



Annual Report

Fiscal Year 2020

FY2020 was a tale of two seasons: the nine months that preceded COVID-19 and then the intensive season that has followed COVID-19's arrival. In the first part of the year, LITS completed a strategic planning process and articulated a [5-Year Strategic Roadmap](#) as a dynamic frame to guide our work. Our teams have been performing at a high level throughout the year within our new organizational departments and collaboratively across our matrix structures, benefiting from diverse perspectives of outstanding new colleagues and from nearly 100% staffing within teams. In the first three quarters of the year, and still ongoing, LITS staff have delivered on major projects and rich programs for the community and have maintained and enhanced robust operations, resources, and services. In the last quarter of the year, LITS colleagues have played a leading role in responding to the pandemic and helping Bryn Mawr College prepare for spring, summer, and fall so that we can continue to fulfill our institutional mission.

This year the LITS DEI Team was formed and began its work. We enhanced transparency around student employment opportunities and process across LITS as a way to ensure more equitable access to the full set of opportunities and more inclusive recruitment practices. We participated in the Campus Space Planning project with Canaday Library as a key case study. We began implementation of the TriCo digital asset management and preservation system, Trislandora, and created or updated a large set of collections management and stewardship policies, ranging from Special Collections in physical and digital form to Institutional Records to digital projects produced at the College. We continued to convene the Information Stewardship Council (ISC), extended multi-factor authentication to additional key systems, continued rollout of whole disk encryption for College-owned machines, continued to exercise the Incident Response Team and protocol, and updated the Information Security Education Program ahead of the 2020-21 cycle. We implemented PowerFacts for Financial Aid and completed discovery for the Next-Generation Alumnae/i Relations & Development platform.

The report on FY20 projects below is divided into three sections: "Strategic Objectives" that LITS completed in support of major College priorities and our 5-Year Strategic Roadmap this year; "COVID-19 Response & Planning Activities," the array of LITS projects and new service models supporting campus transitions and the combination of remote, hybrid, and in-person teaching, learning, and work; and "Other Major Projects & Activities" that we've conducted or facilitated 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 FY20 and where the project will continue into FY21. For the Other Major Projects & Activities, 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 and activities, especially the pandemic response activities in this unusual year, 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	2019-2020 Action Priorities	Colleagues	Metrics	Progress Against Plan
Next-Generation Enterprise Data & Systems Ecosystem Planning	implement PowerFAIDS in partnership with Enrollment; complete discovery, planning, and recommendations for future with ARD; continued work on data mapping across systems/data governance model; continued tracking of enterprise market developments; honing of high-level project charter, mid-level sequence of likely implementation/migration projects, and preparatory projects to pave the way for successful phased implementation	Enterprise Data, Systems, and Interfaces team within LITS; ISC; ARD + Jesse Gale and Katie Krimmel; Cheryl and Susan/FinAid; Kim, Senior Staff, and IR as we shape and launch project in formal way	updated project charter to guide project - steering committee and core project team identified; sub-projects identified and roughly sequenced; data map fleshed out as frame for data stewards and data governance; data extracted from current systems to inform migration planning; PowerFAIDS implemented and in use; ARD recommendations reviewed and integrated into holistic plan; capital funds allocated; high-level criteria for ERP selection and for adoption of third-party systems articulated	<p>We partnered with Enrollment/Financial Aid on the implementation of PowerFAIDS and associated data integrations and business process enhancements. We completed a discovery process with Alumnae/i Relations & Development (ARD) that has enabled us to identify requirements, desired supports, and leading platforms to support fund-raising and alumnae/i engagement in contemporary ways. Our target will be to select a platform and implement it shortly after the current comprehensive campaign concludes. This would be a key phase of migration from PeopleSoft to our next-gen enterprise ecosystem, ahead of implementing our next Core ERP, which will likely not have advancement functions incorporated.</p> <p>We are engaging BiCo colleagues in discovery conversations with WorkDay, a leading contender for next-gen core enterprise platform, to begin thinking through possible models for data governance within a shared BiCo WorkDay implementation since we have a shared Student Information System for Bryn Mawr and Haverford. WorkDay requires a much higher-level of consistency within a single implementation, particularly at the data model layer, which has</p>

