

## **Annual Reports of the CIO: 2002/03-2007/08**

### Report to the Senior Administrative Staff for Information Services, July 25, 2003

In January, 2002, the College created a new department that included the libraries, the two computing organizations, visual resources, instructional technology, telephones, the language lab and multimedia services. There had been a long deliberative process that preceded the decision to combine these offices: a visiting committee headed by a member of the Board of Trustees, an internal committee that coordinated information technology issues and the visit of an outside consultant. The first semester and the first summer of the department were spent in various team-building activities, geared towards the development of an organizational structure that would endeavor to start to achieve some of the success that joining forces seemed to promise. Retreats, visits to similar colleges which had gone through this process much earlier and intensive meetings with staff and with faculty led to the real beginning of the new department, Information Services, which is now almost 11 months old.

We had hoped to create an organizational structure that would serve the College and that could remain in place for two years. We learned from our investigations that the nature of these kinds of departments needed a supple and evolving organizational structure in order to respond effectively to the nature and pace of change in the world of computing and libraries. Unlike most of the rest of the liberal arts college landscape, with academic structures that have slowly evolved over generations, the culture of the most successful of the new departments that provide academic support services tends to stress flexibility. Managing projects and working in teams, changing rather than fixed job descriptions, decentralized decision-making and fluid reporting relationships look to be the hallmarks of these merged organizations. The new structure that we agreed upon tried to build possibility into the system, relying on the nascent node structure that had already been evolving – an attempt to provide academic support by academic and administrative division rather than by type of support – and one that recognized the centrality of the web in the ways that academic work gets accomplished.

We think that the structure that we set in place has functioned well and we think that we can rely on it for another academic year, as we continue to examine it and look towards refining it this time next year. We will strive in the next version of our organization to build better communication structures into the overall design. We think that we have been effective in improving the general level of service to the faculty and staff and we have pledged our efforts this coming year to raising the level of support we provide to students. The faculty and the trustees have both responded by developing effective committees to work with us to provide guidance and counsel. We see the coming year as one in which we need to define the services that we already provide and make them more widely known to our users, and find out from them what services we should be offering. We are hoping to develop our own IS web presence in the context of the developing web presence of the College as a whole, as a way to increase the communication of our services to the entire community.

The staff of Information Services has worked very well together this past year and has moved along a number of new projects, in collaboration with many other people and departments at the College. We have helped to create a college-wide electronic calendar, improved the structure of support in the College for the development of the content of the website, restructured the navigation of the website and its design, are pushing forward the One-Card project, upgrading the administrative software

program OSCAR, improving the way we replace computers on campus, have developed a new approach to the orientation of freshmen to the use of library services, further integrated the delivery of library and computing services to the community through the node structure, and strengthened the relationship to Facilities Services in thinking through the redesigning of educational spaces. Perhaps most important for the future was writing a mission statement together throughout the spring semester. I reproduce it below as the embodiment of what we hope to accomplish in the coming years:

*Bryn Mawr College Information Services Mission Statement*

*Information Services is committed to leadership, integrity and excellence.*

*We strive to:*

*SERVE by supporting technologies that benefit teaching and learning.*

*FOSTER collaborative relationships that advance the curriculum, research, and the mission of the College.*

*help BUILD intellectual partnerships that encourage self-reliance and cooperation.*

*We VALUE...*

- *faculty, students, staff and their achievements*
- *the professionalism of the Information Services department*
- *risk-taking and flexibility*
- *openness towards change and the possibilities of emerging technologies*
- *input and feedback from the community*
- *courtesy and respect*

Report to the Senior Administrative Staff for Information Services, July 16, 2004

A year of major accomplishments: upgraded the PeopleSoft program, upgraded our Tripod software, completed a collaborative initiative that resulted in the complete overhaul and redesign of the College's website, successfully defended our computer network during a year of exceedingly intense hostile attacks, developed and conducted surveys of the College-wide community for major departments throughout the College and for the Tri-Colleges; hosted a major exhibition and published a book; hosted the College's first webcast; developed a strategy with faculty colleagues and implemented a substantial review, rethinking and pruning our periodical subscriptions, and relocated a major collection from Dalton to Thomas. And we moved forward on a number of other fronts: we are a year closer to the realization of a single tri-college collection, the redesign of a part of the tri-college library technical services processes and made progress in developing a structure for managing and displaying digital images. The evidence for these achievements has become more tangible through the surveying of our constituencies having instituted assessment mechanisms that gauge results before and after we make changes.

