

## 2001-2002 OPERATIONAL PLAN

### Overview

**FACULTY/SCHOOL/DEPARTMENT: LIBRARY RESOURCE CENTRES**

**Core Action Plans (in *priority* order)**

Priority	Enter a specific reference to one of the Strategic Directions or Key Results Areas	BRIEF TITLE OF THE ACTION PLAN
1	<p>To continue to provide core services at all existing Library Resource Centres.</p> <p style="text-align: center;"><b>College Key Results:</b></p> <p>1. The curriculum for all programs will move toward the characteristics and qualities of advanced applied education and meet and exceed relevant industry and or professional standards.</p>	<b>Core Learning Commons Services</b>
2	<p>To continue to build and maintain learning resource collections (print, media and electronic) that are closely linked to college curriculum.</p> <p style="text-align: center;"><b>College Key Results:</b></p> <p>1. The curriculum for all programs will move toward the characteristics and qualities of advanced applied education and meet and exceed relevant industry and or professional standards.</p>	<b>Learning Resource Collections</b>
3	<p>To continue with the focus on professional development of the Library Resource Centres team.</p> <p style="text-align: center;"><b>College Key Results:</b></p> <p>6. College employees will: establish professional development plans and achieve their objectives and be rewarded for enabling student success.</p>	<b>Professional Development</b>
4	<p>To investigate the acquisition of a new automated information management (library) system that will be compatible with the new technologies planned for Seneca College.</p> <p style="text-align: center;"><b>College Key Results:</b></p> <p>3. Services provided to students, employees and other customers will meet and exceed established service quality standards.</p>	<b>Web-based Integrated Library System</b>
5	<p>To implement a Learning Commons Web site that emulates the physical Learning Commons model.</p> <p style="text-align: center;"><b>College Key Results:</b></p> <p>4. The College will develop new and enhance existing on-line programs and services.</p>	<b>The Virtual Learning Commons</b>

## 2001-2002 OPERATIONAL PLAN

**FACULTY/SCHOOL/DEPARTMENT: LIBRARY RESOURCE CENTRES**

**Core Action Plans** (in *priority* order)

Priority	Enter a specific reference to one of the Strategic Directions or Key Results Areas	BRIEF TITLE OF THE ACTION PLAN
6	<p>To adapt the "Research for Success" on-line module in partnership with the Faculty of Business and CNTTL.</p> <p style="text-align: center;"><b>College Key Results:</b></p> <p>4. The College will develop new and enhance existing on-line programs and services.</p>	<b>Research for Success</b>
7	<p>To support the College's on-line course delivery by creating Web-based course-specific learning resources to enhance the on-line teaching and learning process. Ensuring at the same time, that these resources are technologically innovative and adaptive to portal technology.</p> <p style="text-align: center;"><b>College Key Results:</b></p> <p>4. The College will develop new and enhance existing on-line programs and services.</p>	<b>Web-based Course Specific Learning Resources</b>
8	<p>To support IT use in the classroom by working with the academic faculties to maintain equipment in existing classrooms and to plan for future growth in the number of electronic classrooms available across the College campuses.</p> <p style="text-align: center;"><b>College Key Results:</b></p> <p>3. Services provided to students, employees and other customers will meet and exceed established service quality standards.</p>	<b>Electronic Classrooms</b>
9	<p>To support the College Master Plan through the development of a new Newnham Campus Learning Commons over the next three years.</p> <p style="text-align: center;"><b>College Key Results:</b></p> <p>7. Campuses will be developed according to the College Campus Master Plan, including the commitment to accommodate anticipated growth in enrollment.</p>	<b>Newnham Learning Commons Project</b>
10	<p>To develop new service standards for the individual Library Resource Centre areas.</p> <p style="text-align: center;"><b>College Key Results:</b></p> <p>3. Services provided to students, employees and other customers will meet and exceed established service quality standards.</p>	<b>Service Standards</b>
11	<p>To establish the Corporate Document Delivery Centre (CDDC) – Digital Corporate Library and Environmental Scanning Resource Centre (ESRC).</p> <p style="text-align: center;"><b>College Key Results:</b></p> <p>4. The College will develop new and enhance existing on-line programs and services.</p>	<b>Corporate Library</b>

**2001-2002 OPERATIONAL PLAN**

Submitted by: \_\_\_\_\_

Date: \_\_\_\_\_

Vice President: \_\_\_\_\_

Date: \_\_\_\_\_

**NB:** Once signed, detach *this page only* and forward to the Office of Strategic Planning.  
Submit remainder of Operational Plan on-line at <https://college.senecac.on.ca/strategicplan>.

## 2001-2002 OPERATIONAL PLAN

### Local Vision Statement

The vision for Seneca College Library Resource Centres (LRCs) reflects the overall vision of Seneca College, which is outlined in four specific strategic directions:

- To lead in student success by preparing today's learners for tomorrow's careers;
- To lead in learning by providing excellence in education;
- To lead in innovation by creating a dynamic, state-of-the-art learning and working environment;
- To lead in employee success by developing people and achieving excellence across our organization.

The vision of the Library Resource Centres is one of leadership. We strive to be:

- an academic library which will continue to play a strong academic support role in the 21<sup>st</sup> century.
- a client- centered Library Resource Centre, focusing on students, faculty and staff.
- both flexible and progressive, reflecting innovation and partnerships with the emerging technologies and changing programs at Seneca College.
- during 2001/2002 to support and promote our leadership role in providing academic support.

We continuously seek to lead in innovation by creating dynamic, state-of-art learning and working environments through our Library Resource Centre service model. The Library Resource Centres' mandate is to foster the development of a team that works together with the students and faculty in the College to create an environment that is friendly, attractive and supportive of academic programs and College needs.

#### **The LRC vision is to lead in student success by:**

- providing state of the art facilities at the Newnham, King and Seneca @York Campuses. With the strategic direction of the college moving towards applied degrees and global partnerships, the research, information technology and academic support requirements of faculty and students will intensify and the demand upon learning commons resources and services will expand rapidly.
- continuing with the development of service standards for the individual Library Resource Centres' areas. Our service standards will be linked to student feedback and KPI results.
- providing an enhanced, collaborative, fully integrated Learning Commons facility at the Newnham Campus as part of the Superbuild Master Plan. This redesigned facility will provide students with the IT and research skills necessary to be successful in the knowledge economy.

