LITS Fiscal Year 2018 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 made, and accomplishments we achieved in fiscal year 2018.

The FY18 commitments are organized below according to…
- **LITS' service categories** (first-level bullet) and
  - **Summaries of LITS commitments** to the College's plan for 2021 (second-level bullet) with the
    - **Specific FY18 commitments** (third-level bullet) and
      - **FY18 accomplishments** in red fourth-level bullets

The commitments were developed in close, collaborative work with individual departments, informed by the LITS Advisory Committee, and the Administrative Technology Steering Committee, and by the many projects and working groups that guide individual efforts.
The bullets below do not represent all of the work LITS does. Our everyday 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. to being well aligned with the changing needs of the College;
3. and 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.
  - Partner with offices to review business processes and perform needs analyses.
    - Consult with Alumnae Association and Advancement to assess the need for integrated tools and resources to facilitate effective engagement of alumnae including tools to support alumnae work and tools to collect and use data.
      - Analysis completed, report delivered November 2017.
      - A team, co-led by Advancement, the Alumnae Association, and LITS, organized the recommended work that came out of the analysis into two categories: governance changes and IT projects. Application and data governance changes were completed by the end of May. The associated IT projects are slated to begin in

summer to ensure appropriate input and buy-in from affected units.

- Work with administrative offices and key stakeholders to identify and procure solutions to address technology needs not met by existing platforms.
    - Work with the Dean of Students division to evaluate cloud-based solutions for promoting, supporting, and managing student engagement activities.
        - Student Affairs decided to delay launch to better develop and understand organizational systems and need. Beginning June 2018 LITS staff begin work with the Dean of Students office to evaluate Presence (http://www.presence.io/) as a possible solution.
- 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.
    - Work with Advancement, Admission, Alumnae Association, and other key stakeholders to develop a Sharepoint-based platform for volunteer management, data and report distribution, and overall engagement with a variety of volunteer constituencies.
        - The new volunteer hub was launched on April 2, 2018 as an extension of my.mtholyoke.edu..
    - Senior Symposium - Rewrite the existing application in up-to-date and supported Ruby environment.
        - The newly rewritten Senior Symposium web application was put into production. The design and development work included significant contributions from students working for the Web Team.
    - Campus Map - Align with new campus print map and continue to make incremental improvements based on analytics and user feedback.
        - Completed: https://map.mtholyoke.edu/.
    - Fellowships - Develop and release a new web-based database and interface for managing and promoting Fellowships available to students and alumnae.
        - On hold pending availability of staff in the OSSA.
    - LITS Website - Design, build, and release a new website for LITS. Launch is planned for the Spring 2018 semester.
        - Project launched December 2017 with a planned release date of July 16, 2018.
        - The site is hosted in the Pantheon environment, where the College's main website also resides and is the first College site to be developed in Drupal 8.
- Through a process of continuous and incremental improvement, update and modernize solutions the College already owns.

- Develop new and extend existing integrations between the EMS-based event calendar and the college website, LITS website, and hosted SaaS applications such as the Prestosports-based Athletics calendar.
  - Even following implementation of updates to EMS and related tools, the desired level of integration was not possible. Decision was made to put further integration work on hold until a new tool could be evaluated and implemented. Plan for a budget request in FY19 for FY20 or possibly as part of the College Website redesign project.
- Update the student facing web interface for FoodPro in order to modernize and improve the presentation and listing of menu items, ingredients, and allergy information. Also modify the overall design with a focus on accessibility and browser-based responsiveness.
  - Completed: https://menu.mtholyoke.edu/.
- Improve support for chosen pronoun, name and nickname preferences.
  - Following the application and data governance reorganization, the project assigned as the top priority for the newly-formed Application and Data Standards Working Group (ADSWG), with guidance from new VP for Equity and Inclusion beginning August 2019
- Build on and leverage Ellucian's new Ethos platform for application and data integrations between Colleague and on-premise and SaaS solutions.
  - Prolonged staffing vacancy and other funding priorities have caused this project to be put on hold. We will revisit it in FY19 when the SharePoint resource is in place.
- Lead and coordinate the implementation and rollout of on-premise and SaaS platforms and services.
  - Work with the Registrar's Office and Financial services to extend OnBase document management functions to include a wider collection of documents, document types, workflows, and business processes.
    - Continuing to work with Financial Services in their use of OnBase related to purchasing cards and financial documents
    - Migration of documents from Slate into OnBase has been on hold pending availability of resources in Registrar's office.
    - With Procurement, Risk Management and LITS Administration, developed prototype contract management tool in OnBase. The initial system shows promise for a way to store contracts, capture basic information about each contract, and share them across campus as necessary.
  - Work with the Registrar's Office to implement the Curriculum Management module of the CourseLeaf platform.
    - On hold due to higher priority tasks in Registrar's office.

