Connecticut College
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Information Services Strategic Plans

Information Services

2017

Information Services Strategic Plan 2017-2020

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CONNECTICUT COLLEGE
Information Services
STRATEGIC PLAN
2017 – 2020

The Information Services Mission

Keeping you CONNected: Partnering with the College community to provide innovative, reliable and universal access to information resources in support of academic and administrative endeavors.

Information Services Strategic Priorities 2015–2018

- Build strong relationships with the diverse campus community through excellent service, communication and collaboration.

- Enhance teaching, learning, research and scholarship by building excellent collections, services, delivery systems and spaces.

- Optimize campus information and technology resources in a secure information environment to advance the College's mission and strategic objectives.

- In collaboration with campus partners, strengthen the use of data for research and decision making, and to improve business processes, intelligence and analytics.

- Create vibrant physical and virtual spaces that enable IS to support the College's mission and deliver excellent resources and services to the campus community.

Information Services Values

1. We embrace progress, continuously striving to improve and innovate.

2. We offer effective solutions and results to our constituents in a timely and generous manner.

3. We cultivate creativity and excellence in our work.

4. We foster open communications and a service ethos that engenders trust.

5. We collaborate with one another, employing teamwork principles to improve our services.

6. We value and respect each person, recognizing and accepting our differences.

7. We act with integrity and high ethical standards, emphasizing the positive and celebrating our successes and strengths.

8. We develop IS employees to their fullest potential, encouraging professional growth and development.

9. We make the best use of College resources and relationships to operate efficiently and effectively preserve assets and minimize risk.

Information Services Strategic Plan, 2017–2020

FOCUS KEYS

- Enrich the student experience
- Create and maintain an innovative environment
- Promote excellence in research and scholarship
- Enhance effective discovery and use of data
- Provide a secure and robust technical infrastructure

1. **Build strong relationships with the diverse campus community through excellent service, communication and collaboration.**

- Improve communications to promote the value of Information Services for integrative education initiatives and our academic and administrative audiences.
  Intentions:
  - Publicize projects, initiatives, events and accomplishments via print and digital means, including social media channels.
    - Improve the IS website to publicize the services of the division and provide better access to information for patrons.
    - Assign staff to oversee the web presence on a regular basis.
  - Actively support the use of social media to communicate with the campus community. Ensure that "social media skills" is a part of all job descriptions.

- Strengthen the Information Services liaison programs to better collaborate with academic and administrative areas for student success.
  Intentions:
  - Unify approach to liaisons across Information Services.
    - Establish consistent roles and expectations for liaisons.
    - Implement assessment measures for liaison responsibilities.
    - Articulate common responsibilities of academic and administrative liaisons, along with areas of difference.
    - Plan liaison program with academic departments, and administrative areas, such as with the President's Office, ARC, SGA, LGBTQ, Hillel, academic centers, DOC, DIEI, DOS and other departments.
    - Establish a functional lead for DOC, DOS and DIEI.
    - Provide liaison support to nontraditional faculty and students, e.g., visiting, adjuncts, etc.

- Promote the IS Governance System to ensure IS programs are consistent with the needs of sponsoring departments and priorities of the College.
  Intentions:
  - Revitalize the IS Committee with clarified and strengthened roles in IS and College governance.
  - Develop greater faculty and student involvement in the IS Committee.
  - Connect with, learn from and engage with various campus constituencies.
    - Shepherd the SGA/IS Council to build better continuity of student involvement in IS issues.

- Establish SGA–IS regular meetings, e.g., lunches, for building relations and gathering/responding to issues.
  - Maintain the iConn Steering Committee (iConn SC) and Enterprise Systems Advisory Committee (ESAC) role in Information Technology governance to ensure executive understanding and buy-in on projects and policy.
    - Align Steering Committee and ESAC with new College organizational structure for balanced representation.
    - Establish the membership cycle through 2020.
    - Establish a meeting schedule and agenda topics annually, including multi-year planning and projection.
    - Create a relationship between iConn SC, ESAC, Information Security Committee, IS Committee and PPBC for project priorities, policies and funding.
    - Increase focus on analytics to drive project recommendations: scope, time, resources, benefits.

