

Annual Report

Fiscal Year 2019

FY2019 was a year of growth and evolution for LITS. We reorganized to create new teams for Client Engagement and Planning; Digital Scholarship, Critical Making, and Digital Collections Management (DSCMDCM); and Enterprise Data, Systems and Interfaces. Several of our staff moved into new leadership roles, and we hired 10 new employees to fill open positions across the division. These new configurations aid both longer-range planning and enhancement of services and operations, including focused attention on service experience, business analysis, capital planning, and next-generation infrastructure and data stewardship.

This year we began work within the College's frame of diversity, equity, and inclusion and have identified continuing threads of work for 2020, did significant preliminary work towards articulating a case for the renovation of Canaday Library, implemented Alma/Primo as the new TriCo library services platform (aka Tripod), implemented multi-factor authentication in coordination with Haverford colleagues, and laid groundwork for implementation of a TriCo digital asset management and preservation platform. Next-generation enterprise planning is well underway, including focused work with Enrollment and Alumnae Relations & Development and the Information Stewardship Council (ISC). LITS continues forward in our focus on information security, including enhanced file backup, multi-factor authentication, encryption, PII records reduction, and continued investment in outreach and education programs, and we benefit in this work from strong partnerships across campus via ISC. We are currently engaged in articulating a 5-year strategic plan for LITS, which will guide our work on these and other larger-scale endeavors.

The report on FY19 projects below is divided into two sections: "Strategic Objectives" that LITS completed in support of major College priorities this year, and "Other Major Projects" that arose as needs or opportunities during the year. For the Strategic Objectives, dark green indicates objectives that are largely complete, and light green indicates objectives for which there was significant progress in FY19 and where the project will continue into FY20. For the Other Major Projects, we've used the "run," "grow," "transform" labels to indicate whether a project was necessary to maintain services and operations, whether it enabled us to enhance or optimize an existing program or service, or whether it created something new for the community and/or transformed our ways of working in significant ways. In addition to these major and strategic projects that are more visible and that require substantial investment of resources, members of LITS also completed and supported a much larger array of focused projects in support of academic and administrative goals across campus.

Strategic Objectives

Strategic Objective	2018-2019 Action Priorities	Colleagues	Metrics	Progress Against Plan
Steward major FY19 LITS projects - TLR	Articulate compelling vision for Canaday Library renovation that enables 21st-century programming to support BMC student success; develop business case and advocate successfully for Canaday Renovation as a targeted fund-raising priority (\$15M-\$20M target) to immediately follow the comprehensive campaign	Eric as PM, Berry, Camilla, Alicia, Katie, Dave, Arleen, Bob, Nina, Dale and FOL Board, et al.	Projects completed as articulated in charters for each.	We have taken steps to refresh program planning for Canaday renovation. The Library Renovation Planning Committee met throughout the past year, and every two weeks since the beginning of January. Over the course of our meetings, we developed and put in place mechanisms for collecting data on library use and community thinking about library space; gathered current writings on library spaces; talked with 3 directors of comparable liberal arts college libraries about their experiences; and drafted lists of major elements in a renovated Canaday. We are now at the stage of drafting a case statement for renovating Canaday, with a goal of completing it by the end of the summer. We've presented the goals for renovation to the FOL Board and have talked with Nina Bisbee about Canaday, which she called probably next up in terms of larger renovation projects. We will be partnering with Facilities to use Canaday as a case study for the upcoming campus space planning activity with consultants. As additional pre-planning steps, we installed patron counters for the libraries last year so that we can better track numbers of people using the space through the cycle of the academic year. This should help with planning toward flexible use of the spaces.

<p>Steward major FY19 LITS projects - TLR</p>	<p>Support Collier/Park Phase 2 design and implementation projects, including design of experimental classroom</p>	<p>Camilla as PM, Science Librarian to be hired, Jenny S., Dave C., David B., Nina</p>	<p>Phase 2 preparations complete at Collier and phase 2 programs/spaces designed and ready for engineering/construction</p>	<p>We've articulated design goals for new classroom and submitted a proposal to Alden Foundation to support this project. We've attended renovation planning meetings for Phase 2, and design work is scheduled for the upcoming year.</p>
<p>Steward major FY19 LITS projects - TLR/Enterprise</p>	<p>Finalize development and endorsement at College level of policy framework for the identification, preservation, and management of permanently valuable records in both paper and digital form. Part of collection planning for College historical and cultural records.</p>	<p>Eric, Alicia, new College Archivist, Sam, Kim, campus departments</p>		<p>The Acquisitions Policy for Rare Books, Manuscripts, Art and Artifacts was endorsed by the Collections Committee at its April 2019 meeting. The policy will now be discussed with the President and potentially with the Chair of the Board of Trustees to determine if this also requires board action. For college records, the previous archivist had largely completed a draft policy by the time she left in September 2018. Once the new archivist starts in mid-July, we will review the draft, revise it as necessary, and develop a plan for discussing it with the larger community. The electronic records part of the policy is less well developed than the overall policy, and so will require more discussion. We've reviewed draft policies with the new Digital Collections and Metadata Librarian. LITS re-org in summer 2018 created a department focused strategically on production and lifecycle management of digital scholarship and objects. We'll bring the policies forward for review with the President as soon as they're ready.</p>

