Version 6, requiring separate servers for the application and for the database, provides an improved user interface, new features for courses with multiple faculty, and updates

in applications and file management. Provide brown bag lunches, course conversion Advanced Temple Institutes, and support for faculty.

*The campus has successfully migrated to the newest version of WebCT, which was named ConnCourse. Course conversion workshops were held for faculty to assist them in migrating course materials from the earlier version of WebCT to ConnCourse and in developing new course materials in ConnCourse. The technology is easier for faculty to use but requires more technical support for server administration as it is more complex and offers more services.*

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.

### **Continue renovations to classrooms through the Classroom Improvement Plan**

Support the Classroom Improvement Plan across the scope of planning and implementation work, including collaborating with Advancement in fund raising, grant proposal writing, documentation, and meeting with potential donors. The support also includes working with the architects in designs, media specifications, publications and serving as the liaison to the faculty and to staff to the Classroom Improvement Committee.

*During the summer of 2006, four more classrooms were renovated as part of the Classroom Improvement Plan. Work continues with Advancement: providing classroom tours and materials for distribution to prospective donors and the campus community, and writing grant proposals to acquire funding for renovations. Staff are working with the architects on planning technologies in the next set of renovations. Information Services will continue to staff the Classroom Improvement Committee.*

Supports Strategic Plan Initiative:

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

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

### **Expand the use of videoconferencing resources**

Design and implement a plan to extend the use of our new videoconferencing facilities to courses across the curriculum and other campus uses.

*The second Computer Science course between Connecticut College, Trinity College, and Wesleyan University is currently being taught in the videoconferencing facility. Use of the faculty has extended to virtual meetings between staff of the three colleges.*

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.

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

### **Create a role of Curator of Art Objects**

Create and assign the role of curator to a staff member who will document and track the growing collection of art objects given to the college by alumni. The curator would identify and record metadata (including date, artist, location) on each piece of art and maintain a database of the information. The database, which will include a digital image of each piece of art, will be available through the Web for class use and for the college community.

*A staff member has been selected to serve as curator to the college's growing art collection. Position responsibilities are being determined and assigned. The staff member is acting in the role, identifying and recording information about the artwork on campus, including the new works of art in the renovated classrooms, which are historic photos of the campus from the Shain Library archives.*

Supports Strategic Plan Initiative:

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

## **RESEARCH SUPPORT AND INSTRUCTION TEAM**

### **Implement a plan for the continued integration of Information Literacy into the curriculum**

Identify alternative approaches for reaching first-year students and continue support for the implementation of discipline-specific competencies and skills at the departmental level. Collaborate with offices and services on campus to increase visibility and access to library services for first-year students. Continue to work with academic departments and individual faculty members to identify discipline-specific information literacy skills and establish a framework for the integration of these skills and competencies across the four-year curriculum.

*Work continues on the integration of information literacy into the curriculum through ongoing instruction and collaboration with the Dean of Studies and the Freshman Year to implement a program for First Year Seminars in fall 2007. This program will assign a library liaison to each Freshman Seminar to work with faculty to provide resources and instruction. The implementation of this program will be one of the team's major objectives for the coming academic year. Work has begun on an open source research tutorial to replace the library's existing Research 101 tutorial and will be completed in time for distribution to the incoming class of 2011 during summer 2007.*

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.

### **Assess the effectiveness of reference resources and services; develop and implement a plan for the redesign of these services to better meet the needs of the campus community**

Use quantitative and qualitative analysis of current reference desk service and personalized reference service to determine the effectiveness and feasibility of our current approach. Identify and incorporate new technologies in the provision of reference and instruction services, to include Instant Messaging/Chat reference, 24/7 reference, roving reference, and other technologies. Develop and implement a long term plan for the redesign of existing approaches to reference services.

*During fall 2007 existing reference services were extended through the addition of InfoAnyTime and chat reference. InfoAnyTime, a pilot 24/7 online reference service available through the Connecticut Library Consortium, has provided students access to a librarian after-hours when staff is not available. Users may also access a librarian on duty at the reference desk in Shain and Greer Music Library using Trillian, a real-time instant messaging service, from 9:00 a.m. to*

5:00 p.m. Usage of these two services is being monitored to determine their effectiveness in adding to our existing services. Statistics and anecdotal reports continue to support the existing reference desk and personal research sessions as part of research support.

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.

### **Expand the collaborative program with the Writing Center to enhance use of Library and Writing Center resources**

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

*Work with the Writing Center is ongoing. Training has been integrated into the English 300 seminar for peer-to-peer tutors in the Writing Center program and collaboration continues through the Honors Session program. Materials are being prepared as part of an ongoing resource display in the Writing Center of library resources for students and staff. The libraries' Web site is being updated to incorporate links to Writing Center resources where appropriate.*

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.

### **Promote the awareness and use of federated searching through the expanded access to Central Search**

Increase the awareness and use of the Central Search federated searching product through increased training for the campus community and the provision of additional access points on departmental home pages and library subject guides.

*In summer 2006 Central Search was replaced by WebFeat Express as the libraries' online federated search product. A basic interface was implemented and is in use. Work continues on the customizations of this tool. Training and promotion of this product are on hold pending full functionality through the implementation of the EZproxy remote authentication software to enable off-campus access.*

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.

### **Continue the Greer Music Library's collaborative projects for digitizing historical sheet music (pre 1923) collection and the music department's recital tapes**

Collaborate with the College Archivist and Special Collections Librarian to determine options for continuing the digitization of historical sheet music (pre-1923) and the archiving of the music department's recital tapes.

*The efficacy of continuing the sheet music digitization project is currently under review. This review has been expanded to include a review of the library's existing sheet music collection and recommendations regarding its continuation. A preliminary report is to be completed by summer 2007 and will provide a plan and collection policy for future use.*

*A retention plan is now in place for sending the music department's recital compact discs to the College Archives and will no longer be retained in the Greer Music Library. A small allocation of funds to pay for digitization of these materials has been added to the Special Collections and Archives budget for the continued retention of these materials in digital form.*

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.

#### **Create a Greer Music Library 101 tutorial**

Collaborate with Research Support and Instruction Librarians to develop an online tutorial for Greer Music Library resources. Integrate the online tutorial into the training process for student assistants beginning in fall 2007.

*The initial phase of this project is on track with a preliminary tutorial ready for review and editing by staff. The site will be informational rather than tutorial in nature. A second phase is under consideration for adding a sound component in 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.

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

Complete review of the current collections and resources of Greer Music Library. Identify forthcoming trends in the provision of resources to determine the most effective use of space in providing service to the campus community. Identify options regarding format, organization and storage that can maximize use of the available space.

*An initial review has led the staff to focus on the media collection shelving area as the most critical space-related issue in Greer Music Library. The media collections area is reaching critical mass for shelving. A plan under preparation by the library's vendor will include a recommendation for the incorporation of static and compact shelving units to handle the growing collection. The staff will continue researching ideas with an eye toward having a proposal ready for next fall's Above Current Level request process. An ongoing process for weeding print reference and journal collections in cooperation with the Serials Librarian in Shain Library and the increasing availability of titles online is hoped to make more space available in the future for the library's monographs.*

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 ARCHIVES TEAM**

#### **Publish and distribute Records Management Plan to campus offices**

Advise and assist administrative offices in carrying out duties in regard to records management.

*Another draft of the Records Management Plan has been completed. It was divided into separate documents: Records Management Manual and Archives Manual. Within the documents a clearer distinction was made between policy and procedures. It has been reviewed once by the IS Committee and it will soon get a second reading. After this draft is approved and amended it will be ready to go to Senior Staff and legal counsel for review. It seems clear that this objective will need to be carried over for at least one more year before we can say that it is accomplished and even then it will need to be revised regularly.*

Supports Strategic Plan Initiative:

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

### **Coordinate off-site storage of college records**

Continue to monitor and coordinate transfer and destruction of college records sent off-site.

*The first full year of the off-site storage program has been a success. A number of retrieval requests by campus offices were executed and one department went through its first full transfer and destruction cycle. This objective was successfully met.*

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**

Work in partnership with the Information Services diversity outreach committee to increase awareness of the multicultural resources within the library's collections.

*Exhibits and presentations were offered during the year that reflect some of the many intellectual and cultural interests on campus, including exhibitions of work by students. The new book shelf display area on the main floor meets the need to highlight multicultural material within the library collections.*

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 Sites**

To highlight the resources and programs of the department, and offer greater user interaction, the Special Collections and Archives Web sites will be redesigned.

*The Special Collections and Archives Web site was substantially enlarged and modified during the summer of 2006. A master list of all of the significant collections with links to finding aids and inventories was added and the front page was modified to create a cleaner look but it will need to be updated over the summer to reflect the addition of new collections. The College Archives page needs a complete overhaul. This need will be addressed after the spring semester is over.*

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.

