Office of Technology & Bookstore Relations

GOAL 1: PROVIDE AND SUPPORT A ROBUST, FLEXIBLE, SECURE, AND USER-FRIENDLY TECHNOLOGICAL ENVIRONMENT FOR THE DIVISION OF CAMPUS LIFE.

Objective 1.1: Maintain high levels of technical support across all Campus Life departments.

A. Use—and require departments to use—Emory’s official service request (ticketing) system (currently ServiceNow) for all support requests.
   Target date for completion: Ongoing; expecting annual progress.

B. Meet or surpass Gold-level SLA standards for support.
   Target date for completion: Measured annually. Currently meeting gold standards; will attempt Platinum standards if department expands.

C. Meet or surpass benchmark standards for quantity of supported machines per technician.
   Target date for completion: Ongoing; reviewed annually.

D. Support hardware, software, peripherals, and technical items purchased under the Campus Life Technical Purchasing Policy.
   Target date for completion: Ongoing. Performed daily; reviewed annually.

E. Support networking and connectivity issues, remote desktop offerings, and other computer-related issues that arise for Campus Life staff.
   Target date for completion: Ongoing. Performed daily; reviewed regularly.

F. Support Titanium, Point and Click, and other Divisional custom software for which CLTS/OTBR engaged in a pre-purchase support understanding.
   Target date for completion: Ongoing; reviewed as needed.

G. Provide first-step support for other custom software, mobile devices, and other items not covered under the Technical Purchasing Policy.
   Target date for completion: Ongoing; reviewed regularly.

H. Provide leadership for ECL departments on Emory IT Governance and Architecture and Security practices and processes.
   Target date for completion: Ongoing.
Objective 1.2: Build and maintain a robust and flexible server & workstation infrastructure within our own OU (organizational unit) in EMORYUNIV.

A. Construct, maintain, and administer an OU under the EMORYUNIV domain.
   Target date for completion: Constructed, but maintained and administered daily.

B. Develop and maintain (i.e., adjust according to machine ages and changing needs) a comprehensive server infrastructure housed within secure and protected datacenters that meet the highest standards Emory requires.
   Target date for completion: Ongoing. Maintained daily.

C. Develop and maintain (i.e., notate specs for) a comprehensive collection of workstations that accommodate the widest possible range of end-user tasks within a secure, yet robust, user-friendly environment.
   Target date for completion: Ongoing. Maintained daily.

D. Develop scripts and policies to ensure regular data backup, virus protection, application of OS and software updates and patches, etc.
   Target date for completion: Ongoing; reviewed daily and applied regularly.

E. Continue to utilize remote desktop solutions to improve production by facilitating remote troubleshooting and workstation and server management.
   Target date for completion: Ongoing, with annual increasing reliance on such solutions.
Objective 1.3: Provide tutorials and training to ensure Campus Life staff is equipped to make best possible use of its software, websites, utilities, etc.

A. Offer in-person training as needed for unique user requirements.  
   Target date for completion: Ongoing. Recently revised our plan with HR for onboarding new employees.

B. Offer group training/classes as needed for overlapping and multi-user requirements (e.g., PowerPoint, Excel, Office 2010, etc.).  
   Target date for completion: Ongoing.

C. Purchase and point end-users to centralized training materials and/or web-based training access to assist Campus Life staff members who wish to learn at their own pace.  
   Target date for completion: Ongoing. Currently sending users to Emory’s Lynda offering.

D. Create and maintain a library of policies, procedures, best practices, recommendations, and helpful hints on the OTBR website.  
   Target date for completion: Completed, with ongoing revisions.

E. Engage departments with every two- to three-year “roadshows” to review tech policies and best practices.  
   Target date for completion: Ongoing.
**Objective 1.4:** Continually explore new technologies to ensure Campus Life’s computing environment is current, dynamic, and appropriate to its use.

A. Maintain a budget for field-testing hardware, software, and other computing items that might reasonably be utilized by Campus Life departments.
   Target date for completion: Ongoing, with active field testing.

B. Maintain an active presence on IT committees across campus, including ITSC, Student Governance, ITPC, etc.
   Target date for completion: Ongoing.

C. Meet regularly with Emory’s CIO, Deputy CIOs, and Director of Academic Technology Services to ensure OTBR is aware of products in use or anticipated by other Divisions of the University.
   Target date for completion: Ongoing.

D. Survey Campus Life staff annually or every other year to ensure the range of CLTS/OTBR offerings reasonably reflects Campus Life’s computing environment.
   Target date for completion: Ongoing annually.
**GOAL 2: PROVIDE GROWTH OPPORTUNITIES FOR CAMPUS LIFE DEPARTMENTS THROUGH HARDWARE REFRESHMENT, TECHNOLOGY AND SOFTWARE CONSULTATION AND PURCHASING.**

**Objective 2.1: Maintain a sustainable ECL-wide hardware refreshment program, from purchase to maturation to retirement.**

A. Minimize—or eliminate—the number of out-of-warranty Campus Life desktop machines in use by full-time staff members.  
   Target date for completion: Ongoing. Target for elimination is 6/1/2020.

B. Maintain a “hand-me-down” policy for kiosks, student workstations, and shared machines.  
   Target date for completion: Ongoing; reviewed regularly.

C. Ensure at least a five-year refreshment cycle for all desktops.  
   Target date for completion: 6/1/2020.

D. Refresh production servers (or virtual servers) every four years by maintaining an eight-year machine refreshment and rotating old production servers into backup roles. Refresh virtual hosts (hardware) every eight years, retaining at least one under-warranty production server at all times.  
   Target date for completion: Ongoing.