2. **Enhance teaching, learning, research and scholarship by building excellent collections, services, instruction, delivery systems and spaces.**

   - Enhance student success by supporting the Connections Curriculum and the College interdisciplinary centers.
     Intentions:
     - Global Commons and global/local initiatives.
     - Digital Scholarship and Curriculum Center projects.
     - Collection development to support new courses and pathways.
     - With DOC, investigate, budget and implement an advising software solution.

   - Support new models of instruction, such as hybrid courses with both face-to-face and online components.
     - Encourage instructional technology innovations that increase interactions among students and faculty, foster better teaching and learning outcomes, and create enthusiasm for learning.
     - Improve open access institutional repository services.
     - Investigate models of reference services to provide the most effective and efficient support to students and faculty, e.g., combined reference and circulation service points, appointment-only model of service, etc.
     - Help develop an online learning strategy (with DOF and EPC).
       - Support online/video co-instruction with other institutions (DOF).
       - Provide video conferencing and online courses, as appropriate.
       - Research and understand infrastructure requirements for an online learning program.

   - Provide research skills instruction in first-year seminars and ConnCourses.
     Intentions:
     - Assess student competence with research skills, develop programming to increase skills, reassess, redevelop, etc.
     - Support team advising with IS volunteers.
     - Increase accessibility of course resources through universal design instruction principles.

   - Create a sustainable Library Collection Development Plan.
     Intentions:
     - Develop and implement a long-term strategy for materials acquisitions, including controlling subscription costs in an inflationary budget environment, and involve faculty in cancellation decisions.
     - Ensure the continued development and provision of a core collection that supports the curriculum.
     - Use open access and open educational resources (OER) to reduce the impact of declining materials acquisition and retention rate.
     - Obtain an ongoing, regular increase for library materials budgets to mitigate the impact of inflation on purchasing.
     - Responsibly continue the move from print to digital resources.

   - Create a sustainable plan for the provision of instructional software.
     - Develop a long-term plan for the allocation of funding to support instructional software.
     - Involve the faculty and administration in decisions regarding the selection, acquisition and cancellation of instructional software.
     - Obtain ongoing, regular funding for instructional software to mitigate the impact of inflation on purchasing.

   - Expand the Digital Scholarship Program to support student and faculty projects.
     Intentions:
     - Prepare Mellon Grant for possible submission in winter 2017-18, or seek other funding sources.
     - Maintain a DS Faculty Advisory Committee for planning and oversight.
     - Fund a new programmer/developer position for digital scholarship, and/or involve ETS programmers to support DS projects.
     - Implement a data storage and access solution for acquiring, cataloging, storing, protecting and providing access to datasets.
       Examples:
       - Support faculty grants and/or research projects that require a data storage and security plan.
       - Develop a sustainability plan for project preservation and maintenance.

   - Expand and improve Special Collections and Archives (SC&A).
     Intentions:
     - Expand SC&A space to accommodate the new Processing Center.
     - Expand access to underutilized collections.
     - Process backlog; maintain currency going forward.
     - Publicize services to faculty, students and outside researchers.

   - Expand scholarly communication/open access program.
     Intentions:
     - Expand e-journal platform and offerings.
     - Initiate a student research journal.
     - Review and revise copyright policies, procedures and practices.
     - Provide support for dataset publication.

   - Maximize the value of the CTW Consortium to the College.
     Intentions:
     - Replace the CTW integrated library system (ILS) with a next-generation system.
     - Review CTW and local staffing needs to effectively support the ILS.
     - With Wesleyan and Trinity partners, initiate a strategic plan for CTW.
       - Focus.
       - Shared collection development and access.
       - Shared ILS.
       - Shared staff development.
       - Shared materials collections and interlibrary loan.
       - Staff efficiencies/shared support services.
     - Manage EAST membership and shared CTW print materials retention.
     - Develop and support additional avenues of CTW cooperation and collaboration involving information technology services and other administrative areas/functions, such as Human Resources and Finance.

- Enhance the intellectual environment of the College.
  Intentions:
  - Library Research Prize.
  - SC&A exhibits, new collections and events.
  - Faculty and student research/publications will be featured in forums, exhibits, publications, and talks.
  - Annual faculty authors reception.
  - Restore "Hall of Excellence," celebrating key academic achievement/faculty awards.

