Information Services Strategic Plans   Information Services

2021

Information Services Strategic Plan 2021-2024

W. Lee Hisle

CONNECTICUT COLLEGE
Information Services
Strategic Plan 2021 – 2024

Version date: May 1, 2021

VISION:
We envision Information Services as a rich collection of services and resources to optimize the student, faculty and staff experience with an excellent and innovative scholarly discovery, research, and technical environment.

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.

****

Executive Summary

The *Information Services Strategic Plan 2021-2024* has five Strategic Priorities, each with supporting goals and objectives that will guide the continuous improvement of Information Services in the coming years.

- **Strategic Priority 1:** Maintain strong relationships with the diverse campus community through excellent service, communication and collaboration.
- **Strategic Priority 2:** Enhance teaching and scholarship by developing excellent research support and instruction services.
- **Strategic Priority 3:** Sustain acquisition and maintenance of library collections, administrative applications and academic software resources.
- **Strategic Priority 4:** Optimize campus information and technology resources in a secure and sustainable environment.
- **Strategic Priority 5:** Assess programs and develop staff to enable IS to support the College's mission and deliver excellent services to the campus community.

Strategic Priorities

1. Strategic Priority: Maintain strong relationships with the diverse campus community through excellent service, communication and collaboration.

1.1 Goal: Identify and implement innovative technologies to enhance full participation with easy access to services and to promote the division's services and resources.

Specific Actions:
- Revitalize the IS website to provide up-to-date information and ease of use.
- Improve efforts to inform campus of IS offerings, highlighting initiatives that support the College mission and the Connections curriculum.
- Formalize IS Communications Plan to encompass branded programming alerts, newsletters, reports, email blasts, and social media posts.
- Cultivate relationships with key campus constituencies, including other College divisions (DOF, DOC, DOS, etc.), as well as the Student Government Association, Staff Council, iConn Steering Committee and the Faculty Steering and Conference Committee.
- Transform the Academic Computer Lab and academic software environment to provide equitable, efficient and ubiquitous access across disciplines.

1.2 Goal: Use the IS governance system and structures to ensure that programming and initiatives are consistent with the needs of departmental partners and the priorities of the College.

Specific Actions:
- Partner with the Information Services Committee, the Enterprise Systems Advisory Committee (ESAC), the iConn Steering Committee and SGA Executive Board to clarify and strengthen their role in IS and College governance.
- Implement Data Governance policies and procedures. Establish a Data Stewardship Committee that will foster shared data ownership responsibilities.

2. Strategic Priority: Enhance teaching and scholarship by developing excellent research support and instruction services.

2.1 Goal: Support innovative and inclusive teaching practices that leverage technology.

Specific Actions:
- Using lessons learned during the COVID era, and in concert with the Center for

Teaching and Learning, improve support for College online teaching and learning efforts.
- Encourage, support, and build capacity for globally networked teaching across the curriculum and co-curriculum.
- Participate in campus full-participation efforts related to instructional technology and accessibility of curricular technology and instructional software resources.
- Promote and support the adoption and creation of open educational resources (OER), and lead efforts to address course materials affordability.
- Support and promote the use of portfolios as an integral component of the Connections curriculum.
- Promote the integration of digital scholarship (and use of Domain of One's Own) into coursework to meet learning goals through digital and open pedagogy
- Promote and support Open Pedagogy initiatives.

2.2 Goal: Improve student research support and instruction services.

Specific Actions:
- Develop and offer a scaffolded information literacy instruction program that incorporates critical pedagogy and media literacy skills across the curriculum.
- Develop outreach and support strategies to meet the specific needs of underrepresented, first-generation, and international students.
- Partner with the Academic Resource Center and the Writing Center to better align services and programming.

2.3 Goal: Increase support of, and access to, faculty research and scholarship.

Specific Actions:
- Support and promote faculty scholarly and creative work, as well as sustainable scholarly communication practices.
- Develop a program of faculty research support throughout the research lifecycle, including data management, storage and sharing plans.
- Improve open access institutional repository services to include open textbooks, digital scholarship, and other non-traditional forms of scholarly output.
- Strengthen communication of the Open Access Policy to encourage more faculty involvement.
- Enhance the Digital Scholarship Program to include the provision of programmer/developer services.

