SEWANEE
THE UNIVERSITY OF THE SOUTH

Library and Information Technology Services (LITS) Strategic Plan

June 2023

Contents

Executive Summary

The Library and Information Technology Services (LITS) division has long been at the center of Sewanee's academic endeavors through the provision of vital technology and information resources and services. With finite resources available and an increasingly complex environment in which we operate, we recognized that we need a strategic plan to guide our path forward carefully and intentionally. To that end, during the majority of the 2022-23 academic year, the entire LITS staff devoted numerous hours exploring the current and projected information and technology landscapes, analyzing formal and informal input from the campus community about our services and resources, performing SWOT analysis, and working closely together to envision the direction of LITS for the next 3-5 years.

The LITS staff conducted the bulk of this work in four cross-divisional teams that were focused on the broad areas of staffing, information and technology resources, infrastructure, and consultation, training and support. Through this work, six high level strategic priorities emerged. These priorities set the overarching aspirational focus for how the division will work into the future:

1. LITS will be staffed, organized, and funded in a way that empowers the division to foster collaboration, creativity, and innovation.
2. LITS will promote our collective expertise, services, and resources and use them to foster collaborative relationships across the campus community.
3. LITS will select, acquire, organize, maintain, and provide equitable access to a rich and diverse array of resources for all of the instruction, research, scholarship, and personal enrichment needs of the entire campus community.
4. LITS will establish and support a comprehensive, robust, and inclusive technology ecosystem that supports Sewanee's educational mission, enhances accessibility, and provides reliable, secure, and responsive technology services and resources to the campus community.
5. LITS will provide the expertise and support the technology needed to build and nurture a data governance and management framework, and will provide the leadership and resources to ensure a strong cybersecurity posture for the University.
6. LITS will provide state-of-the-art, comfortable, flexible, and inspiring physical spaces that promote teaching, learning, and research.

LITS staff identified several goals that will help us achieve each strategic priority successfully. In addition, specific strategies have been recommended for each goal. The strategies are comprised of various projects, initiatives, and other actions that we can take to realize our goals. We feel confident that, with these six areas of priority as our foundation, we are poised to meet the needs and exceed the expectations of the campus community. Through the implementation of this plan, we will position ourselves as strategic partners throughout the University, providing the necessary expertise, services, and resources to support and sustain Sewanee's academic mission and to foster a vibrant, inclusive and transformative learning environment.

LITS Mission
Library and Information Technology Services (LITS) supports the University of the South community by providing expertise, resources, instruction and infrastructure to stimulate and sustain learning, teaching, research and other core functions. In addition, LITS is an essential partner contributing to the quality of life and experience in the community.

LITS Vision
Library and Information Technology Services will serve as a source of inspiration, consultation and collaboration throughout the University of the South community to ensure our services and resources are not only vital to the daily operation of the University, but are also driving creativity and innovation.

LITS Values
LITS embraces the University's four stated values: inquiry, community, flourishing, and courage. In addition, we have identified a series of values to which we closely adhere. We believe that these values undergird all that we do, and that anyone working with us will be able to see these in our work. Furthermore, these values are both explicitly and tacitly interwoven in throughout the priorities, goals and strategies articulated in this strategic plan.

- We promote **Academic and Intellectual Freedom**, openly accessible scholarship, and the right to privacy.
- We believe in the power of **Collaboration** to bring people and ideas together to achieve shared goals.
- We encourage and embrace the **Creativity** of our staff to harness innovation and problem-solving.
- We cultivate an environment and a culture of **Diversity, Equity, Inclusion, and Accessibility** in which everyone is valued and respected.
- We follow ethical principles and uphold trustworthiness through our services, policies, and practices and strive for **Integrity** in our relationships with others.
- We pursue knowledge and **Education** and promote **Lifelong Learning**.
- We have an uncompromising commitment to **Privacy and Security** regarding personal data and identifying information in compliance with University policies and state and federal laws.
- We are **Service-minded** and take pride in meeting and exceeding the needs of the campus community in a timely and efficient manner.
- We promote **Stewardship** in our individual and collaborative work through responsible planning and management of resources.
- We embrace **Sustainability** in our work to minimize the negative impact on our physical environment and the larger Domain.

