



# Objectives for today

- Review goal setting process for LIS
- Introduce Strategic Choice/Decisions & LIS goals
- Set timeline for area/workgroup/team goals

# Strategic Goal Setting

Let's review

## ***LIS Mission :***

- We bring knowledge to you. We help you explore, use and contribute to it as you engage the world.

## **LIS Main Things:**

- Change: We look critically at our work. We set goals and regularly assess our progress.
- Access: We optimize access to resources and tools, with a strong preference for digital.
- Communication: We communicate effectively with our community and co-workers. We market new ideas, resources, services, and tools. We ask questions and listen.
- Infrastructure: We provide infrastructure and systems that are secure, reliable, easy-to-use, and appropriately scaled.
- People: We invest wisely in our professional growth. We explore new approaches to changing needs and technologies. We contribute back to our profession.

# Strategic and Operational Goal Achievement



# Review - Strategic Choices

- Goals → driven by Strategic Choices
- Strategic Choices → decisions at the start
  - What problems will we solve?
  - What opportunities will we pursue?
  - What won't we solve or pursue?
- Example of a strategic choice:
  - Develop an enterprise-wide approach to sharing institutional data that results in better decisions.
- Goals → mechanism to make the Strategy work

# LIS Strategic Decisions

- Carbon Reduction & Emerging Technologies
- Space Planning
- Administrative Efficiency
- Training and Education

# Carbon Reduction & Emerging Technologies

- LIS will provide a contemporary and sustainable infrastructure for our global community which helps to contribute to the College's carbon reduction initiative.
- We need to research, evaluate and engage new technologies. We need to move towards desktop virtualization, cloud computing, video conferencing and new ways to access resources in a global fashion. We need to reduce costs and consumption of electricity and paper.
- Goal: Support green efforts and reduce LIS's overall power consumption by at least 10% in the next year.



# Space Planning

- We will evaluate our spaces and plan for their evolution over time to accommodate new uses not previously anticipated, new models for service delivery, and new organizational structures, and to improve those areas that just do not work well.
- Goal: Create and support a team charged with analyzing, assessing and making recommendations for space reconfiguration in the library (with a focus on public service points and collection configurations) and LIS office spaces (in all locations), and enhancement of public labs and smart classrooms.

