

Division of
Library and Information Services
Strategic Plan Fiscal Year 2016
Annual Assessment

Dickinson

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Status of Divisional and Departmental Initiatives

Divisional	Status
1. Digital Signage	Infrastructure Systems has built the TightRope server, Marketing and Communications, Infrastructure Systems, and User Services staff have undergone training on the usage of the system, User Services has configured the players units, and Marketing and Communications has functional signs in two locations of the Waidner-Spahr Library and in Waidner House for Admissions. More locations to follow.

Academic Technology Department

1. Maker Space	Complete. Academic Technology hosted six maker events.
2. Mobile Projection Solution	Partially complete. We are enabling mobile projection from the new Epson projectors and are piloting the solution on a small scale. Approximately 30% of the classrooms are capable of mobile projection through the Epson mobile application.
3. Drupal 8	Partially complete. The Micheal Field site was developed in Drupal 8. Many of the modules we rely on haven't been ported from Drupal 7 to 8 yet.
4. Technology Evaluations	Mostly complete. We have evaluated Gesture-based computing, virtual reality (Oculus Rift) and wearable technologies for demonstration in classes and the Willoughby Institute.

Enterprise Systems Department Status

1. Oracle 12c Upgrade	Complete except for ODS, since Ellucian doesn't yet support it for their ODS product.
2. Oracle Active Dataguard Implementation	Implementation is complete. We still want to complete the migration of reporting and miscellaneous querying around campus from PROD to the new standby. This will be completed as reports are due for review, maintenance, and enhancements.
3. Oracle Advanced Security Implementation	Implementation is complete. The databases are fully encrypted at rest. We've also used the redaction capability on SSNs. We are close to completing redaction on DOB also, but need to resolve some issues with alumni data access.
4. ColdFusion Server Upgrade	Completed May 2015.
5. Cognos Upgrade	Completed July 2015.
6. Addition of Personalized Content to College Mobile Application	Moodle course information was added to the mobile site during fall 2016. Course schedules and add/drop functionality will be added during the fall 2017.
7. Degree Works Implementation	Training and configuration is complete. Final roll out to faculty and students will take place in September 2016.
8. Jadu-Nolij Web Integration and Deployment	Nolij Web is being retired during FY17. Once this decision was made, this initiative was cancelled.
9. Human Resource Services Event Management Needs Assessment	Completed during spring 2016. Todara was purchased to manage professional development and wellness events as well as annual performance reviews. Todara will be implemented in the fall 2016.

Infrastructure Systems Department Status

1. Security technologies	As part of the upgrade to the campus Internet services, a new next-generation firewall. This device permits a more robust classification for all applications, threats and malware to protect the network and services that comprise campus enterprise network.
2. Office 365	Office 365 has been fully integrated with the college's Active Directory. Student email services were moved to the Office 365 cloud over the summer.
3. Network Services Life Cycle Management and Replacement Schedule	All systems and platforms have been documented to ensure that that they remain in compliance with vendor specifications and they have had a defined life expectancy assigned.

Library Services Department Status

<p>1. Zero Base Budget Review</p>	<p>The library determined through the ZBB process that no additional funding was needed for FY16. Management efficiencies in interlibrary loan processing and acquisitions management have successfully achieved sufficient savings to offset areas of increased costs.</p>
<p>2. ACRL Information literacy framework</p>	<p>Implementation of the new framework is on hold while the information literacy community explores best practices. However, the library was awarded a grant with 3 other PCLA member libraries in order to hold a one-day workshop with a high-profile keynote speaker/facilitator, which took place in May. We expect additional collaboration to result.</p>
<p>3. Physical Collections</p>	<p>Completed consolidation and rationalization of the print journal collection to accommodate changes due to collections and space decisions.</p> <p>Completed transition to primarily e-only government depository status.</p> <p>Continued storage facility mold mitigation materials review begun in prior year.</p>
<p>4. Non-print resource assessment.</p>	<p>Analyzed results of study of film use by students in FLST 210: The American Sitcom in Spring 2015. Conducted analysis of over 300 films placed on library reserve for Fall 2015. Results are being used to inform the streaming film service pilot with two Film Studies courses during Spring 2016.</p> <p>A process has been established to routinely check usage data for databases and e-journals prior to renewal commitment.</p>
<p>5. Library Space Alignment</p>	<p>Relocated main floor library materials and shifted lower level materials to provide space for main floor Writing Center.</p> <p>In order to refine and implement Phase 2 of lower level Archives' digital scholarship space plan: Completed construction of Willoughby Digital Lab. A plan was developed to create an archival storage area using the western side of</p>