In last year's report to you, I stated the hope that the organizational structure that IS took in 2002 would hold for two years. Except for two reporting changes, which occurred as the result of a manager moving to another college, we kept to the plan. And we are now in the middle of looking at how the organizational structure has served the College community and where there might be ways to improve upon our first iteration. At a series of all-IS-staff meetings in the spring, we developed together a

strategy to review ourselves by concentrating on the way we communicate within our organization and how we communicate the existence of and the ways in which we deliver services to the larger community. We developed a survey instrument which has provided us with useful and detailed information on the areas in which change could be helpful, an instrument that might become the standard for other liberal arts colleges with merged organizations. I also spoke in last year's report of how managing projects and working in teams, changing rather than fixed job descriptions, decentralized decision-making and fluid reporting relationships are the ways in which a department like IS needs to function in order to succeed. We hope that the current review will help us to improve upon a good beginning by making the communication among these fluid groups and the communities with which they work more straightforward.

If Information Services is to succeed in providing the services that the College community needs and wants, it can only do so in collaboration with each of your departments. We can and will try to continue to improve how we communicate, how we fix problems and how we develop educational opportunities for folks to improve their own skills, both within our own department and throughout the College. But we need a change in the way you communicate with us. I would like to ask everyone who reads this report to consider making one small change in the way that your department functions: whenever you decide you need new software or a new piece of electronic equipment like a computer, a printer, or a handheld device the first thing you should do is contact us. There are a number of reasons that this should be done. The first reason is the surprise factor: Department "A" has just bought software "B" to manage work process "C" and – by the way -- IS needs to install it, service it and probably pay for its maintenance, upkeep and replacement down the road. The problem with this kind of business practice is that – although it seems to allow departments the kind of flexibility they want to have – it can be inefficient, costly and ultimately impair the ability of IS within its current personnel and operating budget to provide service to the community. A second reason is that we might already have what you need or something quite similar that we can make work for you, without further cost to the College. A third reason is that some other department might have a similar need and be spending its precious time and resources on searching and paying for it. A fourth reason is that we often can purchase devices more cheaply and we would try to look for items that we know how to service, instead of products that might seem cheaper because of initial cost, but whose total cost of ownership in terms of staff time and replacement schedule make them very costly. A final reason is that one of the major tasks we set ourselves this year – the lead recommendation of our faculty advisory committee -- is to make it much easier for our community to log into a number of separate computing systems. We plan to roll the beginning of this new service out in January – a common user ID and password for email, PeopleSoft, Blackboard and Novell. If we do not know what folks are planning in terms of new services and what their needs are, we cannot plan for the work necessary to achieve compatibility before we place new systems into service.

In addition to completing phase one of the single password project, working further on the development of a single library collection across the three colleges, improving the way we communicate within and without IS, we will be working on two further initiatives in the coming year. The first is to develop a detailed estimate of the long-term capital costs of the infrastructure of IS, which would include the timely replacement of networking, backup, servers and all other computing equipment and the upgrading or replacing of software, planning the cost of the expansion of library shelving capacity, microfilm readers and printers, the replacing of public address systems, and telephones. The second is

to continue to refine the plans for the renovation of the infrastructure of Canaday Library – both exterior and interior – and the possible renovation of Guild to develop a contiguous space with the new Dalton and embody the new concepts of service that we hope to provide to the community. We see both of these new initiatives as central to the Plan for the New Century, targeted on the development of a long-term strategy for the integration of technology into liberal learning.

Report to the Senior Administrative Staff for Information Services, July 15, 2005

A number of the hopes that the College had when this department was created were fulfilled this year: 1) the completion of the process of developing a unified operating budget, 2) the creation of a ten-year capital budget proposal, 3) reaching an agreement with the Sciences on how to refit computing labs that were created with grant funding and how to share with the faculty the responsibility for providing service to all of the computers in Park, 4) developing a unified policy on how to replace computers throughout the College; and 5) further refinements of the organizational structure in order to improve and streamline the service IS provides. The work within the three colleges in developing a unified library collection also moved further forward as we reached the mid-point of the multi-year Mellon grant that funds this work. And the number of courses that take advantage of the treasures of the College's Special Collections jumped again this year. Many of the members of the department also noticed that the work of uniting the whole into one organization made another large advance, possibly because of a year-long look at internal operations.