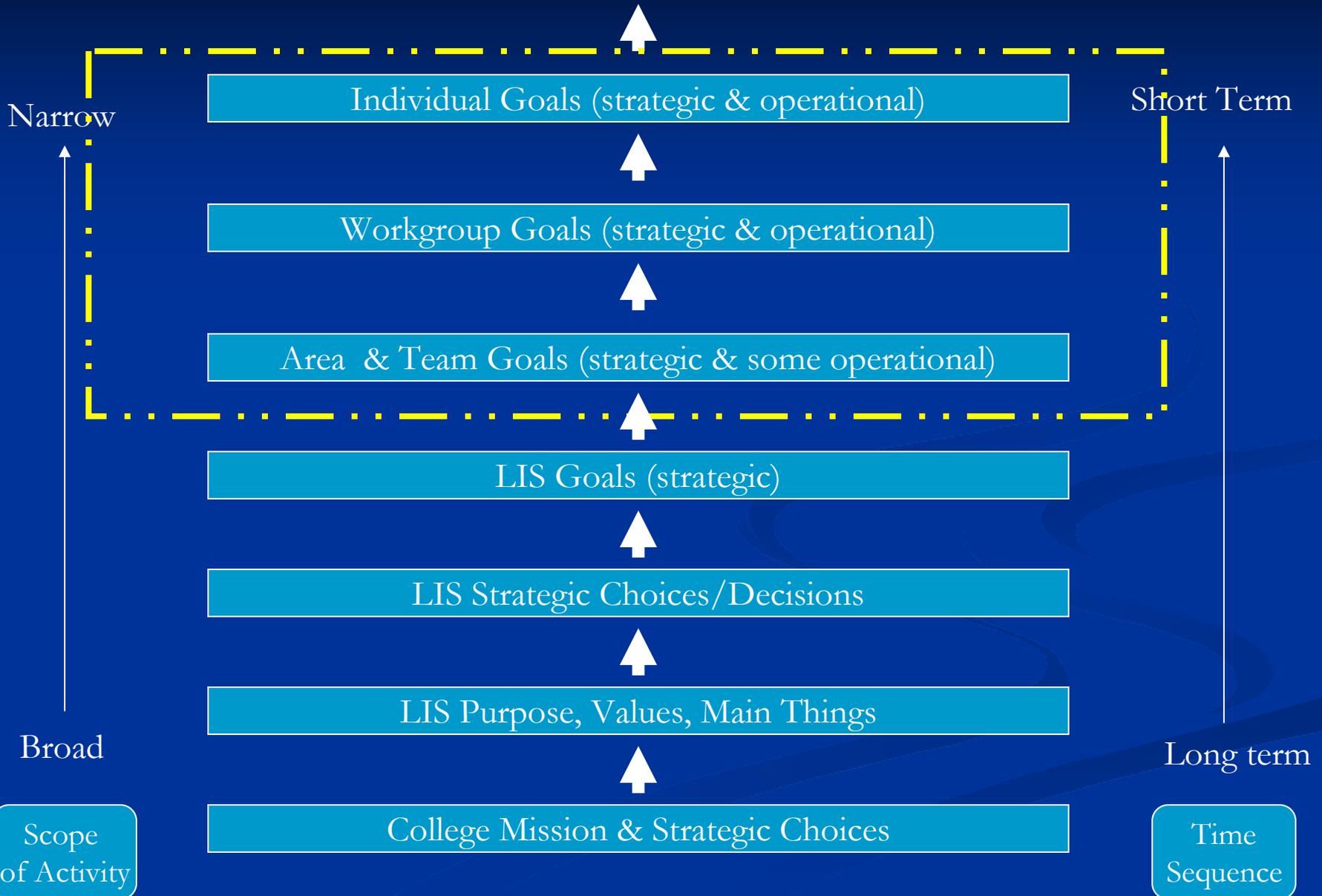
# Administrative Efficiency

- LIS will partner with constituents, experts and consultants to help college offices and programs use technology more effectively to streamline departmental work-flow and processes, enhance access to information, and self-service.
- 1<sup>st</sup> year goal: Identify – no later than February 1, 2010 – an area/department to partner with on work-flow and process review. Complete a assessment methodologies, needs analysis, and technical solutions recommendations by June 1, 2010. Implement solutions beginning July 2010.
- 3 year goal: Identify and partner with Admissions, Registrar, SFS, CA, Finance and other key areas for work-flow/technology utilization review and implementation of new methodologies.

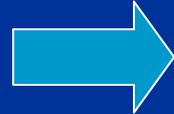
# Education and Training

- LIS will develop and implement an overarching training and professional development program to meet the increased need for a more self-reliant community, a continuously improving work force and the graduation of students with lifelong learning.
- Goal: Create and support a team charged with developing the technology training/professional development/literacy strategy for the College.

# Strategic and Operational Goal Achievement



# Timeline



- **June - July:** establish Main Things for LIS & Areas
- **Aug - Sept:** AD Team establishes Strategic choices & LIS wide goals.
- **Oct – early Nov:** Areas, teams, workgroups and individuals develop goals.
- **Early Nov:** Goals shared with Middlebury Community (presidents staff, advisory groups) for discussion.
- **Mid Nov:** Goals finalized.

# Characteristics of Goals at All Levels

- Written
- Understandable
- Challenging
- Measurable
- Time Oriented
- Achievable
- Aligned

...more on these later...

# Template for Goal Setting Process at all levels

Goal Statement	Deliverable	Outcome	Delivery	Resources	Viability
<p><b><u>The What?</u></b>            What is the problem or opportunity being addressed?            How does it support the strategic choice?</p>	<p><b><u>How?</u></b>            How will we go about solving this problem or seize this opportunity?            What is the “end in mind?”</p>	<p><b><u>Why?</u></b>            Why are we investing in this?            What do we expect to get out of it? How will we know if we have achieved it?</p>	<p><b><u>When?</u></b>            When will this be accomplished?            What are key milestones?            How will we track progress?</p>	<p><b><u>Who &amp; what?</u></b>            Who and what do we need to commit to this and what are we willing to commit (people, time, money, materials)?            How will we deal with resource conflicts?</p>	<p>Is this achievable?            Why or why not?            What are the barriers &amp; enablers?  <b>Decide</b> – Go or no go? (develop action plan, rework, or stop)</p>