				implications for our work today – even though Bryn Mawr is not currently using WorkDay and has not formally entered our next-gen ERP discovery and evaluation project.
Build a Sustainable Model for Supporting and Hosting Student (and Other) Projects Related to Histories of the College	<p>pilot a model for supporting a number of such projects annually (oral histories, archival research, physical and digital exhibitions, digital storytelling, digital scholarship in multiple forms) via Praxis 3 + mentorship + intensives/workshops + work study</p> <p>create the environment in which these projects are housed, developed, catalogued, and discoverable</p>	Alicia Peaker and team (Digital Scholarship, Critical Making, and Digital Collections Management); Eric Pumroy and team (Special Collections); Jenny Spohrer and team (Educational Technology Services); Camilla MacKay and team (Library Research & Instructional Services); Jennifer, Mary, Ruth, Jesse	Eric and Alicia representing LITS on College Histories Advisory Group; Praxis 3 approach piloted in spring 2020; College Website and landing page set up for pointing to College histories projects; environment and guidance available for developing projects in this set of genres	<p>During the fall we set up a Bryn Mawr History Projects website with links to the major projects: https://www.brynmawr.edu/lits/bryn-mawr-history-projects. Working with the Pensby Center, we also set up an ongoing oral history project focused on the history of Black community members at the College. Allison Mills is working closely with the project, and the finished oral histories will be managed by the College Archives. The first interviews were done over Zoom this spring, and the project is continuing this summer and fall. New projects are getting underway with close involvement from EAST or Special Collections staff. The major projects this summer are the creation of a site on the Civil Rights conferences of 1924 and 1931, started by Vanessa Davies, and the development of an online exhibition on the Summer School for Women Workers in Industry. Special Collections supported student research projects for Ignacio Gallup-Diaz’s spring Praxis course, <i>Telling Bryn Mawr Histories</i>.</p>
Support College/LITS/TriCo initiatives focused on diversity, equity, and inclusion	<p>Continue to staff Board Equity & Inclusion WG through completion and to participate on DLG</p> <p>Continue to enhance recruitment practices for staff</p> <p>Hire and support ACRL Diversity Alliance</p>	Trustees, Kim, Jane, RMI HR and LITS managers LITS managers and staff area library directors	<p>Completion of this year's E&I WG goals - Jomaira and Patrick well-supported active participation on DLG</p> <p>Clear guidelines for hiring managers around advertising jobs,</p>	<ul style="list-style-type: none"> From spring 2019-spring 2020, Gina staffed the Board of Trustees’ Equity & Inclusion Working Group, co-chaired by Trustees Patrick McCarthy Ph.D. ‘80 and Jomaira Pujols Salas ’13. The Board focused part of its April 2019 and much of its October 2019 meetings on education with external facilitators from

	<p>Resident in the Sciences Highlight and continue to create inclusive spaces, collections, services, and events Again partner with TriCo+others on bootcamp for underrepresented students interested in library and information science careers</p>	<p>participating in ACRL program</p>	<p>interviewing, overall recruitment best practices Better information for students and community overall about available resources and inclusive spaces Completed bootcamp + program evaluations</p>	<p>Race Matters Institute around diversity, equity, and inclusion. The Board as a whole (and particularly the Committee on Trustees) focused on Board practices and culture as a whole. Committees of the Board applied racial equity tools to an analysis of their goals and practices and set priorities for the upcoming year. The Board also developed mechanisms for reviewing progress against equity and inclusion goals on a regular basis.</p> <ul style="list-style-type: none"> • DEI Team in LITS was formed this year with Maria Ocando Finol and Katie Surkin as the inaugural co-conveners and participants from across LITS departments • Joyce Angelucci hired as ACRL Diversity Alliance Resident Librarian in the Sciences for a three-year term • We reviewed and improved LITS staff recruiting and hiring practices and contributed to the College's Staff Recruitment and Hiring Handbook. • LITS published a guide to the student hiring process to improve transparency in hiring across departments. • TriCo and peer institutions continued to offer (virtually) a program for undergraduates from underrepresented groups with interest in library and information science careers
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<p>Steward implementation of Islandora for TriCo</p>	<p>launch project with Natalie Shilstut (BMC Digital Collections & Metadata Librarian) as PM partner with Born Digital to implement Islandora and to migrate off of legacy systems, ContentDM and Dspace Precursor projects include implementing TriCo storage infrastructure and funding model and finalizing policy framework for digital collections/preservation</p>	<p>TriCo digital collections and metadata specialists + digital library developers, Born Digital, Peg Seiden, Terry Snyder, Enterprise Team, Megan Fitch, Joel Cooper</p>	<p>New digital asset management and preservation platform in place by 2020. Digital assets/collections migrated from ContentDM and Dspace and those two platforms retired. Polices and program in place for repository management and digital collections management and storage at BMC and in TriCo.</p>	<p>The Trislandora migration team has been working on the migration of TriCollege digital assets from CONTENTdm and DSpace to the Islandora software framework since September 2019. The team completed a needs assessment project with the chosen vendor, Born-Digital, in December 2019. The needs assessment resulted in a detailed project plan for the migration, including specifications and customizations for the site, such as web accessibility features. Development work on the new site, led by Born-Digital, officially launched in May 2020. The site is being hosted on the TriCollege SAN server infrastructure, which was replaced and expanded in February 2020. Bryn Mawr staff have been working closely with Born-Digital to build the Islandora site, including setting up SSL certificates and Shibboleth single sign-on integration for the TriCollege community. The site is currently in custom development stages, and is due to be turned over to the Trislandora team for user acceptance testing on July 20. Content migration will be conducted by the Trislandora team, and is currently scheduled to begin on August 20. The Trislandora team has also been working diligently since fall 2019 on preparing content for the migration, including metadata cleanup/enhancement and file reorganization.</p>
<p>Complete LITS 5-Year Strategic Plan</p>	<p>enable capital and senior staff planning by way of view into 5-year plan for IT and library projects</p>	<p>Kim, Kari, other Senior Staff colleagues, LITS senior managers</p>	<p>5-Year plan delivered to Kim, reviewed with Senior Staff, and updated periodically; first round of estimating capital and ongoing costs with Kari</p>	<p>We completed a strategic planning process in November 2020 and prepared a 5-year strategic madmap for BMC Library & IT Services, which will help us to continuously map out multi-year endeavors and support our internal planning around funding strategies for the investments we are prioritizing in this period.</p>

