



1. Instructional Initiatives

Vision:

Library and Technology Services (LTS) will be an integral part of the academy.

Mission:

Provide advice and support to faculty and students using technology in curricular instruction. Model appropriate uses of technology in teaching and learning. Guide students in their pursuit of knowledge and in the development of critical thinking skills. Teach scholarly research skills in preparation for lifelong learning. Provide a rich variety of expert assistance to students, faculty and staff in their pursuit of learning, teaching and scholarship.

Principles:

- Collaborate with other institutions and organizations where appropriate to enhance our services and resources.
- Partner with faculty, scholars, students and staff to meet learning and teaching needs.
- Investigate new theories, methods, and technologies on a continuing basis.
- Solicit faculty, student and staff feedback to enrich and improve services.

Activity 1: Develop and Support Online Course Management Systems

Goal: Implement WebCT/VISTA as next-generation online course management system at Brandeis.

Priorities and Accomplishments for FY2006:

1. Select instructors and classes for Fall 2005 and Spring 2006.
 - Selected instructors and classes based upon project criteria.
2. Convert classes from Campus Edition to VISTA.
 - Converted over 1600 classes during FY2006.
3. Train faculty and staff.
 - Offered workshops during Fall 2005 and Spring 2006 to assist faculty and staff with the transition to VISTA.
4. Develop new courses.
 - No new courses developed in FY2006.
5. Enhance the integration of library research services into WebCT/Vista.
 - Augmented each WebCT course with links to online research assistance and online information resources.

Activity 2: Develop Learning Tools

Goal: Investigate and implement new tools for teaching and learning.

Priorities and Accomplishments for FY2006:

1. Launch a pilot project to integrate iPods & blogs into curricular instruction.
 - Partnered with Professor Mark Auslander to support podcasting and blogs by thirty students in an Anthropology course (Museums and Public Memory).
2. Implement and support Endnote bibliographic management software.
 - Purchased a campus-wide site license for Endnote.
 - Developed a program of support and training for Endnote users.

Activity 3: Develop Instruction Aids

Goal: Improve access to information on classroom resources and technology.

Priorities and Accomplishments for FY2006:

1. Improve classroom resource finder web application
 - No progress in FY2006.
2. Improve software resource finder web application
 - Enhanced the descriptive data available for classrooms and computer clusters.

2. Research Initiatives

Vision:

Provide timely and efficient access to information and learning resources.

Mission:

Provide responsible stewardship of intellectual content that enhances the learning, teaching and scholarship activities of the academy. Support, advise, and model the appropriate use of technology in teaching and learning. Facilitate use of the information and technology resources needed in the academic environment.

Principles:

- Respond to the changing requirements of the research community.
- Collaborate with other information repositories and producers.
- Assess resources continuously.
- Pursue cooperative resource development wherever possible.
- Adhere to research university standards in selected areas.
- Seek input from faculty governance groups to inform content development

Activity 1: Information Resources Assessment Plan

Goal: Work with members of the faculty, especially the Information Resources Working Groups, to review library holdings in a systematic and thorough manner.

Priorities and Accomplishments for FY2006:

1. Identify areas requiring better support.
2. Identify areas requiring priority support.
 - In consultation with discipline-specific faculty groups, determined needs for information resources to support teaching, learning, and scholarship.
 - Adopted a strategy of acquiring and retaining information resources in digital formats wherever possible.
 - Assessed print and online journals in the context of the overall information resources assessment effort.

Activity 2: Boston Library Consortium (BLC) Cooperative Collection Development Project

Goal: Enhance the resources available to the Brandeis community

Priorities and Accomplishments for FY2006:

1. Subscribe to OCLC collection analysis service.
 - Evaluated collection analysis service.
 - Elected to purchase this service in FY2007 as part of a group organized under the auspices of the Boston Library Consortium.
2. Participate in BLC pilot project for monographs.
 - Evaluated opportunities for management of information resource in partnership with peer academic institutions.
 - Began preparations for collaborative development of music collections, starting in FY2007.

Activity 3: Special Collections Program

Goal: Recognize and promote the importance of special collections as a core service.

Priorities and Accomplishments for FY2006:

1. Create a Special Collections Librarian position
 - Hired a Special Collections Librarian in October 2005.
2. Complete annotated inventory of collections
 - Began collections inventory.
 - Project on schedule for completion in FY2007.
3. Create strategic plan
 - Developed strategic plan to promote the use of special collections in support of teaching, learning, and scholarship.

