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-stop 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.

Update, September, 2017: We continue to meet all of the standards and requirements of Objective 1.1. We have not yet tallied statistics for FY18 (training a new employee), but will do so in time for our next update.
Update, March 2018: We have not yet tallied statistics for FY18—still waiting for information from Housing and Dining. Will be completed before the next update. Trying to increase use of mandatory ticketing process. We continue to meet all the standards and requirements of Objective 1.1.

Update, September 2018: We tallied statistics for FY18, but it’s too early to calculate the same for FY19. Should be completed by the next update. Still trying to increase use of mandatory ticketing process. If we move offices, as we expect, these numbers will go up. Continue to maintain Gold levels of support 98.2% of the time. Presented a future mobile solution spreadsheet to David Clark, including expenses. Hoping to add a new person by September 1, 2019.
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.

Update, September, 2017: Actively ongoing. Files services are now housed primarily on LITS virtual storage. Due to an influx of funds from BSL, hardware refreshment program will soon be up to date.

Update, March 2018: Actively ongoing. In the process of refreshing more than 100 machines. Removing all 790s from ECL in response to the Meltdown/Spectre vulnerabilities. Still attempting to move Dining POS machines into the domain. Rethinking server structure for SHS and CAPS. Moving to web servers when server lives expire. Remote desktop service continues to increase. Push regular patches and updates; perform regular backups.

Update, September 2018: Have decided (and in process) to move all desktop and server management from LanRev to SCCM and Jamf. This move will allow us better to manage Macs and mobile, as well as home devices, all at a much cheaper cost to ECL. In process of moving SHS and CAPS servers to virtual, with an expected completion date of December. Up to date on refreshment—all fulltime employees now have warranted machines!!!! Still trying to eliminate the last few 790s, although Dell has developed a patch against Meltdown/Spectre vulnerabilities. Still attempting to move Dining POS into the domain. Still push regular patches and updates; perform regular backups.
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.

Update, September, 2017: Ongoing. Made significant presentations to Housing about Box and to Communications about Outlook. Website is up to date; we have a best practices summary available in print and online (being handed out to all new employees); and roadshows continue to take place monthly or bi-monthly (depending on the time of year).

Update, March 2018: Training has primarily one-on-one; we haven’t found a lot of interest in classes or large-scale training. We still point customers to Lynda for online training. Continuing with Roadshows, which are updated regularly.

Update, September 2018: Still ongoing. Update remains the same as March’s. Completed two more roadshows; trying to make these monthly.
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.

Update, September, 2017: Ongoing. Received a 97/100 on our most recent CLTS survey. Still actively involved in campus IT committees. Continue to field test as needed.

Update, March 2018: Actively ongoing. We are currently product testing the newest releases of the Apple Watch and Apple TV. Testing numerous LANrev solutions and remote support options. Still in regular communication with LITS, including committees.

Update, September 2018: Currently testing SCCM and Jamf as new desktop and server management solutions. Testing AssetPanda for inventories. Apple’s new hardware announcement didn’t really introduce any products to test. Testing Chromebooks as “in the field” solutions. Still in regular communication with LITS. Still serve on ITSC for all of Emory, IT Student Steering, and ITPC. Proposed several mobile migration options to David Clark for ECL—with the opening of the CLC, the need for mobility will significantly increase.
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.

Update, September, 2017: Used BSL funds to bring ECL machines and the refreshment program nearly up to date with warranted machines and five-year refreshment (tactics A, B, and C). Machines are still being deployed. We hope to have the funding to maintain this refreshment rate. Have begun turning our attention to servers. Redeploying Blackcomb as a middleware machine for SHS. Rewrote the ECL Refreshment Policy to include laptops and macs. Other items ongoing.

Update, March 2018: Over 100 machines are still being deployed across ECL to bring the Division back to a five-year refreshment cycle. After that, no fulltime employee will have an out-of-warranty machine. Removing all 790s—including from kiosks and student workstations—from ECL due to the Meltdown/Spectre vulnerabilities. Moving servers away from physical
boxes toward virtual whenever possible. Hoping to improve server refreshment lives for servers—the point will be less and less crucial as we virtualize. Rethinking SHS and CAPS server structure. For Tactic F, trying to get auxiliaries onto the same standard as ECL, especially for refreshment, and encouraging them to abide by ECL policies and procedures. Tactic F has achieved a reasonable balance, except that Housing and Dining have not joined the ECL refreshment program.

Update, September 2018: We’re caught up on refreshment! All fulltime employees have an up-to-date machine that’s also under warranty. Still working on refreshment of student workstations; we still have a few 790s that we hope to be rid of by our next Strategic Plan update. (Housing and Dining still have not joined the official ECL refreshment policy.) In the process of refreshing 9020s. Our new system does indeed ensure a 5-year refreshment for all primary machines. Continuing to prepare for greater ECL use of mobile technology and presented budget implications to David Clark. Moving as much as possible to virtual servers to save ECL money and spread payments out annually rather than paying for boxes in big chunks. EUSHS and CAPS servers are in the process of being virtualized right now. Continue to take a secure and sustainable approach to refreshment of exhausted hardware.
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.