<p>Launch Makerspace</p>	<p>Recruit new Makerspace Coordinator Open space and begin programming for students and faculty Make connections with other programs on campus engaged in making</p>	<p>Dave C., Alicia, new Coordinator, Rich Willard, Don Abramowitz, Makerspace Advisory Council</p>	<p>Makerspace open to students and workshops, course assignments, events taking place; welcoming atmosphere and vibrant activity</p>	<p>We recruited an outstanding new Makerspace Coordinator, Bronwen Densmore, and she conducted a “soft launch” of the Makerspace in spring 2020 just before we went to remote teaching, learning, and work. As Alicia Peaker departed for a new position in NY, we restructured, and the Makerspace position and program are now part of the Educational & Scholarly Technology team in LITS. Bronwen has begun equipping the space and has been offering virtual programming during the remote COVID-19 time frame. As we move into the fall, Brownwen will be training student employees and other students in the space, is working with TriCo colleagues to create a virtual Makers Club, and will continue offering a combination of engaging in-person (very small groups with social distancing) and virtual programming.</p>
<p>Continue to support creation of Data Science program</p>	<p>LITS colleagues working on team convened by Provost to shape new minor provide environment for open-source tools, esp. r and Python; also GIS tools participate on curriculum design and program support design</p>	<p>Jenny Spohrer, Kate Blinn, Dave C. and other LITS colleagues as appropriate</p>	<p>r Server and Jupyter Hub available Data Science - digital competencies connections made other metrics tbd</p>	<p>As part of planning for the new Data Science program, LITS has partnered with other academic support staff to evaluate current and future classroom technology and infrastructure needs of instructors and students teaching and learning data science and advise the College on classroom and facility enhancements needed to support this program. We also partnered with faculty to pilot R Studio Server and develop a scalable service model for Jupyter Hub, in order to better support R and Python learning and collaborative research projects across disciplines.</p>
<p>Identity Management & Access System (Fischer) Discovery (BiCo)</p>	<p>first step is determining within BMC and with HC whether this is feasible next step is finalizing selection of new platform/vendor</p>	<p>David S., Vince, HC colleagues</p>	<p>clear feasibility study and determination if we go forward, implementation plan developed for clean migration to new</p>	<p>We've confirmed with Haverford colleagues and Fischer technical staff that it is possible for Bryn Mawr to move forward with a third-party to manage the business logic associated with account provisioning of computing systems at Bryn Mawr while maintaining consistency in how individual</p>