## 2001-2002 OPERATIONAL PLAN

### **The LRC vision is to lead in Learning by:**

- continuing to build and maintain strong learning resource collections, in partnership with the academic programs, that are closely linked to classroom activity and course curriculum.
- implementing a Learning Commons Web site that emulates the physical Learning Commons model and provides supplemental innovative virtual information and learning support/services for the Seneca community.
- adapting the “Research Success” on-line module, in partnership with the Faculty of Business and CNTTL, for additional business programs and general education programs. The Library Resource Centres will ensure working with the academic programs that all students are provided with a technologically advanced information literacy product across the curriculum.
- supporting the College’s on-line course delivery by creating web-based course-specific learning resources to enhance the on-line teaching and learning process.

### **The LRC vision is to lead in Innovation by:**

- investigating the acquisition of a new automated information management system that will be compatible with the new technologies planned for Seneca College.
- creating the Corporate Document Delivery Centre (CDDC) to automate the storage and retrieval of documents, and to initiate and maintain its first two database services, The Digital Corporate Library and the Environmental Scanning Resource Centre, if funding is approved by the College.
- supporting IT use in the classroom by working with the academic faculties to maintain equipment in existing classrooms and to plan for future growth in the number of electronic classrooms available across the College campuses.

## **2001-2002 OPERATIONAL PLAN**

### **The LRC vision to lead in Employee Success by:**

- continuing with the focus on professional development of the Library Resource Centre team. It is essential that the Library Resource Centres provide staff who are well trained and equipped to handle the ever changing dynamic of this new type of learning environment. The Library Resource Centres have been successful because the staff delivers a high level of service, and therefore a continued focus on professional development is important.

The Library Resource Centre team is enthusiastic about playing a role in achieving Seneca College's goals. The Seneca Libraries and Learning Centres are the leaders in service and resource delivery. We are confident that our achievements in the year 2001/2002 will reflect and contribute to the excellent reputation of Seneca College.

**2001-2002 OPERATIONAL PLAN  
Plan Details**

**COLLEGE VISION # 1 TO LEAD IN STUDENT SUCCESS**

Priority	Enter a specific reference to one of the Strategic Directions or Key Results areas	Brief title of the Action Plan
1	College Vision #1 – To Lead in Student Success Key Result #1	<b>Core Learning Commons Services</b> To continue to provide core services at all existing Library Resource Centres.

Plan status	Short Summary A one or two line description stating the purpose and/or intended results of this plan.
<input checked="" type="checkbox"/> On going from a previous plan <input type="checkbox"/> Revised from a previous plan <input type="checkbox"/> New Initiative	<p>To support Seneca College’s mission of quality education by continuing to provide core services at all existing Library Resource Centres. With the strategic direction of the college moving towards applied degrees and international partnerships, the research, IT and academic support requirements of faculty and students will intensify and the demand upon library resources and services will expand rapidly. In order to meet this growing trend, the Libraries and Learning Centres will continue to provide high quality services, which will continue to support and reflect well upon the college as a whole.</p> <p>The main Key Result area is:            Key Result # 1: The curriculum for all programs will move toward the characteristics and qualities of advanced applied education and meet and exceed relevant industry and or professional standards.</p> <p>Other Key Result areas covered are:            Key Result # 2: The College will offer Applied Degrees.            Key Result # 3: Services provided to students, employees and other customers will meet and exceed established service quality standards.            Key Result # 8: The College will develop new and enhance existing local, national and international partnerships.            Key Result # 9: The amount and complexity of applied research will increase.</p>

Partners	
External: The 25 colleges with whom Seneca College has a partnership.	Internal: Faculty of Technology, Faculty of Business, Faculty of Applied Arts and Health Sciences and Faculty of Continuing Education.

## 2001-2002 OPERATIONAL PLAN

### Plan Details

Outline the specific activities/tactics you expect to undertake, including timing, those responsible, and specific measurable outcomes.

### **FACULTY/SCHOOL/DEPARTMENT: LIBRARY RESOURCE CENTRES**

#### **Action/Description:**

The delivery of information to the Seneca College community will continue to be at the forefront of the Library Resource Centres' responsibility. Print, media and electronic sources as well as access to Web resources will, for the foreseeable future, continue to be in high demand by students, faculty and staff. Access to library computers for library based products, circulation services for reserve and general print materials, audio-visual hardware and software and Web-based library services through ELVIS are continuously being requested here at Seneca. With the strategic direction of the college moving towards applied degrees and international partnerships, the research requirements of faculty and students will intensify and the demand upon library resources will expand rapidly. In order to meet this growing trend, the Library Resource Centres will continue to provide high quality services, which will continue to support and reflect well upon the College as a whole.

#### **Tactics:**

- A. Offer convenient availability of all library resources and facilities for Seneca students and staff at the three current Library Resource Centre locations. Current facilities are Newnham, King and Seneca @ York.
- B. Provide research assistance in person, by phone or by email through ELVIS.
- C. Circulate print resources both in-house and through inter-library loan in partnership with the other Ontario Community Colleges.
- D. Maintain learning resources, for standing orders (reference collection), periodical subscriptions and electronic databases only.
- E. Offer World Wide Web library services through ELVIS, our Electronic Library Virtual Information Services.
- F. Reserve and circulate audio-visual hardware and software.
- G. Maintain audio-visual hardware, software and electronic classrooms in a good state of repair and provide instruction on use of all equipment.
- H. Provide library support to special need students.
- I. Arrange instructional training on library materials and research skills.

## 2001-2002 OPERATIONAL PLAN

**Responsibilities:**

LRC Management, LRC Librarians and Support Staff.

**Timelines:**

Ongoing.

**Achieved by:**

March 31, 2002 and ongoing.

**Measurable Outcome:**

A complete educational experience for Seneca students through independent study and research in a College Library Resource Centre.

**2001-2002 OPERATIONAL PLAN  
Plan Details**

**College Vision #2 To Lead in Learning**

Priority	Enter a specific reference to one of the Strategic Directions or Key Results areas	Brief title of the Action Plan
2	College Vision # 2: To Lead in Learning Key Result # 1	<b>Learning Resource Collections</b> To continue to build and maintain learning resource collections (print, media and electronic) that are closely linked to college curriculum.

