

LITS Fiscal Year 2020 Commitments to Mount Holyoke College

This document expands on Library, Information, and Technology Services' (LITS) [Commitments to Mount Holyoke College 2016-2021](#) to advance [The Plan for Mount Holyoke 2021](#) by focusing on the commitments we have made for fiscal year 2020.

The FY20 commitments are organized below according to

- LITS' service categories,
 - summaries of our commitments in the five-year plan,
 - Specific FY20 commitments inserted as the third, indented level of square bullets.

These specific commitments grew out of close, collaborative work with departments and committees, informed by the LITS Advisory Committee and the Administrative Technology Steering Committee, and by the many projects and working groups that guide individual efforts.

At the same time, the bullets below do not represent all of the work LITS does, nor do they recognize the inevitable changes that may have to happen over the course of the year. That work continues to be guided by our successful record of balancing three key imperatives:

1. LITS is committed to being **responsive** to the community;
2. LITS is committed to being **well aligned** with the changing needs of the College;
3. and LITS is committed to **striving for excellence** through being informed by and engaged with the best that is happening beyond the campus.

- **Administrative Applications:** Manage and support a modern administrative application environment that provides an excellent user experience for all constituencies of the College, promotes efficient business processes, and facilitate effective and appropriate data sharing within and across divisions.

- Establish standards, procedures, and college policies for the management and support of core administrative systems.
 - Continue to leverage the Application and Data Standards Working Group, Core Administrative Management Team, Systems Update Group, and the Data SWAT Team to improve cross departmental communications and implementation of administrative applications standards.
 - Work with Core Administrative Management Team to begin the implementation of new documentation standards for critical administrative systems.
- Partner with offices to review business processes and perform needs analyses.

- Work with administrative offices and key stakeholders to identify and procure solutions to address technology needs not met by existing platforms.
 - Move forward with recommendations from Sage 70 report to implement point-solutions for Advancement/Alumnae systems.
 - Work with Human Resources and Dean of Faculty to select, procure, and implement an Application Tracking System to replace custom solution (jobs.mtholyoke.edu).
 - Work with the Division of Student Life to complete procurement of a new student engagement platform and begin implementation.
- When commercial solutions are not practical, or the need is highly specialized and aligns with the mission of the College, work with offices to develop custom solutions.
 - Continue limited and focused improvements to the Volunteer Hub in support of Advancement, Alumnae Association, and Admission while at the same time evaluate functionality requests against Sage 70 recommended solutions.
 - Launch LITS website version 2.0 in August with updates to menus, homepage design, and improved internal design elements.
 - Support MakerSpace needs for administrative applications for tracking access to facility and “badging” system for authorizing use of specialized tools.
- Through a process of continuous and incremental improvement, update and modernize solutions the College already owns.
 - Continue to migrate Colleague-based customized tools and functionality built within WebAdvisor to new Ellucian provided tools or .NET framework.
 - Implement support for chosen name, pronouns, gender identity, and nicknames across administrative and academic applications.
 - Automate and provide real-time monitoring of data integrations across systems, such as: applicant data and documents from Slate to Colleague and Onbase; financial information from Slate and Touchnet to Lawson and Powerfaids; event and extracurricular activity participation data between Onecard, Pathways, and a new student engagement platform. Develop budget request for FY21 for new platform to manage these integrations.
- Lead and coordinate the implementation and rollout of on-premise and SaaS platforms and services.
 - Continue to integrate NameCoach into additional services such as a new online directory.

- Work with Human Resources and Financial Services to extend OnBase document management functions to include a wider collection of documents, document types, workflows, and business processes.
 - (On hold per DoF: Work with the Registrar's Office to implement the Curriculum Management module of the CourseLeaf platform.)
 - Evaluate options and make recommendations for SAAS LMS solution for the campus.
 - Refactor patron load, Lawson financial loads, and Shibboleth setup for the Five College FOLIO implementation.
 - Leverage new functionality within the recently upgraded OneCard platform to provide more streamlined data integration between systems, improved reporting, and delegated management of administrative functions.
- Provide the identity and access management foundation for ensuring the security of mission critical applications and services.
 - Complete rollout of simplified account naming structure for credit/non-credit students.
 - Implement automated account and service life cycles for credit/non-credit students, faculty, staff, alumnae, and affiliates.
 - Implement new NIST-based “strong” password requirement for accounts and remove the requirement to create a new one every 6 months.
 - Implement Single Sign On for key systems (Moodle, my.Mtholyoke, Pathways, etc).
- Develop, build and maintain centralized repositories of data managed by the College’s core administrative systems.
 - Working with Advancement, begin a second phase of work with ASR to improve reporting capability while replacing shadow Access-based reporting systems with new Business Object universes.
 - In partnership with Admission and Institutional Research work with MassMutual to build a modern and dynamic data analysis environment and key indicators focused on the “top” of the admission funnel.
 - Work with administrative offices to inventory and define key data elements and manage them using the iData Cookbook.
 - Continue to build and expand the use of the Data Warehouse and operational datastores environments.
 - In support of administrative offices, continue to address their operational reporting and data analytics needs. Complete the rollout of Informer and subsequently retire Safari.
- Plan for the future: research and determine best path to modernize core administrative systems.