Activity 4: Digital Initiatives

Goal: Proactively support efforts to create digital learning resources and tools.

Priorities and Accomplishments for FY2006:

1. Create a Digital Initiatives Librarian position
 - Hired a Digital Initiatives Librarian in February 2006.
2. Create strategic plan
 - Plan development underway in FY2006.
3. Begin implementation of MetaLib
 - MetaLib implementation delayed until FY2007.
4. Other accomplishments
 - Installed and tested Digttool 3.0 (a system for managing digital assets and providing access to digital collections).
 - Developed requirements for a system to provide more comprehensive management of digital assets.

Activity 5: Internet2 (Advanced Network Consortium)

Goal: Promote the use of Internet2 for research and instruction.

Priorities and Accomplishments for FY2006:

1. Present a program on various uses of Internet2
 - Presented a brown bag seminar on applications of Internet2 at other institutions and potential applications at Brandeis.
2. Pilot a unique event that exploits Internet2 and publicize it
 - Provided videoconferencing support for a Brandeis student's musical audition with faculty at the University of Indiana/Bloomington.
 - Participated in a worldwide Internet2 videoconferencing event.

Activity 6: On-Demand Distributed Video

Goal: Deliver video resources via the campus network to desktops and classrooms

Priorities and Accomplishments for FY2006:

1. Complete a pilot project to deliver streaming video for one class
 - Delivered high-quality streaming video in support of a Spanish language course.
 - Developed a plan to expand this service during FY2007.

3. Access & Support Services

Vision:

Provide high quality, effective, seamless user-centered services.

Mission:

Provide access to information, technology and human resources needed to inform the pursuit of learning and scholarship. Assist faculty, students and staff in their use of the resources available to them. Provide efficient, professional support for the use of resources in pursuit of learning, teaching and scholarship.

Principles:

- Observe the highest professional standards.
- Empower our users.
- Centralize LTS service points for seamless service to the community.

Activity 1: Relocate ITRC to Goldfarb Library

Goal: Create seamless support for learning and teaching activities.

Priorities and Accomplishments for FY2006:

1. Create office space and resource center for instructional technologists.
 - Relocated the Instructional Technology Resource Center to the Main Library on Goldfarb Level 1.
 - Established nearby office space for instructional technologists.
2. Reconfigure public computing resources on Goldfarb Level 1.
 - Updated software and hardware in the Main Library public computing cluster on Goldfarb Level 1.
 - Added scanning workstations to the cluster.

Activity 2: AV Materials Online Catalog

Goal: Use the integrated library system to create an online inventory of media equipment which may be borrowed by members of the Brandeis community.

Priorities and Accomplishments for FY2006:

1. Create database records for media equipment
2. Barcode equipment
3. Create service point where users can borrow/return equipment
 - Postponed projects to FY2007.

Activity 3: Online, Self-Service Ticket Tracking System

Goal: Support entering and tracking of requests for computer assistance online.

Priorities and Accomplishments for FY2006:

1. Reconfigure HEAT (the system for tracking IT support requests)
 - Engaged a consultant to evaluate the system's use in the context of LTS business processes.
 - Began project and will continue in FY2007.
2. Introduce HEAT self-service
 - Postponed project to FY2007.

4. Information Systems

Vision:

Provide user-friendly, secure, transparent access to data relevant to the support and management of the business and mission of the University.

Mission:

Improve productivity through the expansion and enhancement of the functionality of the Information Systems software.

Principles:

- Integrate major business processes into common, centrally maintained administrative systems
- Provide appropriate, secure access to information
- Provide robust methods of accessing, acquiring, and presenting data
- Maintain compliance with current industry standards for data security

Activity 1: Establish a data warehouse

Goal: Provide user-friendly access to timely data which supports the University's business and educational processes

Priorities and Accomplishments for FY2006:

1. Move Financial Reporting system to a new hardware platform
 - Project completed.
2. Upgrade the Human Resources reporting system
 - Project completed.
3. Upgrade the existing data warehouse (PeopleSoft EPM) to the latest version
 - Project completed.
4. Streamline, standardize and document the process for moving data from separate reporting systems into the central data warehouse (PeopleSoft EPM)
 - Project completed.
5. Change the Human Resources reporting system to use the central data warehouse
 - Developed a project plan.
 - Postponed project implementation to FY2007.
6. Increase Student Administration use of the central data warehouse beginning with enrollment data
 - Project completed.