LITS Strategic Priorities, Goals, and Strategies

As noted above, LITS staff identified six overarching strategic priorities that will drive the direction of the division over the next three to five years. Several goals and proposed strategies have been identified for each priority. Each year, these and other strategies will be incorporated into our annual operational planning. It should go without saying that our strategies are the most fluid components of this plan, and are bound to be adjusted to reflect the ever-evolving environment in which we operate.

> *Strategic Priority 1: LITS will be staffed, organized, and funded in a way that empowers the division to foster collaboration, creativity, and innovation.*

To achieve this, we will:

A. **Commit to the recruitment and retention of qualified, talented, and diverse staff by creating and supporting an environment that fosters belonging and collaboration.**
   o Collaborate with Human Resources (HR) to build and implement strategies to boost candidate sourcing and retention.
   o Identify possible partners, such as educational organizations, professional organizations, and others, that can assist with the communication of position openings.
   o Identify and train peer mentors for new hires in LITS who will contribute to an atmosphere of belonging and increase retention.
   o Identify and implement ways in which LITS staff can learn about colleagues' roles and responsibilities in an informal and enjoyable manner.
   o Host staff community events to bring the division together outside of job responsibilities.

B. **Collaborate with HR to provide working environments and arrangements attractive to LITS staff and to facilitate collaborative, efficient, and effective work.**
   o Identify options for working arrangements that are appropriate for the type of work and the hours required of each position.
   o Conduct ongoing reviews of all LITS positions to identify eligibility for remote or hybrid work, within established University policies and parameters.
   o Develop and implement a plan to ensure that supervisors are well prepared to communicate with staff about workload, working conditions, and work-life balance so that these key factors can be considered in short- and long-term planning and assignments.

C. **Collaborate with the Division of Diversity, Equity, and Inclusion (DEI) to ensure that LITS has the tools and training to offer a welcoming and inclusive experience for current and prospective colleagues, and to ensure LITS staff view their work through the lenses of diversity, equity, inclusion, and accessibility (DEI&A).**
   o Begin a series of DEI&A activities and opportunities for LITS staff to continue to build on our existing knowledge and practices in these areas.
   o Collaborate with specific offices within the Division of DEI to offer focused DEI&A training and information to LITS staff.
   o Contribute to the Division of DEI's annual reporting of DEI activities.

D. Develop and nurture an environment for all LITS staff in which professional and career development is valued, supported, and shared.

- Facilitate formal and informal information sharing and open dialogue across LITS staff to keep each other informed of trends, emerging issues, best practices, and professional development opportunities.
- Develop and implement professional and career development planning for all LITS employees in conjunction with the annual budget and collaborative review cycles.
- Provide training for LITS supervisors to assist and coach their staff effectively in the development, implementation, and assessment of professional and career development planning.
- Prioritize time and resources for formal and informal professional and career development for all LITS employees, including guaranteed time for self-directed learning and exploration in their field of work.
- Collaborate with HR to establish a program for in-position/-classification advancement for LITS staff, where possible.
- Explore ways in which LITS employees with an interest in career advancement can assume new roles within the division, potentially through a combination of activities that may include training, formal education, mentoring, and more.

E. Ensure the LITS organizational design optimizes the use of available resources, including personnel, to maximize the effectiveness of the division.

- Assess the LITS organizational structure in light of the strategic plan to determine how the structure, roles, and responsibilities position the division to successfully achieve stated priorities and goals.
- Ensure cross-training is conducted within departments as needed.
- Ensure a succession plan is in place for each LITS position.
- Identify where cross-functional teams are needed to eliminate redundancies, increase efficiency, and promote partnerships across departments within LITS.
- Identify responsibilities that may need to be strengthened or formalized across LITS and determine how best to address those needs.

F. Nurture a culture of assessment and accountability throughout LITS so that we are aware of our impact and where we can improve.