E. Develop, promote, and enforce refreshment recommendations for Campus Life-owned laptops, printers, and other hardware.  
   Target date for completion: Ongoing; reviewed annually.

F. Reevaluate departmental refreshment contributions and/or central budget commitment annually.  
   Target date for completion: Annually.

G. Ensure sustainable and secure final disposition of exhausted hardware.  
   Target date for completion: Ongoing.
**Objective 2.2:** Provide technology consultation and purchasing services in support of the Division’s Technology Purchasing Policy.

A. Ensure OTBR’s tech buyers are following Emory purchasing procedures and always getting the best possible price through approved means.
   Target date for completion: Ongoing; measured annually.

B. Ensure buyers are well versed and current in all technology products and standards covered under the Division’s Tech Purchasing Policy.
   Target date for completion: Ongoing; reviewed regularly.

C. Provide feedback on customer requests and suggested specs.
   Target date for completion: Ongoing.

D. Evaluate large purchases for compatibility, security, architecture, price, and long-term viability.
   Target date for completion: Ongoing.

E. Establish and enforce printer and printing policies for ECL, in keeping with Emory policies.
   Target date for completion: Ongoing.

F. When necessary, assist departments through any relevant LITS or AP processes. Review SLAs, licenses, and/or contracts and work with Accounts Payable on terms and final purchase documentation.
   Target date for completion: Ongoing. Reviewed with each project.
**Objective 2.3:** Provide software application purchase consultation and/or development services for Emory Campus Life departments in support of the ECL’s Tech Purchasing Policy and IT Governance.

A. Evaluate and test potential purchases for compatibility, security, architecture, competitor offerings, and long-term viability.
   Target date for completion: Ongoing.

B. Assist departments with business proposals, purchase orders and approvals, contracts, receiving, set up, installation, and implementation.
   Target date for completion: Ongoing.

C. When necessary, assist departments through Emory’s IT Governance and Architecture & Security Review processes. Work with Accounts Payable and the Office of General Counsel on final contracts, SLAs, or licensing agreements. Work with the Registrar’s Office and Peoplesoft on data feeds.
   Target date for completion: Ongoing. Processes, which change regularly, reviewed with each project.

D. Provide a range of web and database application development services, from the ground up, at no charge to Campus Life departments, including programming, content development and design, workflow management, etc.
   Target date for completion: Will be sunset by 6/1/2018.

E. Maintain hardware necessary to support departmental custom apps.
   Target date for completion: Ongoing.
GOAL 3: PROTECT EMORY CAMPUS LIFE ASSETS THROUGH A TECHNICAL ENVIRONMENT THAT PROMOTES THE HIGHEST STANDARDS IN SECURITY, REDUNDANCY, AND SAFETY.

Objective 3.1: Ensure the security of workstations and servers, meeting or surpassing LITS and industry standards.

A. Ensure end-users meet or surpass LITS standards and/or recommendations for password complexity.
   Target date for completion: Ongoing. Reviewed with departments during monthly “roadshows.”

B. Meet or surpass LITS standards and/or recommendations for virus protection, firewalls, and encryption.
   Target date for completion: Ongoing. Reviewed daily.

C. Ensure backups are performed regularly.
   Target date for completion: Ongoing. Reviewed daily.

D. Create and maintain a single, unified support and security structure for all of Emory Campus Life.
   Target date for completion: Ongoing.

E. Require all ECL employees to enroll in Emory’s dual-authentication system (currently DUO).
   Target date for completion: Completed, 2017.
Objective 3.2: Ensure the integrity, redundancy, and security of Emory Campus Life data.

A. Create and maintain cross-location file and/or data redundancy and perform regular backups.
   Target date for completion: Ongoing.

B. Abide by LITS policies and industry recommendations to ensure HIPAA, FERPA, and PCI alignment across all of ECL.
   Target date for completion: Ongoing; reviewed regularly.

C. Train Campus Life staff on proper treatment and storage of data.
   Target date for completion: Ongoing. Reviewed during monthly departmental roadshows.

D. Eliminate Social Security numbers and credit card transactions from all Campus Life machines.
   Target date for completion: 12/31/2017.

E. Centralize server administration to reduce the risk of file and data exposure.
   Target date for completion: Completed; maintenance ongoing.

F. Meet or surpass LITS standards for web security.
   Target date for completion: Completed; maintenance ongoing.

G. Generate and enforce a standard methodology for all Campus Life data transfers—input and output—including proper security for this data both in transit and at rest.
   Target date for completion: 6/1/2018.

H. Provide a secure form-generation solution for ECL, with a security-conscious backend.
   Target date for completion: Ongoing. Semi-secure solution is in place; 6/1/2020 for FERPA/HIPAA (if needed).

I. Serve as facilitators and compliance officers for Emory’s physical media security standards.
   Target date for completion: Ongoing.
**Objective 3.3:** Create, maintain, and train end-users on a set of technological policies, procedures, and best practices for all of Emory Campus Life.

A. Publish and maintain, both in print and on the web, a “living document” composed of technical best practices for all ECL employees.
   Target date for completion: Completed and regularly updated.

B. Engage ECL employees by reviewing key best practices at staff meetings (at the ECL, Senior Staff, and departmental levels) and by equipping each new employee with a two-page introduction to ECL technical practices.
   Target date for completion: Ongoing monthly sessions.

C. Educate Campus Life employees on best practices for recognizing and responding to spam, phishing, and other security concerns.
   Target date for completion: Ongoing. Reviewed during monthly departmental “roadshows.”