Activity 2: Establish a schedule for maintaining software

Goal: Minimize security holes present in the software; maximize usability of the software; minimize time spent on software maintenance

Priorities and Accomplishments for FY2006:

1. Determine an anticipated upgrade/patch/fix schedule for current fiscal year
 - Developed a schedule for installing upgrades and patches.

2. Create high-level plan for software upgrades for next five years
 - Developed upgrade plan.
3. Publicize upgrade schedules to user communities
 - Conducted outreach to user communities about scheduled upgrades to information systems.
4. Facilitate creation of test scripts and documentation of upgrades in order to allow user community to efficiently test software upgrades
 - Engaged with user community to develop processes for software testing.
 - Project will continue in FY2007.

Activity 3: Create a schedule for implementing additional functionality

Goal: Improve productivity and management of business processes

Priorities and Accomplishments for FY2006:

1. Create departmental business calendars to anticipate recurring data needs
 - Implemented departmental business calendars.
2. Create process for requesting new functionality
 - Process developed and adopted.
3. Create process for prioritizing, staffing, and budgeting for additional functionality
 - a. Process developed and adopted.
4. Improve communication between staff of Administrative Information Systems and clients
 - Developed process to help clients remain in constant contact with LTS technical project leaders.

Activity 4: Create effective working groups and steering committees

Goal: Improve administration of data management systems

Priorities and Accomplishments for FY2006:

1. Create Data Standards Committee to develop and publish standards for data used throughout the University
 - Established committee.
 - Partially completed data standards documentation.
 - Project will continue in FY2007.
2. Create a new users group for the Student Administration/Human Resources system
 - Group creation postponed until FY2007.
3. Create a new users group for the Libraries' Integrated Library System
 - Group established and active.

5. Web Technology

Vision:

Provide the Brandeis community with an enhanced web presence including secure, standardized and supported web sites, web-enabled services, and web-based applications.

Mission:

Provide prudent stewardship and development of Brandeis web resources.

Principles

- Optimize web delivery based on common architecture and standard tools
- Develop and maintain web-based services and applications based on a user-centered design approach
- Provide dynamic delivery of information, leveraging authoritative data sources (ex. Peoplesoft) where appropriate
- Empower web publishers to create and maintain content
- Remain fluent with web technologies, web services, and emerging trends

Activity 1: Web Development and Support

Goal: Develop and communicate strategy for web development, architecture, application focus and support services.

Priorities and Accomplishments for FY2006:

1. Develop strategy and methodology for web site development and design.
 - Standardized the look and feel of Brandeis web sites. Updated 70% of Brandeis web sites to use standard site design.
 - Developed and promoted methods for secure access to the Brandeis web server.
 - Partnered with the Office of Communications, focusing on website design, information architecture, and site deployments.
2. Maintain and develop web-based electronic resources including the library web OPAC (online public access catalog).
 - Deployed systems to provide easier off-campus access to library information resources.
 - Improved the interface of the web OPAC.
3. Maximize reliability and stability of Brandeis web presence.
 - Enhanced hardware and software infrastructure supporting the Brandeis web presence.
4. Develop and implement regular series of web workshops and forums for Brandeis web publishers.
 - Offered 7 courses on web publishing skills and 7 forums on emerging web topics to approximately 200 campus web publishers.

Activity 2: Content Management System (CMS)

Goal: Evaluate, select and deploy a CMS campus-wide.

Priorities and Accomplishments for FY2006:

1. Develop vision and scope document; business requirements; functional and technical requirements
 - Documented the vision for next-generation web publishing at Brandeis and the scope of the CMS implementation project.
 - Documented business, functional, and technical requirements for Brandeis web publishing.
2. Engage members of the community in the evaluation and selection process
 - Established a diverse team of campus web publishers to identify functional requirements for web publishing and evaluate CMS systems.
3. Select, configure and deploy CMS
 - Selected new CMS for Brandeis.
 - Began configuration of the CMS.
 - Developed a strategy for transitioning websites to the CMS.
4. Develop and deploy CMS training for Brandeis community
 - Began preliminary planning and instructional design for CMS skills training courses.