Plan status	Short Summary A one or two line description stating the purpose and/or intended results of this plan.
<input checked="" type="checkbox"/> On going from a previous plan <input type="checkbox"/> Revised from a previous plan <input type="checkbox"/> New Initiative	<p>In partnership with academic programs, continue to build and maintain learning resource collections (print, media and electronic) that are closely linked to classroom activity and course curriculum. Investigate the process of college curriculum review and development for the purpose of determining the impact on learning resources.</p> <p>The main Key Result area is:            Key Result # 1: The curriculum for all programs will move toward the characteristics and qualities of advanced applied education and meet and exceed relevant industry and or professional standards.</p> <p>Other Key Result areas covered are:            Key Result # 2: The College will offer Applied Degrees.            Key Result # 3: Services provided to students, employees and other customers will meet and exceed established service quality standards.            Key Result # 8: The College will develop new and enhance existing local, national and international partnerships.            Key Result # 9: The amount and complexity of applied research will increase.</p>

Partners	
External: The twenty-five colleges with whom Seneca College has a collaborative ILL partnership.	Internal: The Library Resource Centres partnered with program faculty and chairs to develop collection profiles using a methodology established by the Library Resource Centres.

## 2001-2002 OPERATIONAL PLAN

### Plan Details

Outline the specific activities/tactics you expect to undertake, including timing, those responsible, and specific measurable outcomes.

### **FACULTY/SCHOOL/DEPARTMENT: LIBRARY RESOURCE CENTRES**

#### **Action/Description:**

In partnership with academic programs, continue to build and maintain learning resource collections (print, media and electronic) that are closely linked to classroom activity and course curriculum. Investigate the process of college curriculum review and development for the purpose of determining the impact on learning resources.

In the 2000/2001 fiscal year, the Library Resource Centres received \$350,000 to develop and improve its collections of learning resources. This allocation of funding was the College's acknowledgement that the LRCs' collections were in a critical state and were not adequate or sufficient to meet current program needs or the College's future strategic direction of advanced applied education. To ensure that this additional funding was spent appropriately, the LRCs partnered with program faculty and chairs to develop collection profiles using a methodology established by the LRCs. The collection profiles outline the type, quantity and level of resources required to fulfill research requirements of the programs under review as well as provide a five-year budget plan to achieve identified collection targets. This project has been an example of a successful partnership between the College's academic programs and an academic support area with a very measurable outcome of student success.

#### **Tactics:**

- A. Continue to implement 30 ongoing collection profiles, in consultation with program faculty.
- B. Target eight new areas of study for the development of collection profiles.
- C. Establish faculty contacts and arrange funds for their release time.
- D. Establish benchmarks and collection standards for new profiles.
- E. Establish a five-year budget plan for new collection profiles.
- F. Update collections by weeding and acquiring new resources based on existing and newly developed collection profiles.
- G. Each semester, submit to the Deans, Vice-President Academic and Vice-President of Finance and Administration a Collection Profile Status Report outlining what profiles have been completed, are currently underway, and are planned for the upcoming semester.
- H. Plan our protocols for those profiles which will begin in 2002-2003.

#### **Responsibilities:**

LRC Management, Collection Development Librarians, LRC Support Staff in collaboration with Program Faculty and Chairs from the Faculty of Technology, Business, Continuing Education and Applied Arts and Health Sciences.

## 2001-2002 OPERATIONAL PLAN

### **Timelines:**

Complete new collection profiles by March 31, 2002.

Acquire new learning resources by March 31, 2002.

### **Achieved by:**

March 2002, ongoing each year.

### **Measurable Outcome:**

Improved / relevant collection by program area.

**2001-2002 OPERATIONAL PLAN  
Plan Details**

**College Vision #4 Employee Success**

Priority	Enter a specific reference to one of the Strategic Directions or Key Results areas	Brief title of the Action Plan
3	College Vision # 4 - Employee Success Key Result # 6	<b>Professional Development</b> To continue with the focus on professional development of the Library Resource Centre team.

Plan status	Short Summary
<input checked="" type="checkbox"/> On going from a previous plan <input type="checkbox"/> Revised from a previous plan <input type="checkbox"/> New Initiative	<p>A one or two line description stating the purpose and/or intended results of this plan.</p> <p>To continue with the focus on professional development of the Library Resource Centre team. It is essential that the LRCs provide staffing that is well trained and equipped to handle the ever changing dynamic of this new type of learning environment. Continue to conduct the annual review of employees' professional development plans to determine staff training needs. Create a Library Staff Training Plan and Policy with the direction and support of the Centre for Professional Development (CPD).</p> <p>The main Key Result area is:            Key Result # 6: College employees will: establish professional development plans and achieve their objectives and be rewarded for enabling student success.</p>

Partners	
External:	Internal: Centre for Professional Development (CPD)

## 2001-2002 OPERATIONAL PLAN

### Plan Details

Outline the specific activities/tactics you expect to undertake, including timing, those responsible, and specific measurable outcomes.

### **FACULTY/SCHOOL/DEPARTMENT: LIBRARY RESOURCE CENTRES**

#### **Action/Description:**

Library Resource Centre staff must continue to develop their knowledge base as well as their computer skills to keep pace with the ever changing technical environment and the growing field of information technology to better serve our students and other clientele, and to better serve themselves. This action will concentrate on both the IT and skills training required by all LRC staff to enhance their performance within their own jobs and provide them with the knowledge and ability to adapt to change and assume new roles.

#### **Tactics:**

- A. Review submitted professional development plans with all staff and where necessary or desired, have staff submit new professional development plans.
- B. Assess individual and group training needs.
- C. Establish a training committee consisting of LRC Management, Librarians and Support Staff to work with the established IT Focus Group Training Subcommittee to develop a training plan for employee skills training and IT training.
- D. Develop "LRC Staff Training Plan"
- E. Review "LRC Staff Training Plan"
- F. Explore with CPD workshops that can be offered by the College
- G. Identify other avenues for workshops to include LRC arranged internal workshops, as well as, external workshops and conferences.
- H. Arrange training workshops and identify staff to attend external workshops.
- I. With the support of CPD, develop an equitable funding policy for all levels of staff.

#### **Responsibilities:**

LRC Management, LRC Training Committee, LRC New Technology Focus Group Training Subcommittee and LRC Staff with assistance of staff from CPD.