D. Coach Campus Life employees on best practices for password composition and password protection.
   Target date for completion: Ongoing. Reviewed during monthly departmental “roadshows.”
**GOAL 4:** LEVERAGE THE UNIQUE POSITION AND SKILLSET OF THE OFFICE OF TECHNOLOGY AND BOOKSTORE RELATIONS TO BUILD EDUCATIONAL BRIDGES AND NEW OPPORTUNITIES ACROSS CAMPUS.

**Objective 4.1:** Foster knowledge and understanding among ECL employees of current technology and technical practices.

A. Introduce relevant new technologies into ECL as part of day-to-day operations. Train ECL employees on the use of these technologies.
   Target date for completion: Ongoing.

B. Generate discussions about current and future technologies, including their purpose and cultural impact.
   Target date for completion: Ongoing. Discussed during monthly departmental “roadshows.”

C. As needed, educate employees about ECL’s interface with LITS, including systems, practices, policies, and organizational structures.
   Target date for completion: Ongoing.

D. Provide software and hardware training to ECL employees, both in person and through web-based tutorials.
   Target date for completion: Ongoing.
**Objective 4.2:** Interface with student, staff, and faculty groups across campus to share knowledge and insights about publishing and the book business.

A. Collaborate with Student Academic Technologies (part of LITS) for student-friendly programming around such topics as InDesign, Photoshop, 3-D printing, and Design Thinking.
   Target date for completion: Ongoing.

B. Collaborate with Student Academic Technologies to create a multi-site, co-marketed “Center for Innovation.”
   Target date for completion: Ongoing. Cox Hall is already established as such a site; reviewing additional site possibilities.

C. Partner, for purchases and information sharing, with student organizations interested in new technologies.
   Target date for completion: Ongoing.

D. Continue to serve as an advisor to faculty seeking recommendations for new course titles.
   Target date for completion: Ongoing.

E. Educate faculty on nuances of the book and publishing businesses, such as textbook pricing, copyright, HEOA compliance, author contracts, etc.
   Target date for completion: Ongoing, as needed. Copyright and HEOA compliance have become regular conversations, and we’ve developed written guidelines for both.

F. Collaborate with OUE and graduate and professional school faculty, the library, and student organizations to produce a robust array of literary and academic programming across campus.
   Target date for completion: Ongoing.
Objective 4.3: Promote the Bookstores as a safe space and center for academic conversation.

A. Promote the Bookstores as one of the campus’s premiere academic hubs.
   Target date for completion: Ongoing.

B. Ensure that the “trade” section of the Bookstore continues to carry a wide array of academic, literary, and reference titles reflecting the diversity, character, and academic enterprises of the campus.

C. Continue to host academic and/or literary reading/lecture series, book clubs, and/or workshops open both to the Emory community and the public.
   Target date for completion: Ongoing. Rethinking current offerings.

D. Provide flexible gathering spaces within the Bookstore for study, lectures, workshops, and spontaneous conversation.
   Target date for completion: Several spaces completed. New space between Starbucks and the Bookstore expected 12/31/2017.

E. Maintain a Bookstore on the Oxford campus that adheres to the same standards as the Emory Campus Store, except on a smaller scale.
   Target date for completion: Ongoing
Objective 4.4: Working with student organizations, the Schwartz Center, the libraries, and Campus Life and academic departments, host an every-other-year, nationally-recognized, multi-disciplinary Creativity Conference.

A. Identify key campus partners.
   Target date for completion: 6/1/2018.

B. Create content by designating a recognizable keynote speaker, curating panels, and producing a national call for panel and paper proposals.
   Target date for completion: 6/1/2019.

C. Work with Development and other campus partners on fundraising.
   Target date for completion: 6/1/2019.

D. Work with campus partners to implement logistics and market the event.
   Target date for completion: 6/1/2020.

E. Ensure conference budget is break-even or revenue producing for ECL.
   Target date for completion: 6/1/2022.
**Objective 4.5:** Continue to collaborate with current and would-be student entrepreneurs and their organizations to provide a set of support services and events.

A. Partner with Residence Life to engage and provide a space for students interested in social entrepreneurship.
   Target date for completion: Ongoing; possibly tabled after one-year trial.

B. Foster conversation around entrepreneurship through a speaker series and social events.
   Target date for completion: 9/1/2018.

C. Chair the Emory Entrepreneurship committee.
   Target date for completion: Ongoing.

D. Work with the Goizueta Business School, OUE and Emory IDEAS fellows to curate and certify curricula.
   Target date for completion: Possibly tabled.
GOAL 5: SUPPORT EMORY ACADEMICS AND STUDENT RESIDENCE AND SPIRIT BY ENSURING THE BOOKSTORES CONSISTENTLY ALIGN WITH OR SURPASS STUDENT, FACULTY, AND STAFF NEEDS AND EXPECTATIONS FOR BOOKS, MERCHANDISE, AND SERVICES.

Objective 5.1: Develop school spirit by ensuring that the Bookstores, both at Emory and at Oxford, create and sell a wide range spirit signifiers in the form of Emory-imprinted merchandise and gifts.

A. Regularly review the Bookstores’ inventories of clothing, gifts, and supplies to ensure the needs of students and staff are met.
   Target date for completion: Ongoing. Annually assessed.

B. Ensure that a sense of school spirit—fun and excitement—is promoted by the store layout and merchandise selection.
   Target date for completion: Ongoing. Will be assessed in 2018.

C. Ensure the unique needs of Emory sub-communities, such as student athletes and fraternities & sororities, are met through the store’s inventory selection.
   Target date for completion: Ongoing. Specific groups periodically assessed.

