LITS Fiscal Year 2019 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 2019.

The FY19 commitments are organized below according to LITS' service categories and summaries of our commitments in the five-year plan (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.

    - Added FY18: Establish standards, procedures, and college policies for the management and support of core administrative systems.
        - Continue the rollout of the four new ATSC charged groups: Application and Data Standards Working Group, Core Administrative Management Team, Systems Update Group, and the Data SWAT Team.
        - (see Data Classification and Handling.)
    - Partner with offices to review business processes and perform needs analyses.
        - Begin the review of ERP environment, make preliminary case for and map timing of change to HR, Finance, and SIS systems against budget cycles, contract periods and required upgrades of existing systems (Colleague and Lawson).

- ○ Work with administrative offices and key stakeholders to identify and procure solutions to address technology needs not met by existing platforms.
    - ■ Search for new Advancement/Alumnae engagement system and begin implementation.
    - ■ Select, procure, and implement a name pronunciation solution that is easy to use and can be integrated into email signatures, class rosters, and a college directory.
    - ■ Select, procure, and implement a student engagement platform.
    - ■ Work with Communications, and other stakeholders, to replace the EMS based Master Calendar tool with one that provides features and integration options appropriate for event management (Pending FY19 funding).
- ○ 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 (with awareness of capabilities coming with new AA/Adv engagement system)
    - ■ LITS Website - design, build, and release a new website for LITS.
        - ● Launch LITS website on July 16, 2018.
        - ● Over the rest of the FY, implement features that were postponed for MVP, as well as test/refine/and implement necessary improvements based on user experience after the site goes live.
- ○ Through a process of continuous and incremental improvement, update and modernize solutions the College already owns.
    - ■ Implement support for chosen name, pronouns, gender identity, and nicknames across administrative and academic applications.
    - ■ Continue to work with the OSSA and other areas of the College to roll out additional features and functionality in Pathways (Starfish).
    - ■ Continue to adjust the VH, while balancing those efforts against possible replacement by the AA/Advancement Engagement system.
    - ■ 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 FY20 for new platform to manage these integrations.
- ○ Lead and coordinate the implementation and rollout of on-premise and SaaS platforms and services.
    - ■ Complete the rollout of EverFi and Handshake.

- - 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.
    - (On hold per DoF: Work with the Registrar's Office to implement the Curriculum Management module of the CourseLeaf platform.)
    - Work with PaGE to migrate their Moodle-based courses to a SAAS solution hosted by MoodleRooms.
    - Complete transition of Student Financial Services billing to using the new ecommerce solution (Touchnet).
    - Refactor patron load, Lawson financial loads, and Shibboleth setup for the Five College FOLIO implementation.
  - 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.
  - Develop, build and maintain centralized repositories of data managed by the College's core administrative systems.
    - Continue to build and expand use of the Data Warehouse and operational datastores environments.
    - In partnership with Institutional Research and other offices, support the tactical, and strategic reporting, analysis, and visualization needs across divisions.
    - In support of administrative offices, continue to address their operation reporting and data analytics needs. Complete the rollout of Informer and subsequently retire Safari, as well as complete the major version upgrade of Report2Web.
    - Work with Adv/AA, and an external vendor (ASR), to implement a modern and extensible replacement of the legacy CARA reporting system.
    - In preparation for the move to a new Adv/AA system, complete a data inventory and document their definitions (iData Data Cookbook).
  - Plan for the future: research and determine best path to modernize core administrative systems.
    - Develop and gain support for timeline for transitioning ERP 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 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.
        - Plan for Implement Security Information and Event Management log analysis tool(s) in FY20.
        - Conduct awareness training and events.
        - Conduct social engineering exercises.
        - Conduct a refresh of security assessment.
    - 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 - implement Duo and Google 2-Step Verification.

- 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.
    - Develop other training/onboarding to help faculty/staff make more effective use of LITS/LITS resources.
    - Promote the use of Lynda.com and other resources to support ongoing faculty, staff, and student development.
  - Coordinate and manage enterprise-scale IT projects and initiatives.
    - Improve and develop project request and management tools and processes.
    - Partner with Auxiliary Services to manage an update of the core telephone system.
  - 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.
    - Regularize web and software accessibility testing.
    - Rollout training pilot through appropriate offices.
    - Assess testing workflows and implementation/EAAPP plans: do we have the right people involved?/are we scaling testing ok?/are our current processes 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.