## 2001-2002 OPERATIONAL PLAN

### **Timelines:**

Professional Development Plans reviewed by May 2001.

Training Committees established by June 2001.

Library Resource Centre staff training plan developed by August 2001

Library Resource Centre staff training reviewed by CPD October 2001.

Training ongoing as opportunities arise.

### **Achieved by:**

March 2002, ongoing.

### **Measurable Outcome:**

An LRC Staff Training Plan and Policy that identifies employee's training needs and actions for individual and group skills and IT training.

**2001-2002 OPERATIONAL PLAN  
Plan Details**

**College Vision #3 To Lead in Innovation**

Priority	Enter a specific reference to one of the Strategic Directions or Key Results areas	Brief title of the Action Plan
4	College Vision # 3 – To Lead in Innovation Key Result # 3	<b>Web-based Integrated Library System</b> Acquisition of a Web-based Integrated Library System for the Library Resource Centres.

Plan status	Short Summary A one or two line description stating the purpose and/or intended results of this plan.
<input checked="" type="checkbox"/> On going from a previous plan <input type="checkbox"/> Revised from a previous plan <input type="checkbox"/> New Initiative	<p>Acquisition of a state-of-the-art Web-based information management system enabling Seneca students, faculty and staff to receive to their desktop and/or home computers advanced information services.</p> <p>The main Key Result area is:            Key Result # 3: Services provided to students, employees and other customers will meet and exceed established service quality standards.</p> <p>Other key result areas covered are:            Key Result # 1: The curriculum for all programs will move toward the characteristics and qualities of advanced applied education and meet and exceed relevant industry and or professional standards.            Key Result # 2: The College will offer Applied Degrees.            Key Result # 4: The College will develop new and enhance existing on-line programs and services.            Key Result # 8: The College will develop new and enhance existing local, national and international partnerships.            Key Result # 9: The amount and complexity of applied research will increase.</p>

Partners	
External:	Internal: Information Technology and Telecommunications Department.

## 2001-2002 OPERATIONAL PLAN

### Plan Details

Outline the specific activities/tactics you expect to undertake, including timing, those responsible, and specific measurable outcomes.

### FACULTY/SCHOOL/DEPARTMENT: LIBRARY RESOURCE CENTRES

#### Action/Description:

With the advances in Web/portal and digital library technologies, Seneca students and faculty should be receiving to their desktop and/or home computers advanced information services such as:

- a functional Web based book and A/V catalogue with an acceptable response time.
- the integration of digital journals and/or documents with the book and A/V catalogue.
- the ability to seamlessly and simultaneously search across disparate digital collections .
- catalogued web sites accessible through the book and A/V catalogue.
- the ability to book or reserve A/V equipment.
- the ability to hold learning resources and be notified of their availability through an e-mail or some other on-line mechanism.
- e-commerce applications that will facilitate the on-line payment of fees and fines and that will contribute to the generation of revenue for the Library Resource Centres.
- the ability to create bibliographies and have them display as part of an on-line course.
- specialized digital libraries that would be described, indexed and searched using current web standards (i.e. XML/XSL, Dublin Core metadata).  
Example of specialized digital libraries would be College documents, electronic reserves, learning objectives etc.

However, the Library Resource Centres cannot offer these services given the limitation of our current system. With the acquisition of a state-of-the-art Web based information management system, the LRCs will be able to contribute in a significant way to College IT and academic initiatives such as portal technology, digital libraries and the delivery of on-line courses. Also, an information management system based on open standards could provide for the integration of functions such as authentication (i.e. one pin number for all systems) and data sharing with the College's enterprise systems. This level of integration is now and will always be impossible given the architecture and location of our current systems. An automated library system includes the following components: book and A/V catalogue; digital image server, digital object repository and manager; circulation module, reserve maintenance; serials maintenance; cataloguing and acquisitions.

Project timelines from investigation to implementation will be 2 years.

## 2001-2002 OPERATIONAL PLAN

### **Tactics:**

- A. Investigation of options and functionality requirements of a new system.
- B. Establish criteria for evaluating a new system.
- C. Draft a Request for Information document and send to top 5 vendors of automated library systems.
- D. Evaluate vendor responses.
- E. Report results of investigation to CIO along with a costing proposal and system recommendations.
- F. College approval and commitment of funds.

### **Responsibilities:**

LRC Management, LRC Systems Department.

### **Timelines:**

Investigation of options for new system by December 2001.

Functionality requirements and evaluation criteria by Spring 2002.

RFI to vendors by Summer 2002.

Results and recommendations by December 2002.

Approval and commitment of funds by March 2003.

System implementation by Summer 2003.

### **Achieved by:**

Summer 2003.

### **Measurable Outcome:**

Automated library services for students, faculty and staff of the same level and quality as other IT services offered at the College.

**2001-2002 OPERATIONAL PLAN  
Plan Details**

**College Vision #2 To Lead in Learning**

Priority	Enter a specific reference to one of the Strategic Directions or Key Results areas	Brief title of the Action Plan
5	College Vision # 2: To Lead in Learning Key Result # 4	<b>The Virtual Learning Commons</b> Implement a Learning Commons Web-site that emulates the physical Learning Commons model.

Plan status	Short Summary A one or two line description stating the purpose and/or intended results of this plan.
<input checked="" type="checkbox"/> On going from a previous plan <input type="checkbox"/> Revised from a previous plan <input type="checkbox"/> New Initiative	Implement a Learning Commons Web site that emulates the physical Learning Commons model and provides supplemental innovative virtual information and learning support / services for the Seneca community. The main key result area is: Key Result # 4: The College will develop new and enhance existing on-line programs and services.  Other key result areas covered are: Key Result # 1: The curriculum for all programs will move toward the characteristics and qualities of advanced applied education and meet and exceed relevant industry and or professional standards. Key Result # 2: The College will offer Applied Degrees. Key Result # 3: Services provided to students, employees and other customers will meet and exceed established service quality standards. Key Result # 8: The College will develop new and enhance existing local, national and international partnerships. Key Result # 9: The amount and complexity of applied research will increase.

Partners	
External:	Internal: ITT, faculty, students and academic administration from all three faculties.

## 2001-2002 OPERATIONAL PLAN

### Plan Details

Outline the specific activities/tactics you expect to undertake, including timing, those responsible, and specific measurable outcomes.