- Work with an outside consultant to review the ERP environment to help make preliminary case for and map timing of change/refresh to HR, Finance, and SIS systems.

- **Computer and Information Security:** Improve and extend information security and privacy protections for the community through a systematic and risk-based information security program. Develop a culture of shared responsibility for information security through awareness training and enhanced support for user facing tools and technology.
 - Implement roadmap set forth by the managed Information Security Officer program.
 - Complete GreyCastle risk assessment update and establish a corrective action plan for priorities identified.
 - Complete data classification policy, inventory, and associated procedures for handling data.
 - Refresh data and application inventory to add information on GDPR-related PI.
 - Update information security incident response procedures and conduct exercises with key institutional stakeholders.
 - Complete corrective action plan from college-wide PCI assessment.
 - Continue to raise institutional awareness through required annual awareness training, and regularly assess through annual social engineering exercises.
 - Conduct RFP to select an outside consultant to guide the development of an IT DR/BC roadmap, framework, and plan for the college.
 - Invest in next generation identity management tools and processes to help ensure the security of the community, ease of access, more personalized experience, and efficient management for all Mount Holyoke community members.
 - By the end of the fall semester, require of Google 2-Step Verification for G-Suite based applications for all faculty, staff, and students.
 - Implement Duo 2-factor verification for a subset critical services.
 - Evaluate and plan for the use of Google 2-Step as an alternative to Duo for non-G-Suite services.

- **Consulting and Training:** Coordinate and provide training to develop the skills of faculty and staff to make effective use of information and technology. Provide expert consultation to individuals and departments to identify ways information and technology can best be tapped to advance teaching, learning, research, and administrative goals.
 - Contribute to college-wide onboarding for new- and continual development of existing staff and faculty.
 - Coordinate with Human Resources on tracking professional development needs including SANS information security training.
 - With GreyCastle, provide PCI training to relevant staff and offices.
 - Reestablish support and training resources for the use of the Colleague Advancement product as the primary giving and CRM platform for the Advancement.
 - Develop other training/onboarding to help faculty/staff make more effective use of LITS/LITS resources.
 - Promote the use of LinkedIn Learning and other resources to support ongoing faculty, staff, and student development.
 - Provide training on creating accessible documents.
 - Coordinate and manage enterprise-scale IT projects and initiatives.
 - Improve and develop project request and management tools and processes.
 - Manage the replacement of the college Multi-function Device (MFD) Fleet (see Technical Support)
 - Complete phase 1 update of the core telephone system; deploy initial 750 new Voice of IP (VOIP) handsets to campus offices. Provide training and support for new phone capabilities.
 - Partner with PaGE to develop services targeted to graduate programs.
 - Extend digital asset management (DAM) support across the College.
 - Continue to improve the accessibility of the electronic information technology environment for all community members.
 - Regularize web and software accessibility testing.
 - Building out on work done in FY19, rollout training to additional offices.
 - Assess testing workflows and implementation/EAAPP plans to ensure the right people are involved, testing is scaled appropriately, and processes are sustainable.
 - Consult on the development of records retention schedules, in consultation with Risk Management and college offices and in accordance with the new Records Retention and Destruction Policy.

- With Risk Management, and other key stakeholders begin transition from schedule development to policy implementation.

- **Equipment Lending:** Provide broad and equitable loan access to state-of-the-art technology equipment for computing, storage, audiovisual and video applications and provide robust training and support in its use.
 - Review circulation and laptop pool distributions and configurations in light of coming virtualization technology to determine how best to allow more flexible access to more software to more students for longer periods of time.
 - Update equipment according to replacement cycles and usage.