- Routinely and systematically gather and respond to input from the campus community about services, resources, programs, and events, using the Measuring Information Service Outcomes (MISO) Survey as the primary assessment mechanism.
- Develop an interactive and feedback-friendly website to collect valuable suggestions.
- Actively engage with LITS advisory groups such as the Joint Faculties' LITS Committee, the LITS Student Advisory Board, and others, and be responsive to the feedback garnered from these interactions.

G. Secure funding through a diverse array of sources to ensure that LITS is able to realize our mission and goals successfully.

- Seek appropriate funding to support LITS services and resources through University's annual budget process.

- o Identify and apply for grants that will support core LITS initiatives, and which may be budget-relieving.
- o Further develop relationships and collaboration with University Relations to help plan, identify, and secure contributed funding for LITS.
- o Explore ways to expand current revenue streams and identify potential new sources of revenue, where appropriate and in concert with our values.
- o Further develop relationships with community-based organizations such as the Friends of the Library, Monteagle-Sewanee Rotary, and others, to grow the breadth of local and regional support.

> *Strategic Priority 2: LITS will promote our collective expertise, services, and resources and use them to foster collaborative relationships across the campus community.*

To achieve this, we will:

A. Contribute to an informed campus community by promoting awareness of and accessibility to our wealth of physical and digital resources and services, including unique resources such as Archives and Special Collections and the William H. Ralston Listening Library and Archive.
- o Increase awareness of resources and services offered by LITS to the campus community by using a diverse range of communications methods and media, including social media.
- o Utilize faculty, staff, and student orientations as an entry point to conversations, presentations, and other information dissemination.
- o Garner feedback from other divisions to ensure LITS communication is efficient and effective.
- o Collaborate with students to pinpoint communication methods especially ideal for reaching that key demographic.
- o Create a website review team to evaluate and recommend improvements so that the entirety of the LITS web presence is informative, effective, meets ADA guidelines, and includes accessibility features.

B. Engage the campus community with programming, training, and events related to current and emerging issues and interests within the realm of libraries and technology.
- o Partner with student groups, academic departments, and administrative offices to develop and deliver timely and compelling programming.
- o Create and publicize a location on the website to announce opportunities for continuing education, literacy workshops, research opportunities, and other learning programs provided by, or in collaboration with, LITS staff.
- o Continue to actively develop and deliver programs through the Friends of the Library.
- o Initiate an annual technology showcase to introduce and demonstrate new and emerging technologies.

C. Be a reliable consultant to the campus community regarding innovative technical and instructional expertise.
- o Initiate a series of consultations with every academic and administrative department over 2-3 years to identify and discuss library and technology needs.
- o Ensure all students, faculty, and staff are informed of updates and future plans for LITS services and resources.
- o Develop a website that highlights major LITS projects and their statuses.
- o Examine the deployment of Faculty Technology Coordinator (FTC) positions to ensure the responsibilities, organization, and other aspects of the roles are most effective for addressing faculty needs.
- o Provide timely and consistent Help Desk support; use survey and ticket data to identify areas where services may be enhanced or improved.

- Ensure effective communication plans are in place when we experience both unexpected and planned system/software downtimes, utilizing a centralized service status website with consistent messaging.

D. Embed the work of the newly developed LITS Communications Team into the work of the LITS division.
- Assess current communications from LITS and reflect on inputs gathered for strategic planning.
- Develop a 3-5 year communications plan rooted in this strategic plan to guide the communications efforts of the division.
- Assist the division with communication coordination, idea generation, and related activities.
- Nurture a stronger relationship with the Campus Communicators group and the Office of Marketing and Communications.
- Develop specific campus communication campaigns for faculty, staff, and students focused on prioritized topics or themes collaboratively generated throughout the division.
- Further develop and promote the my.sewanee.edu portal to ease accessibility to key LITS and other University resources.