### **Support Institutional Digital Repository**

Continue to develop the Digital Commons@Connecticut College by encouraging more collaboration with faculty and students. Continue to research other digital repository options that might provide improved functionality.

*During 2006-2007 many senior honors papers were added to the digital repository including one film. One of the inadequacies of the ProQuest system is that it cannot easily host objects in non-print format so the film is hosted on a college server. In 2007, after evaluating various alternatives to ProQuest, the college joined the NITLE DSpace program. Team members will attend the users' group meeting in June and receive training in order to migrate our digital resources to the new program and to add new material to the digital repository. This is a multi-year initiative.*

## **TECHNICAL SUPPORT TEAM**

### **Improve information security and business continuity processes**

Implement the 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 buildings for fast response to virus/worm infestations and hacker attacks. Further implement a separate network (DMZ) for the college's servers that connect with the Internet. Review and implement appropriate recommendations from the December 2005 IGX Global security audit report.

Replace the existing end-of-lease Bill Hall Storage Area Network (SAN) with a new unit for data storage and refurbish and re-deploy the original SAN to the library server room for data storage for disaster recovery.

Implement a FilesX data replication appliance that, in conjunction with the second SAN storage system, would provide fast recovery for Microsoft Exchange and for certain SQL server-based applications including the college Web site and WebCT.

*The Separate network (DMZ) was created. The remaining administrative servers will be moved to the DMZ when they are upgraded this summer.*

*The Cisco Clean Access (CCA) scanning software has been installed on the academic network and it will be activated during the summer. Additional equipment is required to add the CCA throughout the wireless network. This equipment will be requested in the FY09 budget.*

*The SAN was successfully upgraded and the old SAN re-cycled to work as a rapid restoration device with FilesX. FilesX now protects CamelWeb, Willow (shared drive server), and Exchange, the email system.*

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 intra-campus communications and efficient operations.

### **Improve college Web site through redesign and CMS implementation**

Partner with College Relations and the external Web design firm BigBad to design and implement a more effective and useful public Web presence for Connecticut College. As part of the redesign, the RedDot Content Management System will be implemented. This system will improve the management and ease of upkeep of the public Web site.

*The new college Web site was successfully activated in March 2007. The system was implemented using the RedDot content management system and 1,000 of the 10,000 existing Web pages were converted to the new Web format. Migration of Web pages to BigBad templates with RedDot functionality will continue deep into AY08.*

Supports Strategic Plan Initiative:

3.2 Enhance the College's Web presence. Create and maintain a Web presence that reflects the strengths, characteristics, mission, and values of the College.

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.

3.2.3 Include a focus on the definition and value of a liberal arts education on the Web site, create links from the liberal arts page to specific Connecticut College programs, and feature a high-end media presentation to showcase the College and its programs.

### **Provide improved and expanded services to alumni by creating an Alumni Online Community**

Implement the 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. Partner with Alumni Relations, Advancement, and College Relations to complete, test, and implement an Alumni Online Community including single sign-on for access for alumni, e-Portfolio, class news, an alumni directory, and selected campus portal functionality similar to CamelWeb's features.

*The Alumni Online Community is scheduled to go live for testing in early May 2007 and deployed for Alumni use before Reunion Weekend.*

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.

### **Create a strategic plan for campus telephone services**

Create a comprehensive telephone and voice mail strategic plan. Review and renegotiate all telephone local, long distance, and international calling contracts. Review college-supplied student telephone services and make recommendations for future college telephone support levels for residence hall and administrative phone services. Review options for on-going telephone hardware and hardware support and make recommendations for telephone switch and voice mail upgrades or replacement

*The initial strategic planning process is complete and a draft version of the strategic plan has been prepared for review. The plan includes a schedule for replacing or upgrading the switch and the voice mail system. Future telephone service contracts will be keyed to the plan's goals when the plan is approved.*

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 intra-campus communications and efficient operations.

#### **Improve networking in academic and common areas**

Upgrade data wiring and electronics in two major academic buildings and 15 smaller academic or administrative 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. Provide means for secure and un-secured wireless access to guests of the college. Provide networking for a new computer lab for the economics department in Becker House.

*This objective was completed during fall 2006. All campus buildings now meet all current data cabling standards and all buildings have up-to-date electronic data switches. Additional access points were installed in three classrooms, Shain Library, and the Becker House conference room. There is wireless network coverage for most of the green and surrounding most academic buildings.*

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.

#### **Continue with Phase II of the iConn Project**

Continue to work with all functional offices in planning, training and testing of Banner 7 and complete the upgrade in October 2006. Continue to implement additional "Self Service" products, enabling faculty, staff and students to review employment and payroll information on-line; implement an on-line registration process for the spring 2007 semester; and implement Self Service for Prospects. Research and implement possible third party technical solutions to streamline the prospect and applicant information gathering and data entry processes. Additional on-line functionality is being planned in conjunction with the Events and Physical Plant offices and their existing third party software solutions EMS and TMA.

Undertake a review of the possible implementation of a Purchasing Card (P-Card) system tied to the Consortium of Connecticut Independent College (CCIC) and a third party system to support Campus Safety. To provide greater reporting capabilities to all functional offices, work to develop additional reporting datamarts, linked to the WebFOCUS reporting tool, to supplement the Banner baseline modules and enhance reporting capabilities. This will be especially valuable in supporting the Advancement Office reporting needs for the capital campaign. With the release of Banner 8, in January 2007, review the overall system for possible changes in business processes based on the new release and install a test instance of Banner 8 by March/April 2007. Planned upgrade to Banner 8 is October 2007. In the spring of 2007, begin review of the SunGard SCT Luminis product. Make recommendation during the winter of 2007/2008 regarding the possible purchase and implementation of the Luminis portal product.

*In October 2006, Banner and Self Service were upgraded to release 7. This was a major release, which took a total of 3.5 days of computer processing to complete. Staff from both Information Services and administrative offices worked on this project for seven months to ensure its success. A software automation product, NOLIJ, was purchased and implemented in the fall of 2006 to streamline the entering of applications for Admissions. Work on automating the entry of*

*prospect information continues through the spring of 2007. The Virtual EMS project, which will enable community members to request campus spaces over the Web, has begun and will continue its implementation phase through the summer. The TMA Web project, which will enable campus community members to request Physical Plant services over the Web is scheduled to begin in June 2007.*

*The review of a possible implementation of a Purchasing Card system has been put on hold and replaced with the implementation of a new faculty and staff benefit plan through the participation of Emeriti Health, a college savings plan for health care in retirement. Administrative Information Systems staff continues to build new and enhance existing datamarts for both increased reporting functionality and to streamline existing business processes. Timelines for the Banner 8 implementation and a Luminis review have been swapped. SunGard has postponed the release of Banner 8 until April of 2008. A review of the Luminis portal product will begin in the summer of 2007.*

Supports Strategic Plan Initiative:

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

## 5. MAJOR OBJECTIVES: ACADEMIC YEAR 2007-08

### Information Services Objectives

#### Restructure IS Annual Plan

Revise the planning process and restructure the Information Services Annual Plan to better reflect both ongoing operational responsibilities, as well as multiple-year project planning that requires additional departmental and college resources and staff support. Currently, the plan summarizes progress on prior-year objectives and articulates major objectives for the coming year. These objectives are linked to the college's strategic plan but more focus might be given to the department's own mission, vision, and goals. Over the summer and fall, Information Services will engage the department to create a new planning and assessment structure that will result in a new IS Annual Plan format next spring.

Supports Strategic Plan Initiatives:

5.3 Efficient use of resources. Create ongoing and agreed-upon processes for programmatic reviews.

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.

#### Transition of leadership and integration of new staff members

Team leaders will work collaboratively to support a successful transition of responsibilities for oversight of the Information Resources and Research Support and Instruction teams. They will arrange for the transfer of leadership responsibilities and documentation and establish new responsibilities in collaboration with the Vice President for Information Services and Librarian of the College. Workflow and scheduling within each team will be addressed as necessary. Support and integrate new staff members into the department and the college. Finalize the scope of work and duties for these positions.

Supports Strategic Plan Initiatives:

2. Excellence in people - Recruit, retain, and support an outstanding and diverse faculty, student body, and staff committed to the mission and values of the College, which is building a pluralistic community that fosters an understanding of the responsibilities of global citizenship.

2.3.5 Assure that staffing levels in all College departments are appropriate to provide excellent service, with particular attention to those areas that have been significantly reduced in recent years.

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

#### Develop collaborative collection development program with Wesleyan University and Trinity College

With an anticipated Andrew W. Mellon grant for Collaborative Collection Development and Management, we will reconvene CTW Collections Group; recruit CTW Collections Specialist; select and subscribe to collection analysis products; arrange for kickoff event and begin retrospective analysis of collections; complete analysis of pilot purchasing program and determine future of this cost-based approach to collaboration.