	<p>ICC2.</p> <p>Phase 2 of the Archives space plan, which focuses on the public reading room, has been deferred in favor of addressing immediate space needs for storage of archival materials.</p> <p>A plan to upgrade and renovate the Alden Room was developed, with furniture and other improvements added in summer 2016.</p>
<p>6. Institutional Repository Assessment</p>	<p>Major assessment was postponed until FY17. Focus for FY16 was instead on documentation of processes and policies and outreach to faculty and students.</p>
<p>7. Digital Humanities Support</p>	<p>Develop new capabilities for the Carlisle Indian School project in response to feedback from the 2015 NAISA annual conference: <i>The ability for external users to submit their own content (photos, documents, and stories) has been developed, and we are currently seeking additional volunteers for testing to ensure that the instructions are clear and that there are no barriers to participation. We are also testing a full-text search tool, Apache Solr, to make materials more discoverable.</i></p> <p>Secure collaborations with additional external organizations for the Carlisle Indian School project: <i>Collaboration with Cumberland County Historical Society has been secured for cataloging and digitizing their collections to add to the project. A collaboration involving the National Anthropological Archives (Smithsonian Institution) and Gettysburg College has been secured specifically to update and share metadata regarding a collection of more than 1000 glass plate negatives of the school dating between 1879 and 1902. Susan Rose and Jim Gerencser also held a conference call with a representative from the NEH regarding possible collaborations with their work at Pine Ridge Reservation.</i></p> <p>Provide support and guidance to faculty, as needed, for their digital humanities efforts: <i>Support has been provided to Professors Diamant and Pinsker for their interns to use the Willoughby Lab computers and the Zeuschel scanners for their digital projects. All faculty members receiving grants through the Digital Humanities Mellon Grant and through the R&D Committee were notified about the availability of resources for them and their student interns.</i></p>

	<p>Provide support to Mellon-funded post-doc for Digital Boot Camp and other Mellon grant activities.</p>
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Library Digital Projects Manager Don Sailer collaborated with Patrick Belk for the teaching of the 2016 Boot Camp.

User Services Department**Status**

1. Evaluate Laptop Data Encryption Options	User Services has investigated several cross-platform solutions for local system data encryption, and it appears the encryption systems built into Windows and OS X are the best option moving forward. User Services is currently exploring the best option for remote management of the built-in encryption tools and learning how to support systems encrypted with this functionality.
2. Collaborative Writing	User Services has deployed Microsoft Office 2016 for Windows and Mac which has better local integration into the collaborative functions in Office 365. Training in Office 365 has been regularly offered and pilot SharePoint sites are being developed with Enterprise Systems to include more employees into the collaboration aspects of 365.
3. Implement a Technical Resources Knowledge Base	User Services has developed a custom Technical Resources Knowledge Base using an Office 365 SharePoint Site, homogenized all of the existing documents in the document library for style consistency, opened the site for use to all Dickinson users, and announced the new tool to campus.
4. Windows 10 and Yosemite	Windows 10 has been deployed to all lab and classroom Windows-based systems as well as to 50% of employee Windows-based systems. OS X Yosemite (10.10) or El Capitan (10.11) has been deployed to 80% of all campus Mac-based systems.
5. Evaluate Current Sustainability Practices on Campus Systems	User Services has deployed Dell Command and Configure software to most Windows-based system which allows the configuration of local system BIOS settings for better power management and remote wake-up functionality for the deployment of security updates.
6. Alternative Paper Sources for Campus Copier Paper	This is no longer an LIS initiative given that the Print Center now falls under Marketing and Communications.