We called that process a Communications Review, built upon the results of a comprehensive survey that for the first time tried to get at what the various Bryn Mawr user communities think about how we provide service. The survey was so well received – the number of respondents was quite high and the value of the information therefore so much greater – that we have developed it into the first national one for colleges of our kind that have merged computing and library operations so that we can start to get some comparative data that will help us all. We are developing the second version of the survey under the leadership of David Consiglio with four other colleges and plan to administer it this coming academic year. What we learned from the survey is that we are doing well in almost all areas, but we needed to improve how we go about following up on fixing problems that come to the help desk. The Communications Review was our attempt to improve the way we in Information Services interact with one another and with our various user communities. Out of that review we made a number of organizational changes – unifying some smaller departments on the computing side, promoting Janet Scannell to Head of Computing and setting up an independent help desk operation under David Bertagni. I hope to report on the success of these innovations this time next year.

We did a lot of work behind the scenes, trying to build up our physical and operational infrastructure. We completely redesigned the core of our network, separating it into two isolated nets that minimize traffic flow between academic and administrative users. We simultaneously introduced several open source network monitoring and management systems which now give us the ability to quickly diagnose and isolate problems. Coupled with the redesign of our email system, and work towards developing a unified login to multiple systems, we are working to streamline and modernize what we do. This coming year should see a complete overhaul of our backup systems to continue to insure us of an appropriate amount of storage capacity and nimble ways to restore data. Facilities Services is leading the work in modernizing the infrastructure at Canaday library, both the external fabric of the building and the

electrical and electronic systems. This is the first comprehensive work on the building since it was put into service thirty-five years ago.

In the areas of budgeting, we made enormous strides. We were able to successfully reduce by ten percent -- about \$90,000 -- the cost of the periodicals to which we subscribe through a process that involved the faculty every step of the way. By maximizing the tri-college connection, electronic publications and the use of interlibrary loan, we now have more flexibility in being able to again consider new titles while seeing no net reduction in faculty and student access to research articles. We were able to take full advantage of the new reporting systems in Financial Edge to organize our budgeting around the projects in which IS engages. Most importantly, the College now has a good idea of what the history of capital expenditures has been in the areas in which IS operates, and a proposal for a ten-year capital budget. This work was done with the help of the Treasurer, the Provost and the IS Advisory Group of the Board of Trustees.

It was a wonderful year for the Friends of the Library, with superb, well-attended programs organized by Eric Pumroy, an enlarged and revitalized Board and good ideas about future directions. We also took a significant tri-college step forward in an area that will become more and more important to educational institutions in the years ahead: Digital Asset Management (DAM). A tri-college team, led by Bryn Mawr's Jean Lacovara, took on the question of how we will be able to manage and retrieve those materials which we collect that are born-digital. Most crucially at this point are the images that are used in the classroom in all areas of the curriculum, but DAM will also be central for us as we try to store and make available our own College data and the creative work of our faculty, students and administrative departments. Two important posts, held by long-term incumbents, were successfully filled this year: Camilla MacKay became the new head of Carpenter Library, succeeding Eileen Markson, and, with the help of Scott Silverman, immediately made her mark with innovative ideas about how we could further improve that wonderful resource. Melissa Kramer took over at the key role that Anne Slater held for so long, and has brought a new professionalism to supplement and further the work that Anne did so well in Canada. In all, there were eleven changes in full-time personnel over the year, and we are very happy with the folks that Florence Goff helped us to bring on board, all of whom have come into a unified Information Services Department with a three-year track record of working together collaboratively.

#### Report to the Senior Administrative Staff for Information Services, July 7, 2006

Throughout the year we celebrated the twenty years of the tri-college collaboration, Tripod, focusing on what we have done well and what we could do better. Teams of librarians from liberal arts colleges and from research universities and experts from the information services world joined us to talk and listen, and we capped the year in the Great Hall with a day-long gathering of virtually all of the librarians from the three libraries. We learned throughout the year how the rest of the library world views our unique cooperation. We are looked to as the epitome of the benefits of cooperation and collaboration: our experiments are used as models elsewhere; the published results of our work together are scrutinized for ideas that can be reproduced in other contexts; our staff are seen as experts in various fields.