This is a 3-year goal. In the third year, we will finalize policies based on results of the collection analyses conducted during the period of the grant and gain individual college approval to sustain

shared collection development decisions and preserve the holdings of each college into the future.

Supports Strategic Plan Initiatives:

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.

5.3 Efficient use of resources. Create ongoing and agreed-upon processes for programmatic reviews.

### **Research and implement a management and delivery system for digital images**

The NITLE (National Institute for Technology and Liberal Education) study on Using Digital Images in Teaching and Learning, in which Connecticut College faculty and Instructional Technology staff participated, indicates that digital images are having a major impact on teaching across disciplines. The college as a whole would benefit from the acquisition of a digital image database solution. Only recently have viable solutions become available. Information Services will research options, do pilot projects and implement a solution over a three year period.

2007-2008	Assemble and implement three Connecticut College image collections for use in a pilot program in ARTstor. Use these collections in courses and for general college access.
2008-2009	Review current image database options. Expand pilot program with additional image collections for courses.
2009-2010	Implement a digital image management solution.

The pilot program will use existing high resolution digital images in Special Collections and Archives and the Visual Resources Library. Managed by the ArtStor program these images and metadata will be available to students and faculty for study and research. The cataloging and digitization of historical photographs in the College Archives is important for classes and researchers studying the history of Connecticut College. The Japanese Print Collection and the Chu-Griffis Art Collection sections of this project will be completed by the end of the summer 2007. Historical photographs of campus architecture will be scanned and cataloged in 2007-2008 in time for a scheduled seminar. Other historical photograph collections and scrapbooks will be scanned and cataloged in 2008-2009. This is a multi-year initiative and the needs of the celebration of the upcoming college centennial will be kept in mind.

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. Create programs and opportunities that lead students to knit these experiences together and to reflect upon the relationships among them. In particular, enhance international experiences, including language and cultural study, traditional study away, SATAs, and TRIPs.

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

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

### **Test and install new SunGard SCT Banner software release 8.0; review of appropriateness of implementing SunGard Luminis portal software**

The release of Banner 8 is due in spring 2008. Information Services will continue to work with functional offices in the planning, testing and training required for this major upgrade with a tentative completion in the late fall of 2008. Staff supporting and using the following modules and

products will be affected by this upgrade: Advancement (includes Alumni), Self Service for Advancement Officers, Finance (includes Accounts Payable, Budgeting, Fixed Assets, Grants, General Ledger), Financial Aid, Human Resources (includes Payroll and Position Management), Employee Self Service, Student (includes Accounts Receivable, Admissions, Deans, Student Life), Self Service for Faculty and Advisors, Self Service for Student, NOLIJ integration, WebCT Integration, WebFOCUS, Intellicheck, Evisions, e~print, datamarts and system enhancements.

Review and, if appropriate, begin implementation of SunGard Luminis Portal Software. The purchase and implementation of the Luminis portal product to replace CamelWeb would provide the campus with an underlying framework that is more closely integrated with Banner Self Service functionality. The portal offerings would give the college community an easier to use front-end while providing more direct access to specific Self Service and Banner functionality. IS will involve all functional areas to review Luminis to decide if the college should purchase and implement the software.

Luminis is a sophisticated software product that would take from eighteen months to two years to implement.

Supports Strategic Plan Initiatives:

4.4 Construction and maintenance of a robust technical infrastructure. Provide the technical infrastructure and information systems necessary to assure high levels of reliability and performance.

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

## **INFORMATION RESOURCES TEAM**

### **Create “Services for Alumni” page and provide database access**

Create a “Services for Alumni” page off of the Information Services homepage that includes two specialized electronic databases designed to provide information resources on business topics and subjects of general interest. Work with Alumni Office to publicize and promote the use of these databases and to facilitate authorization through the new Alumni portal. Provide links to appropriate library resources and services.

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.

### **Hire and support the new Technical Services and Systems Librarian**

Hire and train new Technical Services and Systems Librarian. Oversee construction of a new technical services office in July. Move data load processing from CTW headquarters at Wesleyan to Shain. Set up a local workstation to handle macros and data imports from major vendors. Complete training of new personnel on Voyager products and local practices. Work as a group to review workflow and make any changes considered advisable.

Supports Strategic Plan Initiatives:

2.3.5 Assure that staffing levels in all College departments are appropriate to provide excellent service, with particular attention to those areas that have been significantly reduced in recent years.

5.3 Efficient use of resources. Create ongoing and agreed-upon processes for programmatic reviews.

### **Determine disposition of pre-1980 science journals**

Consider options for removing pre-1980 science journals from the periodical stacks to free up additional space for alternate use. Continue to investigate possibilities for off-site storage, including the NELINET facility and the Five-College Consortium storage option in Massachusetts. Confer with CTW colleagues to consider the possibility of collaboration in this effort.

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.

5.3 Efficient use of resources: Create ongoing and agreed-upon processes for programmatic reviews.

### **Analyze and review media collection**

Identify and withdraw outdated formats. Replace with DVD format or online access as appropriate. Formats to be reviewed include 16 mm films, VHS, CD-ROM, floppy discs, audiocassettes, and laser discs.

Supports Strategic Plan Initiative:

1.2.2 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.

5.3 Efficient use of resources. Create ongoing and agreed-upon processes for programmatic reviews.

### **Review and dismantle Old Book Collection as possible**

Review all titles catalogued in OBC and withdraw or replace as appropriate. Review for possible Special Collections candidates. Reintegrate replacement volumes into the main LC collection.

Supports Strategic Plan Initiative:

1.2.2 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.

5.3 Efficient use of resources. Create ongoing and agreed-upon processes for programmatic reviews.

### **Greer Music Library**

#### **Continue the ongoing project to develop additional space for the Greer Music Library's media collection**

Continue the process of weeding the media collection to create additional space for new titles. Complete a design for reconfiguring the current shelving and develop a budget proposal for implementation in FY09.

Supports Strategic Plan Initiative:

4. Facilities and campus. Enhance, steward, and administer the buildings, infrastructure, and grounds of the College's beautiful arboretum campus so that they embody the values of the College and support the educational experience.

#### **Develop and implement a plan for the historical sheet music collection**

Develop a position paper outlining options for dealing with the historical sheet music special collection in Greer in the summer of 2007. Identify a course of action based on these recommendations and implement the plan during 2007-08.

Supports Strategic Plan Initiative:

1.1.1 Bolster and support the key elements that comprise students' educational pathways.

**Develop an online training module for Greer Music Library student assistants**

Work with Research and Instruction Librarian to modify the existing music research tutorial (launch set for fall 2007) to create an online training module for Greer student assistants. Implement use of the tutorial in the fall 2008 semester.

Supports Strategic Plan Initiative:

1. Educational program. Build an innovative, intellectually rigorous, comprehensive approach to education that promotes life-long learning, creativity, critical thinking, and civic action.

**Continue ongoing cataloging and reclassification projects of library collections**

Begin work on the final half of the Shelley Jazz Collection and reclassifying several Dickinson sections to LC as well as conducting some database cleanup projects. Work will continue through the summer of 2007 with an anticipated completion in 2008.

Supports Strategic Plan Initiative:

1.1.1 Bolster and support the key elements that comprise students' educational pathways.

**INSTRUCTIONAL TECHNOLOGY TEAM**

**Update policies and charges for services delivered through Media Services**

Research all costs associated with providing media services within the college and adopt a chargebacks schedule consistent with the research. Policies for requesting and delivering services will be reviewed and revised to make it easier for the requestor, the Events Office, and Media Services to understand the schedule for setup and services to be provided, requestor needs, and the charges for services. Policies and charge information will be communicated in a clear way including publication on CamelWeb. Policies and charges for outside events will also be revised.

Supports Strategic Plan Initiative:

5.3 Efficient use of resources. Create ongoing and agreed-upon processes for programmatic reviews.

**Extend the Digital Enhanced Learning Initiative (DELI) for a second year**

Develop a model for a grant program enabling faculty to integrate technologies into class use. Provide instructional technologies such as a digital camera, iPod or digital camcorder to each student or group of students to complete assignments to meet course learning objectives. This expands from the FY07 pilot year in which we focused on Freshman Seminars. In the pilot we allowed the students to keep the technology at the end of the course in exchange for participation in focus groups over their remaining four years at the college, telling us how they used the technology both within and outside classrooms. In this second year of the program, we will loan the technologies to individual students or groups of students in any level course in any discipline across the curriculum.

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.

**Create a plan for increasing services for language and culture learning and technology services that is integrated into the International Cultural Commons program**

Develop and implement a plan to improve the resources and services delivered both within and outside of the Language Lab. The planning will be done in conjunction with the future International Cultural Commons (ICC) to ensure effective use of time and resources.