D. Promote B&N’s custom gift program, Promoversity, and other licensed and unlicensed special order book and gift offerings. Promoversity offers a lowest-cost option on a wide range of imprinted items for students, faculty, staff, and alumni.
   Target date for completion: Ongoing.
Objective 5.2: Ensure the Bookstores’ trade book offerings meet the needs of faculty, staff, and students.

A. Meet semi-annually with local and national buyers to ensure frontlist and backlist purchasing ideologies and methodologies support Emory needs.
   Target date for completion: Ongoing.

B. Provide feedback on current inventory and store layout to ensure the trade book section harmonizes with Emory’s academic mission.
   Target date for completion: Ongoing; reviewed regularly.

C. Create and chair a Bookstore support subcommittee that reviews and provides feedback on trade book inventory.
   Target date for completion: New committee, 9/1/2018.

D. Regularly review sales and turn by section/subject.
   Target date for completion: Ongoing. Reviewed monthly.

E. Solicit feedback and title suggestions from individual faculty members.
   Target date for completion: Ongoing.

F. Showcase faculty and staff achievement by carrying and displaying Emory-authored titles in a prominent place in the store.
   Target date for completion: Completed and regularly updated.
**Objective 5.3:** Ensure the Bookstores stock all required and recommended textbooks and materials according to student and faculty classroom needs.

A. Conduct annual surveys of students.  
   Target date for completion: Successfully ongoing.

B. Promote the Bookstore Liaison’s Office as the central site for faculty and student feedback about the bookstore (especially regarding textbooks).  
   Target date for completion: Ongoing.

C. Assist the Bookstores by helping to ensure that faculty submit their textbook orders correctly and on time.  
   Target date for completion: Ongoing.

D. Examine alternative means of textbook creation and distribution through the bookstore, including rentals, e-books, custom platform texts, course packets, textbook packages, price matching, etc.  
   Target date for completion: Ongoing. We currently engage in all of these best practices.

E. Discourage and intervene in cases of textbook disintermediation on campus.  
   Target date for completion: Ongoing, regular involvement.
Objective 5.4: Ensure the Bookstores carry a wide range of office and dorm supplies to meet the reasonable needs of the campus.

A. Conduct annual survey of students.
   Target date for completion: Ongoing.

B. Survey campus office managers and administrative assistants.
   Target date for completion: 9/1/2018.

C. Physically review and provide feedback to the bookstores on office and dorm supply offerings.
   Target date for completion: Ongoing; reviewed regularly.

D. Survey offerings of competing markets (Target, CVS, Office Depot).
   Target date for completion: Ongoing; reviewed regularly.

E. Encourage the Bookstores to meet individually with departments to promote office supply and special order offerings.
   Target date for completion: Ongoing.
Objective 5.5: Support and promote the Computer Store and Computer Service Center as unique, affordable, and irreplaceable campus services.

A. Rebuild Computer Service Center as a B&N-operated offering.
   Target date for completion: 9/1/17.

B. Meet annually or semi-annually with Apple (and other computer and/or software manufacturers) to ensure best products and practices.
   Target date for completion: Ongoing.

C. To ensure the service center meets Emory needs and standards, meet regularly with the Bookstores’ service center team and provide feedback on operations. Assist B&N with the promotion of this offering.
   Target date for completion: Ongoing.

D. Meet semi-annually with LITS to ensure Computer Store and Repair Center offerings are in harmony with LITS recommendations.
   Target date for completion: Ongoing.

E. Assist the Bookstores in promoting computer sales to incoming students.
   Target date for completion: Ongoing.

F. Conduct annual surveys of students.
   Target date for completion: Ongoing.
GOAL 6: BUILD COMMUNITY AT EMORY BY ENSURING THE BOOKSTORES, BOTH AT EMORY AND AT OXFORD, PROVIDE EXCELLENT CUSTOMER SUPPORT AND SERVICE, INCLUDING DEPARTMENTAL OUTREACH, EVENT AND PROGRAM SPONSORSHIP, TEXTBOOK SCHOLARSHIPS, EASY TRANSACTIONS, ETC.

Objective 6.1: Ensure Bookstore management has a keen and active engagement with Emory community members and departments.

A. Ensure Bookstore managers have opportunities to participate in Emory Campus Life committees, including those involving communications.
   Target date for completion: Ongoing. Expect increasing involvement in FY18.

B. Assist Bookstore management in securing other committee positions on campus, outside of ECL.
   Target date for completion: Ongoing.

C. Establish and maintain Bookstore advisory committees.
   Target date for completion: 9/1/2018.

D. Promote Bookstore partnerships with other departments through donations, book-signings, event sponsorships and hosting, etc.
   Target date for completion: Ongoing. The bookstore currently donates actively.

E. Invite Bookstore management to participate actively in key University events, such as Commencement, Orientation, Family Weekend, Alumni Weekend, etc.
   Target date for completion: Ongoing. The bookstore currently participates actively.

F. Encourage Bookstore management to meet individually with other Emory departments, attend relevant meetings, etc.
   Target date for completion: Ongoing.
**Objective 6.2:** Assist the Bookstores in making departments—academic and support—aware of Bookstore and Computer Store offerings.

A. Establish the Bookstore Faculty Advisory Committee and Computer Store Advisory Committee as on-going means of two-way communication, meeting semi-annually. Target date for completion: Both have been defunct for some time. Will reevaluate whether either/both are necessary by 9/1/2018.