	<p>third step is implementing for BMC with connectors for HC needs (disappointing wrinkle is that we need to maintain Fischer to meet HC's needs, so it may not make sense to move off of it for BMC)</p>		<p>platform and working bridge for HC</p>	<p>user accounts and passwords are managed at the BiCo level. Benefits for doing so include meeting needs at Bryn Mawr that have not been adequately addressed, in some cases at all, by Fischer (e.g. account provisioning of Microsoft 365 and Drupal accounts). Additionally, moving the business logic out of PeopleSoft would support future migration to a NextGen ERP platform.</p> <p>Discovery has concluded that there is no way to move forward without having to continue to pay Fischer for a subset of current services related to users' password management, even as a third-party would provide significant enhancements in how account provisioning can more effectively be manage via connectors to other Bryn Mawr systems. This "hybrid" model would result in a net increase in the annual costs for identity management at Bryn Mawr -- potentially worthwhile, when considering current unmet needs.</p> <p>Before moving forward, due diligence is required that any such changes we see as benefiting Bryn Mawr in the near term are complementary to upcoming changes in the larger BiCo shared enterprise resource planning landscape. Conversations with vendors who would be involved in a future NextGen ERP project and colleagues at HC are underway.</p>
<p>Information Literacy Program - next set of program</p>	<p>selected academic programs partner with librarians on curriculum mapping</p>	<p>RIS librarians, probably Classics, Psychology, and</p>	<p>another set of majors in which students have systematic scaffolding for research skills</p>	<p>RIS continued conversations with academic departments about sequencing and scaffolding IL development across the majors. We also finalized our local framework for curriculum development</p>

partnerships toward moving to scale	continue to implement new approach	other departments tbd		and assessment and conducted environmental scanning and road mapping for extending IL learning experiences to pre-majors.
Replace Tegrity	end-of-life lecture/event capture software will be replaced by a new platform; support resources created select, implement, integrate with Moodle campus communications	Jenny Spohrer and ETS, Melissa	new platform in place and integrated with Moodle; community aware and support in place	The vendor discontinued Tegrity. After a thorough review of alternatives, we chose Panopto as a successor and integrated it successfully with Moodle. Panopto proved to be an essential tool as we switched to remote and hybrid learning in the time of the pandemic.
Replace Multi-Function Copier Fleet for Campus	Review administrative and public copier needs Evaluate alternatives/select vendor partner Replace copiers in partnership with vendor	Finance, relevant department contacts	Cost-neutral update to copier fleet that meets campus needs in best configuration	In fall 2019 we researched and identified vendors and engaged stakeholders to review administrative and public copier needs. We ran a full RFP process in January-February 2020 for new co-terminus copier (MFP) contracts for public and staff fleets and met virtually with a shortlist of vendors in March. Because of COVID-19, the College decided to extend our existing Canon equipment lease and service contract with a month-to-month agreement and will revisit within the year plans to update the fleets.
Complete BiCo MOU on IT Shared Services	Determine with new HC leadership whether this is a priority If so, develop a timeline for completion with oversight by Presidents and partner with counterparts to draft If not, determine what we can do within BMC to address our interdependency and associated risks	Kim, Wendy, Megan Fitch, Kari, Mitch McVey, Sam	Completion of MOU or decision about alternative model	The two Presidents and CIOs met this year for an initial conversation about our existing enterprise partnerships, the recent history of integrated services, and future strategic goals and shared planning needs. We discussed potential methods, such as development of an MOU and integration of BiCo IT and information security risk management into BiCo governance and planning processes, for guiding and supporting our continued delivery of shared services (Identity Management, Student Information Systems, and OneCard services) and planning for next-generation enterprise services and data

				stewardship. With the pandemic taking so much focus this spring and summer, we have not resumed these conversations and will need to continued discussions in the new year. At other levels, directors on our BMC and HC teams continue to coordinate and plan together for BiCo shared services.
Address needed changes to departmental storage	S: drive capacity and performance challenges because of the ways it is currently configured; partition appropriately to accommodate capacity needs of different sub-groups across BMC	David B., Vince, I&S team, Melissa	Storage re-configured ahead of any disruptions to operations	A handful of individual departments with exceptional storage needs were identified, with each file share only used within those departments. As such, they were either able to be migrated to a dedicated storage arrangement or are in the process of being migrated, without affecting existing file share functionality. This has addressed the critical need for the time being, even as additional discovery continues.
Partner with Haverford on possible modifications to Multi-factor Authentication	Determine within BMC which models are acceptable as we balance risk mitigation and user experience Coordinate with HC to determine which changes we would make in tandem or individually	Enterprise and Client Engagement teams within LITS, other key LITS managers, Megan Fitch and HC counterparts, Kari, Sam, Kim, CLIC	Review complete Decision about what makes sense for BMC Any relevant changes implemented and communicated.	This past fall we reviewed our implementation of multi-factor authentication (MFA) in the context of peer institution models and with a view to balancing risk mitigation (which has been tremendously effective and valuable) with service experience for community members. We determined that we will not relax the current stringent configuration of MFA, but will focus on meaningful service and communications enhancements to minimize inconvenience.
Continued rollout of endpoint security to community	in process - computer replacement cycle is the major mechanism	Client Engagement & Planning team	most College-owned laptops encrypted by end of year (a small set will be replaced next year)	All computer replacements are encrypted by default. Any older, unencrypted Dell computers are encrypted as they are reimaged or replaced. We ran an automated process to encrypt all remaining Macs in June 2020.
Determine whether to implement PeopleSoft Fluid Interface for SIS	completion of cost-benefit analysis and decision to implement or not given	Enterprise team, Kim, Jennifer, Mary, Kari	cost-benefit analysis complete and reviewed with stakeholders to	Discovery is complete. With People Tools upgrade to 8.58, this will no longer be an option – Fluid will be a required change. After PeopleTools upgrade to 8.56 is complete early