### **FACULTY/SCHOOL/DEPARTMENT: LIBRARY RESOURCE CENTRES**

#### **Action/Description:**

Implement a Learning Commons Web site that emulates the physical Learning Commons model and provides supplemental innovative virtual information and learning support / services for the Seneca community.

The Learning Commons is committed to encouraging members of the Seneca community to enhance their research and information literacy skills along with their learning and computer literacy skills. Based on a user-centered content analysis and design approach, the new Learning Commons Web site will offer new and updated content from the existing library, learning centre and helpdesk Web sites to provide an integrated virtual service and support to the students and faculty at Seneca College. Therefore, along with updating the existing site to improve navigation and ease of finding information, we are working towards a Web site that emulates the benefits of our physical Learning Commons and supplements its services.

#### **Tactics:**

- A. Continue working on reviewing and modifying existing content and creating new content that has been identified in our user needs assessment, utilizing the existing Learning Commons Web information architecture.
- B. Develop a consistent Web design layout, look and feel that adequately represents the Learning Commons identity and purpose.
- C. Develop standard Web design and content development guidelines.
- D. Draw in special expertise when needed. This includes skills such as technical/Web writing, graphic design, marketing / branding, Web technology (particularly content management)
- E. Prototype the first draft of the Web site and run usability tests with students and faculty
- F. Implement the Web site on the test/staging server and run detailed tests.
- G. Deploy the final Web site to the production server.
- H. Develop and implement a content and site maintenance process and assign content ownership.
- I. Identify and outline future directions.

#### **Responsibilities:**

Web Librarian, Web Programmer, Senior Reference Technicians, LRC Systems Department, ITT Staff and LRC Management.

## 2001-2002 OPERATIONAL PLAN

### **Timelines:**

Beta site by May 2001.

Evaluation and testing by August 2001.

Launch of new site by September 2001.

Ongoing assessment, adjustments and additions.

### **Achieved by:**

September 2001 and ongoing.

### **Measurable Outcome:**

Create and effectively maintain a Learning Commons Web site that is closely linked to College activity at all levels, anticipates and meets all the information and learning support needs from the students and faculty at the college.

**2001-2002 OPERATIONAL PLAN  
Plan Details**

**College Vision #2 To Lead in Learning**

Priority	Enter a specific reference to one of the Strategic Directions or Key Results areas	Brief title of the Action Plan
6	College Vision # 2: To Lead in Learning Key Result # 4	<b>Research for Success</b> In partnership with the Faculty of Business and the Centre for New Technologies in Teaching and Learning (CNTTL), the Library Resource Centres will be adapting the "Research for Success" on-line module.

Plan status	Short Summary A one or two line description stating the purpose and/or intended results of this plan.
<input checked="" type="checkbox"/> On going from a previous plan <input type="checkbox"/> Revised from a previous plan <input type="checkbox"/> New Initiative	<p>In partnership with the Faculty of Business and the Centre for New Technologies in Teaching and Learning (CNTTL), the Library Resource Centres will be adapting the "Research Success" on-line module for additional Business programs; will be integrating the EAC 150 "Research Success" on-line module as an integral part of the EAC 150 programs and will continue to promote, coordinate, modify and advise on the current "Research Success" module for SSC 100; ensuring that all students are provided with a technologically advanced information literacy product across the curriculum.</p> <p>The main key result area is:            Key Result # 4: The College will develop new and enhance existing on-line programs and services.</p> <p>Other key result areas covered are:            Key Result # 1: The curriculum for all programs will move toward the characteristics and qualities of advanced applied education and meet and exceed relevant industry and or professional standards.            Key Result # 2: The College will offer Applied Degrees.            Key Result # 3: Services provided to students, employees and other customers will meet and exceed established service quality standards.            Key Result # 8: The College will develop new and enhance existing local, national and international partnerships.            Key Result # 9: The amount and complexity of applied research will increase.</p>

Partners	
External: In the future we are investigating the development of a generic product to sell to external academic institutions.	Internal: In partnership with the Faculty of Business, Faculty of General Education and the Centre for New Technologies in Teaching and Learning (CNTTL).

## 2001-2002 OPERATIONAL PLAN

### Plan Details

Outline the specific activities/tactics you expect to undertake, including timing, those responsible, and specific measurable outcomes.

### **FACULTY/SCHOOL/DEPARTMENT: LIBRARY RESOURCE CENTRES**

#### **Action/Description:**

In partnership with the Faculty of Business and the Centre for New Technologies in Teaching and Learning (CNTTL), the Library Resource Centres will be adapting the "Research Success" on-line module for additional Business programs and integrating the EAC 150 "Research Success" on-line module as an integral part of the EAC 150 programs; ensuring that all students are provided with a technologically advanced information literacy product across the curriculum.

#### **Tactics:**

- A. Liaison with Faculty of Business coordinators to initiate the development of an additional "Research Success" on-line module;
- B. Develop and modify the subject content of "Research Success" for use by additional programs in the Faculty of Business.
- C. Work with the Instructional Designer from the CNTTL on modifications to the existing designs.
- D. Liaison with designated faculty of General Education to integrate the web-based EAC 150 "Research Success" tutorial as part of EAC 150 across the curriculum.
- E. Develop additional assignment and testing materials to support the Web-based tutorials.
- F. Work with a Web programmer to modify the tutorial for newly developed Faculty of Business modules.
- G. Develop feedback mechanisms for both Business & EAC tutorials from faculty and students.
- H. Evaluate feedback and modify accordingly.
- I. Provide recommendations for further enhancements and customization of the Research Success product for use in other Seneca programs.

#### **Responsibilities:**

LRC Management, Faculty of Business, Faculty of General Education, CNTTL, Library Bibliographic Instruction Team.

#### **Internal Partners:**

Faculty of Business and Faculty of General Education and CNTTL.

## **2001-2002 OPERATIONAL PLAN**

### **Timelines:**

Liaison with designated Faculty of Business Coordinators and faculty by September 2001.

Test for achievement of EAC 150 module and desired learning outcomes by May 2001.

Promote EAC 150 Research Success module to college community – June 2001.

Continue to promote, coordinate and advise on current "Research Success" module for SSC100 - ongoing.

Market to college community at large - ongoing.

### **Achieved by:**

December 2001.