> *Strategic Priority 3: LITS will select, acquire, organize, maintain, and provide equitable access to a rich and diverse array of resources for all of the instruction, research, scholarship, and personal enrichment needs of the entire campus community.*

To achieve this, we will:

A. **Develop library and archival collections and information resources that are relevant, useful, and accessible to the campus community.**
   - Update and develop collection policies for Library and Archives & Special Collections resources to reflect all of our collecting areas as well as new and emerging types of resources and ways of accessing them.
   - Periodically evaluate tangible and digital library and archival collections for adherence to collection policies, department practices, and division values.
   - Collaborate and communicate with all academic stakeholders to ensure we are aware of information and research needs as Sewanee's curriculum evolves.
   - Assess the processes for updating and maintaining tangible and digital collections and improve them as needed to best support the curricular and the research interests of the campus community.
   - Plan and implement an initiative to acquire more diverse library and archival materials, including those pertaining to historically excluded groups.
   - Explore new sources of funding for library acquisitions, including restricted funds, grant opportunities, and gifts.
   - Develop resource-sharing partnerships that help us transcend the limitations on what we can acquire and support locally.

B. **Ensure that library and technology resources provided to the campus community are fully discoverable and accessible through user-centered, interoperable systems and platforms.**
   - Conduct usability and research ease tests on the LITS websites and the library's online catalog.
   - Evaluate digital resource platforms such as Sierra, Ebsco Discovery Service, DSpace, ArchivesSpace, Omeka, and others, for redundancy, accessibility, discoverability, and interoperability and recommend improvements.
   - Improve discoverability of both tangible and electronic resources in the Ebsco Discovery Service platform.
   - Develop and implement plans to ensure library and archival materials are more easily discoverable and accessible, including through a review of our metadata practices.
   - Investigate, plan, and implement a research- and curricular-based digitization program in LITS, focused primarily on our unique resources.
   - Ensure that members of the campus community can easily discover technology resources available to them, including a service catalog of approved and supported University software.

C. Support the research life cycle and scholarship publication needs of the campus community.

- o Remove barriers in research and expand information access to historically excluded student, staff, and faculty populations.
- o Identify ways to make library and archival resources more accessible, especially to members of the campus community with differing abilities.
- o Strengthen partnerships related to information literacy and research instruction with the Center for Teaching, Student Success and Flourishing, the Division of DEI, and foster partnerships with the Office of Undergraduate Research, Sewanee Datalab, and other programs closely aligned with the LITS mission.
- o Improve the campus understanding and appreciation of information literacy.
- o Ensure a richer research experience for our campus community by continuing to promote and support resource sharing services such as membership in the Center for Research Libraries (CRL), providing interlibrary loan services, and more.

D. Meet students' demonstrated needs for course-related materials with particular attention to improving access to free and affordable instructional resources.

- o Evaluate the library materials on course reserve for students to assess the number of copies needed and time allotted for checkout.
- o Work closely with the Joint Faculties, Center for Teaching, Student Government Association, and Student Services to encourage the use and creation of Open and Affordable Educational Resources as an alternative to purchased materials.
- o Locate new sources of revenue to fund textbook purchases for students with demonstrated needs.
- o Join with the Division of DEI to create and respond to a needs assessment for materials to support student accommodations.

> *Strategic Priority 4: LITS will establish and support a comprehensive, robust, and inclusive technology ecosystem that supports Sewanee's educational mission, enhances accessibility, and provides reliable, secure, and responsive technology services and resources to the campus community.*

To achieve this, we will:

A. Provide the campus community with up-to-date and secure technology.
- Create short-term and long-term plans, including financial scenarios, to replace classroom and computers deployed to individuals on a routine cycle.
- Conduct a periodic review of current equipment and identify needs or gaps.
- Perform an audit to determine technology security and plan to address the needs or deficiencies that are discovered.
- Investigate alternative sources of funding to meet technology needs.

B. Provide the campus community with secure and up-to-date approved software.
- Develop and deploy clear, consistent, and equitable procedures for software purchase requests.
- Ensure that all University-owned software is properly licensed, maintained, and updated.
- Ensure that support contracts exist for all University software when available and economically feasible.
- Periodically review and assess currently maintained software to determine if it is still appropriate for campus needs.