- Lead a Classroom Improvement Program to remodel classrooms and modernize instructional technologies for effective teaching and learning.
  Intentions:
  - To understand the needs of the campus for classrooms.
  - To prioritize classroom renovation work.
  - Provide insight on classroom issues and make recommendations.
  - Recommend new types of learning spaces.
  - Recommend the best way to communicate about classrooms to campus.
  - Advocate learning spaces needs for the campus.
  - Develop a budget to support maintenance of technology and furnishings.

- Continuously improve IS spaces to effectively serve the needs of students, faculty and staff.
  Intentions:
  - Create a permanent, functional location for Media Services and Film Studies equipment distribution.
  - Consolidate Enterprise and Technical Systems operations into one location uniting project management, programming and database functions for more effective support of College departments.
  - Develop, propose and implement space for new types of learning, e.g., a makerspace.
  - Create work spaces that are clean, safe and accessible, and that will allow staff to work to their greatest potential.
    - Assess specific IS spaces for adequacy: Greer, Hamilton, Shain and Bill.
  - Evaluate and adjust Shain Library to fine-tune remodeled spaces.
    - Control sound transmission in Shain Collaboration Rooms if necessary.
    - Promote program support in Digital Scholarship and Curriculum Center.
    - Review Technology Commons, including the Diane Y. Williams '59 Visualization Wall.
    - Bathroom facilities.
    - Identify and address accessibility concerns as needed.

3. **Optimize campus information and technology resources in a secure environment to advance the College's mission and strategic objectives.**

   - Continue to follow best practices in information security, remaining vigilant and protective of College data and resources.
     Intentions:
     - Use the Information Security Committee to facilitate support of staff, facilities, equipment, software and policies/procedures necessary for a secure environment.
     - Implement the mitigations recommended by 2015 Atrion Security Audit.
       - Improve the employee provisioning/de-provisioning process to mitigate information security risk.

- Implement data classification and data stewardship standards.
- Biennial information security audit by external firm.
- Annually review risks to the College relative to Information Services functions and areas.
- Implement mitigations as necessary to reduce or eliminate significant risks, e.g., implement multifactor authentication for access to College resources.
- Revise and implement information security policies at the College.
- Review and modify, as necessary, the CISO staffing strategy and its role in the College.
- Elevate information security awareness by increasing relevance and scalability of end-user educational programming.
  - Create a cycle of events for the campus community to highlight information security throughout the year and develop a timeline for management.

- Implement a sustainable information technology funding model and budget.
  Intentions:
  - Implement a plan for technology replacement based on the projected life cycle of technology, including PCs/Macs, projectors, network electronics, servers and data storage.
  - Secure ongoing budget support with a regular increase to maintain the technology replacement plan and annual software maintenance expenses to mitigate the impact of inflation.
  - Develop a software/hardware retention and replacement plan for a flat-budget environment.
  - Review and, if warranted, operationalize new and improved methods of resource provisioning.

- Lead the campus in modernizing the telephony environment to a unified communications model of service.
  Intentions:
  - Modernize the telephony environment.
    - Review the long-term viability of:
      - Avaya telephone switch.
      - Octel Voice Mail system.
    - Review and justify UCS and/or Cloud-based switch.
    - Fund and replace telephony systems as required.
  - In concert with the Office of Finance and Administration, review and revise, if warranted, College mobile device policy and practice.
    - Cell phones.
    - iPads with cellular contracts.

- Continuously plan and upgrade College campus data and technical infrastructure to provide sufficient connectivity to support the College mission.
  Intentions:
  - Complete the fiber backbone upgrade for 10GB capacity.
    - Phase One: March 2016
    - Phase Two: August 2016
    - Phase Three: August 2017
      - Including campus east of Hwy 32.
      - Include campus west of Williams Street
  - Complete an upgrade of the data network hardware to support higher data transmission across campus.
  - Expand wireless coverage to all areas of campus.
  - Replace the residence hall wireless network.
  - Provide sufficient connectivity (bandwidth, wireless access, etc.) for effective research, learning and campus social engagement initiatives.