Supports Strategic Plan Initiatives:

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

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

**Continue to promote and support the integration of technology into the curriculum**

Deliver the 8<sup>th</sup> annual Tempel Summer Institute for faculty, which has been totally redesigned, to integrate the use of new instructional technologies into the curriculum. Provide Advanced Tempel Institutes, focusing on Web 2.0 applications such as podcasting, wikis, and blogs. Deliver a second year of DELI (see DELI program description above) to enhance the curriculum. Introduce Internet2 resources for use in teaching and research; instructional technologists will collaborate with faculty to explore how databases, videos, and other assets accessed via I2 can enrich classroom and research experiences. Seek ways to improve support for using technology within the classroom.

Supports Strategic Plan Initiatives:

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

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

**Research and implement course management system**

ConnCourse, the college's course management system has become the accepted tool for faculty to deliver resources and services to students, and to facilitate management of courses. Recent improvements in open-source course management systems have made some of them a viable alternative to ConnCourse. We are assessing our needs while evaluating the options for course management systems, to ensure that the college has the right system in place. The current investment of time by faculty and staff in ConnCourse and the time required to transition to a new system will be a factor in the decision to move to another system.

2007-2008	Form a committee to evaluate current and future campus needs in a course management system and study the field of available options for both commercial and open-source systems.
2008-2009	If determined appropriate by the committee, pilot an alternative system while continuing the use of the current system.
2009-2010	If the alternative system is determined to be more appropriate for the campus than the current system, phase out the use of current system.

Supports Strategic Plan Initiatives:

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

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



### **Continue renovations to classrooms through the Classroom Improvement Plan**

Support the Classroom Improvement Plan across the scope of planning and implementation work, including collaborating with Advancement in fund-raising, grant proposal writing, documentation, and discussions with potential donors. The support also includes working with architects on designs, media specifications and publications, and serving as the liaison to the faculty on the Classroom Improvement Committee. In collaboration with the CTL, offer seminars in the renovated classrooms on effectively using the classrooms and accessible resources in courses.

Supports Strategic Plan Initiatives:

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 2004 Classroom Improvement Plan.

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

### **Explore options for enhancing classes with visiting scholars through videoconferencing**

Design and implement a plan to provide faculty with the opportunity to have scholars at other institutions visit their class using our videoconferencing facilities. Provide information to faculty on the availability and of this service and its potential value in enhancing courses.

Supports Strategic Plan Initiatives:

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

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

## **RESEARCH SUPPORT AND INSTRUCTION TEAM**

### **Hire and support the new Instruction Coordinator and Outreach Librarian**

Determine the scope of the work and duties for this position. Primary duties will include the development and implementation of an information literacy plan and a campus outreach plan in the first year. The incumbent will be responsible for investigating best practices for assessing the overall information literacy program. Consultation with other members of the team and the Reference Liaison Group will be essential in developing this work. Identify staff development opportunities for the team that will enhance this work.

Supports Strategic Plan Initiatives:

2. Excellence in people - Recruit, retain, and support an outstanding and diverse faculty, student body, and staff committed to the mission and values of the College, which is building a pluralistic community that fosters an understanding of the responsibilities of global citizenship.

2.3.5 Assure that staffing levels in all College departments are appropriate to provide excellent service, with particular attention to those areas that have been significantly reduced in recent years.

### **Establish a strategic plan for information literacy**

Establish and implement first-year priorities and determine a long-term strategic plan for the college's information literacy instruction program in collaboration with team members. Reconstitute the information literacy advisory group of Information Services staff and faculty to help guide the process. Identify best practices that can be utilized as well as measurable goals and objectives of a long-term plan for information literacy. Determine how the overall effectiveness of the information literacy program will be assessed. Publicize these efforts to the college community and work with colleagues to promote the 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.

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.

### **Develop a campus outreach plan**

Work with the Center for Teaching and Learning, Unity House, Information Services Diversity Outreach Committee, student organizations, and other campus constituencies to determine a vision and establish a plan for outreach to the college community. Plan and implement activities for year one of the plan, assess effectiveness, and devise a longer range plan based on initial assessment. Develop and implement an assessment strategy for the plan.

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.

### **Integrate library liaisons into Freshman Seminars**

Work with the Dean of Studies and the Freshman Year to develop and implement a plan to integrate library liaison and information literacy into each first-year seminar. Serve as a first point of contact for first-year students to orient them to library resources and services. Work with faculty in each seminar to develop student awareness of information resources and identify opportunities where information literacy skills and concepts might complement the existing course curriculum.

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.

### **Develop and embed information literacy resources in ConnCourse**

Collaborate with the Instructional Technology team to develop and embed information literacy content within the ConnCourse course management system. Plans include a library gateway class in which all students will be enrolled, a program for faculty to selectively choose specific content to add to their individual course sites, and modify existing subject guides to include a federated search box configured with subject specific resources.

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.

#### **Identify new technologies for information literacy instruction**

Investigate, identify and implement alternative approaches for reaching students in the classroom using new technologies that will support learning through the development of information literacy skills and knowledge. Assess the use of these new technologies and potential for broader implementation.

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.

#### **Review and analyze the government documents collection**

Initiate a review and analysis of the government documents print collection to identify options that address ongoing library space needs on the lower level of Shain Library. An option for weeding the collection will be considered based on the *Guidelines for the Federal Depository Library Program* and the *Federal Depository Library Manual* which includes the FDLP Basic Collection and Suggested Core Collection. Factors to be considered include the increased availability of electronic documents, current use of the documents collection by library patrons, input from faculty in government and related departments, and the availability of print documents through the CTW collections. The Information Resources team will coordinate the work of the project. The documents librarian will work with the Information Resources team to ensure that local needs are met and that depository library requirements and discard procedures are followed.

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 ARCHIVES TEAM**

#### **Implement Records Management Plan**

Publish and distribute the Records Management Plan to campus offices. As needed, assist administrative offices to implement the recommendations and requirements outlined in the plan. Continue to facilitate off-site records storage program. The timeline and plan for implementation will become clearer once the manual has been reviewed and approved by senior staff and legal counsel.

Supports Strategic Plan Initiative:

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

#### **Redesign Special Collections and Archives Web sites**

To highlight the resources and programs of the department, and offer greater user interaction, the Special Collections Web site will be updated and the College Archives Web site will be redesigned and more content added. The College Archives site requires a complete overhaul,

adding information about collections, links to finding aids, records group lists and forms for administrative offices, and online exhibits. Most of these enhancements will be accomplished by the end of the summer 2007 with other work ongoing over 2007-2008.

Supports Strategic Plan Initiatives:

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.

### **Support institutional digital repository**

After training in new DSpace system, migrate the digital resources now held in Digital Commons@Connecticut College to the new NITLE DSpace system. In order to make the institutional digital repository a success, encourage more collaboration with faculty and students. Training, migration, and addition of new material will be accomplished by the end of the summer 2007. A campaign to encourage greater faculty involvement will begin in 2007-2008.

Supports Strategic Plan Initiatives:

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 alumni and other high-profile individuals. Revive the granting of honorary degrees and establish a prize related to institutional strengths in environmental studies, international relations, the arts, or commitment to pluralism.

### **Special exhibitions and programs**

The year 2007 is the centennial of the birth of environmental pioneer Rachel Carson and it also marks the thirtieth anniversary of Shain Library. Two special exhibitions and programs are planned for September 2007 to celebrate these milestones. An exhibition celebrating thirty years of Shain Library using material from the College Archives will be displayed over the summer of 2007 with a culminating program and reception on Thursday, September 6. Later in the month an exhibition about Rachel Carson and her legacy using material from the Lear/Carson Collection will be displayed in the library. There will be a program with an invited outside speaker and faculty participation followed by an opening reception on the afternoon of Friday, September 21. The annual Sound Lab Foundation Lecture on Thursday, September 20 will also have an environmental theme. The speaker is Elizabeth Kolbert, writer for the *New Yorker* and author of *Field Notes from a Catastrophe*.

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.

## **TECHNICAL SUPPORT TEAM**

### **Expand Events Management and Physical Plant TMA software functionality**

Information Services' staff will work with the Events and Physical Plant offices to provide additional Web services functionality through their existing third party software solutions, EMS

and TMA. Virtual EMS functionality will be added and be available through the CamelWeb site. It will provide the campus community the ability to review meeting space availability on-line and submit requests for preferred spaces.

TMA Web changes will enable campus community members to request and track the status of Physical Plant services over the Web. For both rollouts, small pilot groups will be defined over the summer and fall of 2007 to test the effectiveness and efficiency of the new processes before making them available to the entire campus community later in the year.

Supports Strategic Plan Initiatives:

4.4 Construction and maintenance of a robust technical infrastructure. Provide the technical infrastructure and information systems necessary to assure high levels of reliability and performance.