LIS Initiatives, Departmental Narratives, Fiscal Year 2016

Divisional

1. Digital Signage. Source, purchase and implement a campus wide digital signage solution. **This Initiative is dependent on funding approval.**

Current Status:

- At present 18 monitors across campus use a variety of home grown and commercial products
- Not possible to align with college's visual identity program
- Not possible to program centrally to support events such as Homecoming, Commencement, and special events
- Not possible to leverage in the event of public safety emergency

Advantages of a single commercial solution:

- Align displays with college's visual identity
- Provide real time information feed from college website
- Support for college events such as Homecoming
- Pre-program times when displays are changed
- Accommodate different displays based on location such as Kline, HUB, and Library
- Allow for emergency public safety alerts

Academic Technology Department

1. Maker Space.
 - Academic Technology hosted several Media Center and Makery workshops including:
 - Alumni event-3D printing demonstration and Makery/Media Center open house
 - Halloween costume workshop
 - Connect camp for local middle school children
 - Media Center/Makery open house & workshops (snap circuits, little bits,makey-makey, Scratch programming, 3d printing and modeling)

- Farm Frolics-September 2015- sewing circuits workshop, make and take-brushbots
- First Friday-music themed activities -circuit bending kids musical toys and little bits

2. Mobile Projection Solution.

- Many of the obvious solutions (AppleTV, Chromecast) will only cast from specific operating systems. We have tested a mobile device application which will communicate with the newer Epson projectors. On a small scale this is working well, we will continue to test as we install more Epson projectors. We also continue to scan for new solutions that will work in our environment.

3. Drupal 8.

- The Michael Field production site is running in Drupal 8. No timeline for migration from 7 to 8 has been decided on at this point as Drupal 8 was delayed, the first official release was in November 2015. Many of the modules we rely on haven't been ported from Drupal 7 to 8 yet. Once they are, we can set up a timeline.
- We have successfully migrated House Divided from Drupal 6 to Drupal 7.

4. Technology Evaluations.

- Gesture-based computing- We evaluated and rejected the possibility of using gesture based computing in conjunction with Smart Boards.
- Virtual Reality–We purchased and have experimented with Oculus Rift. We will demonstrate the Oculus Rift for the Willoughby fellows. Professor Greg Steirer is considering using Oculus games for a fall 2016 class.
- Wearable (Quantified Self) technologies- We've integrated an 'Internet of Things' discussion into the Willoughby program. 'Quantifiable Self' technologies are part of the discussion on big data and visualization. We are also experimenting with Narrative Clip wearable cameras.

Enterprise Systems Department

1. Oracle 12c Upgrade. With the release of version 12c, Oracle has announced plans to discontinue support of our current version (11g). We strive to maintain a balance between database stability and new features. FY 2016 is the right time to upgrade so that this balance is maintained. We are past the first release of 12c, which is typically "buggier" than subsequent releases. We will begin by upgrading smaller databases in our development environment and work our way towards more critical production databases, with our production Banner database being last of all. Outcome: All of our Oracle databases will be upgraded to the latest Oracle version (12c) by the end of July 2015.
2. Oracle Active Dataguard Implementation. Oracle Active Dataguard is a software extension to the Oracle Relational Database Management System, which is the backbone of all of the college's enterprise-class systems. This product provides for a standby database, which maintains up-to-the-moment synchronization with the primary database. Presently, our reporting database is refreshed directly from production resulting in negative impacts to transactional processing on production. Our production database underlies Banner and many of our complementary systems, which are affected when both pre-planned and unexpected query activity occur. Active Dataguard would allow all of this querying activity to be off-loaded from production, preventing performance degradation on our production systems, such as Banner. Since the standby database is kept in up-to-the-moment synchronization with production, it is an ideal resource to handle all of the query and backup load. The product would also provide us with the ability to failover to the standby in minutes in the case of a failure on production with no data loss. This product would also allow us to process and store fewer backups, since we would have a hot backup ready at all times. Finally, we would have the ability to upgrade our major systems with no significant downtime. Currently, these activities can result in downtime from several hours to a day or more. Outcome: Implementation of an up-to-the-moment standby database backup of our production data. We will also modify our backup strategy and our reporting strategy to account for the presence of a standby database. This initiative is pending FY16 funding. **This Initiative is dependent on funding approval.**
3. Oracle Advanced Security Implementation. Data breaches have become commonplace. The news is rife with stories of large commercial enterprises with state-of-the-art technology and millions of dollars at stake being outwitted by hackers. We are also aware of colleges and universities falling victim to data breaches. Security professionals tell us it's not a question of if we will experience a data breach, but when. We recommend taking further steps to protect the most sensitive data we store: personally-identifying data, payment data (PCI compliance), and data related to FERPA and HIPAA compliance. Oracle Advanced Security would provide us with the technology to both redact and encrypt at the database level. That means that sensitive data is protected, regardless of which application (Banner, Cognos, CLIQ, etc...) or person is attempting to retrieve that data. This solution encrypts data "at rest," which means it's not just encrypted for transport to the application asking for the data. Rather, it's stored in that encrypted state all the time--before an application or person tries to retrieve it. In the event an attacker was able to penetrate the