3. Strategic Priority: Sustain acquisition and maintenance of library collections, administrative and academic software applications and instructional software resources.

3.1 Goal: Build library collections to support research and teaching activities.

Specific Actions:
- Collaborate with faculty on data-driven collections decisions and advocacy for the library materials budget.
- Develop and implement a strategy for the management of Shain, Greer and Lear Center physical library materials collections, to respond to identified needs for space on campus.
- Evaluate and reconfigure practices and policies for acquiring textbooks, academic software and other course materials to support full participation and campus equity initiatives.
- Work with CTW partners to strengthen the value of the consortium in a changing resources landscape. Develop shared workflows where possible; improve collaborative provision of physical and digital resources; and provide mutually beneficial professional development opportunities.
- Leverage additional consortial relationships, such as EAST, Rapid ILL and HathiTrust, to optimally manage print collections and resource sharing, and to improve access to digital resources.
- Investigate and implement emerging library discovery tools, e.g., Primo VE, browser plug-ins.

3.2 Goal Provide academic and administrative software that is valuable, secure and effective.

Specific Actions:
- Using lessons from the COVID era, improve online access to administrative and academic software and tools in support of College programs.
- Create a sustainable funding and resource plan for the provision of academic and administrative software.
- Implement a decision structure, involving campus stakeholders, regarding the acquisition and cancellation of academic software.

3.3 Goal Improve Linda Lear Center for Special Collections and Archives (SC&A) collections and services to enhance the scholarly reputation of the College.

Specific Actions:
- Work with campus partners to develop processes for managing born-digital files.
- Improve access to under-utilized collections, process backlog of manuscript and archival collections, and maintain currency going forward.
- Publish finding aids for collections, and facilitate discovery and access through public-facing tools.
- Improve collection and retention of electronic records.
- Implement a digital preservation program.
- Deepen engagement with Connecticut Digital Archive (CTDA), including

contributing to collections and participating in the adoption of tools, potentially including digital preservation, institutional repositories, and digital asset management systems.
- Create new digital projects that highlight hidden collections of the College and seek grant opportunities to make sure projects are possible and accessible.
- Involve stakeholders across the campus in the development and implementation of policies to manage and promote campus art collections.

3.4 Goal: Evaluate and enhance library operations, instructional computing, curricular technology, and instructional spaces to better serve the needs of students, faculty and staff.

Specific Actions:
- Continually evaluate Access Services operations, and find cost savings where possible through co-location of service points, automation of services and digitization of physical resources.
- Reconfigure Greer Music Library services, in collaboration with the Music Department and the DOF Office, for an effective and more cost-efficient model
- Evaluate and implement improved digitization services to increase access to course reserve materials and to promote full participation and greater equity.
- Transform academic labs by assessing the computing resources and needs, and implement innovative, equitable, accessible, and cost-efficient alternative solutions.
- Lead classroom improvement programs to remodel classrooms and modernize instructional technologies, using the [EDUCAUSE Learning Space Rating System](#) to support current and future teaching modalities.

4. Strategic Priority: Optimize campus information and technology resources in a secure and sustainable environment.

4.1 Goal: Actively seek and implement transformational cloud-based solutions that enable ubiquitous access, balance and control costs, provide stability and scalability, enhance security, and facilitate disaster recovery options.

Specific Actions:
- In partnership with the Office of Finance and Administration, plan, budget, prepare and transition the following systems from on-premise to cloud environments.
    - Banner ERP
    - EMS Events Management System
    - IBI WebFocus Reporting System
    - College Public Web Site
    - Moodle Learning Management System
- Implement Live Whale Calendar System as a software as a service (SaaS) model.
- Provide device and location independent access to desktop software and

computing power through Virtual Desktop Infrastructure (VDI) technology in support of "Bring Your Own Device" (BYOD), research and academic labs.
- Migrate and maintain Google Workspace (formerly G Suite) as the college's cloud-based email, office applications and document storage product.
- Investigate and implement modifications and policy to comply with Google Workspace restrictions including Alumni services.

4.2 Goal: Continue to follow best practices in information security, remaining vigilant to protect and maintain access to College data and resources.