- ■ Continue to work with PaGE to implement Slate as an Inquiry and Applicant/Application management system and integrated Communications and Marketing tool.
  - ● Launched in October of 2018 and work continues through the admission cycle. On schedule to be completed July 2018.
- ■ Starfish - Integrated Advising: Consult with Academic Affairs and Student Affairs to create the administrative application environment to support next-generation, integrated advising, towards improving retention, persistence, and graduation rates.
  - ● Pathways phase 1 successfully launched January 2018.
  - ● The project team continued to work through the Spring semester to prepare for launching new features, and extending it to the next round of offices for Fall 2018.
- ■ Transition Student Financial Services billing to using a new ecommerce solution (Touchnet) in preparation for the 2018-2019 academic year.
  - ● Touchnet launched April 23, on schedule for first student bills to be released using Touchnet beginning July, 2018.
- ■ Implement a new campus digital signage solution based on Fourwinds. FY18 work be focused on supporting menu, navigation, and informational signage in the new centralized dining facility.
  - ● Following non-trivial integrations with a number of systems, the digital signage system went live in time for the launch of the new Central Dining Facility. The final phase of the project, automating the display of menu and pricing information on digital signs in the pub area, will be completed July 2018.
- ○ Provide the Identity and access management foundation for ensuring the security of mission critical applications and services.
  - ■ Improve data environment to support targeted messaging to alumnae; and manage identities so alums can be included as part of our larger global network.
    - ● With the rollout of the new Volunteer Hub, Alumnae volunteers now have access to information and news within My.MountHolyoke. As part of the rollout, we converted all volunteer accounts into full-fledged MHC accounts that can be used to access other services. This means that going forward, application specific usernames and passwords will not have to be generated for their work as volunteers. Support for their accounts has been aligned with other Help Desk processes.
  - ■ Leverage new identity management capabilities to create ease of access, more personalized experience, and efficient management for all Mount Holyoke community members.
    - ● The IdM project team drafted new standards for account names and password lengths and change intervals.

- - - New account and services lifecycles for credit and non credit students, employee and faculty accounts have been drafted. The team has been working with HR to vet the employee lifecycle.
    - The test and production LDAP, Active Directory, and Shibboleth environments continue to be brought into alignment so newly developed tools for creating and maintain accounts and passwords can be tested.
  - Develop, build and maintain centralized repositories of data managed by the college's core administrative systems.
    - Continue to improve reporting and expand Data Warehouse environment.
      - Staff vacancy delayed work through December 2017.
      - Worked with AA and Advancement to identify a new reporting and data environment to replace legacy CARA system and provide an extensible framework for modern analytics and self-service reporting. Carried FY18 funding from savings into FY19 to support the professional and consulting services contracted through ASR Analytics.
    - In partnership with Institutional Research, support the operational, tactical, and strategic reporting, analysis, and visualization needs across divisions.
      - The BI team has been working closely with IR to meet their data and reporting needs.
      - In the late winter they rebuilt the Tableau test and production environments to provide IR with an up-to-date platform.
      - The "BI Advisory" group was folded into the new Data and Administrative Applications governance structure .
    - In collaboration with administrative offices, continue to develop reporting and data analytics capabilities.
      - New BI Analyst hired December 2017. Their work has focused on the rollout of Informer as a replacement for the legacy Safari tool. To improve support, create a rich learning opportunity, and more rapidly complete the migration, the BI team included an FY19 funding to hire a student to assist in the migration of reports from Safari to Informer.
  - Plan for the future: Research and determine best path to modernize core systems of record for the college.
    - Participated in vendor presentations as part of Smith College's RFP process.
    - Developed high-level timeline to facilitate conversations about sequencing and prioritizing possible ERP migration.

- **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 data classification policy, inventory, and associated procedures for handling data.
    - ● Draft policy, asset inventory, and data classification completed.
    - ● Draft procedures and handling have been developed and need to be reviewed with offices before developing corrective action plan.
  - ■ Update and develop information security incident response procedures and conduct exercises with key institutional stakeholders.
    - ● Information Security Response Plan updated to reflect insights from two tabletop exercises.
    - ● Work is underway to further update malware and PCI response procedures as part of the plan.
  - ■ Complete college-wide PCI assessment.
    - ● Assessment completed November 2017.
    - ● Focus has been on reducing scope. Most remediation is readily achieved.
    - ● Corrective action plan was approved in February 2018 that lays out timeline for more substantial remediation. The plan includes development of procures for each of the areas processing credit cards, review of agreements, updating departmental practices and delivery of mail.
  - ■ Implement Security Information and Event Management log analysis tool(s).
    - ● Funding request for FY19 was developed but not approved. Will include in FY20 budget proposal.
  - ■ In addition:
    - ● As part of awareness program conducted two social engineering exercises in the fall and spring semesters that showed substantial improvement in faculty and staff response.
- ○ 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.
  - ■ Deploy Two Factor Authentication for critical services and areas of the college.
    - ● Budget request to implement Duo approved for FY19.
    - ● Rollout plan developed for phased implementation beginning with Google in fall 2018, and including Duo beginning spring 2019.