# Strategic Goal Setting

Let's review

# Goal Setting Template: Carbon Reduction

Goal Statement	Deliverable	Outcome	Delivery	Resources	Viability
<u>The What?</u>	<u>How?</u>	<u>Why?</u>	<u>When?</u>	<u>Who &amp; what?</u>	<u>Achievable?</u>
LIS is the largest consumer of electricity on campus. Reducing it would support the college's Green Initiative and align with LIS' main things of infrastructure and change	Deliverable is a combination of changes that result in reduced power consumption: <i>possibilities:</i> -reduce # of public labs -cloud storage -thin client/server for public labs -identify tasks/services that can be automated or self-service -expand print management, print reduction to fac/staff offices, other labs -printer consolidation	Save money, support Green Initiative. Measurable outcome, assuming we have data on power consumption	Throughout year: reduce # of public labs Implement thin clients Cloud storage for some date Implement power management software Track monthly power consumption and look for steady reductions of the year, or lumpy reductions as major changes implemented.	Each component may require a different combination of budgetary and staff resources. For example, reducing the number of public labs is pretty straight forward. Thin clients would require \$, operations staff time to develop model. Resource conflict could be evaluated as to what allocation of resources produces the largest benefits (or minimizes costs)	Yes. Barriers include reduced staff and time required to maintain existing setup. Could overcome this with a pilot project, evaluation and then go-no go decision.

# Goal Setting Template: Space Planning

Goal Statement	Deliverable	Outcome	Delivery	Resources	Viability
<u>The What?</u>	<u>How?</u>	<u>Why?</u>	<u>When?</u>	<u>Who &amp; what?</u>	<u>Achievable?</u>
<p>We have been in the new library building for 5 years now. With major staffing changes underway, a mandate from College Admin to look at moving the Music collection to Main, and possible efficiencies to be gained through the use of newer technologies (e.g. virtualization), it's time to review how we use space through LIS.</p>	<p>Form a Space Planning Team and develop a charge to review:</p> <ul style="list-style-type: none"> <li>-long-term space plan as part of a review of the implications of moving the Music Library into Main</li> <li>-service points</li> <li>-office spaces in other LIS locations</li> <li>-smart classrooms in order to identify common issues / problems and recommend solutions</li> </ul>	<p>To plan for space use holistically within LIS buildings and plan for their evolution to accommodate new uses &amp; new models for service delivery, new organizational structures, and to improve areas that just don't work well.</p>	<p>Form team and construct charge by Jan. 2010.</p>	<p>ADs: determine membership, write charge</p> <p>Managers &amp; staff: work with other managers and, if needed, ADs in order to prioritize tasks/duties to allow staff time to participate on teams</p>	<p>Yes. Current Teams are working well and providing valuable leadership on the issues with which they are charged.</p> <p>Some of the most time-intensive Team work will (hopefully) lessen once the web migration is complete.</p>

# Goal Setting Template: Administrative Efficiency

Goal Statement	Deliverable	Outcome	Delivery	Resources	Viability
<u>The What?</u>	<u>How?</u>	<u>Why?</u>	<u>When?</u>	<u>Who &amp; what?</u>	Achievable?
Identify and partner with an area on campus to improve administrative efficiency by use of technologies; assess workflows, information needs, and identify technologies of use to improve operations.	Based on critical institutional need (Mike R working with president's staff), and possibly resulting from staffing reductions, create study group to assess operations and propose new technologies / methodologies to enhance workflow and information access / reporting.	Improve efficiency and operations in department, with planned implementation that will enhance self-service and access to information.	Study group formed no later than 2/1/10 and plan released June 2010; implementation FY2011	Study group comprising LIS staff, users from area, other on- or off-campus experts	Yes. Action on the plan developed will depend upon provision of resources identified as needed.

# Goal Setting Template: Education and Training

Goal Statement	Deliverable	Outcome	Delivery	Resources	Viability
<p><u>The What?</u> LIS staff have a continual need to update their skills. Academic and administrative staff also need to learn new skills to meet the demands of their jobs. Students need Technology and Information Literacies to prepare them for their future endeavors.</p>	<p><u>How?</u> LIS will form and support a team charged with developing the technology /professional development and literacy strategy for the college.</p>	<p><u>Why?</u> LIS should provide an overarching training and professional development program to meet the increased need for a more self-reliant community, a continuously improving work force and the graduation of students with lifelong learning.</p>	<p><u>When?</u> Establish the team charge and membership in the first quarter of 2010.</p>	<p><u>Who &amp; what?</u> ADs: determine membership, write charge Managers &amp; staff: work with other managers and, if needed, ADs in order to prioritize tasks/duties to allow staff time to participate on teams</p>	<p><u>Achievable?</u> Yes. Current Teams are working well and providing valuable leadership on the issues with which they are charged.</p>