C. Provide exemplary support for the enterprise resource planning system (Banner) and associated products used for administrative and academic purposes.
- Develop and deploy clear, consistent, and equitable procedures for Banner-associated product purchase and implementation requests.
- Support software implementations with system integration and authentication.
- Improve integration between Banner and third-party products.
- Improve efficiency throughout the University by assisting with automating processes in administrative systems.
- Support departmental data retrieval needs with report generation.

D. Ensure accessibility compliance in all University supported technology.
- Collaborate with the Office of Equity and Equal Opportunity to ensure that technology is accessible and is used in a manner that maximizes accessibility.
- Confirm and maintain records of Voluntary Product Accessibility Templates (VPAT) and Web Content Accessibility Guidelines (WCAG) compliance for all library databases and software purchases made by LITS.
- Create a website review team to ensure that the Library and LITS websites and electronic resources meet ADA guidelines, incorporate accessibility features, and include a statement of accessibility.
- Ensure that students, faculty and staff are able to take full advantage of accessibility functions in their technology.

E. Provide easily accessible technology support, training, and guidance to the campus community.

- o Complete a campus-wide technology training needs assessment and develop a plan to implement the needed training.
- o Provide fundamental technology use instructions in as many modalities as feasible, including videos, written instructions, tutorials, and more.
- o Inventory LITS online tutorials to make sure they are up to date, accessible, and use inclusive language.
- o Identify "experts" in different systems and applications, and enable users to schedule appointments or consultations.
- o Examine the communication, processes, and staffing related to the Help Desk and make recommendations for improvement.
- o Investigate and carry out presentation and workshop series to educate the campus community on technology resources.
- o Investigate the feasibility of adding a credit-bearing course related to technology, such as a course parallel to LIBR 101.

F. Support the effective use of technology in the context of Sewanee's educational and research environment.

- o Collaborate with faculty and students to discover and investigate emerging technologies, such as artificial intelligence, and their applications to teaching and learning.
- o Expand the value of Brightspace by connecting to other teaching and learning tools.
- o Provide faculty with education and training so that they can effectively utilize Brightspace for their courses, with syllabi content as a minimum level of use.
- o Provide a platform to collect, preserve, and disseminate faculty and student research data, consistent with academic, library, and archival standards and best practices.
- o Cultivate campus and consortial partnerships to facilitate digital scholarship.

G. Ensure that LITS understands the needs and provides the services, technology, and training that various groups in the campus community need, especially those who may have been historically underserved.

- o Consult with student organizations such as HOLA, Spectrum, Sewanee's Black Student Union, and others to understand how LITS can better serve their needs.
- o Confer with visiting and new tenure-track faculty to determine how LITS can better support their teaching and research needs.
- o Consult with staff in Dining, FM, and others in traditionally non-office positions across campus to ensure LITS is meeting their needs.
- o Invite groups to meet with LITS staff for focused orientation and connect our services with their needs.

H. Provide collaborative and effective IT project management services to the University.

- o Improve campus awareness of the need to involve LITS as early as possible in the planning of any projects or initiatives involving technology, including software, hardware, infrastructure, and events.
- o Identify, prioritize, implement, and support enterprise application needs for the University, based on consultations with departments and other feedback.

- Seek technology solutions and services that are most effective for initiatives that the University wishes to pursue.
- Engage regularly with project stakeholders and maintain clear and regular communication throughout all IT-related projects and requested events

I. Provide and protect robust and stable core technology infrastructure for the campus, including network, voice and data communication, servers, and storage.
- Develop short-term and long-term plans, including financial scenarios, to replace core technology on a routine cycle to maintain excellent performance and support.
- Expand wired and wireless network coverage within the University to ensure that the central campus and all student areas are covered.
- Explore third-party network provision as a means to enhance network performance and support.
- Maintain or obtain support contracts for equipment when economically feasible.
- Maintain an accurate and reliable inventory of telephones, numbers, and locations throughout the University.
- Evaluate, assess, and monitor communication systems to look for improvements in safety, accessibility, and security.
- Eliminate legacy telephone system to reduce needed space in the data center and reduce electrical consumption.
- Develop Business Continuity and Disaster Recovery solutions in the event of a natural or human-made disaster, infrastructure damage, cyber-attack, or a business disruption.
- Use best practices as identified in National Institute of Standards and Technology (NIST) standards and Center for Internet Security (CIS) Controls to implement and manage the University's infrastructure assets.