	broader enterprise transition plans		determine value of this effort	2021, work will begin to plan for eventual migration to PeopleSoft Fluid interface.
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COVID-19 Response & Planning Activities

Team	Description of COVID-19 Response & Planning Activities
Cross-departmental	<p>In mid-March, LITS transitioned to remote work for almost all functions and services and supported that same transition for the BMC community, including support for the rapid pivot in the spring to all remote teaching and learning, support for GSSWSR and Postbac summer online sessions, and planning for operational and academic continuity for the fall.</p> <ul style="list-style-type: none"> • To augment our suite of existing web conferencing tools (Teams, Skype for Business), we rapidly secured a contract with Zoom for an enterprise educational license and will launch that service community-wide on April 6. We were able to support faculty and Admissions uses of Zoom from the beginning, and ARD and President’s Office have also made use of Zoom webinar. • We went virtual with an appreciation event for graduating student employees who’ve worked with LITS; these graduating students received a two-year introductory membership to the Friends of the BMC Libraries. We also shifted to virtual the annual Faculty & Staff New Book event. • We augmented our laptop loaner pool and provided loaner laptops to many students, faculty, and staff to enable continued learning, teaching, and work as we moved to mostly remote classes and operations. • We designed and offered four sessions of the Online Teaching Institute for faculty and other BMC instructors (the first offered in FY20 and the others at the start of FY21). The pilot session was attended by 16 GSSWSR faculty in preparation for online summer courses and hybrid fall and spring teaching. The summer sessions were attended by ~90 faculty, and the evaluations and feedback have been very positive. Highlights for participants include the reduction in anxiety through knowing they’re part of a community and knowing they have abundant support, the joy in having conversations with peers across disciplines (and within a shared field) about teaching and learning, and the practical chance to think through technology and pedagogy choices in this complex pandemic/hybrid context. • We fielded 90+ requests from academic departments for technology to support academic continuity this fall and beyond, researched those needs and potential solutions, and worked with Kim, Kari, Mary, and Tim to assess the potential investments and to confirm College support for the range of equipment, classroom technology, and software needs to enable teaching and learning this coming year. LITS colleagues have facilitated consultations,

	<p>procurement, installations, and development of guides for faculty and students to help with selecting technology to meet their range of needs.</p> <ul style="list-style-type: none"> • We're partnering with the Dean's Office to provide recommendations for students around technology and internet access and to ensure we create clear mechanisms for seeking assistance, whether technical or financial. • We're deploying remote software delivery mechanisms for public lab computers so that faculty and students can access specialized software remotely. This is essential because the emergency licensing period for most of our software packages expired this summer. We are also guiding faculty and students to open-source or other affordable alternatives for many common software packages as these alternatives have matured. • We partnered with Provost's Office and Institutional Research to conduct surveys of faculty and students about their spring remote teaching and learning experiences and have used the findings to inform summer and fall planning, design of the Online Teaching Institutes, and investments in technology support for continued and enhanced academic continuity. <p>In this unprecedented time, we have benefited tremendously from our national higher education library and IT consortia (Oberlin Group, CLAC, EDUCAUSE, CNI, LACOL), which have been outstanding sources of information sharing, problem solving, and thought partnership in a time of general uncertainty.</p>
Client Engagement & Planning	<p>The LITS Client Support teams have provided intensive support, documentation, and guidance as almost all members of the community have shifted to remote work and as faculty and staff have transitioned to online learning. This core team has similarly empowered and coordinated the efforts of a more extensive group of LITS staff, including the Multimedia Team, who first disseminated laptops to those who needed them for remote work and learning, and who continue to support community members' incredibly fast acclimatization to new tools and approaches. The Help Desk is currently fielding a burgeoning mix of remote work support questions and the (happily!) typical flow of seasonal requests from admitted students who are accessing Bryn Mawr systems for the first time.</p>
Collection Management & Discovery	<p>Collection Management & Discovery worked with RIS librarians and faculty to provide electronic versions of needed texts for courses and research, where available. We worked to procure additional electronic resources, particularly ebooks, in anticipation of at least some remote learning to be taking place in the fall, including new electronic resources from MIT Press, Brill, Taylor & Francis, and Yale, among others. We participated in the HathiTrust Emergency Temporary Access Program for access to full text versions of in-copyright works available on the HathiTrust platform where we hold the print in our collection. We expect this program to continue in the fall and are working with our TriCollege colleagues to make those titles visible in Tripod.</p>

