

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 have made for fiscal year 2018.

The FY18 commitments are organized below according to LITS' service categories and summaries of our commitments in the five-year plan (inserted as third, indented, level of 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: LITS is committed to being responsive to the community; to being well aligned with the changing needs of the College; 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.
 - 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.
 - 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.

- Senior Symposium - Rewrite the existing application in up-to-date and supported Ruby environment.
 - Campus Map - Align with new campus print map and continue to make incremental improvements based on analytics and user feedback.
 - Fellowships - Develop and release a new web-based database and interface for managing and promoting Fellowships available to students and alumnae.
 - LITS Website - Design, build, and release a new website for LITS. Launch is planned for the Spring 2018 semester.
- 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.
 - 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.
 - Improve support for chosen pronoun, name and nickname preferences.
 - Build on and leverage Ellucian's new Ethos platform for application and data integrations between Colleague and on-premise and SaaS solutions.
- 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.
 - Work with the Registrar's Office to implement the Curriculum Management module of the CourseLeaf platform.
 - Continue to work with PaGE to implement Slate as an Inquiry and Applicant/Application management system and integrated Communications and Marketing tool.
 - 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.
 - Transition Student Financial Services billing to using a new ecommerce solution (Touchnet) in preparation for the 2018-2019 academic year.
 - 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.
- 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.
 - Leverage new identity management capabilities to create ease of access, more personalized experience, and efficient management for all Mount Holyoke community members.
 - 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.
 - In partnership with Institutional Research, support the operational, tactical, and strategic reporting, analysis, and visualization needs across divisions.
 - In collaboration with administrative offices, continue to develop reporting and data analytics capabilities.
 - Plan for the future: Research and determine best path to modernize core systems of record for the college.
- 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.
 - Update and develop information security incident response procedures and conduct exercises with key institutional stakeholders.
 - Complete college-wide PCI assessment.
 - Implement Security Information and Event Management log analysis tool(s).
 - 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.
- 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.
- Coordinate and manage enterprise-scale IT projects and initiatives.
- Partner with PaGE to develop services targeted to graduate programs.
- Extend digital asset management (DAM) support across the College.
- Continue to improve accessibility of the electronic information technology environment for all community members.
 - Implement a web and software accessibility testing program.
- 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.
- 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.
 - Expand and support usage of high performance computing resources at the MGHPCC facility
 - Implement new backup platform for critical college systems, services, and data.
- 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.
 - 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.
 - 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.
 - 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.
 - Support faculty curricular use of the makerspace.
- 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.
 - Conduct biennial cost-per-use analysis of electronic journal subscriptions, with potential expansion to print serials and standing orders.
 - Increase delivery speed for physical interlibrary loan items by joining RapidReturnables.
 - Seek ways to ensure long-term funding support for library and archival collections, through both Advancement and operational budget process strategies.
 - 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.
 - Increase the profile of *Five College Compass: Digital Collections* and assess/refine the interface based on user feedback.
 - 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.
 - 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.
 - 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.
 - Optimize ArchivesSpace as the collection management/metadata system of record across the 3 Compass Campuses.
 - 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.
 - 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".
- 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.
 - 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.
 - Make aesthetic improvements to refresh LITS entryway and Stimson Room
 - Replace noise level signs throughout LITS to better indicate intended use of a given space and to provide information on alternative locations
 - 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.
 - Develop a plan to renovate and renew LITS complex for inclusion in future strategic plans and fund-raising initiatives.
- 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.

- Develop a more formalized library, archives, and museum educational collaboration.
 - Partner with Teaching and Learning Initiatives to offer regular pedagogical events, e.g. Teaching and Scholarship Renewal Week, teaching lunches.
 - Transition faculty from iClicker to PollEverywhere and promote use of audience response systems across campus.
 - 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.
 - Develop eportfolio toolkit for students, faculty, and staff who want to or are required to create a digital identity.
 - Explore virtual reality and related emerging technologies for use in the curriculum
- 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.
 - Offer workshops on tools such as Tableau, ArcGIS, Nvivo, and online interactive sites.
 - Expand use of LITS repository tools to support faculty needs for archiving and providing access to their data.
 - Enhance support for high performance computing through the Massachusetts Green High Performance Computing Center and other cloud and collaborative solutions.
- 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.
 - 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

- 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
- 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.
 - Update tech support content on the LITS website as part of the overall LITS Web Redesign effort.
 - Explore new models for securing desktop and laptop computers.
 - Move campus antivirus software standard from McAfee to ESET.
 - Implement Active Directory Group Policy to enforce security policies.
 - Develop plan to move the majority of public lab computers to require login.
 - Research product options for local drive backup and synchronisation.
 - Continue to build out and standardize procedures with desktop management tools.
 - Complete rollout of Active Directory to entire campus.
 - Implement a local Windows Server Update Services (WSUS) server for managing Windows updates.
 - Assess the mix of Active Directory/Windows/Apple management products.
 - 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
 - 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

- 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 use of video technologies for academic and administrative needs
 - Provide video recording, streaming and editing services in support of a variety of teaching and learning applications

- 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.
 - Extend the use of My.MtHolyoke based forms and other tools to support academic and administrative workflows.
 - 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.
 - Research feasibility of using Domain of One's Own as additional venue for expanded suite of digital publishing tools, and if feasible, develop proposal.

- 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.
 - 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.
 - 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.
 - Develop appropriate staff expertise in working with and supporting SharePoint.
 - 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.

- Launch a new LITS website and transition blog to WordPress. See other areas for additional FY18 actions.
- 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
 - 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.
 - Simultaneously, evaluate the reasonable scope and scale of Archives and Special Collections activities, given static staffing levels.
- 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.
- Increase capacity for scanning by expanding into nights/weekends and explore opportunities and benefits to centralizing scanning operations and expand on-demand scanning services.