- **Infrastructure Services:** Provide and support the network, processing, and storage environments required to meet the growing IT needs of the College.
 - Infrastructure selection and deployment is framed within the context of the most effective and efficient use of college resources. This work is done through a planful and continuous evolution of equipment and technology.
 - Continue to extend wireless, wired, and fiber infrastructure to underserved areas of academic and administrative buildings.
 - Modernize the campus telephone infrastructure through the rollout of the new Avaya IP Office platform.
 - Integrate telephone system support into LITS' regular staffing, and operational and reserve budget planning.
 - Replace obsolete card-based door locks in Safford and Creighton Halls.
 - Create 3-5 year plan for updating and modernizing OneCard based door access technologies installed across the campus.
 - Replace key components of Cisco USC virtual infrastructure and plan for next generation platform.
 - In late spring of 2020 begin replacing end-of-life wireless access points in all residence halls.

- **Instructional Technology:** Provide, enhance, and support the technologies necessary for effective instruction across campus. See “Pedagogy” for additional information on pedagogical uses of technologies. See “Teaching and Meeting Spaces” for information about technologies in classrooms.
 - Through a process of continuous and incremental improvement, develop the College’s digital learning environment (i.e. Moodle and potential successors).
 - Evaluate and recommend SAAS LMS solution for campus-wide adoption for budget request for FY21, to begin possible transition in Fall of 2020, with full implementation for Fall 2021
 - Continue to improve the accessibility of the electronic information technology environment and support for student accommodations in collaboration with AccessAbility Services.
 - Refine the process of evaluation of software for accessibility, and workflow for supporting EEAAPs when needed
 - In collaboration with appropriate departments, programs, and initiatives, develop the ability to support quantitative reasoning and data science across the curriculum.
 - With NESCLiC partners where appropriate, evaluate pilot Software Carpentry programs to determine how best to fit that model to Mount Holyoke.
 - Provide sound design and visual media production support; expand curricular support for Visual Culture and technology and the arts.
 - Through the Sherman Fairchild Foundation grant: plan for a new acting/film production and capture studio ready for use in Spring 2020, supporting software, computer hardware, and technology infrastructure needs.
 - Collaborate with PI’s in the Sherman Fairchild Foundation grant to coordinate student technology support staff between multiple digital technology spaces.
 - Support faculty curricular use of the makerspace and new acting/film capture and production space

- **Library and Archival Collections:** Develop the College's distinctive and responsive collections and provide services and technological infrastructure to ensure access to materials that fit teaching and student research needs and to archival collections that document the history and life of the College.
 - Through a process of continuous improvement, ensure that we are providing access to collections that fit current teaching and student research needs.
 - Continue work with primary book vendor to encourage inclusion of more small press titles in our approval plan, striving for more diverse offerings, especially from authors in underrepresented groups.
 - Depending on timing of possible building renovation project, engage in process to review and remove outdated and superseded reference items from the reading room; create a reference collection that is more usable and shift materials so the Reading Room can be used more effectively by students.
 - Review and plan for the reduction (and move) of the physical collection currently housed on level 2 1/2 , to make room for relocated Archives and Special Collections as part of a potential future library renovation.
 - Work with new faculty and merging/evolving departments (ex. Film, Media and Theatre Studies) to review serial, journal, electronic, and other holdings as a way to engage new faculty, review print, and uncover new needs.
 - Work with key campus stakeholders to explore approaches to addressing textbook affordability challenges.
 - Significantly improve discoverability of collections.
 - Update the search box menu choice and help text, and update Research and Material menus on LITS website to more prominently surface collections, and de-emphasize less used and useful tools.
 - Continue work across Five Colleges to determine how FOLIO and EDS will best integrate; collaborate with EBSCO on development needs; test integrations and provide feedback as part of the FOLIO project.
 - Increase the profile of *Five College Compass: Digital Collections* and assess/refine the interface based on user feedback.
 - Develop a strategy for promoting new prominent collections as they get added into *Compass*.
 - Complete implementation of the ArchivesSpace Public User Interface.
 - Develop the digital library environment and workflow to house MHC's unique digitized and born-digital collections.
 - Transition from mostly in-house digitization in favor of increased outsourcing.