Educational & Scholarly Technology	<p>As part of this unprecedented global transition to remote teaching and learning, the LITS Educational Technology Services (ETS) team created an academic continuity guidance site for faculty within the first 48 hours of the COVID-19 pandemic response, and within two weeks they were able to support the faculty in moving the entire spring curriculum online. ETS team members trained 25 additional LITS colleagues to form an extended support team helping faculty and students through this rapid adoption of remote teaching and learning tools and practices. Library colleagues have similarly provided new forms of access to course resources and research materials as the community makes this transition. We also developed and taught four online digital mini-intensives as part of Career and Civic Engagement’s skill-building opportunities for students and recent grads who lost summer internships and other employment opportunities due to the virus. Each guided 40-80 students through a combination of self-paced and collaborative activities that helped them build skills in visual design and digital making, web design and development, working with data and project management. The team also pivoted to offer our annual Blended Learning in the Liberal Arts Conference, which this year merged with the T3 Conference hosted annually by St. Norbert’s College and was scheduled to take place in person at Bryn Mawr College in May as a fully online conference with a pioneering mix of asynchronous and synchronous elements. We also hosted and supported 20 undergraduate digital scholarship fellows and digital technology interns, who worked with eight BMC faculty, staff, graduate students and/or outside specialists on five summer digital scholarship or education projects, many connected to college history. In partnership with EDSI, we upgraded Moodle and beefed up backend maintenance systems and processes to ensure performance continuity given the heavier demands of remote teaching. We’ve also been building out the new Makerspace, despite challenges of stay-at-home orders and supply chain backlogs, and have been developing virtual and in-person programming options for students to engage in Critical Making.</p>
Enterprise Data, Systems, and Interfaces	<p>Our Infrastructure & Systems team has continued to maintain systems to support the robust demand of our new online modalities. They immediately secured additional Virtual Private Network (VPN) licenses and have worked with departments across the College to set up Remote Desktop Protocol (RDP) gateways and other technical mechanisms to enable remote connection to the Bryn Mawr domain and to the tools on which we depend for our operations. The team has prioritized participation in cross-departmental LITS projects that supported Bryn Mawr’s response to the COVID-19 pandemic, including launching Zoom and providing remote access to public computer lab software. Additionally, the team has maintained an intentional focus on moving existing projects forward, including with campus partners, to support continued momentum while working remotely.</p>
Library Research & Instructional Services	<p>We embraced new modalities of delivering information literacy instruction: we pivoted to remote research appointments and course-integrated instruction in the spring and are using those experiences to envision a broader range of possibilities for teaching and supporting students in the fall. Using the spring experiences as a guide, we are planning for virtual library orientation for incoming students, leveraging tools we already have, like LibWizard and Credo. We implemented Ask A Librarian chat services and fielded almost double the number of questions sent to Ask a Librarian email in comparison to 2019 (over 100), in addition to providing personal email support. We collaborated with EAST on designing and facilitating the Online Teaching Institute. We also worked with CMD to switch collection development to e-book preference in preparation for online learning and research in summer and fall 2020, and maintained a continuously updated page of</p>

	<p>temporary e-resources. We made extensive use of Panopto to deliver digitized library video for remote scheduled class viewing, and continued some regular services online, like scheduled Zotero workshops.</p>
Special Collections	<p>The move to online classes after Spring Break resulted in the cancellation of several classes that had planned to work with primary sources, but not all. We worked with three classes (<i>Exhibiting Africa</i>, <i>Gendered History of the Avant-Garde</i>, and <i>Telling Bryn Mawr Histories</i>) to make it possible for students to continue working with objects and collections through our digitized collections. We are in discussions with several faculty now about courses in the fall that would normally work closely with collections, and we are making arrangements for those assignments to go forward through a combination of online tutorials, individual student visits, and working with digitized collections. In direct response to COVID-19, we have initiated a project to collect writings, photographs and memorabilia that document community members' experiences during the crisis, and we have put together a guide to our holdings related to epidemics, disease, and medicine.</p>