Update, September, 2017: Ongoing. We are still tabulating our annual measures for FY17. Conducted four roadshows to increase customer awareness.

Update, March 2018: Ongoing. Still tabulating measures for FY17 (waiting on data from Housing and Dining). Emory’s printing policy has somewhat dissolved; trying to rethink on the fly what makes most sense from a green perspective. In the middle of large software purchases from Recreation and, possibly, Conduct (still in the exploration phase).

Update, September 2018: Ongoing. Spent a record amount of purchasing dollars in FY17—over $228K (mostly mobile, second machines, etc.). Continue to ensure best product at best price on all purchases. Senior Director reviews every technology purchase made by anyone in Campus Life. Still finalizing Recreation software rollout, and Conduct is still in the exploration phase. LITS determined that Bookstore proposal for a “First Day” interface with Canvas did not qualify for Governance, although there are still a number of questions that need to be answered by B&N before approval.
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.

Update, September, 2017: Assisted Career Center with approval and purchase of Handshake (plus feeds), and Recreation and Wellness with approval, purchase, and deployment of Spectrum (with feeds). Other tactics are ongoing.

Update, March 2018: Beginning work on Conduct purchase of Maxient. Led SHS’s purchase of PowerDMS. Completing deployment of Spectrum for Recreation (was delayed because Recreation has been shorthanded). Working on purchasing web version of Titanium Web Component. Working with CAPS on possible purchase of Denton Data. All other tactics are actively ongoing.

Update, September 2018: Continuing to work on feed for Spectrum for Recreation—it’s a difficult process, because data is coming from three different systems. Looking to automate the feed, but ESD doesn’t allow automation, only views. Updating EUSHS and CAPS servers. At the moment, Maxient is our only forthcoming Governance proposal; the Bookstore’s project in attaining “First Day” virtual purchases to Bursar bills was determined by LITS to be out of scope for Governance.
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.

Update, September, 2017: Ongoing. All ECL employees are currently on DUO. Standards in A through D are still being maintained.

Update, March 2018: Ongoing. Refreshing all 790s out of ECL in reaction to the Meltdown/Spectre vulnerabilities. Still trying to unify support and security structure—one “holdout” department with whom communications have improved. Trying to get all departments to buy into ECL’s refreshment policy.

Update, September 2018: 790s now have a patch from Dell against Meltdown/Spectre, but we’re still trying to eliminate them from the Division. Refreshing 9020s right now. Very few 790s left, and all at kiosks and student workstations. Continue to meet and surpass all LITS policies and recommendations.
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: 12/31/2018.

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.

Update, September, 2017: Ongoing; no specific updates.

Update, March 2018: Undergoing a campus-wide local support audit right now—expecting very positive results. Shifted “trusted” data according to LITS standards—they haven’t made a determination about what our Trusted Core(s) will look like. Change target date for tactic D to 12/31/18 (from 12/31/17). Standard methodology for data transfers completed on time. Tactic H is completed; MachForms have become secure in their latest version.

Update, September 2018: Audit completed with positive results. Still following LITS’s lead with regards to trusted storage—they still seem to moving to a single core (particularly critical as we
migrate SHS and CAPS). Tactic D is pretty much completed, other than a few inactive users of a single program that is transferring to the College. With Target H, upgraded to the current MachForms solution, which is encrypted and secure. Following at all times Emory’s new standards for data feeds. In the process of encrypting ALL machines, including desktops. Ability to disable stolen or non-responsive machines. We now have full, cross-location redundancy for all files (and, of course, still perform regular backups). Continuing roadshows to train all ECL staff members on all technology best practices, including proper treatment and storage of data.
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.”

Update, September, 2017: Actively ongoing through every possible means. No specific updates.

Update, March 2018: Actively ongoing. Regular updates to technical best practices document. Covering all of these tactics at our roadshows.

Update, September 2018: Actively ongoing. Spoke at two Senior Staff meetings and presented additional monthly departmental roadshows. Conducted an assessment on roadshows with very positive results. Continue to make regular updates to best practices document and roadshows to keep employees up to date on policies and procedures. Working with HR to distribute two-page introduction to technological practices to all new employees.
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.

Update, September, 2017: Introduced AppleTV into three environments and conducted four roadshows. Revised new employee handout and gave copies to ECL HR. Introduced “micro” form factor as a new desktop option.

Update, March 2018: Ongoing. Testing iPhone 8 and X (the latter was self-purchased). Completed two more roadshows, with another scheduled for April. Senior Director attending a new technologies conference in May. Continue to provide training as needed to every employee.

Update, September 2018: Ongoing. Completed two more roadshows, with more scheduled. New technologies conference was successful—Senior Director was awarded a Leadership Certificate from Interops. Continue to provide training to every employee as needed. Testing and debating the relative use of “new” technologies, such as the Chromebook and new iPad.
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.

Update, September, 2017: Ongoing. Launched a copyright policy to the Provost’s Office and Ricoh addressing proper use of copyrighted material in course packets. Continued “Literature is Alive” series and launching a new faculty author coffee/conversations program sometime in FY18.