- **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.
    - Review pools in light of larger incoming class.
    - 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.

- Extend wireless coverage to underserved areas of academic and administrative buildings.
- Expand and support usage of high performance computing resources at the MGHPCC facility.
- Help specify and install the appropriate wired/wireless networks and other technology needed to support the Makerspace, both within the facility and in the surrounding areas of campus.
- In support of green initiatives, work with Facilities and other areas of the College to ensure there is the appropriate infrastructure in place for controlling and monitoring energy efficient lights and HVAC systems, as well any PV arrays.
- Work with Auxiliary Services and key stakeholders to identify short and long term solutions for modernizing or wholesale replacing the telephone infrastructure.
- Extend fiber and networking capabilities to selected peripheral buildings to meet the needs of the class of '22.

- 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).
    - Implement Moodlerooms hosting for PaGE by January 2019.
    - Begin planning to move to Moodlerooms hosting for the rest of the College; develop budget request for FY20 for anticipated launch date January 2020.
  - Continue to improve accessibility of the electronic information technology environment and support for student accommodations in collaboration with AccessAbility Services.
  - 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, begin to pilot The Carpentries lessons and modules with faculty and students.
  - 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 renovation and upgrade of Media Lab, ready for construction in July 2019.

- - ■ Hire Arts and Media Digital Pedagogy Liaison (spring 2019).
    - ○ Support faculty curricular use of the makerspace.
        - ■ Through the Sherman Fairchild Foundation grant: facilitate the purchase of equipment for the new Maker and Innovation Lab, to open Jan 2019.

- ● 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.
        - ■ 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.
        - ■ Work with others in the Five Colleges to review standing orders, in order to reduce duplication and free up funds.
        - ■ Review and reduce the overall footprint of the reference collection, either through relocation or weeding, in order to create a collection that is more usable and to shift materials so the Reading Room can be used more effectively by students.
        - ■ Work with (some number of) departments to review serial, journal, electronic, and other holdings as a way to engage new faculty, review print, and uncover new needs.
    - ○ 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 (holdover from FY18).
        - ■ 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*.
        - ■ Implement the ArchivesSpace Public User Interface.
    - ○ Develop the digital library environment and workflow to house MHC's unique digitized and born-digital collections.
        - ■ Continue to populate and enhance the Compass collections. Priority collections on deck include the *Alumnae Quarterly* (in partnership with the

Alumnae Association), Fidelia Fiske, student directories, the completion of the Marks/Woolley correspondence and, subsequently, new work on each of their related collections.

- In collaboration with the Five Colleges, enhance Compass functionality to support video and oral history content and scale appropriately for large ingests (including workflow, staffing, and infrastructure improvements).
- 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 collaboration with the Five Colleges, complete governance documents for *Compass* to ensure long term sustainability of the platform.
  - In conjunction with the Museum, develop the "Campus as Collection" concept and pursue major grant/gift opportunities for funding.
    - Continue work with faculty seminar participants.
    - Engage with Fred Baumgarten to explore IMLS or other potential grant opportunities (also under Organizational Effectiveness).
  - Other things
    - Collaborate with Five Colleges to beta-test and prepare for FY20 implementation of FOLIO Services by EBSCO.
    - Hire and onboard term FOLIO backfill position.

- 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 23, 2018, host [Mimi Sheller](#), a sociology professor at Drexel University who studies e-waste and aluminum mining.
    - April 3, 2019, host Alberto Cairo/[Visual Trumpery](#) "How to Fight Against Fake Data and Visualizations -- from the Left and the Right" ([tour info](#)).
  - Continue to improve LITS building accessibility, functionality, and aesthetics.
    - Improve the furniture layout and options in the Information Commons to better meet current students' needs in the library's technology hub.
    - Review art and displays throughout the complex through a DEI lens to better reflect the campus community.
    - Review space layout in Reading Room based on user feedback and collection changes.

- (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.)
- Develop a plan to renovate and renew LITS complex for inclusion in future strategic plans and fund-raising initiatives.
    - Develop FY20 budget request to hire consultant to complete space study.