- **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 on-boarding for new- and continual development of existing staff and faculty.
    - Coordinate with Human Resources on increasing completion rate for SANS information security training.
      - While SANS training requirement continues, deeper coordination with HR is on hold pending an improved mechanism for centrally tracking completion of various professional development requirements.
  - Coordinate and manage enterprise-scale IT projects and initiatives.
    - Paul Kandel acted as project manager the Slate for PaGE, Pathways/Starfish, Volunteer Hub, Touchnet, and Fourwinds projects. He is also overseeing the PM for the LITS web redesign.
    - Beginning the transition in late-June, Paul Kandel is now acting as the project manager for tracking progress on IT projects specificly related to the Alumnae Association and Advancement assessment.
  - Partner with PaGE to develop services targeted to graduate programs.
    - Janet Ewing worked with PaGE to develop FY19 budget request to migrate to Moodlerooms.
  - Extend digital asset management (DAM) support across the College.
    - Coordinated with the Museum to provide them a NAS for management of their digital image files.
    - Supported Communications with the Museum's migration from ResourceSpace to Libris for digital image management.
    - Extended DAM support to the Campus Living Lab Initiative (CLLI) by ingesting their datasets into the MHC Institutional Digital Archive (IDA). Faculty working on the project include Alexi Arango, Gary Gillis, and Martha Hoopes, along with the core Campus Living Lab team (Stephen Taranto, Leszek Bledzki, Nancy Apple, and others). Main parent collection for the Campus Living Lab data and The first few sets of data!
  - Continue to improve accessibility of the electronic information technology environment for all community members.
    - Implement a web and software accessibility testing program.
      - Implemented a web accessibility testing program utilizing the WAVE WebAccessibility Evaluation Tool developed at Hampshire to scan the "100 highest impact URLs". Reduced more than 86% of the errors to date.

- In process of developing workflows and criteria for software accessibility testing in conjunction with procurement, development, and/or implementation. Tested Starfish/Pathways, prioritized needed improvements, developed an Equally Effective Alternate Access Plan (EEAAP) where needed. Touchnet was also tested, and Rob Eveleigh worked with stakeholders to create EEAAPs where needed. Ever-fi has been implemented without testing, but we are interested in testing as time allows.
    - Executed an agreement with the Carroll Center for the Blind to provide accessibility testing services.
  - In addition:
    - Now universally captioning all library video requested for use in Moodle.

- **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.
    - Media Services refreshed the Circulating AV inventory.
    - Access Services proposed and secured funding for a temporary expansion of circulating laptop pools to accommodate the large class of '22.

- **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.
    - Extend wireless coverage to underserved areas of academic and administrative buildings.
      - Auxiliary Services; Betty Shabazz Cultural Center; <u>79 College Street</u>; New Dining Center/Blanchard; Shattuck; Kendade
      - In FY18, replaced 80 of 160 access points going end-of-life in 2018. Remaining are scheduled to replacement in FY19.
    - Expand and support usage of high performance computing resources at the MGHPCC facility
      - Presented to LITS Advisory and Data Science faculty co-chairs about MGHPCC in context of LITS support for data science
    - Implement new backup platform for critical college systems, services, and data.
      - Contract completed and recognized $24k in savings.

- - Veem was moved into production for Windows and Linux servers in the spring.
    - In addition:
      - Installed fiber and standard wireless to better accommodate large class of '22 in Added wood frame buildings to the network: 17 Morgan St., 3 Park St., 92 College St., 94 College St., 1 Faculty Ln., 57 College St..

- **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).
    - Partner with PaGE to research options for LMS hosting and support which best meet their changing needs and integrate best with the larger MHC infrastructure.
      - Developed proposal and FY19 funding request to pilot Moodlerooms beginning in summer 2018. Funding was not approved for FY19, but will be resubmitted for FY20.
  - Continue to improve accessibility of the electronic information technology environment and support for student accommodations in collaboration with AccessAbility Services.
    - Support specific curricular software used by those with a range of disabilities.
      - Facilitated creation of grant-funded wordpress website/forum authored by Psychology faculty on best practices for teaching statistics to students with disabilities
    - In addition:
      - Drafted an EIT Accessibility Policy, approved by Officers in the Fall of 2017 and developed and released an accompanying support website.
      - Coordinated with the Registrar's Office to improve accessibility of their documents and forms.
      - (See above also for web and software accessibility testing and video captioning)

  - In collaboration with appropriate departments, programs, and initiatives, develop the ability to support quantitative reasoning and data science across the curriculum.
    - Hire and/or develop staff, adjust work responsibilities and develop staff in the use of data analysis and visualization tools, research data management processes, and data storage and processing environments.