### **Measurable Outcome:**

A variety of customized library research tools designed in collaboration with the Faculty of Business and the Faculty of General Education, to teach basic research skills across the curriculum, in a positive environment. These skills will enhance student learning and lifelong critical thinking.

**2001-2002 OPERATIONAL PLAN  
Plan Details**

**College Vision #2 To Lead in Learning**

Priority	Enter a specific reference to one of the Strategic Directions or Key Results areas	Brief title of the Action Plan
7	College Vision # 2: To Lead in Learning Key Result # 4	<b>Web-based Course Specific Learning Resources</b> Support the College's on-line course delivery by creating Web-based course-specific learning resources to enhance the on-line teaching and learning process.

Plan status	Short Summary A one or two line description stating the purpose and/or intended results of this plan.
<input checked="" type="checkbox"/> On going from a previous plan <input type="checkbox"/> Revised from a previous plan <input type="checkbox"/> New Initiative	<p>Support the College's on-line course delivery by creating Web-based course-specific learning resources to enhance the on-line teaching and learning process. Ensuring at the same time, that these resources are technologically innovative and adaptive to portal technology. To link on-line course delivery with relevant Web-based library and learning centre services. To work on the integration of virtual library resources and Learning Centre e-tutoring services as part of the new on-line teaching systems, Blackboard.</p> <p>The main Key Result area is: Key Result # 4: The College will develop new and enhance existing on-line programs and services.</p> <p>Other key result areas covered are: Key Result # 1: The curriculum for all programs will move toward the characteristics and qualities of advanced applied education and meet and exceed relevant industry and or professional standards. Key Result # 2: The College will offer Applied Degrees. Key Result # 3: Services provided to students, employees and other customers will meet and exceed established service quality standards. Key Result # 8: The College will develop new and enhance existing local, national and international partnerships. Key Result # 9: The amount and complexity of applied research will increase.</p>

Partners	
External:	Internal: ITT, CNTTL.

## 2001-2002 OPERATIONAL PLAN

### Plan Details

Outline the specific activities/tactics you expect to undertake, including timing, those responsible, and specific measurable outcomes.

### **FACULTY/SCHOOL/DEPARTMENT: LIBRARY RESOURCE CENTRES**

#### **Action/Description:**

Support the College's on-line course delivery by creating Web-based course specific learning resources to enhance the on-line teaching and learning process. To link all on-line course delivery with relevant Web-based library and learning centre services. To work on the integration of ELVIS virtual library resources and Learning Centre services as part of the new on-line teaching systems, Blackboard.

The Library Resource Centres subscribe to approximately 3200 on-line journals and newspapers. These resources are core in their field and have been carefully selected to support the program base of the College. To optimize the teaching and learning experience at the College, the LRCs are capable of providing delivery of these resources customized to course curriculum.

#### **Tactics:**

- A. In collaboration with the Manager for the Centre for New Technologies in Teaching and Learning (CNTTL), investigate the integration of Web-based library resources and services as part of the new on-line teaching system, Blackboard.
- B. Assign the Web Instruction Librarian to provide a consulting service to the CNTTL and to faculty creating both on-line and traditional course delivery.
- C. Library Resource Centre staff to create customized Web-based resources as requested.
- D. In collaboration with faculty, maintain the customized resources as appropriate.
- E. Design a survey for faculty to determine student satisfaction with Web-based resources.

#### **Responsibilities:**

Web Librarian, LRC Staff, LRC System Staff, ITT Staff, CNTTL Staff.

#### **Timelines:**

Investigate the Resources page available on Blackboard in collaboration with ITT by September 2001.

Establish the LRC Web Instruction Librarian to be available for consultation, through the CNTTL by May 2001.

Provision of the development of customized Web-based resources as requested by September 2001 and ongoing.

## 2001-2002 OPERATIONAL PLAN

**Achieved by:**

Ongoing.

**Measurable Outcome:**

Enhanced curriculum design and increased student information literacy skills through the inclusion of customized Web-based learning resources in course development.

**2001-2002 OPERATIONAL PLAN  
Plan Details**

**College Vision #3 To Lead in Innovation**

Priority	Enter a specific reference to one of the Strategic Directions or Key Results areas	Brief title of the Action Plan
8	College Vision # 1 – To Lead in Innovation Key Result # 3	<b>Electronic Classrooms</b> Support IT use in the classroom through the provision of electronic classrooms.

Plan status	Short Summary
<input type="checkbox"/> On going from a previous plan <input type="checkbox"/> Revised from a previous plan <input checked="" type="checkbox"/> New Initiative	<p>A one or two line description stating the purpose and/or intended results of this plan.</p> <p>Support IT use in the classroom by working with the academic faculties to maintain equipment in existing classrooms and to plan for future growth in the number of electronic classrooms available across the College campuses.</p> <p>The main key result area is:          Key Result # 3: Services provided to students, employees and other customers will meet and exceed established service quality standards.</p> <p>Other key result areas covered are:          Key Result # 1: The curriculum for all programs will move toward the characteristics and qualities of advanced applied education and meet and exceed relevant industry and or professional standards.          Key Result # 2: The College will offer Applied Degrees.          Key Result # 4: The College will develop new and enhance existing on-line programs and services.          Key Result # 7: Campuses will be developed according to the College Campus Master Plan, including the commitment to accommodate anticipated growth in enrollments.          Key Result # 8: The College will develop new and enhance existing local, national and international partnerships.          Key Result # 9: The amount and complexity of applied research will increase.</p>

Partners	
External:	Internal: Academic Faculties Student IT Resources subcommittee of College IT Council Information Technology and Telecommunications Department

## 2001-2002 OPERATIONAL PLAN

### Plan Details

Outline the specific activities/tactics you expect to undertake, including timing, those responsible, and specific measurable outcomes.

### **FACULTY/SCHOOL/DEPARTMENT: LIBRARY RESOURCE CENTRES**

#### **Action/Description:**

Currently there are over 60 electronic classrooms available across 5 campuses of the college. Also, each A.V. department has several roll around data projection units in their inventory of equipment. The demand and thus the requirements for maintenance, support and upgrading of this equipment continues to grow each year. The equipment in the electronic classrooms requires ongoing annual maintenance including cleaning, servicing, upgrading and replacement of bulbs and or equipment. It is also the expressed desire of the Academic Faculties at all campuses to increase the numbers of classrooms permanently equipped with this technology. Therefore, to ensure the ongoing functionality of the equipment and these classrooms, a college-wide plan must be put in place.