<p>Steward major FY19 LITS projects - TLR</p>	<p>Endorse updated Records Retention model and support its implementation. Steward project to design model for archiving student records electronically. Part of collection planning for College historical and cultural records.</p>	<p>Christiana, Alicia, Eric, Registrar's Office, Enterprise team</p>	<p>The previous College Archivist had largely completed a draft Records Retention document at the time she left in September. When the new archivist starts in mid-July, we will review the draft, update it as necessary, and develop a plan for its implementation. As part of the implementation, the college archivist will also work with the relevant people to develop a plan for collecting, processing, and providing access to electronic student records.</p>
---	---	--	--

<p>Steward major FY19 LITS projects - TLR</p>	<p>Convene Park MakerSpace Advisory Council and support success of inaugural year of MakerSpace programs.</p>	<p>Dave C., Rich W., Alicia, Camilla, Don A., faculty, students, MakerSpace coordinator to be hired</p>		<p>Makerspace design and planning completed. Advisory Council began meeting and supporting launch of Makerspace in fall 2018.</p> <ul style="list-style-type: none"> • Established the Makerspace Advisory Council with key LITS staff, Facilities staff, faculty, and student representatives. • Formulated a statement of principles for the operation and use of the new space. • Steered final construction of the space to include additional safety features including zoned key card door access, improved ventilation, key-controlled power for the laser cutter, glass cut-outs in doors, and an eyewash station. • We continue to search for a Makerspace Coordinator to manage the space. • While lack of staffing has meant we have not been able to fully open the space, we have still been able to support critical making activities through laser cutting pocket looms for a Friday Finds session on weaving, supporting a paper marbling workshop for a course on History of the Book with Digital Methods (HIST B270), and demonstrating the use of micro-controllers and other equipment during the student-run Makers Fair.
<p>Steward major FY19 LITS projects - TLR</p>	<p>Provide visibility and advocacy for Information Literacy Program and partnerships with academic programs to bring preparation for students to a more systematic level</p>	<p>Alex P., Camilla, RIS, CLIC, TLR colleagues</p>		<p>This year saw development of the Bryn Mawr IL framework. Continued outreach to departments; meetings with CLIC, Curriculum, and Department Chairs. Partnerships in progress with particular academic programs. Curriculum offered to share back with us notes from the meeting toward future possibilities, such as more systematic integration of information literacy introduction with ESem.</p>

<p>Steward major FY19 LITS projects - TLR</p>	<p>Support continued development of Digital Competencies Program, including service model design and deployment for A Domain of One's Own service to support students' digital presence and student/faculty/staff digital projects and digital competencies development</p>	<p>Jenny Sporer, Beth Seltzer, Alicia Peaker, Katie Krimmel, EdTech Services team, CLIC, Dean's Office, Enrollment, Communications, Institutional Research, ARD</p>	<p>We've introduced model to all first-year students via Customs and Thrive. By end of FY18, at least 50 students have participated in a workshop on how to articulate digital competencies to various audiences. 5% of the class of 2018 will report on senior exit interview having had opportunities to develop digital competencies while at BMC. 5% of respondents from class of 2018 and earlier will report on alumnae survey that the digital competencies they gained at BMC helped them acquire a job, get into grad school, and/or be successful in their work or graduate education.</p>	<p>Working with key partners across campus, we'll be introducing students to the framework and associated opportunities. This includes expansion of the digital scholarship program, building interest in digital projects around collections (including College Women and Philadelphia Medieval Manuscripts projects), continuing to integrate digital competencies with student employment, and support for Domain of One's Own as a platform for student learning, experimentation, reflection, and showcasing. This also includes work with Admissions to include BMC Digital Competencies in our marketing materials for prospective students and with IR to ensure we're tracking progress effectively. Successful continued external workshops and presentations and Reunion 2019 panel.</p> <ul style="list-style-type: none"> • Developed and begin implementing service model to support A Domain of One's Own. Began outreach and communication of ADOO as service for all, including a Bi-Co Domains Day held in May (Social media marketing, LITS staff were at Campus Center getting people signed up, and website contest). • Created and distributed training materials to Help Desk student workers efficiently route support tickets. • Continued to incorporate Digital Competencies and Domain of One's Own workshops in the Digital Scholarship Summer Fellows program. • Successfully backfilled the Digital Scholarship Specialist position, who will oversee
---	---	---	--	--

				<p>management of and support for Domain of One's Own infrastructure and programming.</p> <ul style="list-style-type: none">• Led the Working with Data Intensive (Sept 2018 serving 22 students), and Digital Narratives Intensive (March 2019, serving 14 students this academic year in partnership with Career & Civic Engagement).• Digital Bryn Mawr Seed grants were awarded to 14 faculty across 13 academic programs + 8 Digital Bryn Mawr projects that expanded opportunities and education for broad constituent groups across the College. (Full list of supported projects is available here: https://www.bryn-mawr.edu/lits/projects-partnerships/digital-bryn-mawr-seed-grants/grants-awarded)
--	--	--	--	--