Other Major Projects

Project Name	Description	R/G/T
Campus Space Planning	We participated on the Campus Space Planning Core Team and Library Study Team. The Canaday Library case study that was part of the campus space planning project enabled us to collect critical data and to further hone program vision for future renovation of our main library, which has just celebrated its fiftieth year.	Transform
Collier Library Design and Planning as Part of Park Science Phase 2 Renovations	This year we worked regularly with Nina, Joseph, and Payette to confirm program and space designs for Collier Library Phase 2 renovations, which were due to begin in August 2020 and to complete in January 2021. This phase of the renovation involves reading room enhancements and a new Digital Collaboration Classroom, the construction of which will be funded by a grant we've received from the Alden Trust. It also involves making space for Environmental Studies and Math faculty offices and moving key functions of the library to a consolidated new footprint. The renovation schedule has been delayed due to the pandemic and associated	Transform

	financial considerations. We are in close communication with Nina about when to initiate the preparatory projects of making decisions in consultation with Park faculty about moving or deaccessioning sets of materials as appropriate, then moving materials to Canaday or out of our collections, which will require 8-10 weeks prior to the start of construction.	
Cloud Hosting for College Website	We executed a cloud hosting contract with Acquia for the College website to support business continuity and migrated successfully in June in preparation for Next Gen College Website development.	Transform
Next-Gen College Website Redesign	We are supporting the Communications-led College website redesign project, providing technical leadership and development support in partnership with the selected vendor.	Transform
TriCollege Libraries storage infrastructure upgrade and expansion	The TriCo Systems team at Bryn Mawr procured and implemented an upgrade and expansion to the TriCollege Libraries storage infrastructure to accommodate the growth curve of born-digital and digitized library assets across TriCo. The funding model has each institution determining new investments to meet institution-specific digital asset management and preservation needs.	Grow
Multifactor Authentication for Moodle	As part of continuing to move major systems to multi-factor authentication, we worked with Haverford to identify a path to implementing Duo for Moodle (our learning management system), resolving authentication challenges that affect BiCo access. On May 17, we moved Moodle logins to ADFS and multifactor authentication for both Bryn Mawr and Haverford affiliates. (Students from other colleges, including Swarthmore, use the Bryn Mawr login option and credentials issued to them when they enroll in Bryn Mawr courses.) Bryn Mawr faculty, students, and staff have since been logging in successfully to participate in summer courses and programs. Entering first-year undergraduates are added to Moodle at the end of May and have been successfully logging in to participate in the Dean's Class of 2024 advising and orientation. Faculty and continuing students who had no need to log into Moodle after May 17 may experience Duo logins on this system for the first time in the fall, but given the experience of early adopters, we do not anticipate any widescale problems.	Grow
Create and Update Collections Management, Institutional Records, and Digital Preservation Policies	We developed an updated set of policies related to Bryn Mawr special collections, institutional records management, and preservation. The Collections Management Policy, which governs this overall set, is reviewed and updated every five years by the College's Collections Committee, which approved the updated policy at the February 2020 meeting. College Archivist Allison Mills is working with Counsel's Office to finalize the Institutional Records Policy and associated Records Retention Schedule. And we developed a new set of policies and guidelines around preservation of scholarly work produced at Bryn Mawr and around digital collections and preservation. This set of collections/preservation policies was reviewed with President Cassidy for input and	Grow

	endorsement and will guide internal practices at Bryn Mawr and our collaborative TriCollege Libraries work around digital asset management and preservation.	
Classes working with Primary Sources	During 2019-2020, the Special Collections Department worked with 42 courses in 73 class sessions. These classes came from 14 departments at Bryn Mawr, 1 at Haverford and 1 at Rosemont, and involved approximately 840 students. We also supervised 5 Praxis students. In addition, the Monique Scott taught 4 Museum Studies courses with 61 students.	Grow
Classes taught by LITS Staff	Fall 2019: <ul style="list-style-type: none"> • HART 281: Museum Studies (Monique Scott) Spring 2020: <ul style="list-style-type: none"> • HART 287 Exhibiting Africa; 14 students (Monique Scott) • HART 300 Curator in the Museum; 11 students (Monique Scott) • HART 316 Museum Studies Fieldwork Seminar; 12 students (Monique Scott) 	Transform
Exhibitions	The Special Collections team mounted x exhibitions throughout the year, x in the Rare Book Room,x in the Coombe Suite, x at Park Science, and x in Carpenter Library’s Kaiser Reading Room. <ul style="list-style-type: none"> o Mineral collection (curated by Associate Professor of Geology Selby Cull-Hearth and Curator of Art & Artifacts/Academic Liaison Carrier Robbins) and science-art (curated by Professor of Math Lisa Traynor) exhibitions at Park Science; o <i>Midcentury Jewish Martyrs</i>, Canaday Lobby (Oct. 1-Dec. 20), curated by Caitlin Haskett '20 based on her oral history project on Jewish students at Bryn Mawr in the 1940s and 1950s; o “<i>All-Over Design</i>”: <i>Lockwood de Forest between Ahmedabad and Bryn Mawr</i>. Rare Book Room (Oct. 24, 2019-Mar. 1, 2020, the first-ever comprehensive exhibition of furniture and decorative arts designed by Lockwood de Forest in the 19th century for the Deanery at Bryn Mawr College, organized by PhD Candidate Nina Blomfield; o <i>Bauhaus at Bryn Mawr: Marcel Breuer’s Furniture for Rboards</i>, Coombe Special Collections Suite main exhibition case (Oct. 24 – Dec. 20), curated by undergraduate intern Rachel Grand; o <i>The Illuminated Night</i>, Coombe Special Collections Suite hallway (Nov. 15 – Dec. 20), curated by graduate students Elena Gittleman and Matthew Jameson to accompany the Graduate Group Symposium; and 	Grow