B. Encourage Bookstore “sales calls” and “community promotions” to departments. Target date for completion: Ongoing.

C. Require a range of advertising sites and methodologies. Target date for completion: Ongoing.

D. Promote Bookstore Facebook page and websites. Establish alternative bookstore homepage with Campus Life branding at bookstore.emory.edu. Target date for completion: Right now, bookstore.emory.edu is only a redirect. Ongoing conversation about whether to do something more with the site.

E. Promote Computer Store and Service Center through departmental IT connections. Target date for completion: Ongoing.

F. When strategically sound, use moderate OTBR funds to purchase and distribute bookstore-related promotional items to guest speakers, campus dignitaries, student organizations, faculty, etc. Target date for completion: Ongoing.
Objective 6.3: Develop in-store programming to promote the Bookstores as a site for community.

A. Continue to curate and host a culturally diverse monthly reading/lecture series in the Emory Bookstore.
   Target date for completion: Ongoing. Currently rethinking our offering, with a new program rolled out sometime in FY18.

B. Continue to promote the Oxford Road Building and Bookstore interior as sites for events.
   Target date for completion: Ongoing.

C. In partnership with the Provost’s Office, continue to assist Bookstore with logistics and promotion of the annual in-store Emory Faculty Author event.
   Target date for completion: Ongoing annually.

D. Build partnerships with Emory schools and divisions to incorporate the bookstore as a regular site for hosted lectures, receptions, booksignings, workshops, and other community-oriented events.
   Target date for completion: Ongoing.

E. Operate the Bookstores with the understanding that engaging, alcohol-free evening programming and a comprehensive set of everyday merchandise will allow students to avoid unnecessary trips off campus for entertainment or residence hall needs.
   Target date for completion: Ongoing.
**Objective 6.4:** Assist the Bookstores in prioritizing and distributing donation funding for scholarships, event and organization sponsorships, etc.

A. Continue to work with Emory and Oxford Financial Aid officers as well as Student Success Programs and Services to ensure the Bookstores’ annual $10,000 in textbook scholarship donations reach students in need.
   
   Target date for completion: Ongoing. Scholarships assigned each semester and as needed.

B. Continue to ensure the Bookstores donate to key campus events, such as Orientation, Family Weekend, and Commencement.
   
   Target date for completion: Ongoing.

C. Continue to ensure the Bookstores’ discretionary fund donations support OTBR’s academic and literary event series.
   
   Target date for completion: Ongoing.

D. Continue to advise the Bookstores on sponsorship and donation opportunities across the entire campus.
   
   Target date for completion: Ongoing.

E. Continue to ensure that bookstore commissions, beyond what’s needed to support OTBR, are used to support students, student organizations, and student programming on campus.
   
   Target date for completion: Ongoing.
Objective 6.5: Monitor the Bookstore’s customer service to ensure its employees continue to meet or surpass expected and contractual standards at all times.

A. Employ secret shoppers to evaluate Bookstore customer service.
   Target date for completion: Ongoing, with annual assessments.

B. Survey students and/or staff and faculty annually to generate specific customer service feedback.
   Target date for completion: Ongoing—annual assessments.

C. Promote the Bookstore Liaison’s Office as the campus’s central point for bookstore feedback and concerns.
   Target date for completion: Ongoing.
**Objective 6.6:** Ensure Bookstore employees are treated fairly, and as members of the Emory community.

A. Maintain an open-door, confidentiality policy for all Bookstore employees to air grievances, complaints, and concerns. Exercise extreme care, however, to ensure vendor and contractual boundaries are maintained at all times.
   Target date for completion: Ongoing.

B. Ensure all full-time, permanent staff meet Emory’s requirements for minimum rate of pay or living wage.
   Target date for completion: Ongoing.

C. Ensure all bookstore employees are afforded all rights given to them by Emory’s Fair Labor Practices document, including library and shuttle access, parking, etc.
   Target date for completion: Ongoing.

D. Director of OTBR will serve at all times on the University’s Contract Advisory Committee, to ensure contractual standards for the Bookstore are consistent with other contracts on campus.
   Target date for completion: Committee is currently on hiatus.
GOAL 7: ENHANCE THE RECOGNITION AND REPUTATION OF THE BOOKSTORES WITHIN THE EMORY, ATLANTA, AND OXFORD COMMUNITIES BY ENCOURAGING AND SUPPORTING THE HIGHEST STANDARDS OF COMMUNICATION, MARKETING, AND ADVERTISING.

Objective 7.1: Review and provide feedback for monthly Bookstore promotions.

A. Review the Bookstores’ Outreach Matrix monthly.
   Target date for completion: 9/1/2017.

B. Offer support on community interfaces.
   Target date for completion: Ongoing.

C. Brainstorm and encourage other potential partnerships and promotions.
   Target date for completion: Ongoing.

D. Review financial and community impact of individual promotions and events.
   Target date for completion: Ongoing; formally reviewed annually.
**Objective 7.2:** Encourage and assist the Bookstores with campus and community advertising and marketing.

A. Meet bi-weekly with Bookstore management.  
   Target date for completion: Ongoing.

B. Assist the Bookstores by generating and encouraging new promotional and marketing ideas.  
   Target date for completion: Ongoing.

C. Combine, whenever possible, Bookstore marketing efforts with Campus Life communications and marketing initiatives.  
   Target date for completion: Ongoing.

D. Strongly encourage the Bookstores to advertise in a rich array of media, including print venues (the *Report* and the *Wheel*), online, in social media, and “in person.”  
   Target date for completion: Ongoing.