- With the Alumnae Association, complete ingest of the *Alumnae Quarterly*.
 - With Smith and Hampshire, determine the future of Compass and its hosting situation. Complete governance documents or explore transition options (as gets decided).
 - Develop improved support for video and oral history content.
 - Contribute to consortial efforts to lower support costs (ISLE) and improve functionality (LASIR) of core Islandora platform; explore, with the ISLE/LASIR development, work self-submission tools that will ultimately enable us to sunset DSpace.
 - In conjunction with the Museum, develop the "Campus as Collection" concept and pursue major grant/gift opportunities for funding.
 - Continue work in support of possible A.W. Mellon grant for a "Five College Collections Management Commons."
 - Engage with Fred Baumgarten to explore IMLS or other potential grant opportunities (also under Organizational Effectiveness).
 - Other things
 - Engage with Lyris to develop a disaster plan for library and archival collections.
- **LITS Facilities and Spaces:** Position LITS and the LITS Complex as a rich, accessible, inclusive, academically focused, fun, and engaging hub for community activity, complementing the new Community Center.
 - Take leadership on developing programming related to information and technology issues; develop programming that resonates with college-wide topics and themes.
 - October 28, 2019, host Alberto Cairo/[Visual Trumpery](#) "How to Fight Against Fake Data and Visualizations -- from the Left and the Right" ([tour info](#)).
 - Identify and host a speaker for spring 2020.
 - Continue to improve LITS building accessibility, functionality, and aesthetics.
 - Review art and displays throughout the complex through a DEI lens to better reflect the campus community.
 - Improve Library printing services for patrons.
 - (This item is no longer moving forward: Collaborate with the College's facility planning efforts to make best use of Dwight Hall. Align LITS activities with college plans and priorities for teaching, learning and advising in Dwight Hall.)
 - Building on the space plan developed in the spring of 2019, work with key stakeholders to identify funding sources and map out timeline to implement Williston Library renovation project.

- **Pedagogy:** Collaborate with faculty to identify tools and methods for course instruction, design research assignments and projects, and develop new and innovative curricula. Teach workshops and in-class sessions on library research and curricular technology.
 - Expand curricular support for technology and the arts by providing technical and educational coordination for the 4-year Sherman Fairchild Foundation Technology and the Arts project (FY18-21).
 - Support and provide expertise in pedagogical innovation and high-impact teaching practices, such as object- and team-based learning and eportfolios, in collaboration with the Teaching and Learning Initiative (TLI). Develop staff to more effectively partner in these areas.
 - Partner with Teaching and Learning Initiatives to offer regular pedagogical events, e.g. Teaching and Scholarship Renewal Week, teaching lunches (continuation from FY19).
 - Provide leadership in information literacy and technology literacy instruction.
 - Continue to develop information literacy programs for integration into departmental curricula, focusing on First Year Seminars and innovative practices in teaching.
 - Clarify and communicate tools and support available to faculty in using technology in their teaching.

- **Research:** Teach students how to be effective researchers and ethical participants in scholarly conversations. Support faculty engaged in scholarship production by providing access to research infrastructure and support including collections, consultations, and technologies.
 - Develop and publicize a LITS Data Services Program which provides faculty and student data support.
 - Enhance support for high performance computing through the Massachusetts Green High Performance Computing Center and other cloud and collaborative solutions.
 - Include DEI initiative goals and perspectives in information literacy sessions and collections decisions where critically examining the inclusion of under-represented and marginalized groups is relevant to the topic.
 - Assess possible crossover of services and staffing, to prepare for the potential future library renovation which is intended to include three “common” areas with new alignments of services.

- **Teaching and Meeting Spaces:** Provide and maintain flexible, sound, and well-designed technologies for teaching and meeting spaces with an emphasis on user interface and reliability. Maintain state-of-the-art standards and consistency across spaces to support ease-of-use and broad functionality.
 - Continue to evolve the classroom technology environment to best align with faculty pedagogical approaches.
 - Continue collaboration with Dean of Faculty and other stakeholders to support the creation of the acting/film production and capture lab and the temporary and permanent Digital Media Lab space
 - (See above, in Instructional Technology)
 - Upgrade classrooms according to MS Upgrade schedule and prioritized requests including in, CDC, Clapp, Shattuck, Ciruti
 - Contribute digital media lab designs.
 - Refresh all classrooms before launch of fall.
 - Train and support faculty in the use of two factor authentication in teaching spaces.
 - Continue to evolve the non-classroom AV environment, including digital signage.
 - Contribute to FM projects: Reese 130 and Art 222
 - Update Equestrian Center sound system infrastructure.
 - Work with stakeholders to plan for more sustainable and durable TV solutions in the residence halls.
 - Research, develop and pilot a scalable wireless presentation standard.
 - Continue to work on energy management for greener AV systems.

- **Technical Support:** Provide a broad range of flexible, responsive, proactive, and accurate support options designed to educate users about technology as well as solve a wide variety of hardware and software problems. Track incidents, problems and changes and document solutions.
 - Improve the responsiveness and effectiveness of direct user support.
 - Assess the use of Solarwinds Service Desk (previously known as Samanage) to effectively meet the needs of an evolving and maturing support organization. Work with stakeholders to gather business requirements and analyze the results to inform plans in FY21.