	<ul style="list-style-type: none"> o Children's Book exhibition, curated in conjunction with the 360° set of courses in fall 2019 on children's literature, was delayed from its originally planned Mar. 19 opening. The exhibition will open in late summer and be available through the upcoming academic year. 	
Other Special Collections Events	The Special Collections Department hosted 14 events during the year, with a total attendance of about 277 people. Most of these were Friday Finds or exhibition tours, organized by student assistants in the department. In addition, there was a major lecture with a dinner to mark the opening of the Lockwood de Forest exhibition in the Fall, special presentations at the Alumnae Volunteer Summit and the President's Advisory Council, and an online event, the New Authors Celebration, held in May.	Grow
Video Recording Studio – Studio 313	In fall 2019 we opened Studio 313, a pilot web recording studio in Canaday, where faculty, students, and staff can produce web-ready video and audio recordings. Examples of activities the Studio enables: creating a video recording to save as a file or upload to the web; recording a video directly into the learning management system or course video environment for course assignments; recording a voice-over PowerPoint with audio and/or video; participating in a web conference or online interview.	Grow
Computer Replacement 21-	In March 2020 we kicked off our annual computer replacement cycle amidst extreme uncertainty regarding the duration of remote work and classes, and hardware supply chains. We redesigned our funding, procurement, and deployment processes for the current (21-) cycle to prioritize mobility, simplicity, and nearly contactless installation.	Run
Evaluate and Plan for Future InfoSec Ed Program	In February – May 2020 we evaluated current offerings, determined requirements (including budget) and nice-to-haves, scan for other options, and proposed changes to the Colleges Information Security Education Program. These changes are currently being implemented and the updated program will launch this summer for incoming students and in October 2020 for the rest of the community.	Grow

Multi-factor for OnBase	OnBase Global Cloud Services was connected to Bryn Mawr College's Active Directory, allowing for a Duo prompt for a second tier of authentication when logging into OnBase.	Grow
Vulnerability Scan	As part of our ongoing information security efforts, we have contracted with a third-party firm to conduct an external vulnerability scan of our major computing systems. Scan to be completed July 2020.	Grow
TriCo Course Catalog	In support of BMC's Registrar's Office, Web Services team has incorporated data from all three campuses in the TriCo and made course registration information available directly on Bryn Mawr's web site. For many years, the TriCo course guide had been hosted at Haverford College on a server that was not branded as any of the three college's web sites. When that aging server was retired in 2018, the new location for the TriCo course guide was a HC-branded site and Bryn Mawr's Registrar has reported it is confusing for Bryn Mawr students to have to go to HC web site when researching their courses. This project was the result of collaborations among the web teams at all three colleges. With a focus on a shared underlying data layer in those collaborations, each College can now provide access to the same data and style it consistent with their respective campus' web sites.	Transform
PeopleSoft Usage Reports	The addition of Appian functionality to our PeopleSoft environment for MFA purposes also allows for greater logging capabilities. As preparation for an eventual migration off of PeopleSoft, this project conducted discovery on how PeopleSoft logs (as well as other data sources) might be used to create a regular report for users of PeopleSoft of their activities. These reports will complement other efforts to provide a clear understanding of the existing enterprise resource planning activities that need to be mapped to a next gen solution. This discovery project has been completed, with logging capabilities currently activated.	Grow

Information literacy instruction	RIS held hundreds of research appointments with students and 122 course-integrated instruction sessions and standalone workshops.	Run
Faculty open access policy support	Added 137 new open access publications to the institutional repository, and began to implement the new open access requirement for BMC dissertations.	Grow