- - Jim Burke and Sarah Oelker were certified as Software Carpentry instructors and are participating in ongoing professional development related to data.
    - Joel Broyles and Megan Brooks worked with Andrea Foulkes and Evan Ray to pilot Gryd.us, a software-as-a-service JupyterHub installation, in several math/stats courses
  - Provide sound design and visual media production support; expand curricular support for Visual Culture and technology and the arts.
    - As part of the Fairchild grant, coordinate installation and educational use of an audio lab in Pratt.
      - Pratt 103 completed before classes began in fall 2017; Pratt 104 completed in time for spring 2018 classes.
  - Support faculty curricular use of the makerspace.
      - Classes in studio art, computer science, architecture, and art history used makerspace with LITS facilitations (SketchUp, 3D printing, laser cutter); bulk of curricular use supported by Makerspace staff.

- **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.
    - Implement a shared approval plan with Smith College, Amherst College, and UMass.
      - In fall 2017 successfully launched approval plan that ensures at least one copy of every university press title published in the disciplines taught within the Five Colleges is held in at least one of the libraries.
    - Conduct biennial cost-per-use analysis of electronic journal subscriptions, with potential expansion to print serials and standing orders.
      - Completed CPU review yielding approximately $39,000 in savings to help defray anticipated price increases in FY19.
    - Increase delivery speed for physical interlibrary loan items by joining RapidReturnables.
      - Implemented RapidReturnables and consistently meeting the goal of 4-day delivery turnaround. Came in under-budget because not enough libraries who match our need are currently part of RapidR; we hope the program continues to expand. As of the annual reporting in March, MHC patrons requested 58 items, 40 of which were filled through RapidR in an average of 13.8 hours. At the

- Seek ways to ensure long-term funding support for library and archival collections, through both Advancement and operational budget process strategies.
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- In addition:
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○ Significantly improve discoverability of collections.
- Implement bento search on the new LITS website (see more on website work elsewhere) and assess/refine based on user feedback.
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- Increase the profile of *Five College Compass: Digital Collections* and assess/refine the interface based on user feedback*.*
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- Complete an OCLC Reclamation project to re-sync ALEPH holdings with OCLC WorldCat to facilitate worldwide discovery of collections and position us to take fuller advantage of future OCLC services.
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- Envision a new, more structural approach to archival digital collection development that emphasizes the representation of collections rather than of individual items and prioritizes connections to existing contextual information in ASC.
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- completed MVP with an additional set of Marks/Woolley papers (exceeding projected digitization expectations).
            - Undertook a visioning exercise to guide digital collection development and prioritization decisions.
        - In addition:
            - Five Colleges contracted for a next generation library system, FOLIO Services Hosted by EBSCO (https://www.folio.org/). Implementation planning is underway.
            - The College Women NEH grant project wrapped up in November 2017. 945 letters equaling 4,362 individual pages were digitized and described, well above the roughly 3,000 pages that we initially estimated.
            - Outsourced digitization of the yearbooks from 1896-1937. They will be available in *Compass* by the end of the summer.
            - Digitized additional materials from the high-profile *Marks/Woolley Collection* (1,813 objects and 10,906 images), as well as the *Course Catalogs* (169 objects and 41,405 images) and the *Student Handbooks* (55 objects and 3,575 images, not yet in *Compass*). See more below on increasing digitization capacity under Organizational Effectiveness.
    - Develop the digital library environment and workflow to house MHC's unique digitized and born-digital collections.
        - Implement Phase III of *Five College Compass: Digital Collections*, with Hampshire and Smith Colleges.
            - Stabilized the underlying technical infrastructure for Compass, creating a test, staging, and production environment.
            - Implemented enhancement requests, including date searching for the newspaper collection, better representation of collections (physical and virtual), and fixed problems with metadata harvesting to support the new website and digital collections discovery through EDS.
        - Optimize ArchivesSpace as the collection management/metadata system of record across the 3 Compass Campuses.
            - Contracted for hosting services, in collaboration with Hampshire and Smith Colleges.
            - Established a Five College ArchivesSpace committee.
            - Locally, ensuring that relationships and workflows between ArchivesSpace and Compass position ArchiveSpace as the metadata system of record.
        - Resolve workflows for archiving Media Resources-created video to achieve a feasible programmatic preservation and access workflow and successfully archive outstanding video from FY17-FY18.