layers of our firewall, they would be met by data they would not be able to decipher because of the redaction and encryption. **This Initiative is dependent on funding approval.**

Outcome: Implementation of Oracle Advanced Security module. Develop and execute a plan a plan to identify and redact/encrypt sensitive data at the database level. This initiative is pending FY16 funding.

4. ColdFusion Server Upgrade. ColdFusion is the primary Web application development environment for the college. We are running two versions of the software which will be migrated to a single, updated environment. The upgrade is necessitated by the aging out of our current versions and compatibility with expected upgrades in the Oracle database software. Architecture changes will reduce the number of ColdFusion software licenses and number of servers required, thus reducing costs to operate and maintain custom Web applications. Planning currently is underway with migration of software expected to be complete during the summer of 2015. Outcome: All ColdFusion software will reside on a single system with the most recent version of ColdFusion.
5. Cognos Upgrade. Cognos is the primary business reporting tool for the college. We will be upgrading the existing software to allow us to access improvements in mobile reporting and data visualization. The upgrade itself will happen during the summer of 2015. This will require a wide-spread effort among functional users to test existing reports. Once the upgrade is complete, we will be reviewing the possibilities for enhanced delivery of reports to mobile devices and for increased application of data visualization for use in strategic reporting. Outcome: The Cognos reporting platform will be upgraded to the most recent version. A report will be developed to identify the most promising new features for enhanced report delivery. This report will also identify 2-3 reporting projects that will utilize the new features identified. These reporting projects will be completed by June 30, 2016.
6. Addition of Personalized Content to College Mobile Application. As part of the redesign of the college Web sites and Gateway portal over the past year, we have selected a new mobile application provider. We are in the process of migrating existing application functions to this new platform for release late in the spring of 2015. As a second phase, we will be integrating the mobile application with a set of delivered functionality for accessing some Banner content, like student schedules, grades, etc. Initial research will take place in fiscal year 2015, but the bulk of the development will be done in fiscal year 2016 with an eye toward delivery in the fall of 2015. Outcome: An enhanced mobile application with the capabilities for students and faculty to access personalized content from the Banner system.
7. Degree Works Implementation. The College currently uses Banner CAPP degree audits to track a student's progress toward completion of degree requirements. Students are able to conduct simple 'what if' degree analysis using CAPP. CAPP will be replaced by a more robust degree audit system that functions as a student planning, advising, degree audit and reporting tool. The Degree Works implementation is large in scope and will impact students, advisors and administration in the Registrar's Office; as such, the project will require careful organization and planning.

Outcome: A Degree Works implementation project plan and timeline will be developed. Degree Works will be implemented as the new degree audit system for the college. The CAPP system will be retired. This initiative is pending FY16 funding. **This Initiative is dependent on funding approval.**

8. Jadu-Nolij Web Integration and Deployment. In order to simplify the processing of student and employee records, Enterprise Systems will be working with Jadu to integrate XForms Pro and Nolij Web to eliminate the manual tasks associated with scanning, loading and indexing documents into Nolij Web. Working with the Registrar's Office as a pilot case, three PDF forms will be developed as XForms. Completed submissions of the form will be automatically pushed to Nolij Web. A pilot scenario will also include setting up Nolij workflows for electronic approval of documents.