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

#### **Expand Banner Self-Service applications**

The review of additional Banner Self Service offerings will continue through the 2007-2008 year. Staff will partner with administrative offices to review Financial Aid, Accounts Receivable, and Finance functionality as well as enhanced Payroll and Human Resources offerings. On-line Registration is scheduled to be implemented in the fall 2007 for spring 2008 classes.

Supports Strategic Plan Initiatives:

4.4 Construction and maintenance of a robust technical infrastructure. Provide the technical infrastructure and information systems necessary to assure high levels of reliability and performance.

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

#### **Partner with functional offices to improve business processes**

Information Services staff will work with offices to provide solutions which promote the automation of information gathering and data entry into Connecticut College databases. Programming staff will work with Advancement to create mechanisms to assist in the mass updating of data used in the Capital Campaign. New software will be created to assist the Admissions office to further streamline the application review process. New processes will be built for Financial Aid and Human Resources to make the task of hiring and entering student employee information more efficient and timely. Information Services staff is also working with Records staff to implement the SEVIS tracking module in Banner. SEVIS is the federal database containing foreign student information. This functionality in Banner will allow electronic reporting and provide an automated method of notification for any changes in foreign student information to the government. Information Services staff will also be working with Financial Aid, Finance, and Campus Partners to create automated solutions for data transmittal of loan information.

Supports Strategic Plan Initiatives:

4.4 Construction and maintenance of a robust technical infrastructure. Provide the technical infrastructure and information systems necessary to assure high levels of reliability and performance.

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

#### **Review alternative Banner reporting products**

The college use of the current Banner reporting software, WebFOCUS, will be reviewed because the product does not provide all the reporting capability and support that is required by the functional offices. In addition, the partnership between WebFOCUS' owner, Information Builders, and SunGard has changed and this may affect the future level of Banner reporting support. The IS staff and functional leaders will review other reporting software products and

make a recommendation for FY09 funding consideration on whether or not the college should use another reporting solution.

Supports Strategic Plan Initiatives:

4.4 Construction and maintenance of a robust technical infrastructure. Provide the technical infrastructure and information systems necessary to assure high levels of reliability and performance.

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

#### **Upgrade major administrative computer systems and improve data backup and security**

All administrative enterprise servers will be replaced during summer 2007. The server and storage system upgrade will allow the college to take advantage of the latest technology by employing new data storage configurations, more robust hardware, and an upgrade of underlying operating systems. This upgrade will involve the underlying software operating system, data storage, and data back-up for all administrative applications. The new hardware will be incorporated into a more secure information environment. In addition, expanded disk space will accommodate server backup and an expanded space for desktop backups. Fewer backup tapes will be necessary and response times for recovery in the event of a disaster will decrease.

Supports Strategic Plan Initiatives:

4.4 Construction and maintenance of a robust technical infrastructure. Provide the technical infrastructure and information systems necessary to assure high levels of reliability and performance.

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

#### **Continue study of Help Desk improvement options and implement recommendations as possible**

The Help Desk Improvement Task Force will continue to study options to improve the Help Desk at Connecticut College. The resultant plan will be presented to the college community in time for FY09 budget consideration. In AY08, a pilot two-day student worker training will be offered prior to the start of school in the fall. Help Desk training topics will include customer service, basic Mac and PC troubleshooting, password changing, security, etc. Help Desk students will also be stationed in the residence halls during the new student orientation periods to help the incoming students set up their computers and networking.

Supports Strategic Plan Initiative:

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

#### **Train college community on Microsoft Vista and Office 2007**

Microsoft has issued two major software releases this spring, Vista and Office 2007. Both products offer many new features and a completely different look from the old software. Information Services will train its own staff in order to adequately support Vista and Office 2007, as well as provide training for faculty, staff, and students that use the new programs.

Supports Strategic Plan Initiative:

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

#### **Provide customized computer and software training programs for individual departments**

The manager of computer purchasing and training will work with a number of department heads and staff to determine training needs on campus, to obtain feedback on current training, and recruit more trainers. Future training programs will be designed and implemented based on users'

needs. Information Services will provide more department specific training based on feedback and need and enhance and expand security training on campus with regard to computers, disk backups, and file transfers.

Supports Strategic Plan Initiative:

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

#### **Upgrade all college computers to accommodate Vista and Office 2007**

Many departments are currently using recycled computers that are not replaced in the lease program for general office work and for visiting faculty. Starting next year, recycled computers will not be capable of supporting the new Vista operating system and the old computers need to be replaced with current technology.

Supports Strategic Plan Initiatives:

4.4 Construction and maintenance of a robust technical infrastructure. Provide the technical infrastructure and information systems necessary to assure high levels of reliability and performance.

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

#### **Complete the Content Management System (CMS) implementation process**

Major areas of the new college Web site are already in RedDot, the CMS, but the process of establishing permissions, workflow, and training will take place throughout FY 08. A more effective and useful public Web presence for Connecticut College was established with the new design and CMS implementation. However, continued work needs to occur to bring the rest of the Web sites into the CMS. Approximately 1000 key pages were converted but there are some 9000 remaining. This conversion project will extend throughout AY08.

Supports Strategic Plan Initiatives:

3.1.1 Implement a new marketing and communications program, and revitalize, promote, and consistently use the College's standard graphic identity plan.

3.2 Enhance the College's Web presence. Create and maintain a Web presence that reflects the strengths, characteristics, mission, and values of the College.

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.

4.4 Construction and maintenance of a robust technical infrastructure. Provide the technical infrastructure and information systems necessary to assure high levels of reliability and performance.

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

#### **Implement the Alumni Online Community portal**

The Alumni Online Community will be implemented in May 2007 and improvements will be made during AY08 to replace Harris Online Community functionality. Improvements may include "Social Networking" and the ability to control display of personal information (more to "personal pals" and less to the alumni community at large if desired). Another feature, requested by the Alumni Board, is to add obituaries to site.

Supports Strategic Plan Initiatives:

3.1.1 Implement a new marketing and communications program, and revitalize, promote, and consistently use the College's standard graphic identity plan. 3.2 Enhance the College's Web presence. Create and maintain a Web presence that reflects the strengths, characteristics, mission, and values of the College.

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.

4.4 Construction and maintenance of a robust technical infrastructure. Provide the technical infrastructure and information systems necessary to assure high levels of reliability and performance.

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

#### **Plan for additional Web cameras on the College Web site**

The college Web site has one WebCam mounted in an indoor location. Many college Web sites have multiple Web cameras to provide prospective students and college visitors with a live view of the campus. College Relations and Admissions staff members reviewed possible locations for Web cameras including overlooking the green from Shain Library and from the top of Olin Observatory. Other sites will be considered and budget recommendations will be provided for possible FY09 funding.

Supports Strategic Plan Initiative:

3.1.1 Implement a new marketing and communications program, and revitalize, promote, and consistently use the College's standard graphic identity plan. 3.2 Enhance the College's Web presence. Create and maintain a Web presence that reflects the strengths, characteristics, mission, and values of the College.

#### **Respond to Communications Assistance for Law Enforcement Act (CALEA) requirements for network access control**

The staff will increase network access control in line with CALEA requirements by reconfiguring the network to require computers on all wired and wireless ports to register and be scanned for updates and virus protection. All users, whether guests or members of the college community, on campus would be logged and tracked. A system requiring guests to register and agree to college computing policies will be implemented. The network changes will be completed during summer 2007 and the system will be phased in, building by building, during fall 2007.

Supports Strategic Plan Initiatives:

4.4 Construction and maintenance of a robust technical infrastructure. Provide the technical infrastructure and information systems necessary to assure high levels of reliability and performance.

4.4.1 Expand, upgrade, and maintain campus networks to maximize the speed and reliability of electronic access.

#### **Plan support for wireless access point controllers**

A pilot program to enable wireless access points to be centrally monitored or maintained will be implemented in AY08. Firmware upgrades and equipment resetting will be possible from a remote location and network activity on the access point can be monitored to comply with the Digital Millennium Copyright Act. Staff will test a wireless network controller during FY08 using access points in Shain Library and Crozier-Williams.

Supports Strategic Plan Initiatives:

4.4 Construction and maintenance of a robust technical infrastructure. Provide the technical infrastructure and information systems necessary to assure high levels of reliability and performance.

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 intra-campus communications and efficient operations.



**Improve data backup and disaster recovery capability**

Information Services will continue to test desktop back-up systems on a limited basis during FY08 and possibly re-submit an above current level request in the FY09 budget.

Planning for an off-site disaster recovery center will continue. A number of colleges have established an off-site data center to permit the continuation of business activities should a disaster disable the campus data center.

Supports Strategic Plan Initiative:

4.4 Construction and maintenance of a robust technical infrastructure. Provide the technical infrastructure and information systems necessary to assure high levels of reliability and performance.