#### **Tactics:**

- A. Determine issues to be addressed in plan for future development and maintenance of electronic classroom technology.
- B. Develop a 3-5 year plan to address these issues.
- C. Table plan at the Student IT Resources Subcommittee for initial review.
- D. Undertake modifications to plan as required.
- E. Table revised plan at the Student IT Resources Subcommittee for initial approval.
- F. Table plan at College ITT Council for final approval.
- G. Approval and commitment of funds for Academic IT Budget.
- H. Approved College-wide plan in place.

#### **Responsibilities:**

A.V. Technicians, LRC Management, LRC Systems Department.

## 2001-2002 OPERATIONAL PLAN

### **Timelines:**

Identification and documentation of issues by January 2001.

Draft 3-5 year plan by early Spring 2001.

Plan approval by April 2001.

Budget approval and allocation by May 2001.

Plan implementation by summer 2001 and ongoing.

### **Achieved by:**

Summer 2001 and ongoing.

### **Measurable Outcome:**

An approved and funded college-wide plan for the ongoing support, maintenance and development of electronic classrooms at 5 campuses across the college (Newnham, King, Seneca @York, Don Mills, and Jane).

**2001-2002 OPERATIONAL PLAN  
Plan Details**

**College Vision #1 To Lead in Student Success**

Priority	Enter a specific reference to one of the Strategic Directions or Key Results areas	Brief title of the Action Plan
9	College Vision #1 – To Lead in Student Success Key Result # 7	<b>Newnham Learning Commons Project</b> To support the College Master Plan through the development of a new Learning Commons over the next three years at the Newnham Campus.

Plan status	Short Summary A one or two line description stating the purpose and/or intended results of this plan.
<input type="checkbox"/> On going from a previous plan <input type="checkbox"/> Revised from a previous plan <input checked="" type="checkbox"/> New Initiative	<p>As part of the Superbuild Master Plan, to provide an enhanced Learning Commons facility at the Newnham Campus, which will provide students the IT and research skills necessary to be successful in the knowledge economy. Based on the successful model at Seneca @York, the Newnham Learning Commons will be a structure that integrates three centres of excellence which are, the Library, Learning Centre and an open Microcomputer facility.</p> <p>The main Key Result area is:            Key Result # 7: Campuses will be developed according to the College Campus Master Plan, including the commitment to accommodate growth in enrollments.</p> <p>Other Key Result areas covered are:            Key Result # 1: The curriculum for all programs will move toward the characteristics and qualities of advanced applied education and meet and exceed relevant industry and or professional standards.            Key Result # 2: The College will offer Applied Degrees.            Key Result # 3: Services provided to students, employees and other customers will meet and exceed established service quality standards.            Key Result # 4: The College will develop new and enhance existing on-line programs and services.            Key Result # 8: The College will develop new and enhance existing local, national and international partnerships.            Key Result # 9: The amount and complexity of applied research will increase.</p>

Partners	
External: ECS and Selected Architect	Internal: Faculty of Business, Faculty of Continuing Education and ITT.

## 2001-2002 OPERATIONAL PLAN

### Plan Details

Outline the specific activities/tactics you expect to undertake, including timing, those responsible, and specific measurable outcomes.

#### **FACULTY/SCHOOL/DEPARTMENT: LIBRARY RESOURCE CENTRES**

##### **Action/Description:**

As part of the Superbuild Master Plan, to provide an enhanced Learning Commons facility at the Newnham Campus, which will provide students the IT and research skills necessary to be successful in the knowledge economy. Based on the successful model at Seneca @ York, the Newnham Learning Commons will be a structure that integrates three centres of excellence, which are the Library, Learning Centre and an open Microcomputer facility. All three areas are linked together with the common goal of supporting and helping the learner. The vision is that the Newnham Learning Commons will be the academic centre of the campus playing a key role in the delivery of curriculum through traditional and online methods.

The objective of the Learning Commons is to provide a dynamic, accessible teaching-learning environment outside of, but related to the classroom. It shifts the learning process from being classroom based, to a more independent, self-directed process with the support and assistance of the Learning Commons staff. The Learning Commons with this integration of the three centres of excellence creates a support team of highly motivated, skilled and knowledgeable people. The support team brings general and specific expertise and they can perform the roles of experts, guides, coaches and facilitators. The professor as a member of the Learning Commons team plays a major role by providing significant academic support and assistance to students utilizing the Learning Commons.

The Learning Commons is a creation of a new type of learning space that is focused on the individual program-specific learning and teaching needs of the student.

##### **Tactics:**

- A. Working with ECS, to develop a functional program outlining the role of the Newnham Learning Commons.
- B. Meet with College representatives and architect to ensure a functional program is applicable to the resources available.
- C. Meet with stakeholders (Deans, Chairs, ITT representatives, faculty, staff and students) to determine their service expectations and requirements.
- D. Determine the staffing, IT and furniture requirements for the redesigned facility.
- E. Develop an operational budget for the projected target date of 2003.
- F. Plan for the physical shifting of collections and relocation of services while the renovation is under way.
- G. Ensure service is not affected during renovation.

## 2001-2002 OPERATIONAL PLAN

### **Responsibilities:**

LRC & ITT Management and Newnham Learning Commons staff.

### **Timelines:**

April 2001 – September 2003.

### **Achieved by:**

September 2003.

### **Measurable Outcome:**

Develop an effective, collaborative plan for a fully integrated Learning Commons at the Newnham Campus in 2003 which encompasses all the information, IT and learning support needs of the College community.

**2001-2002 OPERATIONAL PLAN  
Plan Details**

**College Vision #1 To Lead in Student Success**

Priority	Enter a specific reference to one of the Strategic Directions or Key Results areas	Brief title of the Action Plan
10	College Vision #1 – To Lead in Student Success Key Result #3	<b>Service Standards</b> The development of new service standards for the individual Library Resource Centre areas.

Plan status	Short Summary
( x ) On going from a previous plan ( ) Revised from a previous plan ( ) New Initiative	A one or two line description stating the purpose and/or intended results of this plan. To continue with the annual development of one new service standard for the individual Library Resource Centre areas linked to student and faculty satisfaction survey information and KPI results. The main Key Result area is: Key Result # 3: Services provided to students, employees and other customers will meet and exceed established service quality standards.