- Focus on Enterprise and Technical Systems projects that add value, increase productivity, support diversity, improve quality and reduce costs/increase revenues.
  Intentions:
  - Upgrade and maintain ellucian Banner system as the College's ERP.
  - Working with functional areas, all modules will be upgraded to Banner 9 by December 2018.
  - Expand use of existing systems, e.g., TMA, Banner HR, T4, etc.
  - Investigate, plan and implement, if appropriate, new Advancement software.
  - Review the costs and benefits of a business process improvement project in Human Resources (HR) and Finance (FIN).
  - Investigate move to next-generation ERP system, e.g., Workday or Oracle.
  - Create and maintain systems that reflect needs of diverse populations, e.g., preferred name, nongendered pronouns, nonbinary gender, etc.
  - Investigate, plan and replace, if appropriate, the College emergency communications system.
  - Actively seek cloud-based solutions that lower the cost of servers and storage, and improves access.

4. **In collaboration with campus partners, strengthen the use of data for research and decision-making, and to improve business processes, intelligence and analytics.**

- Establish and grow reporting and business intelligence (BI) services to support campus departments.
  Intentions:
  - Establish report writing expertise and consulting in ETS to support all campus users of WebFocus reporting software.
  - Enhance business intelligence capacity at the College through added or repositioned staffing.
  - Create data a warehouse with student, finance and HR data marts.
  - Develop stronger reporting capabilities from Banner/WebFocus, as well as Moodle and the CTW integrated library system.
  - In partnership with other College divisions, review and implement, if appropriate, a third-party analytics solution, e.g., Blackboard Analytics.
  - Complete a Parent and Emergency Communication Information (PECI) project. Assure successful implementation and ongoing maintenance.
    - Review and revise as necessary to ensure PECI remains available to key administrative offices.
    - In partnership with other College divisions, review the emergency contact system (ConnectED) and transition to a new product if appropriate.

- Employ and collaboratively develop staff, both within IS and in sponsoring departments, to support the collection and effective use of data.
  Intentions:
  - Integrate existing administrative systems with the T4 content management system for a more powerful web presence.
  - Review and, if appropriate, initiate an electronic document management and preservation project. College Registrar, DOF, FIN and HR.
  - In conjunction with DOC office, review, plan and implement a project to provide capture technology for senior reflections as a part of Connections.

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

- Assess IS services and operations systematically and make continuous improvement.
  Intentions:
  - Administer MISO biennially and react proactively to results.
  - Formally monitor other feedback channels and react appropriately: social media channels, virtual "suggestion box," WebHelpDesk, personal contacts, etc.
  - Review and improve service points for effectiveness, efficiency and service orientation.
    - Circulation, Reserve, Interlibrary Loan, Blue Camel Café, Reference, IT Service Desk, Computer Support Services (procurement and support), and DSCC.
    - Investigate combining service points, e.g., IT Service Desk and Circulation Desk.
  - Prepare and provide materials for NEASC re-accreditation in 2017–2018.
  - Enhance the collection and use of student, faculty, staff, and emeriti information about IS services and products.
    - Establish collaborations with student, staff and/or faculty to understand "outside" thinking, trends, threats and opportunities.
    - Maintain MISO Survey as a biennial effort and use the results to help guide IS thinking and actions.
  - Rebalance staff within IS as necessary to best serve the College's mission and strategic plan.
  - Plan and sponsor an IS External Review in 2019.

- Develop organizational support that enables all staff members to reach their full potential in service to the College.
  Intentions:
  - Establish an IS Staff Council to help review, create and articulate a professional development and promotion path for IS staff.
    - Develop incentives, possibly including a rank and promotion structure, and support for all staff.
    - Implement formal professional development plans for staff.
    - Fund staff training for improved skills, certification and education as appropriate.
    - Publicize and reward staff accomplishment.
    - Create system for cross-training staff.
    - Encourage and provide mechanisms for staff to contribute to campus and local community initiatives.

- Support diversity initiatives at the College.
  Intentions:
  - Sponsor keynote and workshop activities at IS retreats and meetings.
  - Create a two-year internship program for entry-level librarians targeting ALA Spectrum Scholars.
  - Create and promote IS spaces as a "safe space" for the campus community.
  - Encourage IS staff to participate on advisory committees for key diversity organizations, e.g., LGBTQIA Center, Womxn's Center, Hillel House, Unity House, etc.