- - No update; now a FY19 priority for the new Reference & Digital Projects Archivist.
  - In conjunction with the Museum, develop the "Campus as Collection" concept and pursue major grant/gift opportunities for funding.
    - Participate in the faculty seminar "Teaching with the Original: Art, Material Culture, Archives & Special Collections".
      - Faculty Seminar is underway and will continue in Fall 2018. Highlights from this past year included two teaching workshops:
        - In the ASC, Adeline Mueller walked the group through her class work with medieval music manuscripts, considering them as objects of use and of beauty. Adeline also shared the handout she and Leslie developed for close-looking, and the faculty participated in all of the exercises as if they were her students. Finally several of Adeline's students came to the group to sing from the manuscripts and to talk about the impact the class sessions and the original manuscripts had had on them, both academically and personally.
        - At the Art Museum, Bettina Bergmann led the group in a trial run activity for her new Fall 2018 course "Collecting Global Antiquity" with a focus on a new collection at the Museum and historical material she hopes the students will dig into at ASC.
    - In addition:
      - Reorganized positions in Discovery and Access to enable hiring a Reference & Digital Projects Archivist that will allow ASC to extend its engagement with the curriculum while also adding greater digitization capability within DAPS.
      - Wrapped up a project with the Museum to catalog the book collection at the Joseph A. Skinner Museum. The collection is accessible through the Five College Catalog and WorldCat and consists of 919 items (684 titles), including 18th and 19th century works for the teaching of language, spelling, geography, and arithmetic, religious works -- bibles, hymnals, psalters, etc. -- and South Hadley and Mount Holyoke College history. Many students worked on this cataloging project along the way, including Phoebe Cos, '17, Kimberly Dildine, '16, Emily Wells, '15, and Simmons SLIS Graduate Student and Simmons intern, Stephanie Friedman.
      - Digitized _A Memory Book: Mount Holyoke College 1837-1987_, written by librarian Anne C. Edmonds in honor of the College's sesquicentennial celebration in 1987.

- **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.
    - Hosted Nic Dias, *Hoaxes, Memes & Bots: Learning How to Navigate Our Polluted Information Streams* (see Events). Attendance was not as full as Noah Kelly the prior year, but pretty decent (50-70).
    - Identified two speakers to continue the lecture series in FY19.
    - Created a "What is Net Neutrality?" whiteboard in advance of the FCC vote on December 14th.
    - Created and/or hosted book and other displays including for Hispanic Heritage Month, Black History Month, Trans Day of Visibility, Asian Pacific American Heritage Month, #myjourneybegins, and various student, and academic center-related topics.
  - Continue to improve LITS building accessibility, functionality, and aesthetics.
    - Move Research Help Desk to level 2, opposite the Circulation Desk and coordinate, assess, and improve services between the Research Help Desk and Circulation to provide better customer service.
      - RHD moved to level 2 as of fall 2017; feedback being collected to assess the service point change. Staff and student employees reported smoother, more direct and more frequent handoffs, and a greater understanding of the services offered at the other service point. Statistics showed an increase in both research questions and general questions compared to the same time of year in the previous location.
      - Pilot completed, small project request submitted for FY19 make match the look of the circulation desk.
    - Make aesthetic improvements to refresh LITS entryway and Stimson Room
      - Entryway refreshed with new lighting, coordinated furniture to hold LITS materials, updated wayfinding signage, and digital signage added.
      - New chairs and matching tables purchased to match existing sofas in Stimson room and provide more study seating.
    - Replace noise level signs throughout LITS to better indicate intended use of a given space and to provide information on alternative locations
      - Completed.

- ○ Collaborate with 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.
  - ● College plan shelved.
- ○ Develop a plan to renovate and renew LITS complex for inclusion in future strategic plans and fund-raising initiatives.
  - ● Material from the 2011 LITS space study shared with Advancement for consideration.
  - ● LITS public spaces committee has begun to review the study and to collect user feedback and requests received.
  - ■ In addition:
    - ● Plan and implement updates to the reading room to improve the visibility of the new books and current print periodical collections and expand the seating space. Project to be completed July 2018.