Steward major FY19 LITS projects - Enterprise	Web infrastructure replacement/strategy or hosting College website	Vince/David B./Enterprise Team, Communications	As we plan to replace aging infrastructure, we're also thinking about business continuity for the College website and will determine and implement an appropriate new hosting environment this year	In progress as part of new rolling 2-year roadmap for College Website (created and reviewed monthly by Comm/LITS). Determining whether to move off-site. Team put in place business continuity measures until final decision is made.
Steward major FY19 LITS projects - Enterprise	PeopleTools upgrade to 8.56	Kristi/David S./Enterprise	We skipped a year of upgrade to enable the PeopleSoft 9.2 upgrade last year and this is a necessary, significant project for FY19	Work and testing complete. Will be moved into production on June 14th.
Steward major FY19 LITS projects - Client Experience	Support formation and success of cross-departmental Business Analysis & Solutions Team and Client Support & Enhancement Team.	Melissa, Katie, LITS managers and staff in key roles	Establish baseline goals and use feedback and analytics to assess progress against goals	Charges and membership finalized in fall. Groups well-launched.
Steward major FY19 LITS projects - Client Experience	Designing a sustainable future model for classroom technology and multimedia support integrated with overall client support model.	Melissa, Dave C., Ralph, Rod, Rich, Jenny.	Build on success factors of existing team and research into peer institution models that work well. Recommendations presented to CIO to inform future planning.	Complete. Project team met through fall/early winter. Recommendations provided in February. Managers distributed action items. We confirmed current model with local enhancements is the approach to pursue for now.

Steward information security/risk mitigation program	Ensure success of BMC/BiCo Multi-factor Authentication implementation project	Randal G., David B., Melissa, Megan Fitch, BiCo project team, Kari, Kim	Implemented for all of BMC and prioritized HC constituents by 2/2/19 (first wave of community members in MFA in September, second wave in November, third wave in Jan/Feb). Significant reduction in compromised accounts going forward.	Final wave of community members completed as of 2/4. We conducted this project in coordination with Haverford, and HC completed their rollout to the entire community as of 02/28/2019. This project included implementation of Appian (formerly GreyHeller) for PeopleSoft - this service allows for Duo MFA when authenticating against our PeopleSoft installation. As of 05/19, Mediat and Qualtrics are also authenticating using MFA. Additional systems will be brought onto MFA over time, including Moodle this summer. and Wordpress, Drupal, and OneCard as soon as they can be scheduled.
Steward information security/risk mitigation program	Steward completion of PII/records reduction project	David S., Aaron, Kari, data stewards across College departments, Enterprise team		Completed in early February. Plans developed in spring/summer and technical processes articulated. Departments participated in planning and final validation. Deletions completed on 2/4/19. 68% of the social security number values were removed from PeopleSoft.
Steward information security/risk mitigation program	Support Client Engagement & Planning team's rollout of whole disk encryption and CrashPlan for cloud backup for the community	Melissa C., Katie S., Kordell and CEP team, Enterprise team		End Point Security: this year we implemented Code42 for desktop backup and are in the process of rolling out full disk encryption. 19- Windows computers are encrypted, and all 20- computers (windows and mac) are encrypted. We are in later stages of testing the process and support for manually encrypting existing primary computers (17-, 18-, and 19- Macs) that are not encrypted. Contract completed and implementation approach developed and tested. Technical rollout and communication plans in place. LITS pilot/early adoption/testing underway. Full campus rollout will follow.

Steward information security/risk mitigation program	Support IRB's development of education model for researchers around data privacy and security	Sofia Fenner, Gary McDonough, IRB, ISC		Initiated by Sofia Fenner, who joined ISC as IRB rep. She is also working on modules via a Digital Bryn Mawr seed grant to provide education around encryption of research data. Sofia developed educational resources via Digital Bryn Mawr Seed Grant, and she has joined the ISC.
Steward information security/risk mitigation program	Support continued programs - Breach Response Team, ISC, InfoSec Education Program (in new form), File Clean-up Days	ISC members, Breach Response Team, LITS managers		InfoSec Education Program in new form executed this fall (and ongoing). Breach Response Team working well and protocol updated. File Clean-up Days have resumed this fall, and new ISC Co-Chair Sarah Conner-Smith is carrying these forward with other volunteers.
Support success of current TriCo strategic projects and continued strategic planning	Alma implementation	Vince P., Berry, Peg Seiden, Terry Snyder, "A" Team	New Tripod with Primo discovery layer goes live on December 20, 2018	Complete. We're in the stabilization and enhancements phase, and will continue to add data integrations with other systems, such as Financial Edge.
Support success of current TriCo strategic projects and continued strategic planning	Islandora implementation	Project manager to be hired, IMAGE team, digital collections and metadata specialists across TriCo (three open positions), Born Digital, Peg Seiden, Terry Snyder, Enterprise Team, Megan Fitch, Joel Cooper	New digital asset management and preservation platform in place in 2019. Digital assets/collections migrated from ContentDM and Dspace and those two platforms retired. Policies and program in place for repository management and digital collections management at BMC and in TriCo.	We're on the brink on contracting with Born Digital to support the migration project and to support our internally hosted environment. With departure of project lead and key TriCo staff, we're working to resource this strategic project. Completed successful hire of Digital Collections and Metadata Librarian who will be leading Bryn Mawr's preparation for the Islandora migration.