E. Strongly encourage the Bookstores to advertise in a rich array of Druid Hills and Atlanta markets, including WABE, Creative Loafing, community newsletters, and flyers.  
   Target date for completion: Ongoing.

F. Assist the Bookstores in ensuring they receive the best possible advertising rates on and off campus.  
   Target date for completion: Ongoing.
**Objective 7.3:** Assist the Bookstores in maintaining a robust and interactive website.

A. Annually provide the Bookstores with formal feedback on its web and social media presence.
   Target date for completion: 9/1/17.

B. Design and maintain the bookstore.emory.edu subdomain as either a redirect or Emory Campus Life-oriented landing page for the bookstores.
   Target date for completion: Completed. Exploring whether the site should be used for something more than a redirect.

C. Assist the Bookstores in implementing web-based order forms for special orders, back-to-school and computer packages, etc.
   Target date for completion: Ongoing. Hoping to launch an Apple Storefront on Emory Express by end of FY18.

D. Provide the bookstore with access to MachForms or similar form-creation tools for other types of data gathering.
   Target date for completion: Ongoing.
Objective 7.4: Assist the Bookstores by enabling means of broad-scale communication to faculty and students.

A. Ensure the Bookstores have access to—and use properly—sponsored Emory email addresses, student listservs (incoming students, graduating students, all students, etc.), parent and alumni listservs, OrgSync, the Emory Bubble, and other means of distributing messages, reminders, and marketing communications.
   Target date for completion: Ongoing. CASAA recently promised twice-per-year access to all-student listserv.

B. Assist the Bookstores, when necessary and possible, with access to all-faculty and all-staff listservs.
   Target date for completion: Ongoing.

C. Assist the Bookstores in their access to Emory calendars, the Emory homepage, Emory social media, etc.
   Target date for completion: Ongoing.

D. Work with the Provost’s Office to compose and deliver critical faculty messaging, including those concerning HEOA compliance, when necessary.
   Target date for completion: 3/1/2018.
GOAL 8: PROVIDE A ROBUST ADMINISTRATIVE INTERFACE BETWEEN THE BOOKSTORES AND EMORY UNIVERSITY THROUGH VIGILANT CONTRACT INTERPRETATION AND OPPORTUNITY RECOGNITION AND ENCOURAGEMENT.

Objective 8.1: Maintain thorough knowledge of the contract and apply the tenets of this agreement fairly and consistently in both directions.

A. Ensure all RFPs, contracts, and amendments are driven (and written) by the Bookstore Liaison’s Office, with assistance and review from Purchasing, the OGC, and other relevant departments.
   Target date for completion: Ongoing.

B. Review contract in its entirety at least twice annually, and review the letter of the contract before adjudicating any dispute.
   Target date for completion: Ongoing.

C. Create and maintain a log of contract disputes and arbitrations.
   Target date for completion: Ongoing.

D. Ensure contract copies are properly signed, and that copies of all relevant legal documents at all times reside both in the Bookstore Liaison’s Office and in the OGC.
   Target date for completion: Ongoing.
**Objective 8.2:** Examine and adjudicate contract disputes, disagreements, and violations as they arise.

A. Take every possible measure to ensure the Bookstore Liaison’s Office is involved (along with, when necessary, the OGC) in the final discussions regarding any contract disagreements, disputes, concerns, and questions.
   Target date for completion: Ongoing.

B. Because the Bookstore Contract is a confidential document, exercise due discretion in only quoting those sections of the contract that are essential for adjudicating a dispute.
   Target date for completion: Ongoing.

C. Address, as a highest priority, any contractual questions or concerns raised by Emory University with regards to the Bookstore vendor and contract.
   Target date for completion: Ongoing.

D. Address, as a highest priority, any contractual questions or concerns raised by the Bookstore vendor with regards to practices by an Emory employee or department.
   Target date for completion: Ongoing.

E. Address, as a highest priority, any issues of improper activity on campus that might harm the bookstore, such as the presence of an external vendor on campus, direct marketing from a publisher, etc.
   Target date for completion: Ongoing.

F. Address, as a highest priority, any issues of improper activity in the bookstore that might harm the campus or Emory’s reputation.
   Target date for completion: Ongoing.
Objective 8.3: Press the Bookstores to take full advantage of the business opportunities afforded them by the contract.

A. Monitor contract not only to ensure Contractor commitments are fulfilled, but that rights rewarded to the stores are protected.
   Target date for completion: Ongoing.

B. Ensure the Bookstores compete for all eligible sales and service opportunities.
   Target date for completion: Ongoing.

C. Discourage Bookstores from eliminating necessary offerings that cannot otherwise be fulfilled by another campus entity.
   Target date for completion: Ongoing.

D. Chair working groups every five-to-ten years to re-evaluate University-owned contracts with external vendors that involve the Bookstores, such as regalia and class rings.
   Target date for completion: Ongoing. The class rings contract should be reviewed sometime before 9/1/2020.

E. Maintain sales data, foot traffic, sales by category, sales by square foot, and other essential “dashboard” indices to measure B&N performance.
   Target date for completion: Ongoing. Gathered monthly.

F. Assist Emory’s Central Communications and Public Affairs by copiously maintaining all University trademark standards on all imprinted items sold through the store. Assist this department in maintaining trademarks by producing materials with a full range of marks. Generate revenue for Emory through licensed sales, with revenue going to support Emory’s Central Communications & Public Affairs area, Emory Athletics, and students in need (through CLTS). Ensure at all times integrity of Emory’s marks.
   Target date for completion: Ongoing.
**Objective 8.4:** Require HEOA alignment with regards to textbook orders.