- ● 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)
    - ■ Shifted 40% of the RIS Managing Liaison time to support the Sherman Fairchild project to collaborate with music professor Thomas Ciufo, colleagues in Media Services, and Facilities to outfit Pratt 103 and Pratt 104 for Ciufo's digital music courses.
    - ■ With departure of Managing Liaison, and as part of RIS reorganization created new manager of digital pedagogies position to take on coordination role for MEDIAL grant. Search underway with target of hire fall 2018.
  - ○ 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.
    - ■ Develop a more formalized library, archives, and museum educational collaboration.
      - ● ASC and RIS participated in a coordinated event with the Art Museum to introduce new faculty to object-based learning opportunities on campus. *Program description: "How can object-based teaching complement the work you are doing in the classroom and help you achieve your course objectives in fresh and innovative ways? Learn about ideas for getting started, as well as about the impressive array of original materials -- including art, material cultural, archival documents, and special*

> *collections -- across campus available for both teaching and research.*
>   - Caro Pinto, Ellen Alvord, and Leslie Fields piloted a shared form to keep track of classes that were meeting with all three departments during the semester. They plan to tweak the form based on spring semester experience and continue this fall.
- Partner with Teaching and Learning Initiatives to offer regular pedagogical events, e.g. Teaching and Scholarship Renewal Week, teaching lunches.
   - Offering January 2018 workshop on creating inclusive and accessible syllabi with TLI and AccessAbility staff; planning for May TSRW events.
- Transition faculty from iClicker to PollEverywhere and promote use of audience response systems across campus.
   - iClicker sunsetted as of December 2017.
- In addition:
   - ASC worked closely with 4 first-year seminars in which the students were assigned projects requiring archival research. Two were new courses: Music in Women's Communities with Adeline Mueller and Wonder Woman with Jennifer Daigle-Matos. Also, new: Ali Aslam in Politics, who taught a course titled "Democracy and Its Critics" in which many of the students did semester-long archival research projects. The entire class came in to ASC several times, and Leslie attended their next-to-last class session to hear about the status of their projects and provide feedback. We don't see the end results of the research done by students, and in this case Leslie was able to see what was almost done and to help several students who were stuck in some piece of their work at that time.
   - RIS staff offered more than 100 information and technology literacy courses, including instruction in at least 25 first year seminar courses and 5 flipped instruction sessions.
   - RIS staff began investigating and adopting new tools for creating online and flipped course materials, particularly H5P. Moodle and Commons (WordPress) have H5P plugins enabled and RIS staff are starting to plan for moving RIS teaching content to the tool.
- Provide leadership in information literacy and technology literacy instruction.
   - Develop scaffolded information literacy program for integration into departmental curricula, helping students develop a particular set of critical thinking skills.
      - No progress in FY18, other RIS work took priority.
   - Develop eportfolio toolkit for students, faculty, and staff who want to or are required to create a digital identity.
      - Completed Getting started guide for liaisons.

- Explore virtual reality and related emerging technologies for use in the curriculum.
    - The RIS New Media Working Group developed a proposal for AR tools and 360 cameras; purchased Kodak PixPro Cameras in March 2018 and Oculus Rift in May 2018. Collaborated with CTMS to purchase computer capable of working with Oculus.
    - Two RIS Liaisons participated in faculty seminar on VR.

- **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.
        - Implement enhancements and revisions to data storage environment.
            - Completed: Summary Report of the DSXFT is available at https://docs.google.com/document/d/1ojf0GFjhqlBT21W7hfaL45U94VP3Jje_-_uou9DdhJg/edit.
            - Presented LITS and Data Science: A Status Update to LITS Advisory and Data Science co-chairs
        - Offer workshops on tools such as Tableau, ArcGIS, Nvivo, and online interactive sites.
            - RIS liaisons offered individual and group sessions on SPSS and Nvivo to students & faculty.
        - Expand use of LITS repository tools to support faculty needs for archiving and providing access to their data.
            - See above for Campus Living Lab Initiative (CLLI)
    - Enhance support for high performance computing through the Massachusetts Green High Performance Computing Center and other cloud and collaborative solutions.
            - See discussion in infrastructure services above.

- **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 collaboration with Dean of Faculty and other stakeholders to support the evolution of Makerspace from its current location to its more permanent space.
        - Through Fairchild Foundation grant, plan for FY18 move of the Makerspace into Prospect.
            - RIS, Media, and TISS staff involved in conversations with Makerspace re: the move, now likely in FY19

- - - With Nick Baker and Megan Brooks's departures, Alex Wirth-Cauchon is primary contact until Manager of Digital Pedagogy and coordinator of the grant hired in late summer 2018.
  - Explore new models for academic computing labs and software based on usage metrics, including use of VCL and Application Virtualization.
    - Explore possible collaborative virtualization options with Amherst, Smith and Hampshire Colleges
      - Virtualization platforms are now being evaluated within a possible four College collaborative effort, expected timeline for choosing a recommended platform is mid to late Spring 18 semester.
  - Continue to evolve the classroom technology environment to best align with faculty pedagogical approaches.
    - Broaden access to wireless projection in teaching spaces.
    - Support the new Data Science program via the UMass/MGHPCC grant to upgrade an existing teaching/lab space to high performance desktops
      - New desktops installed in Reese 307 before classes started in Fall 2017.
  - Continue to evolve the non-classroom AV environment, including digital signage.
    - Work with stakeholders to review and advise on audiovisual and digital signage installations for the new Blanchard Community Center