> *Strategic Priority 5: LITS will provide the expertise and support the technology needed to build and nurture a data governance and management framework, and will provide the leadership and resources to ensure a strong cybersecurity posture for the University.*

To achieve this, we will:

A. Collaborate with other campus units to establish a robust data governance framework.
- Develop policies, procedures, and guidelines for data management, access, and usage.
- Define roles and responsibilities for data governance, including for data stewards and custodians.
- Explore the creation of a data users group on campus to share information and best practices for data governance and management.
- Implement data integration frameworks and standards to enable seamless data sharing and exchange across different systems and departments.
- Implement processes to resolve data conflicts, maintain data consistency, and ensure data integrity during integration.
- Investigate emerging software to facilitate data governance activities.

B. Create, implement, and maintain a plan to preserve and protect institutional records and academic data.
- o In collaboration with the appropriate administrative offices, develop University policy and records management standards and schedules for the preservation and maintenance of different kinds of institutional records for business continuity, legal, and archival purposes.
- o Work with University departments to determine roles, access, and procedures for preserving and protecting University institutional and academic records, University academic research, and records of enduring historical value.
- o Evaluate and recommend options for data/record storage system technology.
- o Create and share procedures for digital preservation, including for non-personal information in individual Google accounts.
- o Assess the current institutional repository platform landscape and determine if our current solution is still the best for Sewanee.
- o Offer training for LITS staff members, and evaluate whether additional staff resources are needed to meet the digital preservation needs.

C. Provide technical support and expertise in data management and governance
- o Ensure LITS has staff trained and prepared to assist users with data management and governance tasks, and provide guidance when challenges are encountered.
- o Foster collaboration between LITS staff and subject matter experts on campus to leverage their expertise in data-related projects.

D. Define, implement, assess, and refine data security measures such as planning for disaster preparedness and response.

- o Conduct regular security assessments and audits to identify vulnerabilities and mitigate risks.
- o Further develop data classification and access control mechanisms based on sensitivity and user roles based on University policies and standards.
- o Stay abreast of current data security best practices and implement as needed.

E. Foster a culture of data literacy and awareness on campus
- o Develop a culture of shared responsibility across the University for information security through awareness training.
- o Utilize training programs and workshops to educate the campus community on data privacy, security, and ethical use.
- o Promote awareness of data management best practices and the importance of maintaining data integrity.

F. Provide identity and access management as needed.
- o Develop formal written policies or procedures for identity and access management based on best practices.
- o Periodically assess identities, roles, and permissions based on policies and procedures.
- o Investigate automated identity and access management systems to improve the efficiency and timeliness of these processes.
- o Collaborate with the Sewanee Police Department to improve access control and emergency notifications.
- o Work with departments to evaluate and implement related systems to meet institutional needs.

G. Improve cybersecurity by using best practices and industry standards.
- o Evaluate the current Incident Response Team and, based on the results, either expand the team or create a dedicated team to prepare for and respond to security issues.
- o Develop a culture of shared responsibility for cybersecurity across the University through awareness training.
- o Examine ways to improve physical security for the spaces housing physical data onsite.
- o Implement cybersecurity standards and controls to ensure compliance with the University's cyber liability insurance carrier.
- o Use the Center for Internet Security (CIS) defined Critical Security Controls version 8 as a method to track and implement measures to strengthen the University's cybersecurity posture.
- o Implement measures as needed to ensure compliance with legal and regulatory requirements such as GLBA, GDPR, etc.
- o Conduct a risk assessment periodically for the division.