Support success of current TriCo strategic projects and continued strategic planning	Support development of two diversity, equity, and inclusion initiatives for TriCo - summer interns program; professional development curriculum for staff	Peg, Terry, TriCo colleagues on planning teams	Summer interns program created for 2019 as pipeline development program; curriculum designed and piloted in 2018-19	Summer Interns Program pilot completed in late-May. Professional Development curriculum for TriCo staff not an active project yet, but professional development is happening in each of the libraries in different forms.
Support success of current TriCo strategic projects and continued strategic planning	Develop next strategic plan for TriCo	Peg, Terry, SAGE, TriCo Libraries colleagues	As current strategic goals are realized, identify horizon needs for academic libraries and for TriCo specifically and articulate strategic priorities for next 3-5 years	In process via SAGE.

<p>Support broader campus initiatives focused on diversity, equity, and inclusion and continued cultivation of vibrant, inclusive environment for students, faculty, and staff</p>	<p>Help build infrastructure to support ongoing College history projects. Design and develop sustainable model with leadership and contribution from LITS to support both student research projects and College Communications projects</p>	<p>Alicia P. and Digital Scholarship, Critical Making, and Digital Collections Management team, Eric P. and Special Collections team, ETS, Camilla and RIS team, Communications, ARD, Dean's Office/Pensby, Faculty mentors, LILAC/Praxis</p>		<p>Much of the work on both infrastructure and research project planning this year was channeled through the Telling Histories and Infrastructures groups, and the list of recommendations for those groups has now been submitted to the President for review.</p> <ul style="list-style-type: none"> • Helped lead a cross campus committee through the process of identifying and planning for socio-technological infrastructures related to the history of the College. • Created catalogue of existing projects, programs, and platforms that engage and/or support research and publication of the College's history. • Completed and submitted to President Cassidy recommendations to build infrastructure to support past and ongoing College history projects. • Design and development of the model will follow the President's response and guidance for the path forward.
--	---	---	--	---

<p>Support broader campus initiatives focused on diversity, equity, and inclusion and continued cultivation of vibrant, inclusive environment for students, faculty, and staff</p>	<p>Contribute to research/storytelling around MCT and complex BMC history in FY19</p>	<p>Eric, Christiana, SpecColl, Alicia and DSCMDCM team, Camilla, led by College-level working group</p>	<p>Building on History Working Group research, help identify meaningful source materials and help with capturing stories (video, oral histories, written)</p>	<p>See above. Telling Histories WG added signage to Old Library and delivered recommendations. Some Oral History education and planning occurred this year. The past year has also seen much of our focus on filling the college archivist, digital collections librarian, and digital scholarship specialist positions, and now that those are filled we will have enough staff to support the next steps in planning history activities and structures. In the meantime, several projects have gone forward:</p> <ol style="list-style-type: none"> 1) the Special Collections Department supported Stephen Vider's Public History course this spring in which students worked intensively with archives materials to create exhibition proposals on alternative voices in Bryn Mawr's history. There is a possibility that a version of this course will be taught by someone else next year, and this will lead to a larger exhibition in the Rare Book Room in the fall of 2020; 2) the Special Collections Department will mount an exhibition on the Deanery and Lockwood de Forest this coming fall, in a show curated by art history graduate student Nina Blomfield; 3) Kate Blinn and I have been working together to support students wanting to do oral history projects. I am currently supervising a Pensby summer intern who is doing oral histories with Jewish students from the late 1940s and 1950s, and will be attending an oral history workshop in July; 4) we are in the middle of a grant-funded project, "In Her Own Right," that has digitized much of the correspondence between M Carey Thomas and Mary Garrett, bringing together
--	---	---	---	--

				<p>digital collections on women’s activism in the Philadelphia region;</p> <p>5) we completed the NEH-funded project, College Women: Documenting the History of Women in Higher Education, which brought together digital collections of student letters, diaries and scrapbooks from the Seven Sisters colleges: www.collegewomen.org.</p>
<p>Support broader campus initiatives focused on diversity, equity, and inclusion and continued cultivation of vibrant, inclusive environment for students, faculty, and staff</p>	<p>Partner with external facilitators to enable LITS professional development and systems analysis around diversity, equity, and inclusion as part of College-wide process</p>	<p>External experts, LITS senior managers and LITS staff, Kim and Senior Staff colleagues</p>		<p>This now has a more focused set of four priorities. Melissa Cresswell is participating on the planning team, and LITS delegates (Melissa, Camilla, and Vince) participated in the staff DEI training. We continue to focus on this goal as a throughline in our senior managers meetings and look forward to additional formal education and work.</p>

<p>Support broader campus initiatives focused on diversity, equity, and inclusion and continued cultivation of vibrant, inclusive environment for students, faculty, and staff</p>	<p>Support development of an enhanced College accessibility model</p>	<p>Jennifer Walters, Deb Alder, Accessibility Leadership Group, Kim and Senior Staff colleagues, LITS colleagues</p>		<p>External review completed and recommendations delivered. Partnered with Jennifer to advocate for needed investments and to help build enhanced model, with proposed Assistive Technology Coordinator position as prioritized investment, now approved. Working with Dean's Office and Jenny Spohrer to finalize job description and post/recruit for fall.</p>
<p>Support broader campus initiatives focused on diversity, equity, and inclusion and continued cultivation of vibrant, inclusive environment for students, faculty, and staff</p>	<p>Support Anti-Racist Literacy Task Force's goal of integrating a question on creating accessible and inclusive classrooms into the standard BMC course evaluation</p>	<p>Mary, Task Force colleagues, Faculty committee revising course evaluation instrument</p>		<p>Conveyed the Task Force (now CARLA-BMC) suggested question to Mary Osirim. Some form of course evaluation review is happening via faculty governance, including integration of inclusive classroom question(s).</p>