Activity 3: Community Tools / Intranet

Goal: Develop strategy for Brandeis intranet.

Priorities and Accomplishments for FY2006:

1. Continue to develop myBrandeis in core areas including calendar, news, and forums.
 - Developed tools to publish dynamic feeds of calendar events and group news for use on departmental websites.
 - Deployed 50 calendar and news feeds on sites hosted at www.brandeis.edu.
2. Showcase myBrandeis tools and applications to target staff and faculty as key user groups.
 - Implemented group portals to allow departments to share news and improve communication within their organizations.
 - Partnered with several offices to integrate myBrandeis forums and group calendars as part of their ongoing business processes.
3. Continue to maintain and develop functionality for use as a student intranet site.
 - Re-designed the myBrandeis application.
 - Upgraded the hardware infrastructure for myBrandeis production and staging servers.
4. Evaluate and pilot a next generation community tool.
 - Installed and piloted OpenACS, a next-generation, open source platform for community interaction.

6. Information Technology Security

Vision:

Enable reliable, secure access to appropriate information.

Mission:

Develop and maintain standards, procedures, systems, intelligence, and best practices to provide the Brandeis community with:

- Confidentiality - restricting access to sensitive information
- Integrity - protecting Brandeis resources and data from alteration or loss
- Availability - ensuring that information is available to authorized users when it is needed

Principles:

Provide security by defense in depth: prevention, protection, detection, and response. In developing and maintaining our defenses, apply the Information Systems Security Association's Generally Accepted Information Security Principles (gaisp.org) to the Brandeis environment.

- Accountability - Access and changes to information systems should be auditable, to an extent commensurate with the sensitivity of the information. At the same time, recognize that a community of learning requires anonymous access to non-sensitive information, such as library resources.
- Awareness - Administrators and users alike should be aware of and active participants in security policy.
- Ethics - Information should be used, and the administration of information security should be executed, in an ethical manner.
- Multidisciplinary - Security measures should address the considerations and viewpoints of all interested parties.
- Proportionality - Controls should be proportionate to risks.
- Integration - Security is not an add-on or a separate project.
- Timeliness - be proactive in protecting systems and prompt in responding to breaches.
- Assessment - Over time, and as systems change, the effectiveness and continued applicability of security measures should be reviewed.
- Equity - The rights and dignity of individuals must be respected.

Activity 1: Identity Management

Goal: Improve account management productivity and security

Priorities and Accomplishments for FY2006:

1. Consolidate the currently diverse account interfaces into a single, maintainable infrastructure with central auditing, logging and security features.
 - Project underway and will continue in FY2007.
2. Implement a federated identity management system to enhance collaboration, security and account maintainability.
 - Project abandoned due to the federated identity management approach's inability to provide enhanced security in the Brandeis environment.

Activity 2: Firewall

Goal: Add a third layer of protection to the network

Priorities and Accomplishments for FY2006:

1. Determine best use of a firewall in current environment
 - Implemented firewalls and other security measures on each network server.
2. Implement a firewall at the network perimeter
 - Determined that a perimeter firewall provides little benefit given the configuration of the Brandeis network.
 - Abandoned this project in favor of additional security measures on network servers.

Activity 3: Security framework for system risk classification

Goal: Determine which systems need highest level of security

Priorities and Accomplishments for FY2006:

1. Inventory all Brandeis systems and determine data owners
 - Completed inventory of departmental systems.
2. Assign risk classification to each system
 - Assigned risk classifications.
3. Modify current system security based on the framework findings
 - Improved network security using findings.

Activity 4: Security training program

Goal: Increase awareness of information security

Priorities and Accomplishments for FY2006:

1. Develop an information security awareness training program
 - Initiated informal security awareness discussions with members of the Brandeis community.
 - Development of a formal security awareness program to begin in FY2007.

Activity 5: Security policies and procedures

Goal: Formalize and document information security policies and procedures

Priorities and Accomplishments for FY2006:

1. Establish security policies and procedures
 - Published Security procedures and best practices on LTS website.

Activity 6: Establish standard credit card processing procedures

Goal: Consolidate and secure credit card processing on campus

Priorities and Accomplishments for FY2006:

1. Complete vendor review and recommend credit card processing solution
 - Reviewed vendors of credit card authorization solutions.
 - Recommended solution.
2. Document standard credit card processing procedures and educate current credit card processors
 - Completed and published a document with detailed descriptions of credit card processing procedures.
3. Convert current credit card processing processes
 - Began conversion of Rabb School credit card authorization processes.