Outcome: Enterprise Systems will work with Jadu to develop and complete integration between XForms Pro and Nolij Web. The Registrar's Office pilot case will be implemented and then used to showcase the potential of this integration to other administrative offices.

9. Human Resource Services Event Management Needs Assessment. CLIQ Events was developed in 2009 to replace the many manual processes of event registration. Since this time there have been annual enhancements to the application, but the college is outgrowing existing capabilities. Enterprise Systems will conduct a needs assessment to identify gaps between the current system and what is needed in order to support the Human Resources Professional Development and Wellness programs. The completed assessment will also include recommendations for the path forward. Input from other offices will also be taken into consideration as the needs assessment is completed.

Outcome: A needs assessment will be conducted with stakeholders. Findings will be documented and will include identification of priorities for future action.

Infrastructure Systems Department

1. Security technologies. Evaluate the current security posture of the college's network and server infrastructure and recommend any changes or additions that will position the department to meet and mitigate current and future threats.
2. Office 365. Fully implement and integrate Microsoft's Office 365 cloud technologies with the campus infrastructure environment.
3. Network Services Life Cycle Management and Replacement Schedule. Develop and document a standard configuration matrix and effective life cycle replacement schedule for all equipment used in the campus network, server, wireless and telephony environments.

Library Services Department

1. Zero Base Budget Review. Conduct assessment of library fiscal management.
Outcome: Following the first year of ZBB, determine whether the calculations accurately anticipated needs.
The library determined through the ZBB process that no additional funding was needed for FY16. Management efficiencies in interlibrary loan processing and acquisitions management have successfully achieved sufficient savings to offset areas of increased costs.
2. ACRL Information literacy framework. Adapt forthcoming ACRL Information literacy framework for Dickinson College.
Outcome: Develop and implement plan, which may involve collaboration with CPC, attending training, involvement of faculty, etc.
This goal was not pursued because the ACRL has had difficulty assisting member libraries in implementing the Framework. However, the college was awarded a grant with 3 other PCLA member libraries in order to hold a one-day workshop with a high-profile keynote speaker/facilitator, which took place in May. We expect additional collaboration to result.
3. Physical Collections. Organize physical collections to optimize discovery, convenience and effective use of space.
Outcome: Complete consolidation and rationalization of the print journal collection to accommodate changes due to collections and space decisions.
Done.
Outcome: Complete transition to primarily e-only government depository status.
Done.
Outcome: Continue storage facility mold mitigation materials review begun in prior year.
In order to accommodate emerging needs and priorities, progress toward this goal was postponed to FY17.

4. Non-print resource assessment. Conduct non-print resource assessment, in order to develop a strategy for employing economical and effective approaches to non-print access and acquisition.
Outcome: Analysis of assessment results of film use study from prior year to determine user needs and preferences. Conduct additional assessment if needed.
Analyzed results of study of film use by students in FLST 210: The American Sitcom in Spring 2015. Conducted analysis of over 300 films placed on library reserve for Fall 2015. Results are being used to inform the streaming film service pilot with two Film Studies courses during Spring 2016.
Outcome: targeted assessment of e-journals and databases to determine current use.
A process has been established to routinely check usage data for databases and e-journals prior to renewal commitment.
5. Library Space Alignment. Align use of library building spaces to meet current and emerging needs for curricular and research support.
Outcome: Implement main floor Writing Center space changes.
Done. Library materials relocated.
Outcome: Refine and implement Phase 2 of lower level Archives' digital scholarship space plan.
A plan to upgrade and renovate the Alden Room was proposed. Minor changes were implemented, but not the more difficult/expensive parts of the proposal. Phase 2 of the Archives space plan, which focuses on the public reading room, has been deferred in favor of addressing immediate space needs for storage of archival materials. A plan was developed to create an archival storage area using the western side of ICC2.
6. Institutional Repository Assessment. Assess value and impact of the Dickinson Scholar institutional repository.
Outcome: Recommendations for improvements and future development following two years of active use.
Major assessment was determined to be premature. Focus for FY16 was instead on documentation of processes and policies and outreach to faculty and students.
7. Digital Humanities Support. Build institutional capacity of, and operationalize support of, digital humanities activity within the library and across the campus
Outcome: Develop new capabilities for the Carlisle Indian School project in response to feedback from the 2015 NAISA annual conference.
The ability for external users to submit their own content (photos, documents, and stories) has been developed, and we are currently seeking additional volunteers for testing to ensure that the instructions are clear and that there are no barriers to participation. We are also testing a full-text search tool, Apache Solr, to make materials more discoverable.
Outcome: Secure collaborations with additional external organizations for the Carlisle Indian School project.