- **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.
    - Implement Samanage ITSM software to enhance the management capabilities of our technology service points, including setting Service Level Agreements to better track incident responsiveness and outcomes and implementing Change Management to improve internal communication regarding systems changes.
      - CTS is currently using SLAs for first response/comments of 4 hours or less on all tickets, as well as using Change Management functionality with approval workflows for system wide proposed changes.
    - Update tech support content on the LITS website as part of the overall LITS Web Redesign effort.
      - Some content updating has been ongoing but the bulk of content rewriting is waiting for the new LITS Web Redesign project timeline.
  - Explore new models for securing desktop and laptop computers.
    - Move campus antivirus software standard from McAfee to ESET.
      - Done.

- Implement Active Directory Group Policy to enforce security policies.
  - Joint GPO work with TISS and CTS is underway as a pilot effort with the hope of full implementation for endpoints coming by early FY19.
- Develop plan to move the majority of public lab computers to require login.
  - Not begun yet but still something we want to do, perhaps next summer.
- Research product options for local drive backup and synchronisation.
  - Pending rollout of Google Filestream may make buying a third party product for this purpose moot. Once it rolls out (early March timeframe) we will evaluate best next steps.
- Continue to build out and standardize procedures with desktop management tools.
  - Complete rollout of Active Directory to entire campus.
    - We are so close! Down to Skinner basement, parts of Clapp and FM with a few other tiny depts here and there. We truly expect to be done by the end of this academic year.
  - Implement a local Windows Server Update Services (WSUS) server for managing Windows updates.
    - This is a joint TISS/CTS venture we hope to get in the small to medium project list for next summer.
  - Assess the mix of Active Directory/Windows/Apple management products.
    - Done and we are hoping to eventually sunset KACE from the mix according to our CTMS Software Tools Plan: https://docs.google.com/presentation/d/1b61HdgYSSszCdC3XITqvyhKpD8Qw8j_rb6IijtK36Ao/edit#slide=id.p
- Improve the user experience and efficiency of the college print environment, informed by usage metrics and user feedback.
  - Create and implement a printer service enhancement plan to increase training, availability and uptime on the public printing fleet
    - This was completed fall semester and is ongoing with a new 'printer tiger team' dedicated to regular MFD checks and fixes as well as small group Cloud Print training done in the IC during orientation and enhanced printing documentation. We are looking to add new units next year when we do our MFD lease refresh to respond to student requests.
- Track printer usage across campus to allow for data driven print management of the printer fleet, chargebacks and inventory distribution.
  - Complete rollout of Papercut to entire campus

- - This is tied to AD rollout so again we are very close. We are down to less than 20% of the fleet not on Papercut and again hope to be done with this by end of Spring 18 semester.

- **Video and Video Conferencing Services**: Offer a variety of video services in support of academic endeavors including videography, basic editing, video streaming and video conferencing services to enhance teaching and learning.
  - Provide support and training in use of video technologies for academic and administrative needs
    - - Ongoing and meeting a already high and growing demand for such services.
  - Provide video recording, streaming and editing services in support of a variety of teaching and learning applications
    - - We are now universally captioning all library video requested for use in Moodle.

- **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.
  - Extend the use of My.MtHolyoke as the college's primary means of internal communication and sharing.
    - Promote and support the creation and use of Information and Team Sites as gateways to community focused information and content.
      - - On hold pending Sharepoint hire expected August 2018.
    - Extend the use of My.MtHolyoke based forms and other tools to support academic and administrative workflows.
      - - On hold pending Sharepoint hire expected August 2018.
  - Expand use of WordPress as an online publishing platform for individuals and explore additional venues for digital publishing by individuals.
    - Improve usability of Folio and Commons through documentation and creation of an eportfolio toolkit.
      - - See above in instructional technology.
    - Research feasibility of using Domain of One's Own as additional venue for expanded suite of digital publishing tools, and if feasible, develop proposal.
      - - Submitted proposal for FY19 budget based on faculty use cases and TISS desire to move out of web hosting business for faculty and staff.