That cooperation and collaboration on the library side has both increased the pressure to work together on the computing side and has helped us to start to make the same kind of impact nationally in the

growing movement towards merging the computing and library functions at other liberal arts colleges. Our bi-co partner Haverford moved this year to a full merger of their operations, a useful precondition for computing cooperation. And an initiative from Swarthmore has helped us to work together to combat the growing problem of spam; we look forward to that as the first of a number of new shared initiatives. The survey that we developed here in the last couple of years has become a national one with its own acronym: MISO: Merged Information Services Organizations Survey "*The Bryn Mawr Survey*" (<http://www.brynmawr.edu/miso/about.html>). More than twenty of our liberal arts college merged organizations have administered it, and a meeting at EDUCAUSE will study the results as a way to learn from one another what the best practices might be in all of the areas in which we provide service.

The cooperation and collaboration among the three colleges on the library side has continued to expand in this past year as we move further toward the goal of one collection of books and journals. We are keeping our eyes on a key goal, which is to live comfortably and happily within the walls of our existing buildings, hoping to avoid the enormous expense of increasing the size of our stacks. Working academic discipline by discipline across the tri-colleges, we are pruning the collection of unneeded extra copies and we are at the same time reducing the number of collections of bound periodicals. As important as the immediate gains are the long-term benefits of shared procedures and deepened relationships. Those that are so far less evident to the public but essential to efficiency and collaboration include a new system for handling our increasing list of licensed electronic subscriptions as we consolidated and completed the work to reduce the number of print periodical subscriptions, backing up our three college websites and continued work on developing one tri-college digital image system. On the horizon are one institutional repository and one shared website for all of the libraries. Inside our own library, we made available to the world some of our own documents, such as the Helburn Collection – with a collection of rare Hepburn theatrical photographs  
<http://www.brynmawr.edu/library/speccoll/guides/helburn/helburn.shtml>

– and the Carrie Chapman Catt collection of suffragette photographs, available on ArtStor. Much of the excitement for this work comes from increasing the involvement of graduate and undergraduate students in the work of special collections.

We have continued to work this year on the computing side to standardize operations, to upgrade systems and equipment and to make them more reliable. We are at the point of implementing a new system for handling users' requests for service and are looking forward to using it in the fall as part of a multi-pronged effort to upgrade our help and user services operations. These efforts all occurred during a period of staff turnover that saw eleven new folks join Information Services as members of the existing staff retired or moved on to other opportunities. We have been very fortunate in our newest hires, including the librarian at Carpenter Library, Camilla MacKay, who came to us from the American School of Classical Studies at Athens; Nicole Finzer, who heads up our digital images project and came to us from the Art Institute of Chicago via Pennsylvania State University; Andrew Lacey, a recent Swarthmore graduate working as a systems administrator and Christine Boyland, our Language Lab Coordinator, from St. Anselm College. Our continuing staff has engaged more deeply in the life of the College, with the work of Florence Goff and Jean Lacovara, who are both involved in matters of diversity. And Janet Scannell was selected this year as a member of the Frye Institute, a highly competitive seminar and workshop that helps to mold leaders in information services.

The work of increasing the depth and reliability of our systems, the further development of our staff and the increasing collaboration and cooperation with our bi-co and tri-co partners is all aimed at appealing to the student of the 21<sup>st</sup> century. A fluent user of technology and learner who has collaborated on projects throughout her school career, who often has a highly developed spatial sense, comfortable in a multi-media environment, this active learner who comes to Bryn Mawr College ready to determine her own educational objectives should be challenged by a dedicated and expert group of librarians and information professionals. So this year, with impetus from a Board committee, working with the Chief Administrative Officer and the Director of the Bi-Co Education Program, Information Services embarked upon a new teaching and learning initiative, one that would be formed in the same spirit of collaboration and cooperation that has brought so much to the College. In talks throughout the year with faculty and staff, we have conceived the work of teaching and learning to be one that encompasses the entire community. In fact, our very first formal sessions were with members of the dining services and housekeeping staffs, who now include in their ranks fourteen new users of email and the web. We worked with the staff in two departments — Resources and Social Work — who volunteered to join two workshops on Excel based on a conception of teaching and learning together in learning communities. We are dedicating an internship next year to continuing this project and hope to provide further funding for it through a grant. And we will begin the coming academic year with an approach to the new faculty orientation along the same lines of involving the faculty with students and staff.

Report to the Senior Administrative Staff for Information Services, July 23, 2007

I started at the College as Director of Libraries and Professor of History in June 1997. About to embark upon a semester-long sabbatical leave, I thought it might be useful in this annual report to reflect on that past decade: to think about where Information Services was when we began, where we have traveled and the future paths that we might take.