H. Achieve 100% compliance on cyber security awareness training.
- o Identify top priority cyber security topics each year and incorporate into the training.
- o Engage in advocacy with the University administration to build support and increase overall compliance.
- o Increase participation by providing incentives, employing different delivery modes, creating engaging content, and soliciting feedback.
- o Leverage the LITS Communication Team to enhance awareness about cyber security.

> *Strategic Priority 6: LITS will provide state-of-the-art, comfortable, flexible, and inspiring physical spaces that promote teaching, learning, and research.*

To achieve this, we will:

A. Ensure classrooms have uniform, accessible, state-of-the-art technology that supports faculty learning goals and pedagogical methods and reflect the diverse needs of the campus community.
- o Develop a classroom assessment rubric to be used annually to document the status of classroom technology.
- o Develop a feedback mechanism to routinely and systematically gather faculty and student input about classroom technology.
- o Create a prioritized plan for addressing needed classroom technology repairs and replacements.
- o Create a proposal, including an estimated budget, for a routine classroom technology refreshment cycle.
- o Create a test classroom in which faculty can try new or proposed technology and Universal Design for Learning (UDL) approaches before decisions about university-wide deployment are made.
- o Collaborate with the Office of Equity and Equal Opportunity to assess accessibility levels of technology in classrooms.

B. Advocate for and assist with the further renovation of the duPont Library facility.
- o Work with master planning consultants and University administration to determine where this fits into University planning goals and priorities.
- o Review and revise the 2017 duPont Library master plan by evaluating the locations of services, collections, and staff and their adjacencies to improve efficiency and maximize the use of space.
- o Identify segments of the proposed renovation that can be completed incrementally over time.
- o Form a working group to re-assess functional locations in the library, including ID card printing, circulation services, and research help.
- o Assess usage of public spaces to determine functional needs required to stay relevant, such as flexible furniture, lighting, outlets, etc.
- o If approved, collaborate with University Relations on fundraising, including investigating the possibility of naming or renaming spaces in appreciation of donor gifts.
- o Understand the history of current named spaces in LITS facilities, collaborating with University Relations, utilizing the results of Names and Places Committee, and assisting the Heritage and Healing Ad Hoc Committee as needed.

C. Ensure the University Archives and Special Collections facility offers standards-based environmental and storage conditions for collections and appropriate spaces for researchers.
- o Develop a plan in collaboration with Facilities Management and others to address water intrusion.

- Assess and reconfigure lighting in the University Archives facility for researchers.
- Complete a needs assessment for physical storage of Archives and Special Collections materials and develop recommendations and plans for additional space needs.
- Develop a permanent environmental monitoring program to document temperature, humidity, light, and pest conditions and establish routine maintenance schedules.

D. Support the University's DEI&A initiatives in LITS physical spaces.
- Work with the ADA office to survey and identify LITS spaces that are not ADA compliant, focusing on public areas first, then employee areas.
- Work with Facilities Maintenance to develop plans to remedy areas of non-ADA compliance, ensuring that all LITS spaces are ADA compliant and meet current building code requirements.
- Update Library and LITS websites to include information about current accessibility to physical spaces and invite feedback.
- Implement and make available assistive technologies for library patrons.
- Promote accessibility by providing clear and effective wayfinding elements throughout duPont Library.
- Ensure all-gender bathroom facilities are available whenever the library is open.
- Assess the physical spaces to ensure they are welcoming of marginalized campus communities and plan for ways to improve.

E. Ensure there are up-to-date plans for preparation and responses to emergency and disaster situations in LITS facilities and LITS staff are trained on executing the responses.
- Collaborate with University-wide emergency operations planning.
- Acquire periodic training on disaster planning and recovery for library, archives and technology operations to stay abreast on techniques specific to our fields and resources.
- Create a disaster plan for each LITS facility.
- Acquire basic emergency and disaster response supplies as needed for each facility.
- Develop a schedule for reviewing and updating plans and supplies.
- Conduct a review of procedures with LITS staff at least annually.