<p>Support broader campus initiatives focused on diversity, equity, and inclusion and continued cultivation of vibrant, inclusive environment for students, faculty, and staff</p>	<p>Participate on DLG and in DEI campus initiatives sponsored by DLG</p>	<p>Kim, senior staff colleagues as appropriate per initiative</p>		<p>Participating actively in DLG.</p>
<p>Support broader campus initiatives focused on diversity, equity, and inclusion and continued cultivation of vibrant, inclusive environment for students, faculty, and staff</p>	<p>Offer two additional cohorts of BMC Supervisory Training (fall and spring). Assess program and hone for FY20.</p>	<p>Kari, Marty, Bob, NELI/Margie</p>		<p>We implemented the pilot this year with Margie Dubrow and NELI, and the feedback from the first cohort is very positive. We offered a second cohort in fall 2018, and feedback was again very positive. Kari, Margie, Marty, and I met in February to review and prioritize going forward. I hope we'll prioritize offering a couple of instances of the series each year to ensure all supervisors have the shared frameworks and tools and to build a management layer that helps us to move effectively toward common goals across the College. We don't yet have a budget allocation for this purpose and didn't finalize plans for what forms these supervisory trainings and follow-on opportunities will take.</p>

<p>Support broader campus initiatives focused on diversity, equity, and inclusion and continued cultivation of vibrant, inclusive environment for students, faculty, and staff</p>	<p>Teach ESem - "Complex Thinking, Simple Wisdom"</p>	<p>ESem Program</p>	<p>Support students' development of frames for analysis and practices that work for complex, uncertain situations (aka most of life)</p>	<p>Complete. Great experience and strong course evaluations.</p>
<p>Realize benefits of new LITS organizational model</p>	<p>Internal - Cultivate strategic planning practices and new models for high-impact solutions design and delivery across Client Experience, Enterprise, and TLR areas. Support success of leaders within each area delivering results for FY19 priorities, building relationships and planning partnerships with key constituents, enabling focused professional development for teams, and building strong practices in service enhancement and future roadmapping.</p>	<p>Melissa C./Katie S., Vince/David B./David S., TLR Leadership Team, Business Analysis & Solutions Team, Assessment WG, Service Delivery & Enhancement Team, campus partners</p>		<p>In process via LITS Senior Managers. New portfolio review model focused on Enterprise, TLR, and Client areas of focus. Outreach continues via Faculty Interview Program and Client Engagement & Planning managers. Focused training underway for key staff.</p>

Realize benefits of new LITS organizational model	External - Facilitate roadmapping for ARD and allies around next-generation fund-raising environment and next-generation alumnae/I engagement environment.	Bob, Vince/David S., ARD fund-raising environment design team, ARD alum environment design team (Millie et al.), Communications (Jesse), LILAC (Katie, Becky)		Bob, David S., and I held initial planning session last year. Bob has identified design team participants, and we held the kickoff in early June. Currently reviewing leading platforms, articulating business needs and aspirations, and talking with peer institutions for insight.
Realize benefits of new LITS organizational model	External - Strengthen business analyst/technical solutions collaboration model with Enterprise partner departments	Vince, David S., Bob, Cheryl, Jesse, et al.		<p>This year we've held discovery and planning meetings with colleagues in ARD and Enrollment, and we've made significant progress in understanding the current technical and partnership landscapes such that new opportunities for data and systems collaborations are emerging.</p> <ul style="list-style-type: none"> • We prioritized a Discovery & Planning project with Enrollment/Financial Aid, which we've completed. The business case for implementing PowerFAIDS was approved, and Financial Aid has moved into implementation planning for this summer/fall with support from Enterprise. • Additionally, we continue to think with our colleagues in Communications about vision and roadmap for the College website. The President has convened a website visioning group including Comm/LITS website leadership team and key stakeholders from senior administration, and progress is being made to articulate high-level goals for the website.