What strikes me as one indicator of the strength of IS are the impressive accomplishments of a number of key individuals. The past ten years have brought the highest College recognition – the McPherson Award -- to seven members of Information Services: Judith Regueiro, Rodney Battle, Florence Goff, Carol Campbell, Rodney Matthews, Eileen Markson and Aaron Tsay. One member of the staff in the same period went to the HERS Summer Institute -- Jean Lacovara -- and three were chosen as fellows at the prestigious Frye Leadership Institute: Linda Bills, Mark Colvson and Janet Scannell.

Another indicator of the health of IS is that the leading administrators in Information Services are not only among the award and fellowship winners, but also, along with many of the members of the staff, have sustained records of service. Since the merging of departments that created Information Services six years ago, we have had the good fortune to retain our key managers, which has allowed for both continuity and flexibility in helping the organization develop expertise. These dedicated members of the community have worked together to solve problems, to push the organization forward and to begin the process of realizing what gains can be made when working cooperatively.

When asked what they thought had changed the most in their area in the last decade, the eight members of the group spoke about the increasing importance of technology and the concomitant revision of roles in integrating technology in constructive ways into the life of the College and, above all, the importance of collaboration:

“A decade ago the Internet was still an interesting research project and Bryn Mawr was primarily an Apple Mac shop.” David Bertagni, Head of Networking and Telecommunications

“Process automation and changing procedural priorities have had the most impact... where we needed 18 people to do our work a decade ago, we need 9 today.” Berry Chamness, Head of Information Access and Delivery

“The web has changed from a set of static human-coded pages that mostly indexed content and changed relatively slowly, to highly volatile database-driven medium that delivers content.” Mark Colvson, Coordinator of Curriculum and Research Support

“The ... merging of six departments...into what is now Information Services Department. The communications review that we undertook ... resulted in the redistribution and decentralization of responsibilities ...and a stronger commitment to an even stronger customer ethic.” Florence Goff, Associate CIO and Equal Opportunity Officer

“The distinction among librarian, technologist and educator [has] blurred.” Jean Lacovara, Assistant Director of Communications, Planning and Research

“The use of Special Collections has grown dramatically over the eight years I have been here, as a result of...expanding the amount of information about our collections on the web, and of actively promoting ..use... among the faculty.” Eric Pumroy, Director of Library Collections and Seymour Adelman Head of Special Collections

“Technology -- it now serves an essential role throughout the institution.”

Janet Scannell, Director of Computing

“There are far fewer separable streams of curricular and research support than was true in 1997.” Scott Silverman, Nodes Coordinator and Contract and Licensing Agent

In my view, continuity in staffing and building an even stronger organization overall through a series of successful hires for people who have retired or have moved on, has been the most important factor in helping the College to profit from the changes that these administrators have identified. What I see as the biggest change in this decade is the extension of the capacity and the desire to collaborate, cooperate and shift roles and duties in order to realize the promises that linked information technologies have to enhance teaching and learning. That extended capacity to change and grow is grounded in a strong and stable staff, one that can readily socialize new members to an atmosphere of decentralized service with a shared mission. As one of our newest staff members, a 2006 graduate of the College, Darla Attardi, Coordinator for Staff Education, put it: “My position was created about a year ago, and now there is a fairly comprehensive staff education program that strives to use progressive teaching methods and to draw from the teaching resources and expertise we have in this community.”

Those teaching resources and that expertise serve us well as we will work this year to thoroughly renovate our core systems' infrastructure in preparation for supplying one, fully-supported community-wide solution for integrated email, calendaring and web services; as we think through with a visiting committee how we can deliver the promise that our outstanding collections of fine arts, prints,

drawings, archaeological and anthropological objects hold for our teaching and research needs; as we re-imagine and roll out our new College website; and as we continue to refine the organizational structure of IS so that it can participate in increasingly direct and integrated ways in the teaching and learning goals of the College.