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

Plan for an off-site disaster recovery center

Planning for an off-site disaster recovery center will continue as well. A number of colleges have established an off-site data center to permit the continuation of business activities if a disaster disabled the campus data center. The study will ascertain if an off-site disaster site is prudent at Connecticut College.

4.4 Construction and maintenance of a robust technical infrastructure. Provide the technical infrastructure and information systems necessary to assure high levels of reliability and performance.

4.4.1 Expand, upgrade, and maintain campus networks to maximize the speed and reliability of electronic access.

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

## 6. 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.  
Future of the Library Catalog  
Globalization of Collections  
Open Access Publishing  
Preservation of Electronic Publications  
Stack and Storage Space

### **Instructional Technology Team**

Course Management Systems  
Digital Spatial Data and Maps  
Emerging Technologies in Teaching  
Remote Collaborations and Conferencing  
Web 2.0

### **Research Support and Instruction Team**

Academic Plagiarism  
Diversity  
Information Literacy  
Reference Service

### **Special Collections and College Archives**

Creating and Managing Digital Collections  
Digital Image Management  
Institutional Digital Repository  
Preservation and Conversation  
Records Management

### **Technical Support Team**

Campus Data Wiring Infrastructure  
Content Management  
E-Commerce  
Externally Hosted Email  
Identity and Access Management  
Internet2  
Microsoft Operating Systems and Applications  
Mobile Computing  
Network Security  
Open Source Software  
Peer-to-Peer File Sharing  
Privacy  
Video Over IP  
Voice Over IP  
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 7.9% from 2005 to 2006. The average cost of academic books increased by 3% 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 \$549,398 in AY06 – an increase of 319%.

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. A CTW collaborative collection development group has been formed to formalize the process of building a shared collection in the future. In April 2007 we submitted a grant proposal to the Andrew W. Mellon Foundation to greatly expand this effort and to establish a permanent program of collaboration by the end of the grant in 2010. We are hopeful about receiving the funding for this project.

### ***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.

### ***Future of the Library Catalog***

The library's bibliographic catalog has long served as the primary resource for researchers to identify the scholarly materials they need. In the eighties the meticulously maintained card catalogs maintained by professionally trained library catalogers made their first transition into the electronic world as they migrated their resources into the first generation of online public access catalogs (OPACs). These basic online catalogs have continued to evolve into increasingly sophisticated tools as new technologies have been developed allowing for cross platform communications. Web services such as WebFeat and Central Search allow users for the first time to simultaneously search library catalogs as well as other online databases and indexes to identify resources and information using a single search box. Despite their sophistication new open source technologies are already emerging to enhance the user experience. The next generation of library catalogs is already emerging. Therefore, it will be important that librarians be vigilant in monitoring these developments and their potential impact in the provision of

progressive resources and search tools that will support and foster student and faculty researchers.

### ***The Globalization of Library Collections***

What will be the effect on local library collections of products such as Open WorldCat, which integrates local library catalog records into the results of standard Internet searches performed by popular search engines such as Google? How will digitized scholarly collections available on the Internet (e.g. Google Scholar) impact local collections and library use? What contributions to scholarship can our library make by digitizing unique collections and making them available through the Web? What is the future of the traditional catalog at Connecticut College in light of rapidly developing changes in the delivery of bibliographic data?

### ***Open Access Publishing***

New developments in open access publishing are of great interest to academic libraries. Initiatives such as SPARC (Scholarly Publishing and Academic Resources Coalition) 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 has created a Web site with extensive information on open access initiatives under way.

### ***Preservation and archiving of electronic journals and texts***

Libraries are rapidly moving their collections of scholarly journals from print to electronic format. In most cases, access to these electronic journals is licensed rather than purchased, presenting a significant new preservation and archiving challenge. Who will assure that the content of these journals will be preserved in perpetuity? Librarians must be cognizant of and willing to invest in new initiatives such as Portico and Lockss designed to guarantee the preservation of this material. Connecticut College has joined Portico as a charter member and will continue to monitor developments in this area.

### ***Stack and Storage Space***

Shain Library, built in 1976, was designed to accommodate 20 years of growth in its collections. Now, in 2007, 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 AY07-08. 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**

### ***Course Management Systems***

Since ConnCourse is an integral part of many courses it is important for us to monitor developments in this field and to provide the right solution for our faculty and students. There is a long lead time required to make a transition from an existing system to another so we pilot new systems long before adopting them. There are also new developments in what resources and services can be delivered through course management systems. We are monitoring both commercial and open source options for course management to provide the best solution for the college.

### ***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. Many of these resources can be delivered through ConnCourse and other tools, in the renovated classrooms or anywhere a student wants to use them. We are monitoring ways to effectively organize, manage, and deliver digital resource collections.

### ***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 ConnCourse class 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. 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 instruction of them in our Tempel Summer Institute program. We are also exploring ways that podcasting and digital images and videos can enhance the curriculum.

We are currently experimenting with social software and other Web 2.0 applications including wikis and blogs and interactive gaming software. We are providing leadership in these areas on collaboration with the Research Support and Instruction Team.

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 ConnCourse, 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***

Many colleges, research facilities, and businesses have recently installed or have access to videoconferencing facilities. As we recently installed a videoconferencing system we are following trends in this field to find the most effective and sustainable ways to use videoconferencing in college.

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.

### ***Web 2.0***

The new Web applications termed Web 2.0 are very important for us to monitor. This category of software, often termed social software, is highly interactive and can provide excellent opportunities for increased collaboration, communication, and information sharing. These applications include blogs, wikis, podcasting, Second Life (a 3-D virtual world), and community video clip and image sharing sites such as YouTube and Flickr. We are exploring how these applications might be used to enhance the learning experience for students, both inside and outside courses. We currently have pilot blogs, wikis, and podcasting in several courses to assist in digital writing, collaboration, and media sharing. In the Tempel Summer Institute 2007, we will include instruction on these and other social software to provide participating faculty with the opportunity to consider how they might use these applications, with our support, in their courses. We will continue to monitor developments in the Web 2.0 arena and provide faculty with assistance in developing innovative uses of them in teaching and learning.

## **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.

### ***Diversity***

The increasingly global nature of higher education is evident in the growing diversity of students attending Connecticut College from other countries. This diversity and the increased opportunities for our students to study abroad require that the services and resources we provide support their learning experience through recognition of their cultural differences. Diversity also includes those underrepresented students who bring considerations of race, gender, ethnicity and disabilities into the academic environment. Developing a greater awareness of these considerations among staff and providing opportunities to meet their needs should be an ongoing component of Information Services' mission.

### ***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 integrate 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 ARCHIVES TEAM**

### ***Creating and Managing Digital Collections***

Many academic institutions and museums have created digital collections for use by their students and faculty and by the public. Typically the objects that are digitized are owned by the institution and out of copyright. Often they are too valuable or fragile to be displayed or handled frequently although they are useful and interesting as potential teaching objects and for research purposes. One solution to this conundrum is to digitize the objects and display them as online collections, such as the Wetmore Print Collection in the art history department and the library's Japanese print collection, the New London historical postcard collection, and the photos of early college history in the College Archives.

While it is possible to create in-house systems to archive, manage and display these collections, a better solution is to license a product such as ArtStor to display and manage them. But any solution is costly whether it is with home-grown or licensed software and will be expensive to carry out in terms of staff time to plan, implement and supervise. Nevertheless, we should be alert to opportunities to create digital collections possibly through grant funding or in partnership with academic departments.

### ***Digital Image Management***

The digital images and photographs created by and/or owned by Connecticut College are one of its most valuable assets. These image collections are maintained and controlled by many departments: the art images in the Visual Resources Library created primarily for the use of the art history faculty; images created for teaching purposes in the Digital Media Lab; digital photos of



campus events and people by College Relations; historic photos of Connecticut College in the College Archives; historic photo collections of Eugene O'Neill and of Rachel Carson in Special Collections. Some images are used for teaching purposes, some for publicity, some to document the history of the college, and some, such as O'Neill and Carson, are licensed for use in publications and films.

In addition to the collections described above, the digital photographs that are taken today become part of history tomorrow. It is therefore extremely important that steps be taken soon to make certain that all of these photograph collections, print or digital, be preserved for the future. Equally important is to make sure that they are organized for easy access and retrieval. A task force composed of representatives from the areas mentioned earlier has met to discuss the especially difficult problems regarding digital images. The task force should continue to meet regularly to share information and to discuss ways to manage and preserve the photographic image collections at Connecticut College.

### ***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.

In 2005 Connecticut College took the first steps toward becoming part of this trend in scholarly communication by creating its own digital repository, Digital Commons@Connecticut College, to preserve and provide access to the intellectual achievements of the students and faculty of the College produced in digital format, such as honors papers, master's theses, faculty publications, conference proceedings, etc. In 2007 we joined the NITLE DSpace project to take advantage of the improved functionality and the lower cost of the DSpace system. The system migration will take place over the summer of 2007. However, the greatest challenge and the true success of an institutional digital repository will require the support and collaboration of the entire campus community.