<p>Develop long-range next-gen strategic plan for BMC IT and libraries</p>	<p>Identify true priorities for Enterprise, TLR, and Client Experience strategic areas of focus into a 5-year, phased plan for how to achieve them that is in sync with the institution's budget and budget process. Collate known priorities and hone that plan through senior staff governance model. Enterprise strategic priorities include planning for next-generation enterprise platform/ecosystem and cultivation of strong business analysis and solutions facilitation model. TLR strategic priorities include paving the way for Canaday Renovation, bringing digital competencies and information literacy programs to scale, and supporting new forms of scholarly production. Client Experience priorities include developing a sustainable model for classroom technology and</p>	<p>Vince/David S./David B., TLR Leadership Team, Melissa/Katie, Kim and Senior Staff colleagues, Kari/Tijana</p>	<p>Articulated model for 5-year forecast for LITS/College investments in support of robust Enterprise Data, Systems & Interfaces; Teaching, Learning, and Research; and Client Experience. Updated method for allocating for capital expenditures via combination of amortization and per project allocations, taking into account possible rebalancing of CapX/OpX as services shift to cloud.</p>	<p>The framework is in place. Planning for the next-general enterprise ecosystem project is underway, along with early discovery for Canaday Renovation of the future. We're working in the LITS Sr. Managers team and through our portfolio review meetings toward clarifying priorities and shaping a 5-year plan. In February, Gina began enlisting the governance support and commitment of senior staff colleagues toward the campus planning required for moving from PeopleSoft to our next-gen model for enterprise data, systems, and expertise across the institution. The telephone system project was a stellar example (and a real symptom of positive change for LITS managers) of using the frameworks for cross-division planning, capital proposal and funding approval, and implementation with cost-neutral model for ongoing operating expenses with significant improvement over legacy model. Having the governance, budget planning, and business case development and review frameworks in place helps tremendously to ensure key projects like this one can move forward among other College priorities. 5-Year plan will be delivered to Kim in late summer.</p> <ul style="list-style-type: none"> • Cross-departmental Business Analysis & Solutions Team is underway and has defined year 1 goals to develop a LITS-wide business analysis service and inquiry document to support LITS staff in this form of consultation and collaboration. • Cross-departmental Service Experience team is underway and has identified key hallmarks of excellent service and started discussing, both in
--	---	--	---	---

	<p>multimedia support integrated with overall client support and continuing to strengthen relationships with campus constituents to enable shared planning and service models tailored to BMC culture and priorities.</p>			<p>the group and with our teams, ways that we can normalize these within the department.</p> <ul style="list-style-type: none"> • Completed project to assess and recommend enhancements to further integrate multimedia support into overall client support model • Melissa and Katie are conducting their Summer and Fall 2019 “Listening Tour,” first pass at systematic one-on-one community outreach and relationship building.
<p>Participate in other shared BMC strategic initiatives as identified by Kim and Senior Staff</p>	<p>tbd</p>	<p>Kim, senior staff colleagues as appropriate per initiative</p>		<p>Staffing the Board Equity & Inclusion Working Group. Participated on the search committee for the Controller position, Dean's Panel, website redesign planning, etc.</p>

Other Major Projects

Project Name	Description	R/G/T
Financial Edge hosting / server replacement	<p>Two physical servers used to run the Financial Edge client for terminal services users are well past their useful life (approximately 10 years old). The objective of this project is to replace these physical servers with a virtual server running terminal services to host the Financial Edge application.</p> <p>Move the Financial Edge application to a hosted solution in order to free up AIS time for software maintenance and Systems time for hardware maintenance. Allows us to avoid replacement of 2 physical servers currently used for terminal services. Cost represents up front / one-time expenditure as well as ongoing maintenance. No way currently to connect with campus authentication.</p>	Grow
PeopleSoft Developer Infrastructure	<p>The purpose of this project is to investigate infrastructure options to adequately support developers during PeopleSoft / PeopleTools upgrades. Developers need to support two different PeopleTools environments during upgrades and this is not possible with the current model of local desktop installation. The intended outcome for this project will be a proposal for a different approach to managing the software needs of developers both on campus and off campus.</p>	Transform

Phone System Implementation	<p>LITS will partner with Comstar to replace our current phone system with a complete, modern solution from Mitel.</p> <p>Implementing a VoIP phone system requires significant changes to our existing infrastructure. The following changes will be a significant part of the Phone System Implementation project:</p> <ul style="list-style-type: none"> • LITS will provide wired network ports for all desk phones, requiring additional network switches in each building. The switches will need to provide “power over Ethernet” similar to the switches we use to deliver signal to wireless access points. The switch installations are necessary prior to or concurrent with the rollout of a new phone system. • In order to provide reliable quality and install new equipment, LITS will do some repairs and maintenance to our network closets and wiring, including removing equipment no longer needed. This work is necessary prior to or concurrent with the network switch installations described above. • LITS will accelerate and complete single-mode fiber installation across campus, a project that has been in process for the last few years. • The new system will depend on power redundancy in each campus building. LITS will partner with Facilities to add power redundancy to each building that does not already have it. This will be done in two phases over the next two years, prioritizing buildings that are most critical to life safety and campus functions. 	Transform
Integrated Library System implementation	<p>This TriCollege Libraries project will implement a new ILS, Ex Libris’ Alma, replacing our current ILS, III’s Millennium, as well as replacing our current Discovery interface, VuFind, with Ex Libris’ Primo. This project will focus on two phases; first, data cleanup, and second, software implementation, external systems integration, and training. The successful implementation will provide our staff with new workflows and business processes and patrons with a robust Discovery interface. This implementation will also move the ILS system to the cloud, alleviating the need for in-house software and server updates and upgrades for both the backend and for Discovery.</p>	Grow
18-19 Computer Replacement	Annual Computer Replacement Cycle	Run
Data Disposal for PII	<p>This project will be undertaken to confer with users throughout the College relative to their use of personally identifiable information and its useful lifespan. From a risk perspective, we would like to identify when PII is no longer needed and can be removed from our systems.</p>	Run
Initiate and Launch Service Experience Team	<p>In fall of 2019 LITS will launch a matrix team dedicated to service experience and enhancement. This project is to initiate the group and set its course for year 1.</p>	Transform