- 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).
        - Hire a Manager of Digital Pedagogy, who will assume technical and educational coordination responsibilities for the grant.
        - Hire Arts and Media Digital Pedagogy Liaison.
    - 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 FY18).
    - 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 (continuation from FY18).

- 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.

- ■ Develop and publicize a LITS data services program which provides faculty and student data support (continuation from FY18, partially dependent on new LITS website rollout). (Responsible parties: Data Storage and Management XFT, RIS Data Services Working Group, and DAPS.)
  - ○ 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.
    - ■ (See above, in Instructional Technology)
  - ○ Explore new models for academic computing labs and software based on usage metrics, including use of VCL and Application Virtualization.
    - ■ Continue collaboration with Amherst and Smith colleges to find cost-effective alternative to VCL.
  - ○ Continue to evolve the classroom technology environment to best align with faculty pedagogical approaches.
    - ■ Upgrade classrooms according to MS Upgrade schedule and prioritized requests including in Carr, CDC, Clapp, Cleveland, Gamble A, Reese, Shattuck.
    - ■ Contribute to makerspace and digital media lab designs.
    - ■ Refresh all classrooms before launch of fall.
  - ○ Continue to evolve the non-classroom AV environment, including digital signage.
    - ■ Contribute to FM project TBD.
    - ■ Update Blanchard video conferencing.
    - ■ Willits boardroom AV upgrade proposal.

- 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.
    - Expand the use of Samanage to track, streamline, and regularize workflows.
  - Explore new models for securing desktop and laptop computers.
  - Continue to build out and standardize procedures with desktop management tools.
    - Following Samanage rollout review and sunset overlapping central management tools.
  - Improve the user experience and efficiency of the college print environment, informed by usage metrics and user feedback.
  - Track printer usage across campus to allow for data driven print management of the printer fleet, chargebacks and inventory distribution.
    - Conduct needs assessment as basis for an MFD and printer replacement RFP for implementation summer 2019.

- 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.
    - Media Resources and RIS to collaborate to reduce overhead to support Zoom for meetings.
    - Broaden adoption fo Zoom.
    - (See also non-classroom AV work)
    - Work with DoF area to better scale use of video-conferencing for candidate interviews.
  - Provide video recording, streaming and editing services in support of a variety of teaching and learning applications.
    - Collaborate with Communications and Marketing to define services and pathways for alternative sources of support.

- 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.
  - Extend the use of my.mtholyoke as the College's primary means of internal communication and sharing.
    - Hire, onboard, and retain a SharePoint position.
    - Promote and support the creation and use of Information and Team Sites as gateways to community focused information and content.
    - 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.
  - Expand 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 policies and procedures in both instances of WordPress.

- 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.
  - Added for FY19: Complete LITS Leadership Team.
    - Complete search and onboard CTMS Director.
    - Launch search for RIS director for projected July 1, 2019 start.
  - In collaboration with the College, improve LITS' ability to recruit 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.

- ■ Actively recruit broadly to create diverse pools of candidates for all searches.
- ○ Create internship, post-bac, and other opportunities to recruit Mount Holyoke graduates into information and technology professions.
  - ■ As part of Sherman Fairchild grant, onboard second post-bac in RIS for 2018-2019 academic year.
  - ■ If necessary, hire third post-bac in RIS for FY20.
- ○ Develop scaffolded professional development for staff and managers, integrated with regular performance reviews, that draws on industry best practices.
  - ■ Develop appropriate staff expertise in working with and supporting SharePoint.
  - ■ Add DEI goal to annual review expectations for FY19.
- ○ Develop and implement a LITS customer service strategy that includes the prioritization of the LITS website as a service point.
  - ■ Review the completed One LITS approach for DEI impact.
- ○ 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.
  - ■ Onboard new Reference and Digital Projects Archivist and develop bridge role between ASC and DAPS.
  - ■ Contribute to the College celebration of the Inauguration/Community Center dedication.
  - ■ Engage with Fred Baumgarten to explore IMLS or other potential grant opportunities (aso 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 accessibility of all systems where there is an end-user interface.
  - ■ Complete implementation of OnBase contract management system.
- ○ 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.
- ○ Added for FY19: Continue RIS Organizational Development process.
  - ■ Complete the realignment of RIS work begun in FY18, aligning work with the curricular needs of the College.
  - ■ Begin to develop a 3-year strategic plan for RIS.