- Plan transition of identified IT services and related support from AUX Services to LITS
 - Assess OneCard service delivery. Plan and implement service and support changes as needed.
 - Transition telephone support to LITS and integrate support procedures into the Help Desk.
 - Transition support for campus safety systems into CTMS.
- Continue to standardize desktop management procedures using secure, sustainable solutions
 - Continue work of simplifying central end-point management toolsets.
 - Assess end-point protection/AV tool sets to inform decision-making and long-term planning.
 - Continue to explore and implement new models for securing desktop and laptop computers.
 - Assess software and patch management methodologies and recommend sustainable solutions.
- Improve college print and copying services,.
 - Execute replacement of the campus MFD fleet for improved user experience, improved support and maintenance experience, central management capabilities, new public-printing solutions and expanded accessibility features.
 - Update printer usage tracking tool to allow data driven print management of the printer fleet, chargebacks and inventory management.
- **Video and Videoconferencing Services:** Offer a variety of video services in support of academic endeavors including videography, basic editing, video streaming and videoconferencing services to enhance teaching and learning.
 - Provide support and training in the use of video technologies for academic and administrative needs.
 - Broaden adoption of Zoom including implementation of Zoom Room capabilities.
 - (See also non-classroom AV work).
 - Provide video recording, streaming and editing services in support of a variety of teaching and learning or administrative applications.
 - Collaborate with Communications and Marketing to define services and pathways for alternative sources of support.
 - Provide video recording, streaming and captioning services for major campus events, like commencement.

- **Websites and Blogs:** Provide and support locally hosted-web and blog services through a combination of open source and commercial products, while looking to cloud-based solutions and platforms for more powerful and flexible options.
 - Work with Communications to develop and complete a plan for migrating public/non-public facing course, personal, departmental, research, administrative and other web sites and pages from www.mtholyoke.edu to their appropriate location/platform.
 - Identify content governance, maintenance and support requirements to inform sustainable solutions planning.
 - Secure resources needed to implement a sustainable solution.
 - Extend the use of my.mtholyoke as the College's primary means of internal communication and sharing.
 - Focus on approaches that maximize use of tools as-delivered, and minimize custom development.
 - Extend the use of my.mtholyoke based forms and other tools to support academic and administrative workflows.
 - Coordinate use of my.mtholyoke with Communications to offload appropriate portions of content hosted on www.mtholyoke.edu.
 - Based on coordination with Communications and other stakeholders, focus use of WordPress as an online publishing platform for individuals and explore additional venues for digital publishing by individuals.
 - In conjunction with other efforts around data governance and identity management, establish and implement data and account retention and destruction policies and procedures in both instances of WordPress.
 - Examine the features, themes and plug-ins available to users on the local instances and add as appropriate to meet campus needs.

- **LITS' Organizational Effectiveness:** Recruit a diverse staff and develop an effective, inclusive organization to meet the evolving needs of the college within a changing information and technology environment.
 - In collaboration with the College, improve LITS' ability to recruit, retain, and develop a diverse staff, and foster an inclusive work environment.
 - For vacancies and searches, review and update job descriptions to excise exclusive language, include expectations for developing cultural competency and other standard language, while remove non-essential requirements.

- (Build on work begun in spring of 2019 to develop standards and goals for hiring, developing, promoting staff of color)
- Create internship, student employee, post-bac, and other opportunities to recruit Mount Holyoke graduates into information and technology professions.
- Develop scaffolded professional development for staff and managers, integrated with regular performance reviews, that draws on industry best practices.
 - Continue inclusion of DEI goal as part of annual performance review expectations.
- Create a cohesive communications strategy for LITS that addresses both internal and external audiences.
 - Work with the College's Office of Communications and Marketing to review and develop a LITS strategy in coordination with the evolving college internal communications strategy.
- Position ASC's goals and resource needs more strategically within the College.
 - Pending outcome of NEH Infrastructure Challenge Grant application pending begin to plan for possible move of ASC as part of larger Library renovation project.
 - Engage with Fred Baumgarten to explore IMLS or other potential grant opportunities (also under Library and Archival Collections).
- Continue to improve procurement workflows and approaches for addressing compliance issues such as information security, protection of sensitive data and ensuring the accessibility of all systems where there is an end-user interface.
 - Complete implementation of OnBase contract management system.
 - Create and maintain an accessibility review process for software requests.
- Increase capacity for scanning by expanding into nights/weekends and explore opportunities and benefits to centralizing scanning operations and expand on-demand scanning services.
 - Extend centralized scanning to Accessibility Services.
 - Expand on-demand scanning services.
- Complete RIS organizational development process.
 - Complete the implementation of the reorganization of RIS work begun in FY18, aligning work with the curricular needs of the College.
 - Recruit and hire the next Manager of Research Services.