### ***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. 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.

One of the challenges to Special Collections and the College Archives is to find more physical space within the library to store the collections that are being added constantly. The storage space must have adequate climate control and be accessible to the staff. For these collections, off-site storage is not an option. Work space for processing collections, especially in the over-crowded College Archives, has also become a major issue.

### ***Records Management***

Information is one of the most vital, strategic assets any organization or institution possesses. Recent records legislation requirements make managing information a legal obligation that demands the attention of all offices producing records. In addition, managing information—particularly records—assists offices in running more efficiently.

Properly organizing and maintaining records and information, in both paper and electronic formats, is imperative to successfully managing information created by the College. The ability to identify, organize, maintain, and access needed information and properly dispose of the rest benefits institutions in many ways including: cost savings, efficiency, regulatory compliance, and reduced risk of litigation.

Several drafts of a *Records Management Program Manual* for Connecticut College have been written. Pending further revision by senior administrators and examination by legal counsel, this manual will provide the official guidelines for records management at the college. These guidelines and retention schedules must be in compliance with current laws in the state of Connecticut as well as with federal guidelines for certain types of records so that the college will be able to stand behind these practices if challenged in court. Once the Records Management Program has been officially adopted by the college it is imperative that the guidelines be followed by all departments. It may also be desirable that responsibility for the ongoing management and enforcement of these guidelines reside with another college entity with more legal knowledge and greater enforcement ability than the College Archives.

## **TECHNICAL SUPPORT TEAM**

### ***Campus Data Wiring Infrastructure***

The campus data wiring upgrade was completed during the fall 2006 semester. The campus interior data cabling now meets or exceeds all projected transmission requirements for at least the next eight years. The fiber data network between college buildings is eighteen years old, but it is still reliable and it meets current transmission standards.

Although Wireless networking does not provide sufficient speed for many of Connecticut College's academic and personal users' needs, it has proven useful to foster campus collaborative computing initiatives, mobile computing activities, and to provide network connectivity for temporary offices and meeting spaces.

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. Information Services will continue to monitor network connection standards and practices and to request resources to upgrade the network as appropriate. Information Services will review developments and trends in wireless networking that promise faster and more reliable wireless connectivity.

### ***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 (CMS) 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 college has purchased the RedDot, Inc. content management system to control the college Web site. This CMS can be expanded for archiving and retrieving electronic records. We are also conducting a formal review of the SunGard SCT Luminis product to determine if we should purchase and implement it to integrate CamelWeb with the SunGard SCT Banner and Self Service products.

Several IS teams are working with college offices in all functional areas to organize and preserve official documents and college records. The RedDot content management system can be expanded to a campus-wide document management system that could provide the campus framework for a system to manage official records and records retention.

### ***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, staff, 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 SunGard Higher Education 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 2007-2008 academic year, students will register on-line using SunGard Higher Education Self Service. Additional Web-based E-commerce services for faculty, staff, and students will be added as we gain more experience. The IS staff is also reviewing, with appropriate functional offices, developments in e-payment, one-card systems, and online bill payment procedures to enhance the college's E-commerce capabilities.

### ***Externally Hosted Email***

A few colleges have outsourced student email services to Google, Microsoft, and other external email service providers. Goggle's mail system provides more capacity than most colleges' systems; users can store at least 2GB of mail and send and receive large attachments. The external email service is much less expensive than the traditional in-house system; however, the college has little or no control over the system. The external email company could modify its service levels and charges in the future and this could be very disruptive. The IS Staff will continue to monitor other colleges' experiences with externally hosted email services.

### ***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

The Communications Assistance for Law Enforcement Act of 1994 (**CALEA**) requires that the college modify its procedures to grant guest access to the network by July 2007. This new requirement combined with the addition of up to 17,000 Alumni network accounts makes identity and access management controls most important to the college.

Future investments in products and services relating to these areas will 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 is connected to the Connecticut Educational Network and this provides access to I2 at an affordable cost. The college upgraded the data wiring and electronics in a number of academic buildings to facilitate access to I2. The first use of I2 technology is 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.

## ***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 if 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.

The technical support team is also evaluating and testing the next version of the Microsoft operating system, Vista. We are also reviewing the features, functionality, and security for MS Office 2007. We will start to implement Office 2007 during fall 2007. The new student computers ordered through the college program after May 2007 will have Vista installed. We will delay deploying Vista on college-owned computers until spring 2008 because the Banner software does not support Vista.

Several vendors, including Google and Sun, are offering inexpensive or free productivity suites that provide similar functionality to MS Office. The current version of Google APS does not provide sufficient administrative controls or security. IS will continue to review and test these software products and will consider supporting them if they prove to provide functionality and security that is equivalent to MS office.

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, BlackBerries, 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.

The senior administrators and number of senior staff members are using 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. The next generation of mobile computing devices will probably provide the functionality of computers, cell phones, digital cameras, and iPods.

### ***Network Security***

Information Services staff continue to make network security a priority and have recently 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, both of which are in use at the college, 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 initially targeted staff in Advancement, Finance, Records and Registration, Counseling and Health Services, and Financial Aid as these staff members regularly deal with secure information. Eventually everyone who uses computing resources on campus will participate in the orientation session. All new employees, as a part of their general introduction to the college, are attending a security training class.

As the college moves to place its critical information resources on the administrative information system and other computer storage devices, it needs to ensure that its campus network is protected from improper use or attack. This will be accomplished 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.

The Technical Support team continues to review procedures for backing up data stored on faculty and staff computers to a central server to better protect the data and to make it possible to recover college data if the original computer is damaged, lost, or stolen. A computer back-up system will also expedite compliance with federal e-discovery regulations that require the college to protect and produce information electronic information that may be requested during a federal civil suit. The team's above current level request for hardware and software to backup computer drives was not funded in the FY08 budget.

The growing volume of unsolicited commercial e-mail, Spam, as well as illegal phishing attempts to steal personal information is placing the college's network and users 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.

### ***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, Connecticut College's e-Portfolio software revision adds 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.

FCC regulations under the 1994 Communications Assistance for Law Enforcement Act (CALEA) would require the replacement of a portion of our network electronics in order to be compliant with the law if the college provided Internet access to the public. The administration has determined that the Connecticut College data network is a private network and the college does not need to comply with CALEA.

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 Education regulations resulting from the Family Educational Rights and Privacy Act (FERPA) - 34 CFR Part 99, "Family Educational Rights and Privacy"

IS and other college departments should continue to monitor legal requirements for third party sharing of college-owned data. A number of college departments contract with external firms to collect new data or to use existing college electronic information for college-related business. The college is responsible for the security of this information and it must take proper precautions to protect the privacy of all personal information that is included in the data.

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

### ***Video Over IP***

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 data network is capable of supporting an increased level 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 and electronics replacement plan, completed in the fall of 2006, makes IP telephony possible. A staff member, working remotely from Florida, has a Connecticut College campus telephone extension on his computer using VoIP technology. Several other staff members are testing IP telephones on campus.

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 will be possible to replace the existing



telephone network with an Internet-based solution to benefit the college within the next four to five years. There would be little cost savings in using VoIP but the system would 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. VoIP would also provide an optional capacity to integrate personally owned cell phones into the campus system and to implement a Unified Messaging System.

A Unified Messaging System, also called an Integrated Messaging System, combines all types of messages into one system. E-mail, voice mail, FAX messages, and text messages can be received on different telephones and computer devices. Email can be heard on a cell phone, a voice mail message can be heard on a computer. The end user can quickly view and manage all messages on a computer using MS Outlook or a similar program.

### ***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 had mediocre technical quality and did not seriously impact the volume of student long distance traffic.

This is no longer the case. The New York Times identifies Skype and other Internet phone systems will take over voice communications. According to the New York Times Skype is 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, and one like it, have revolutionized college telephony for students. Fewer than 18% of the students are using the college's telephone system to make long distance calls. 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 college's long distance telephone contracts and the telephone switch lease will expire at the end of FY07 and technologies such as Web Phone systems are part of our telephone strategic plan.

### ***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 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. Information Services has installed 76 access points in the library, every residence hall, the student center, many classrooms, and the Greer Music Library.

During the past year 802.11N format wireless equipment was released to the market. The new systems improve data transmission speed. In addition, Sprint and other cellular providers are marketing "3G", third generation, wireless devices that connect cell phones and computers to the Internet using cellular technology. Equipment to provide fastest connection speeds is not available in New London but IS has had discussion with Sprint about the new technology and we will continue to investigate the educational potential of 3G technology.