A. Review textbook requisition data provided by the Bookstores, specifically on-time percentages by Schools/departments, at the end of each requisition submission period.
   Target date for completion: Ongoing. Reviewed twice annually.

B. Identify schools and departments that are not in reasonable compliance with HEOA timeline policies and regulations.
   Target date for completion: Ongoing. Reviewed twice annually.

C. Identify, within the reasonable scope of accessible information, schools and departments that are in violation of HEOA policies through their engagement in textbook disintermediation, copyright violations, etc.
   Target date for completion: Ongoing.

D. Work with the Office of the Provost to modify faculty and/or departmental behavior to ensure on-going HEOA compliance.
   Target date for completion: Ongoing. Will reengage with new Provost in Spring 2018.

E. Engage faculty in discussions about HEOA requirements and benefits, such as student pricing and environmental sustainability ramifications.
   Target date for completion: Ongoing.
GOAL 9: CONTRIBUTE TO STUDENT SUCCESS, INCLUDING DEVELOPMENT, LEADERSHIP, COMMUNITY, AND DIVERSITY.

Objective 9.1: Partner with the Bookstores to hire and maintain a diverse group of student employees, both in the Bookstore and in the OTBR offices.

A. Follow Federal Work Study guidelines that mandate Emory be involved in the hiring of Bookstore (affiliate) workstudy students.
   Target date for completion: Ongoing.

B. Employ an on-going staff of 6-10 student assistants in the OTBR offices.
   Target date for completion: Ongoing.

C. Attend annual Job Fair with the Bookstores.
   Target date for completion: Ongoing annually.

D. Manage bi-weekly student payroll so that students are paid by Emory, but the Bookstore vendor reimburses Emory for all student salaries.
   Target date for completion: Ongoing bi-weekly.

E. Post all open student positions through recognized Emory employment channels.
   Target date for completion: Ongoing.

F. Ensure diversity among student hires.
   Target date for completion: Ongoing.

G. Create and maintain a log of any work disputes and arbitrations between student workers and bookstore vendor.
   Target date for completion: Ongoing.

H. Assist Bookstores in their efforts at student employee retention.
   Target date for completion: Ongoing.
**Objective 9.2:** Ensure the Bookstores promote a community atmosphere at all times.

A. Help the Bookstores generate and promote a wide range of in-store events, including, but not limited to, book-signings and readings.
   Target date for completion: Ongoing.

B. Ensure the Bookstores retain dedicated reading, study, and collaborative areas with wireless access.
   Target date for completion: Ongoing. These areas do exist currently. Will be assessed further in FY18.

C. Encourage and assist the Bookstores in their active participation in student activities and Campus Life and Emory events.
   Target date for completion: Ongoing.

D. Promote the Oxford Road Building as a site for well-attended and high-profile community events.
   Target date for completion: Ongoing.

E. Encourage and assist the Bookstores in their Druid Hills and Atlanta community outreach.
   Target date for completion: Ongoing.
**Objective 9.3:** Ensure the Bookstores maintain at all times an inventory that promotes academic engagement and diversity.

A. Formally review trade bookstore subject selections and layout annually to ensure harmony with Emory academic disciplines.
   
   Target date for completion: Ongoing.

B. Over the course of each year, review title selections within each subject to ensure academic integrity and focus.
   
   Target date for completion: Ongoing.

C. Provide feedback to the Bookstores with regards to author and subject diversity within inventory and displays.
   
   Target date for completion: Ongoing. Assessed FY17.

D. Promote diversity by making every reasonable effort to ensure each Emory student can find a reflection of his/her identity in the overall message (merchandise, murals, advertisements, employees, etc.) of the Bookstore.
   
   Target date for completion: Ongoing. Assessed FY17.
**Objective 9.4:** Create, promote, and maintain safe and diverse spaces across campus.

A. Complete (all OTBR departmental staff) Safe Space, Diversity, and Disability training. Target date for completion: Ongoing. Currently up to date with all required training.

B. Encourage Safe Space and Diversity training for all Bookstore Contractor employees, whether conducted by Emory or the Contractor. Target date for completion: Ongoing. Next goal: 12/31/2017.

C. Serve on key campus diversity and social justice committees and projects (such as the Social Justice Working Group and the Open Expression Observer Program). Target date for completion: Ongoing.

D. Ensure that ECL technology aligns with the highest levels of disability access requirements. Target date for completion: Ongoing.

E. Ensure the Bookstore is disability accessible and welcoming to all people. Target date for completion: Ongoing. Assessed FY17.
Objective 9.5: Engage opportunities to share industry expertise by providing student organizations guidance for a wide range of technical and web solutions.

A. Guide and assist students in the Emory IT Governance process for large-scale student purchases.
   Target date for completion: Ongoing.

B. Serve as a liaison between student organizations and IT-related administrative units on campus, including LITS, OPUS, Purchasing, and Identity Management.
   Target date for completion: Ongoing.

C. Assist students with technology purchasing by providing guidance, advice, and purchasing resources.
   Target date for completion: Ongoing.

D. Work with student organizations to pursue new technologies, whenever cost effective and feasible. Facilitate technology discussions between student organizations and other relevant Emory departments/divisions.
   Target date for completion: Ongoing.

E. Partner with Academic Technology Services and SGA leadership to continually explore new and innovative technologies that would enhance the student computing environment at Emory.
   Target date for completion: Ongoing.

F. Help find funding—when approved, cost effective, and budgeted—for student organization technologies that are necessary, yet not fully funded by LITS or SGA.
   Target date for completion: Ongoing.
Objective 9.6: Serve as Faculty/Administrative/Business Advisor to the Emory Wheel.