Initiate and Launch Business Analysis Team	In fall of 2019 LITS will launch a matrix team dedicated to business analysis and solutions. This project is to initiate the group and set its course for year 1.	Transform
Designing Multimedia & Classroom Tech Services of the Future	How we deliver multimedia and classroom technology services is an integral facet of how we deliver client support overall. Overall goals are to design and develop recommendations for a sustainable model that draws on the best of our existing service models for multimedia and classroom technology support specifically and client support generally, as well as on the effective, well-reviewed service models of peer and aspirational peer institutions.	Transform
File Action Day Outreach	Partner with Communications to raise awareness of annual FAD schedule and available resources.	Grow
Mailman Upgrade	This project will migrate and upgrade Mailman to a new server with a supported operating system, to facilitate development of custom tools for distributing passwords.	Transform
Migrate Old Print Queues to New Print Server	The purpose of this project is to migrate all print queues to the new server (print.brynmawr.edu) and to retire the legacy print servers.	Transform
Multi Factor Authentication Discovery	<p>The purpose of this discovery project is to survey the market for commercial and open source products providing multi factor authentication, pending a decision to proceed with evaluation of product viability, or to postpone implementation.</p> <p>The objectives are to identify:</p> <ul style="list-style-type: none"> • The applicability of our systems to the available offerings. • The potential order of implementation based on the nature of the information contained in said systems and relationship to the timing of the IdM project. • The feasibility and potential development/modification costs for identified systems. • The community impact, including BiCo & TriCo implications. • The estimated initial and ongoing costs • Whether there are potential synergies if MFA is integrated with Identify Management & Single Sign-On solutions. 	Transform
ARD - Online Giving move to IModules	This project is being undertaken to move away from the current online giving form which is not PCI compliant. Online giving functionality will move into IModules which is PCI compliant.	Transform
EMS Production Environment Upgrade	Upgrade EMS production environment in-place in collaboration with Dean Evans and Associates to the December 2017 release (v.44.1), including the Web App. Install Automated Reporting functionality, as well as the most updated version of Virtual EMS (the Web App), and mobile app support.	Run

GreyHeller / PeopleSoft Multi-Factor Authentication	DUO multi-factor software does not function as delivered to provide multi-factor authentication with PeopleSoft. This project is being undertaken to install GreyHeller ASP which allows DUO to work with PeopleSoft. The intended outcome of this project is a working DUO multi-factor authentication system providing access to PeopleSoft.	Transform
Jamf Pro upgrade from v. 9 to v. 10	Jamf has released a couple of different versions of Jamf Pro 10. Now that the new version has been demonstrated to be a stable and feature-rich upgrade to Jamf Pro v. 9, we should plan to upgrade accordingly.	Grow
Wireless SSL Certificate Replacement	The purpose of this project is to replace the current five-year (expiring) SSL certificate for the BMC wireless infrastructure with a current one-year certificate.	Run
InfoSec Education 2018 Launch	LITS will launch our annual Information Security Education program in October and provide information and analysis to key departments and ISC throughout the year.	Run
Fischer Upgrade to version 6.3	Fischer has informed us that an upgrade is necessary for their software. Although version 7.0 is available, they have only 1 client running this version. We have opted to upgrade to the latest version 6 release (6.3)	Run
Rare Book Collection Assessment	The major part of the review was completed by the project assistant in December 2018. Marianne Hansen and I now need to review the work and make recommendations for cataloging priorities and deaccessioning. Our aim is to complete the work this summer.	Grow
Transfer non-rare books from the Rare Book Collection to the general collection.	When the assessment project is completed, we will work with Berry Chamness's group to organize the transfer of books to the general collection. Our goal is to have the plan in place by the end of the summer, although relocating the books may take most of the year.	Grow
Cataloging the Ellery Yale Wood Children's Book Collection	The funding for the project will run out at the end of December, and at that point we will have completed the cataloging of most of the books.	Grow
Classes working with Primary Sources	During 2018-2019, the Special Collections Department worked with 55 courses in 78 class sessions. These classes came from 16 departments at Bryn Mawr and 3 at Haverford, and involved approximately 950 students. We also supervised 3 Praxis students.	Grow