Specific Actions:
- Complete a biennial external information security assessment and implement appropriate recommendations.
- Implement new software, infrastructure and practices to take advantage of improved technologies and methods for information security.
- Continue events and publications that heighten data security and responsibility awareness.
- Develop disaster recovery and incident response plans for information technology assets in consultation with administrative and academic areas.
- Develop and implement College business continuity plans in partnership with administrative and academic areas.
- Implement Data Governance policy and procedures across the College.
- Maintain engagement with InCommon for trusted access for education and research; i.e., Federated Identity and EduRoam
- Evaluate and implement Mobile Device Management (MDM) to secure mobile devices (e.g., tablets, laptops) and protect the college network.
- Collaborate with campus colleagues to develop and implement a process for onboarding, provisioning and deprovisioning technical services and terminating College Contractors/Affiliates/Interns (i.e., non-payroll employees).

4.3 Goal: Continuously plan and upgrade the College technical infrastructure and computing resources to provide sufficient productivity, connectivity and security.

Specific Actions:
- Continue to implement the Network, Storage and Server Hardware Retention and Replacement Plan.
- Secure ongoing budget support to maintain and replace information and instructional technology equipment, and mitigate the impact of inflation due to annual software and hardware maintenance increases and budget reductions.
- Provide sufficient connectivity, such as bandwidth and wireless access for research, learning and campus social engagements.
- Research and plan the implementation of IPv6 to improve performance and increase network security.

4.4 Goal: Undertake information and academic technology projects that enhance remote learning and administrative operations, add value, increase productivity, support diversity, enhance equity, improve quality, reduce costs, conserve resources, and increase revenues.

Specific Actions:
- Maintain Ellucian Banner ERP as the enterprise applications supporting Financial Aid, Student Records and Registration, Human Resources, Payroll and Finance.
- Working with functional areas, implement Banner 9 Self-Service functionality.
- In cooperation with the Office of Communications, research and implement a new cloud-hosted website and content management system for better innovation, functionality and efficiency.
- Collaborate with Advancement to maximize the benefits and efficiencies of the ConnForce (i.e., Salesforce) system. Explore additional opportunities of the College's investment in Salesforce.
- In cooperation with the Events Office, move the on-premise EMS system to a cloud-hosted environment.
- Explore ways to support virtual and hybrid (virtual and physical attendees) events sponsored by the College.
- Investigate options to improve network infrastructure and bandwidth to provide robust online entertainment for the College.

5. Strategic Priority: Assess programs and develop staff to enable IS to support the College's mission and deliver excellent services to the campus community.

5.1 Goal: Support diversity and equity initiatives at the College.

Specific Actions:
- Support the College's *Equity and Inclusion Action Plan 2018-2025*.
- Provide support for Universal Design for Learning and Web accessibility.
- Utilize Banner 9 functionality that reflects the needs of diverse populations, including preferred pronouns and nonbinary genders.
- Develop and implement an IS Diversity Initiative with intention to increase representation of underrepresented populations among IS staff.

5.2 Goal: Assess IS services and operations systematically and make continuous improvement.

Specific Actions:
- Biennially assess division-wide services using the Measuring Information Service Outcomes (MISO) survey. Based on the survey's results, work with campus partners to improve operations.
- Investigate combining service points to improve services while achieving cost

savings.
- Review classrooms and labs against the [EDUCAUSE Learning Space Rating System](#) and develop/implement plans for improvement.
- Plan and sponsor an external review of Information Services.
- Review the IS service catalog and assess cost/value, add important new services, and discontinue low-value services.
- Participate in Oberlin Group and the Consortium of Liberal Arts Colleges (CLAC) surveys, using peer reported data to assess our local environment.

5.3 Goal: Develop organizational support that enables all staff members to reach their full potential in service to the College.

Specific Actions:
- Develop and implement a staff retention plan that reviews, creates and articulates a formal professional development and promotion path for IS staff.
- Develop and fund staff training for improved skills, certification and/or education, as appropriate, tailored to each position.
- Publicize and reward staff accomplishments.
- Encourage and provide flexibility for staff to contribute to campus and local community initiatives.
- Work with Human Resources to ensure IS staff salaries are competitive with local employers.