A. Assist Wheel Editors and business management team in establishing and maintaining sound business and accounting practices, including maximizing revenue through ad sales and building and maintaining balanced budgets.
   Target date for completion: Ongoing.

B. Advise the Wheel on issues of legal and ethical obligations and sound reporting strategies.
   Target date for completion: Ongoing.

C. Ensure the Wheel has the technical equipment and software necessary to produce and archive the newspaper in a secure and cost-effective way.
   Target date for completion: Ongoing.

D. Provide advice on technological support and purchasing decisions made by the Wheel.
   Target date for completion: Ongoing.

E. Help Wheel staff to market the newspaper and build its reputation on campus.
   Target date for completion: Ongoing.

F. When needed and appropriate, serve as a liaison and/or adjudicator between the Wheel and other campus entities with regards to the newspaper’s business practices.
   Target date for completion: Ongoing.
GOAL 10: PROMOTE COLLABORATION AND ACADEMIC EXPLORATION BY ACTIVELY ENGAGING IN COLLABORATION BOTH WITHIN EMORY CAMPUS LIFE AND WITH THE UNIVERSITY AND ATLANTA COMMUNITIES, BEYOND THE DEPARTMENT’S ROLE AS A SERVICE UNIT WITHIN ECL.

Objective 10.1: Co-facilitate leadership on the Campus Life Strategic Plan and Bridge Fund.

A. Complete and take leadership on implementing the 2017-2020 ECL Strategic Plan.  
   Target date for completion: Ongoing.

B. Assist departments in revising and posting plans, as well as drawing bridges between strategic planning, assessment, and annual reports.  
   Target date for completion: Ongoing. Plans posted by 7/1/2017.

C. Act as co-steward of all ECL departmental strategic plans.  
   Target date for completion: Ongoing.

D. Continue to Co-Chair Strategic Plan and Bridge Fund committees.  
   Target date for completion: Ongoing.

E. Guide the Bridge Fund Committee in selected annual Bridge Fund award recipients.  
   Target date for completion: Ongoing.

F. Begin planning strategies for 2020-2025 plan.  
   Target date for completion: 6/1/2018.
**Objective 10.2:** Collaborate with Campus Life colleagues to help build a better Emory.

A. Meet regularly with Campus Life colleagues to discuss opportunities for additional collaboration.
   Target date for completion: Ongoing.

B. Continue to work closely with the Campus Life Communications department as a way of promoting Campus Life communication and collaboration.
   Target date for completion: Ongoing.

C. Participate actively in Campus Life initiatives, committees, and departmental advisory groups, such as, but not limited to, Creating Emory, Orientation, Open Expression Observers, Entrepreneurship, and the Social Justice Working Group.
   Target date for completion: Ongoing.

D. Continue to lead Mentor Campus Life.
   Target date for completion: Ongoing. New “season” will begin 10/2017.
Objective 10.3: Continue to serve as a community leader around the intersections between academic engagement, the bookstores, and student publications.

A. Actively participate in Campus Life and University committees and as a student organization advisor.
   Target date for completion: Ongoing.

B. As the Bookstore representative on committees, seek reasonable opportunities to communicate Bookstore events, offerings, and services, when appropriate.
   Target date for completion: Ongoing.

C. As the technical representative on committees, seek reasonable opportunities to communicate and reinforce OTBR services and policies, whenever appropriate.
   Target date for completion: Ongoing.

D. Encourage and assist the Bookstores in their active participation in student activities and Campus Life and Emory events.
   Target date for completion: Ongoing.

E. Share industry expertise by continuing to advise student organizations that focus specifically on print and literary matters, such as the Wheel, Lullwater Review, Alloy, and MLAO.
   Target date for completion: Ongoing.

F. Continue to Chair the Emory Class Ring Steering and Emory Regalia Selection Committees.
   Target date for completion: Ongoing.

G. Promote the Bookstores’ contribution to sustainable practices through textbook rentals and returns, recycling, donation programs, use of recycled products, etc.
   Target date for completion: Ongoing.
Objective 10.4: Employ CLTS’s unique role as a service unit to promote unity and collaboration across ECL.

A. Utilize our role as a service unit to listen to department needs and help them make connections with departments who have similar interests.
   Target date for completion: Ongoing.

B. Examine each ECL software solution in the context not just of the purchasing department, but, more importantly, for how it can be used as a resource or tool for all of Emory Campus Life.
   Target date for completion: Ongoing.

C. Maintain fair and equal standards for hardware, software, and technical architecture and behavior across all of Emory Campus Life.
   Target date for completion: Ongoing.

D. Promote use of shared resources.
   Target date for completion: Ongoing.

E. Promote OTBR as a one-stop shop for any technical issue. When issues don’t fall within OTBR scope, assist ECL employees in contacting the best possible resources to assist them in achieving an acceptable solution.
   Target date for completion: Ongoing.
Objective 10.5: Promote the bookstore’s role as one of the primary research spaces at Emory University.

A. Ensure the Bookstores maintain literary, academic, and research titles that cannot be found anywhere else in the city.
   Target date for completion: Ongoing.

B. Showcase the store as a recruitment tool for new faculty and graduate students.
   Target date for completion: Ongoing.

C. Promote FacultyEnlight as an academic tool for professors, both for their research and for their textbook selections.
   Target date for completion: Ongoing.

D. Promote the bookstore as a site for discovery of knowledge and a safe space for spontaneous academic and literary conversation “outside of the classroom.”
   Target date for completion: Ongoing.