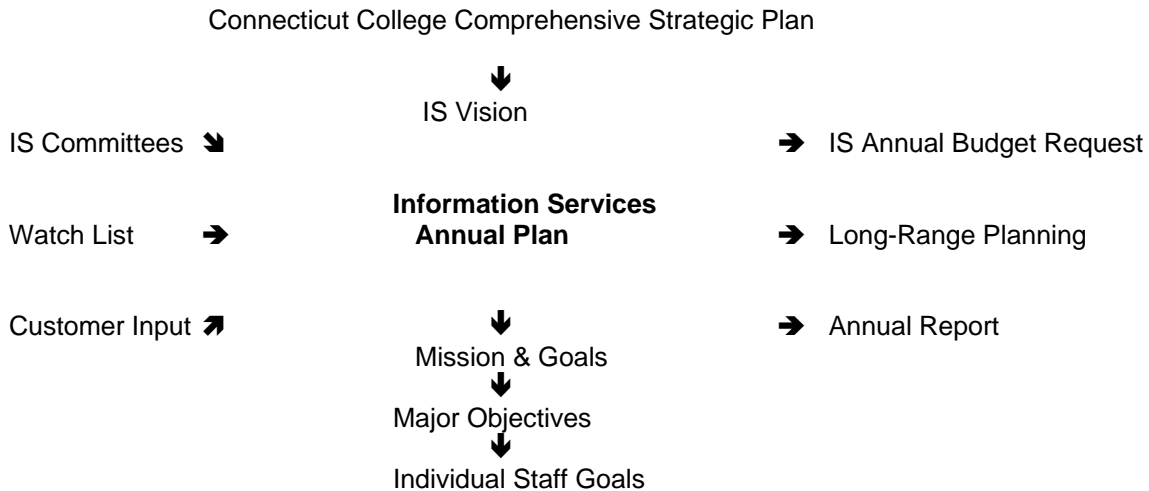
A new wireless standard 802.16, Wi-Max, is still under development. Wi-Max is capable of transmitting network signals covering in excess of 30 miles of linear service area, which is much greater than 802.11 a and b Wi-Fi's coverage of several thousand square feet. It provides shared data rates of up 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 will continue to improve in the next few years and the college will monitor new developments in wireless networking. We are prepared to phase in this technology throughout the campus when security, cost, and transmission issues have been resolved.

## 7. APPENDICES

### 1. Process

#### Overview



#### 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>	<u>Responsible</u>
• 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 and PPBC	Nov	Dec	Leadership Team/ Budget Assistant
• Review Draft Annual Plan	Mar	May	FSCC IS Committee/ Board of Trustees
• Determine Major Objectives	Apr	Apr	Leadership Team
• Publish Revised Draft Annual Plan	Apr	May	Leadership Team/ Spec. Proj. Coord.
• Finalize and Approve Draft Annual Plan	May	May	FSCC IS Committee
• Submit to Board Committee on Academics and Facilities and Infrastructure Committee for review and comment	May	May	Spec. Proj. Coord./ VP for IS
• Finalize and publish IS Annual Plan	May	June	Spec. Proj. Coord./ VP for IS

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  
Media Services & Campus Television Network

Computer Labs

Instructional Project Development

Visual Resources Librarian, Mark Braunstein  
Media Services Senior Technician, Dave Baratto  
Media Technician, Jeff Gada  
Weekend Technician, Brian Bensko  
Computer Labs Supervisor, Don Blevins  
Computer Lab Support Technician, Newell Seal  
Digital Media Specialist, Frank Fulchiero  
Instructional Technology Specialist, Diane Creede  
Instructional Designer/Developer, Janet Hayes  
Foreign Language Specialist, Marisa Castagno

#### Director of Research Support and Instruction, Beth Hansen

Shain Library

Greer Music 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  
Music Librarian, Carolyn Johnson  
Assistant in the Music Library, June Ingram

#### Director of Information Resources, Marian Shilstone

Acquisitions, Serials, Documents Processing

Bibliographic Information Management

Circulation and Reserve

Interlibrary Loan/CTW Circulation

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 Supervisor, Lori Blados  
Reserve Supervisor, Carol Strang  
Evening Circulation Supervisor, Sean McKenna  
Evening Circulation Supervisor, Linda Hurteau  
Evening Circulation Supervisor, Stacy Foster  
Interlibrary Loan Supervisor, Emily Aylward  
CTW/ILL Assistant, Paula Orbe

#### Director of Technical Support, Bruce Carpenter

iConn Project  
Administrative Information Systems

Computer Purchasing and Training

Computer Support Services

Networks, Servers, Telecommunications

Web Support

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  
Senior Software Programmer/Analyst, Mary Vona  
Programmer/Analyst, Pauline Zimmer  
Programmer/Analyst, Tejas Marvadi  
Database Admin. & Info. Security Officer, *vacant*  
Database & Server Administrator, Ted Viadella  
Manager, Kevin DiMinno  
Computer Support Specialist, Mary Kallio  
Manager, Ruth Seeley  
Senior Computer Technician, Thomas Girard  
Hardware Technician, Michael Dreimiller  
Senior Computer Network Technician, Gary Tiller  
Computer Lab&Desktop Support Tech, Chris Eyberse  
Systems and Server Administrator, John Schaeffer  
Systems Administrator, Bill Constantakos  
Systems Administrator, Kevin Northcutt  
Telephone Contractor, Jim Keller  
Switchboard Supervisor, Judy Schofield  
Web Administrator, Laurie Schaeffer  
Web Developer, *vacant*  
Web Programmer, Tom Palazzo  
Web Content and Graphics, Amy Hannum

#### 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

### **Greer Music Library (branch library)**

The Greer Music Library is a branch of the Connecticut College Libraries and is currently organized within the Information Resources 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 Greer 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

## **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 to enhance 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 Curriculum Center (DCC)

- 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 Technologies

- Serve on the Classroom Renovation Committee, assisting in classroom design, fund-raising, and providing support for faculty and students using classrooms.
- Work with the Classroom Renovation Committee, architect, and AV vendor to research and install appropriate technologies in renovated classrooms.

#### Computer Classrooms

- Oversee academic computers in computer labs, including discipline-specific labs, and in the library
- Maintain 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
- Create, organize, and distribute the library's growing collection of digital images and maintain the collection of slides of art, architecture, and decorative arts

#### 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

## **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
- Create finding aids for archival 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
- Coordinate off-site record storage

#### 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
- Administer institutional digital repository

## **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
- 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
- Provide training for end users on campus to enhance, support and maintain functionality as it pertains to job and responsibilities

#### Help Desk

- Maintain Help desk student staffing during Shain Library hours

- Provide Level One Support for walk-in, phone & email for general software, virus, networking, wireless and spyware questions. Level One support is the first line problem management. Troubleshooting is done and, if possible, the problem is resolved.
- Report widespread network problems to Information Service staff:
- Maintain Help Desk Web site
- Assign network connection problems to staff and track the repair process

#### For Students

- Produce an appointment schedule for student computer repairs of software, virus and spyware problems
- Provide hardware support for computers purchased from Dell via the college purchasing program.

#### For Faculty

- Provide Level Two computer and network problem resolution based on priority. Level Two Support is repair service provided by staff technicians who have in-depth knowledge of computer technology and campus technology resources.

#### 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 warranty repairs

#### Computer Support

- Provide Level Two computer and network problem resolution based on priority. Level Two Support is staff technicians who have in-depth knowledge of computer technology and campus technology resources.

Priority is as follows:

##### **1 – Emergency**

Emergency calls receive attention within 15 minutes. Emergency calls are those situations where blocks of campus, departments servicing multiple customers or labs and classrooms dependent on technology are completely out of service. Emergency situations are determined by the Help Desk Supervisor.

##### **2 – Urgent**

Urgent calls receive attention within four working hours. Urgent calls are defined as individual computers that are completely out of service with no alternative accommodations. Urgent calls are determined by the Help Desk Supervisor.

##### **3 – Normal**

Normal calls receive attention within twenty-four working hours. Normal calls are defined as routine requests for technical service that affect daily productivity.

##### **4 – Low**

Low priority calls are defined as routine requests which have little impact on daily productivity. Examples include unnecessary software upgrades, hardware upgrades and installation of non-critical new computer systems.

Repair resolution times vary based on the nature of the problem

If an on-site visit is required, the technician will need access to equipment both electronically and physically. Please remember: Make backup copies of important files on a regular basis and be familiar with the computer's file structure. Ultimately, data stored on the hard drive is the users' responsibility to back up.

- Oversee repair and reassignment of college-owned computer hardware
- Troubleshoot and deploy anti-virus and software update
- Troubleshoot and deploy software updates, if necessary
- Clean and maintain departmental laser printers



- Set-up and deliver new or replacement computers, as necessary

#### 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, the Alumni Online Portal, 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