- **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 a diverse staff, and foster an inclusive work environment.
    - In FY18 LITS completed 8 searches. These resulted in attracting three new people of color into the LITS and college community, and in promoting one person of color from within into a more senior role. While the overall LITS gener balance was maintained by hiring or promoting 4 men, 3 women, and one non-binary individual, more men were hired into technical positions and more women were hired into positions more closely aligned with the library.
    - The progress was made possible by work across the divisions within LITS to improve our processes: DnA took steps to formalize documentation, interview questions, kick-off discussions, etc. re: diversity and search committees. RIS subsequently adopted many of those approaches including the use of evaluation matrixes.
    - One position within the TISS Administrative Computing area in support of Sharepoint proved particularly challenging to fill, and the position remained vacant throughout the fiscal year.
    - Analyzed student worker demographics based on data from the CDC.
- Create internship, post-bac, and other opportunities to recruit Mount Holyoke graduates into information and technology professions.
    - As part of the Sherman Fairchild grant, create a post-bac position in RIS.
        - Created position, ran search, hired first post-bac who began working at LITS on January 2, 2018.
        - Ran successful search for second post bac to start August 2018.
    - Also…
        - Hosted 3 summer Lynk interns in ASC, who curated an exhibit on the history of physical education at the College. The internship experience included tours of local archives hosted by MHC alum/archivists and a joint day with the MHC, Amherst, Wellesley, and Smith Museum interns on exhibit curation and label writing.
- Develop scaffolded professional development for staff and managers, integrated with regular performance reviews, that draws on industry best practices.
    - Send individuals within each area of LITS to appropriate project management, supervisor, or leadership training.
        - LITS sent Sarah Goldstein, Devon Smith, and Peg Stevens to the Smith College Leadership Institute for Digital Professions Program in January. They were joined by Stacey Lyons from Advancement and Deb Garity from Communications.
        - New manager Rachael Smith attended NERCOMP Management Training.

- - - Laura Garcia and David Powicki participated in the first cohort of MHC's leadership development program.
      - Joel Broyles, Aime DeGrenier, Chrissa Lindahl, and Rachael Smith represented all four of the LITS divisions at the second cohort of the MHC leadership program.
    - Develop appropriate staff expertise in working with and supporting SharePoint.
      - On hold pending Sharepoint hire expected August 2018.
  - Develop and implement a LITS customer service strategy that includes the prioritization of the LITS web site as service point.
    - Implement recommendations of the service point cross functional team including training for all student staff members.
      - Conducted five sessions of customer service training for all student staff and one session for all LITS service point staff (others in LITS were welcome to -- and did -- attend, as well)
      - Developed service points shared documentation.
      - Designed, purchased, and required name tags for service point staff and students.
      - In May 2018, placed survey stations at each service point for a week, asking users about their experience at that LITS service point. We had 284 total respondents; average rating of the experience was 4.9 out of 5.
    - Launch a new LITS website and transition blog to WordPress. See other areas for additional FY18 actions.
      - See above under Administrative Applications.
  - 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.
      - On hold pending staffing transitions in Marketing and Communications, and to ensure work develops in resonance with likely new brand strategy to be launched in FY19.
  - Position ASC's goals and resource needs more strategically within the College
    - Strengthen relationships with Advancement; get on Leadership Gifts radar and potentially endowment radar for Head of ASC position, ASC collections, and the potential *Campus as Collection* collaboration with the Museum.
      - Continued lower-level relationship building: Leslie presented at an Advancement Staff Meeting and worked closely with various Advancement staff on donations.
    - Simultaneously, evaluate the reasonable scope and scale of Archives and Special Collections activities, given static staffing levels.

- - Moved to a model of having differential hours between semester and break times. ASC is now open by appointment only from 9:30-12:30 during breaks (open, as usual, in the afternoons).
    - Transitioned position from Discovery Services to a shared ASC/DAPS position to better support ASC desk staffing and digital collection building goals.
  - Continue to improve procurement workflows and approaches for addressing compliance issues such as information security, protection of sensitive data and ensuring accessibility of all systems where there is an end-user interface.
      - See accessibility discussion above under Consulting and Training.
      - See prototype contract management tool discussion under Administrative Applications.
  - Increase capacity for scanning by expanding into nights/weekends and explore opportunities and benefits to centralizing scanning operations and expand on-demand scanning services.
      - Developed an Access Services scanning pool which is now doing e-reserve and ILL scanning in the evening and weekends, as well as certain digital collections projects.
      - The scanning pool completed digitization of the *Course Catalogs* and the *Student Handbooks*, for a total of 224 objects and 44,980 images -- far exceeding all hopes for this brand new workflow. This allowed DAPS to focus on Marks/Woolley. (See more above under Library and Archival Collections)
      - Access also scanned for ILL during the daytime over J-Term and (now over) summer, rather than having ILL also employ students.