Partners	
External:	Internal: Office of Strategic Planning

Plan Details
Outline the specific activities/tactics you expect to undertake, including timing, those responsible and specific measurable outcomes.

**FACULTY/SCHOOL/DEPARTMENT: LIBRARY RESOURCE CENTRES**

**Action/Description:**

To continue with the annual development of service standards for the individual Library Resource Centre areas linked to student and faculty satisfaction survey information and KPI results.

The evolution in LRC services such as improved access to technology, more resources through the WWW, more relevant print collections and increased hours have impacted on library users across the College. It is incumbent upon the LRCs to ensure continued quality services along with these changes. Evaluation of KPI results will provide measurable results to develop and enhance standards for each LRC service area and will ensure response to user needs.

## 2001-2002 OPERATIONAL PLAN

### **Tactics:**

- A. Measure and evaluate effectiveness of existing standards.
- B. Review all KPI data to determine service standards development.
- C. Develop, document and implement new standards for each Library Resource Centre area to enhance service.
- D. Analyze KPI results on an annual basis to ensure quality for each Library Resource Centre service area.

### **Responsibilities:**

LRC Management and staff.

### **Timelines:**

Measure and evaluate effectiveness of existing standards by September 2001.

Review all college survey data by September 2001.

Develop, document and implement new standards for each Library Resource Centre service area by March 2002 as needed.

### **Achieved by:**

March 2002 and ongoing.

### **Measurable Outcome:**

Enhanced KPI ratings for the Library Resource Centres.

**2001-2002 OPERATIONAL PLAN  
Plan Details**

**College Vision #3 To Lead in Innovation**

Priority	Enter a specific reference to one of the Strategic Directions or Key Results areas	Brief title of the Action Plan
11	College Vision #1 – To Lead in Innovation Key Result # 4	<b>Corporate Library</b> The Corporate Document Delivery Centre (CDDC) – Digital Corporate Library and Environmental Scanning Resource Centre (ESRC).

Plan status	Short Summary A one or two line description stating the purpose and/or intended results of this plan.
<input type="checkbox"/> On going from a previous plan <input type="checkbox"/> Revised from a previous plan <input checked="" type="checkbox"/> New Initiative	<p>In partnership with the Executive Office, the Office of Strategic Planning and ITT, the Library Resource Centres' Corporate Library team will create the Corporate Document Delivery Centre (CDDC) to automate the storage and retrieval of documents, and to initiate and maintain its first two database services, The Digital Corporate Library (DCL) and the Environmental Scanning Resource Centre (ESRC).</p> <ul style="list-style-type: none"> <li>• The DCL database will facilitate access by Administration, Board and staff to College-related reports, studies, Ministry position papers, curriculum-related materials and memos.</li> <li>• The ESRC database will advise College decision-makers of emerging trends and leading indicators of change, facilitate Local Operational Planning and support the research needs of the Office of Strategic Planning.</li> </ul> <p>The main Key Result area is: Key Result #4. The College will develop new and enhance existing on-line programs and services.</p> <p>Other Key Result areas covered are: Key Result # 3: Services provided to students, employees and other customers will meet and exceed established service quality standards. Key Result # 8: The College will develop new and enhance existing local, national and international partnerships. Key Result # 9: The amount and complexity of applied research will increase.</p>

Partners	
External: Software Developer Database Vendors for copyright clearance Publishers for copyright clearance	Internal: Executive Office Office of Strategic Planning ITT Board of Governors

## 2001-2002 OPERATIONAL PLAN

### Plan Details

Outline the specific activities/tactics you expect to undertake, including timing, those responsible, and specific measurable outcomes.

### **FACULTY/SCHOOL/DEPARTMENT: LIBRARY RESOURCE CENTRES**

#### **Action/Description:**

Given appropriate funding, and based on D. London's Corporate Document Delivery Centre Business Case, Feb 06, 2001, the Library Resource Centres will acquire the technology platform and requisite software to create the Corporate Document Delivery Centre, initiating and maintaining its first two database services, The Digital Corporate Library and The Environmental Scanning Resource Centre. These will lead to significant reductions in College operating costs (e.g. paper, filing space, document search and retrieval time), reduced duplication and opportunity for error with increased accountabilities and empowerment for staff. This project conforms to the College's strategic plan to lead in INNOVATION...by creating a dynamic, state-of-the-art learning and working environment, whereby the College strives for continuous productivity improvements and an environmentally sensitive workplace.

#### **Tactics:**

- A. Acquire funding for hardware and software from College.
- B. Purchase and install hardware and software.
- C. Develop search and retrieval Intranet Web Sites.
- D. Plan document hierarchy and determine metadata requirements.
- E. Hire and train team to input and index documents.
- F. Scan documents.
- G. Index documents.
- H. Enter information to Intranet sites for document storage and retrieval.
- I. Test, then launch sites.
- J. Advertise and market the Corporate Document Delivery Centre to Seneca Administration, Board, Faculty, and Staff.

## 2001-2002 OPERATIONAL PLAN

### **Responsibilities:**

LRC Management.

Corporate Library Team.

Administrative Staff – to provide documents and plan desired structures.

Strategic Planning Staff – to provide documents and plan desired structures.

ITT staff – to assist with technical issues, acquisition and set up of software and hardware.

### **Timelines:**

Once hardware and software are acquired, Web intranet sites can go live within six weeks.

Data will be entered daily and on a continuing basis with up-to-date material entered first, followed by the addition of retrospective archival data.

Sites will be ready and relevant for September 2001.

### **Achieved by:**

September 2001 and ongoing.

### **Measurable Outcome:**

The Digital Corporate Library and the Environmental Scanning Resource Centre Databases, accessible via the WWW will provide easy access by Administration, Board and Faculty and staff to College-related reports, studies, Ministry position papers, curriculum-related materials and memos. The CDDC, which is web-based, will reduce the space required to physically store documentation in the President's Area and throughout the College. The CDDC will provide multiple access to single copy documents thus increasing availability and reducing space. The CDDC will decrease user retrieval times by streamlining the search process and eliminating the inefficiencies associated with having to track down and retrieve information from numerous physical locations, with the risk that it is not actually there.