Collaboration with Cumberland County Historical Society has been secured for cataloging and digitizing their collections to add to the project. A collaboration involving the National Anthropological Archives (Smithsonian Institution) and Gettysburg College has been secured specifically to update and share metadata regarding a collection of more than 1000 glass plate negatives of the school dating between 1879 and 1902. Susan Rose and Jim Gerencser also held a conference call with a representative from the NEH regarding possible collaborations with their work at Pine Ridge Reservation.

Outcome: Provide support and guidance to faculty, as needed, for their digital humanities efforts.

Support has been provided to Professors Diamant and Pinsker for their interns to use the Willoughby Lab computers and the Zeuschel scanners for their digital projects. All faculty members receiving grants through the Digital Humanities Mellon Grant and through the R&D Committee were notified about the availability of resources for them and their student interns.

Outcome: Provide support to Mellon-funded post-doc for Digital Boot Camp and other Mellon grant activities.

Library Digital Projects Manager Don Sailer collaborated with Patrick Belk for the teaching of the 2016 Boot Camp.

User Services Department

1. Evaluate Laptop Data Encryption Options. Sensitive College data on College-owned laptops and hybrid devices is vulnerable to exploit on or off campus due to theft or loss of the system. As pointed out by the Emerging Technologies Working Group, encryption of data on these systems provides the College protection against data breach on these devices. This initiative goes toward minimizing the vulnerability of College data and preserving reputation.

Outcome: Evaluate the best methods for data encryption on College-owned laptop-style devices.

2. Collaborative Writing. Also posed by the Emerging Technologies Working Group, the Collaborative Writing initiative focuses on achieving the ability for document sharing, as well as, synchronous and/or asynchronous collaboration by two or more users during the creation/editing of files (eg. documents, spreadsheets, presentations, etc.). This initiative goes toward helping users make the most of existing technologies and more efficiently working together on-line.

Outcome: Consider the best methods by which document sharing and collaboration can be achieved for the College, implement the solution and provide training for its usage.

3. Implement a Technical Resources Knowledge Base. Often times a solution to an issue is discovered, but rarely recorded (in an easily searchable/discoverable manner) such that the same solution can be readily found again and applied to an issue without redundant troubleshooting effort. This initiative goes toward providing better custom support to end users.

Outcome: Evaluate and implement a knowledge base solution to house data intended to be used to streamline the capture, usage and dissemination of established technical practices.

4. Windows 10 and Yosemite. Both operating systems are soon to be ready for use on campus – Yosemite has already been released but suffers various issues which are expected to be resolved and Windows 10 is due out mid-2015. User Services will need to move forward with deploying these OSES to campus systems due to vendor hardware constraints and thus a deployment plan is required and training needs to be developed. This initiative goes toward proving a solid, up-to-date and uniform user experience across campus systems.

Outcome: Learn, configure, deploy and train the Windows 10 and OS 10.10 “Yosemite” Operating Systems to eligible campus devices.

5. Evaluate Current Sustainability Practices on Campus Systems. Campus systems are often left on for the purposes of allowing for the deployment of software updates/security patches and also for end user convenience in not wasting time waiting for a system to boot. New software and/or existing campus strategies may be able to strike a better balance of security and convenience versus sustainability. This initiative goes toward supporting the College's sustainability efforts.

Outcome: Examine existing system sustainability practices with the goal of decreasing energy used by campus systems.

6. Alternative Paper Sources for Campus Copier Paper. Find alternative paper sources for the campus copier paper cost savings. This initiative goes toward supporting the College's budget and, hopefully, sustainability efforts if the correct source is found.

Outcome: Examine existing paper sources with the goal of lowering the College's paper budget.