Classes taught by LITS Staff	<p>Fall 2018:</p> <ul style="list-style-type: none"> • CSTS 310/610 Transforming the Classics: Catherine Conybeare & Eric Pumroy. • CHEM 208: Analysis of Art: Early Byzantine Textiles. Marianne Weldon. • HART 374/674: Early Modern Temperaments. Christiane Hertel and Carrie Robbins. • ESEM: Complex Thinking, Simple Wisdom taught by Gina Siesing. • <p>Spring 2019:</p> <ul style="list-style-type: none"> • HART 301: Textiles in Context: Topics in Exhibition Strategies: Byzantine Textiles. Carrie Robbins. • HIST B270: History of the Book with Digital Methods taught by Jessica Linker. • HART 318: Cultural Property and Museums taught by Camilla MacKay. 	Transform
Exhibitions	<p>The Special Collections team mounted 4 exhibitions throughout the year, 2 in the Rare Book Room, 1 in the Coombe Suite, and 1 in Carpenter Library's Kaiser Reading Room. Two of the exhibitions were curated by students as part of their course work (Temperamental! and ReconTextileize), and one was an independent project curated by students (Egyptology). The four were</p> <ul style="list-style-type: none"> • Camp Pause. Fall 2018. Rare Book Room. Installation by Tania El Khoury • Temperamental! Prints in the Collection of Bryn Mawr College. Spring 2019. Rare Book Room • ReconTextileize: Byzantine Textiles from Late Antiquity to the Present. Spring 2019. Coombe Suite • Egyptology at Bryn Mawr: a Legacy. Spring 2019. Kaiser Reading Room, Carpenter Library 	Grow
Other Special Collections Events	<p>The Special Collections Department hosted 35 events during the year, with a total attendance of about 900 people. Most of these were Friday Finds or exhibition tours, organized by student assistants in the department, but there were also a number of major events connected with the exhibitions, notably the talks connected with Tania El Khoury's installation, Thelma Thomas's lecture on textiles, and Susan Dackerman's lecture on Dürer. We also gave tours to visitors from Japan, and introduced students in Hillel to college archives holdings on Jewish life at Bryn Mawr.</p>	Grow
Collections Management	<p>The department is undertaking a number of steps to improve storage conditions and prepare collections for relocation in the event of Canaday renovations. We significantly upgraded the environmental controls for our exhibitions by installing humidifiers and de-humidifiers in the Rare Book Room as a way of ensuring a stable environment for works on display, and well as for the highly valuable incunabula collection, and installed LED fixtures and filters on the lights in the Coombe Suite Gallery to make this space more appropriate for displaying objects. This summer, we started what will be the first of several summer projects to inventory, assess, and rehouse the art and artifacts collections.</p>	Transform
Windows 10/Office 2016 Adoption	<p>The Client Engagement & Planning department assisted the community with migration to the updates operating system and Office suite.</p>	Run

<p>Client Engagement and Planning major reorganization, leadership and management transitions, recruitment and building newly reconfigured team</p>	<ul style="list-style-type: none"> • Promoted internally to fill Help Desk Technician (vacated by Megan Clark), redesigned role as Support Coordinator (Bonnie Wei) • Hired Senior Technical Support Specialist (vacated by Chris Esposito, filled by Jason August) • Hired Manager for Procurement and Partnerships (Bill Kenny), transitioned leadership for LITS procurement staff (Maureen Sanders, Office Coordinator role) • Hired Senior Technical Support Specialist (vacated by Chris Esposito, filled by Jason August) • Hired Technical Support Specialist (vacated by Diana Park, filled by Lisa Strehlau) • Hired Help Desk Associate (vacated by Bonnie Wei, filled by Peter Maple) • Opened search for Technical Support Specialist (vacated by Lisa Strehlau) • Opened search for Technical Support Specialist after team member's internal promotion to Systems and Networking team (vacated by Christine Schaffer) • Redesigned role of Office Coordinator and supported internal promotion/transition of Executive Assistant to assume these responsibilities (position vacated by Zhanna Riloff, filled by Jason Driscoll) 	<p>Grow</p>
<p>Electronic Transcripts</p>	<p>Implemented via Parchment. Final configurations are taking place in preparation for a 7/30 rollout.</p>	<p>Run</p>
<p>PeopleSoft Developer Infrastructure</p>	<p>Machines configured with the new VM and delivered to developers, August '18</p>	<p>Grow</p>
<p>Terra Dotta Phase 2 - Risk Management</p>	<p>Enterprise involvement for this project has been limited to the data feed which was implemented midyear. We understand from the Coordinator of International Programs that this project is targeted for completion this summer.</p>	<p>Grow</p>
<p>Developed Blended Online Courses for GSSWSR</p>	<p>Resources have been developed and training goals outlined. Created small studio for recording, Tegrity-enabled classroom. Individual faculty and staff have done considerable experimentation with components of online and blended learning, including holding online course meetings and office hours (e.g., Jim Martin), global webinars (Carolina Hausmann-Stabile), and pre-recording slides and other video content. • GSSWSR did not yet meet goal of offering wholly online courses, but they have plans to make strides toward this over the summer. In particular, GSSWSR is creating an online version of the Seminar in Field Instruction (SIFI) course for AY2019-20, which field instructors will have the option of taking for continuing ed credit in place of the in-person option.</p>	<p>Transform</p>
<p>Created Small Video Recording Studio in Canaday</p>	<p>All of the hardware is in place and we've done some testing/trials. Developing outreach and marketing plan to let community know of studio's availability in AY19. Worked out provisional service plan/assumptions for initial launch in August; will revisit if assumptions prove incorrect over AY19</p>	<p>Transform</p>

<p>Recruitment to fill open positions</p>	<p>LITS hired excellent new colleagues into these positions this year:</p> <ul style="list-style-type: none"> • Manager for Procurement and Partnerships - Bill Kenny • Digital Scholarship Specialist - Alice McGrath • Senior Technical Support Specialist - Jason August • Digital Collections & Metadata Specialist - Natalie Shilstut • Help Desk Associate - Peter Maple • Network & Systems Engineers - Chris Schaffer and Matthew Shields • Educational Technology Specialists - Victoria Karasic and Maria Ocando Finol (July 29 start date) • College Archivist - Allison Mills 	<p>Run/Transform</p>
---	---	----------------------