Activity 7: Improve security of building access and ID-card applications

Goal: Improve information security in the one-card environment.

Priorities and Accomplishments for FY2006:

1. Review current issues with C-Cure and Diebold (application vendors)
 - Compiled list of current issues.
2. Improve relationships with vendors and current system owners
 - No progress during FY2006.
3. Recommend and implement improvements to current business processes
 - No progress during FY2006.

7. Information Technology Infrastructure

Vision:

Provide reliable, stable, and secure core functionality for all common University technology initiatives.

Mission:

Maintain the highest level of reliability, stability and security of the communications, authentication, and operating systems that are the basis of our technology services

Principles:

- Provide uninterrupted networking and telephony services.
- Protect the University's network from malicious attacks and prevent intrusions.
- Ensure that communications services (email, voice, video, and networking) are usable, available, and free from undesirable congestion (spam)
- Provide stable secure operating systems that support other University services.
- Develop and maintain disaster recovery and backup systems to support the University's continuity of business plan.
- Provide access to data storage systems

- Explore new technology and develop new standards for infrastructure systems to support future needs.
- Provide database services to support University business needs.

Activity 1: Campus wireless network

Goal: Enhance access to network resources.

- Completed implementation of campus wireless network.

Activity 2: On-demand video services via campus network

Goal: Support teaching and learning through on-demand delivery of video resources via campus network.

- Delivered high-quality streaming video in support of a Spanish language course.
- Developed a plan to expand this service during FY2007.

8. Facilities

Vision:

Offer up-to-date, welcoming, technologically sophisticated learning spaces that enhance the learning, teaching and scholarship activities of the academy.

Mission:

Provide and maintain physical environments conducive to the building of an intellectual community. Provide user-centered learning spaces in support of learning, teaching and scholarship.

Principles:

- Provide learning-centered facilities.
- Provide multi-use facilities.
- Assess facilities use on a continual basis.

Activity 1: Evaluate existing facilities

Goal: Master plan for use of space in existing facilities.

Priorities and Accomplishments for FY2006:

1. Conduct comprehensive engineering study of LTS facilities.
 - Retained architectural consultants to develop a master plan for LTS facilities.
 - Completed master plan and initiated discussion with campus constituencies.
 - Campus discussion to continue in FY2007.
2. Create conceptual design of integrated service area (information commons).
 - Created design for integrated service area.
 - Developed plans to implement an information commons in the Main Library in FY2007.
3. Evaluate use of faculty studies.
 - Reviewed use of faculty study spaces.

- Consulted with faculty to determine their ongoing need for study space.
- Revised policies governing use of faculty studies.
- 4. Evaluate use of on-site and off-site storage for University Archives.
 - Evaluated onsite and offsite space for archival and special collections.
 - Identified and transferred archival collections to offsite storage, based on low frequency of use and climate control requirements.

Activity 2: Repurpose existing space

Goal: Use existing space to best advantage.

Priorities and Accomplishments for FY2006:

1. Relocate ITRC to Goldfarb Level 1
 - Relocated the Instructional Technology Resource Center to the Main Library on Goldfarb Level 1.
2. Create information station on Goldfarb Level 1
 - Planning for new information station nearly complete by the end of FY2006.
 - New station to be created in early FY2007 as part of the integrated service area planned for the Main Library's Goldfarb Level 1.
3. Create new public computing cluster on the Farber mezzanine
 - Created new cluster in the Main Library on Farber Mezzanine level.
4. Provide larger, more easily accessed space for Writing Center activities in the Farber Library
 - Provided larger, more accessible space for Writing Center services in the Main Library on Farber Mezzanine level.
5. Welcome the Crown Center for Middle East Studies to the Goldfarb Library
 - Created renovated office space for the Crown Center in the Main Library on Goldfarb Level 2.
6. Create a display area for Louis Brandeis memorabilia
 - Created a new display area for Brandeis memorabilia in the Main Library on Goldfarb Level 1.
7. Create a new LTS administrative office suite on the Goldfarb mezzanine
 - Created new offices for LTS Administration.