Information Services Report to the Senior Administrative Staff July 1, 2008

Information Services (IS) exemplified the potential of a merged information organization this year, as it conceived and carried out the fundamental renovation of its electronic services, reconceptualized a major segment of its intellectual offerings to the community and reaped the benefits of three years of work within the structure of the College-wide Teaching and Learning Initiative (TLI) while overseeing and implementing a major revision of the College's website. The first project demonstrated what IS could do after several years of building its staff expertise and confidence: The Information Services Infrastructure Review (ISIR) conceived, developed and carried out a series of studies of its systems, recommended major changes and began to implement those changes in one academic year. The second project revealed what a coherent and unified organizational structure underlying the College's knowledge collections might offer: The review of the College's Collections highlighted one of Bryn Mawr's hidden treasures, recommended a reconception of the two staff positions in the Collections and endorsed the integration of these unique and valuable materials into the many other special collections that the College owns. And the third development demonstrated how directing the focus of IS towards the College's mission of teaching and learning could benefit the entire community: The work within the TLI strengthened the ability of IS to focus its energies on the main goals of the College as it built the foundations through which community-wide education facilitated work within the new electronic environment.

There is still work to be done in all of these projects – the implementation phase continues – but the basic structures are in place and with the good will and hard work that the community has displayed, IS can work on completing what we began in the previous academic year. The conversion of all of the offices and all of the computers on campus to the new infrastructure led by Janet Scannell is scheduled to be completed in the fall semester as is the conversion of the rest of the old website to the new design. The new staff members in Special Collections start work this summer and will begin the task of inventorying the collections and developing grant applications to continue that work supported by outside funding. TLI programs developed by Darla Attardi to teach the community how to work within the new computing environment will continue to educate us all. Classes, workshops, sessions for individual departments, new programs, such one in Reading, Writing, and Communication, which began this year, will continue to contribute a campus-wide learning environment.

Movement may be possible on a number of other fronts this coming year based on work in the past year. The cataloguing department of the library has been using its expertise to move into visual resources, rare books and circulation in order to improve services in these critical areas. Berry Chamness, who heads all of the library's technical services, has been a major force in trying to move the tri-college library consortium to new levels of cooperation and has been instrumental in fostering conversations about more collaboration at the IT level – his contributions to the ISIR project were exemplary of the ways in which librarians and computing staff can work together. This year the Friends of the Library has taken another step forward, setting itself a large fund-raising goal and a leadership

role in the planning for and execution of the 125<sup>th</sup> Anniversary of the founding of Bryn Mawr College, to include a major exhibit, publications and a conference on the history of women's education. The Special Collections Department, under the leadership of Eric Pumroy, broke new ground in its exhibits: For the first time both of the major shows were curated by students, who shared their deep learning with a number of colleagues and faculty while the department continues to digitize collections and make them available to international audiences. Mark Colvson has galvanized the public services department in the library to work on all of the fronts in Information Services while leading the communication within the campus for the computing conversion process.

Physical and digital infrastructure changes are coming in a number of areas: Almost all of the floors at Canaday Library are under construction -- the technical services area received its first facelift since the building was built 40 years ago; moveable shelving is being installed on the lowest level to accommodate collections materials from Thomas; the Language Learning Center is moving from Denbigh to the 3<sup>rd</sup> floor. David Bertagni, who heads our networking services, is working with these and several other projects on campus including Goodhart and Pen y Groes, to upgrade these networks to the campus standard. The campus took another step forward under Scott Silverman's leadership in developing further support for digital images and for Geographic Information Systems (GIS).

As we look towards next year, IS will engage in a review of its operations, conducting a self-study based on the results of its Merged Information Services Organizations (MISO) Bryn Mawr Survey <http://www.brynmawr.edu/miso/team.html> and inviting a review team to work with that study and survey data to make recommendations for the President's consideration. We know that we need to do more with the web, that we need to look carefully at security and that we will need rethink the organizational structure again, as we have done several times since the organization was formed. We hope that a successful review process will be of interest and of use to other administrative departments on campus.

This year Florence Goff played a crucial role in the work of Information Services, leading the department through the late summer and during the fall semesters while I was on leave as she continued her work as Equal Opportunity Officer and on the Diversity Leadership Group and Council. She quarterbacked the department's successful implementation of the Performance Coaching System, represented IS in the President's cabinet and ensured that Information Services moved forward on all of its projects. This last activity is what she has been doing since the department was formed seven years ago, believing as she does that there is much for all to be gained when people work together. When I attended the first meeting of the IS senior staff upon my return in January, the staff were working together on the implementation of the ISIR project and I thought that if someone from the outside were to observe the meeting, they would not know who in the room was originally a librarian and who was a computer professional.

Respectfully submitted,

Elliott Shore, CIO