Update, March 2018: Tactics for A and B continue, but CLTS’s involvement has diminished now that the programs have been launched. “Literature Is Alive” series was sunset due to poor attendance. Faculty Conversations series begins this semester.

Update, September 2018: Faculty Conversations Series has been very successful. Tactic A continues; Tactic B was completed with the opening of a new technology/entrepreneurship center on the Clairmont campus, with which we were actively involved. (That space, plus the
student media center in the library, serve the purposes of a Center for Innovation.) All other tactics are 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 completed.

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

*Update, September, 2017:* Ongoing. Working on establishing a faculty conversation event series in the bookstore. Promoting store flex spaces on the first and second floors, as well as in the space between the store and Starbucks. Working with the new CBO of Oxford to increase the size of—and renovate—the Oxford store. Also reevaluating Oxford merchandising and marketing program.

*Update, March 2018:* Ongoing improvements. Required B&N employees to undergo another round of anti-bias and customer service training. Began faculty conversation event series with two speakers in the spring, and others scheduled for fall. Continued to review trade titles. Partnered with Dining to create a seating area outside the bookstore between it and Starbucks.

*Update, September 2018:* Added a new first-floor lounge space within the bookstore for study and spontaneous academic conversation, while maintaining the existing second-floor space. Continuing faculty conversation series with very positive results, both in terms of faculty goodwill and creating foot traffic. Working with Barkley Forum to have an autobiography reading series for staff within the bookstore (books provided to staff from BSL budget). Continue to monitor the store’s trade section. Per management’s decision, ceded operations of Oxford store to Oxford Bookstore Liaison (although our office continues to maintain the contract).
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.

Update, September, 2017: No update. Conference plans currently on hold.


Update, September 2018: No update. Conference plans still on hold until arrival of new ECL VP.
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.

Update, September, 2017: No update. Entrepreneurship program is currently on the back burner.

Update, March 2018: Entrepreneurship Support for students has moved over to Residence Life, who are better equipped to support them (an Entrepreneurship floor in the Clairmont Tower, and another half-floor equipped as a maker space). Assisted Res Life and Housing in the build-out of this maker space, supplying computers, a conference phone, a printer, and power strips. This objective will be discontinued after this update.

Update, September 2018: No update. The Residence Life space continues, and we have not been involved in the past six months.
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.

Update, September, 2017: Ongoing. Bookstore will give a Promoversity presentation at an upcoming ECL meeting. Emory’s Promoversity program continues to be number two in the nation among all college stores.

Update, March 2018: Ongoing. Bookstore gave Promoversity presentations at Oxford and Atlanta, although the ECL staff meeting with the scheduled presentation was canceled. Assessments on student athletes and fraternities and sororities were both performed within the past five years.

Update, September 2018: In our recent (May 2018) assessment, 89% of students felt that bookstore apparel promoted school spirit. 96% felt that branded merchandise promoted school spirit. 92% felt that bookstore staff promote school spirit. Promoversity presented on campus again in September.
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.


Update, March 2018: Actively ongoing. We feel the faculty conversation series will enhance our ability to improve upon these tactics.

Update, September 2018: Actively ongoing. The Bookstore support subcommittee is on hiatus as we determine what the best user group might be. B&N’s national buying structure has changed; as it settles, will have a conversation with the new head of that group—hopefully before my next update. All other items are actively ongoing.
**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 direct orders to publishers on campus—such orders become difficult financially for students and violate HEOA.
   Target date for completion: Ongoing, regular involvement.

*Update, September, 2017:* Ongoing. Instituted price-matching for textbooks in FY17, although that change has not increased sell-through. FY18 survey will include questions about textbook availability.

*Update, March 2018:* 100% of available textbooks were in stock as required by the beginning of the semester; however, two snow storms derailed sales, making it difficult to gauge the level of spring success. Our current assessment is on community building and the bookstores; it doesn’t include any questions about textbook availability. We will survey students in the fall. Regarding tactic E, we partnered with the Canvas team to include warnings about direct publisher links and HEOA compliance. Digital textbooks still aren’t catching on.

*Update, September 2018:* Ongoing. Two departments violated HEOA by having students purchase directly from publishers; the Student Success Office plans to meet with them in the fall, since some students can’t afford to buy books this way. 100% of available textbooks were in stock at the beginning of classes. Faculty continue not to abide by HEOA guidelines; only about 40% submitted their orders on time (as dictated by federal law). While this percentage aligns with that of peer institutions, we still hope to improve those numbers by sending out a letter from the Provost’s Office encouraging faculty to submit their orders on time. We’ve found that the levels of approval for such a letter are vast, however. In addition to the HEOA law, on-time orders save money for students and are environmentally positive (i.e., significantly reduce shipping costs).
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.

Update, September 2017: Ongoing. School supply orders are up so far this CY. FY18 student survey will include questions about school supplies.

Update, March 2018: School/Office supplies are up 10.2% against B&N’s budget so far this fiscal year. The bookstore continues to advertise their supplies and promotional items across campus and at Oxford.

Update, September 2018: All actively ongoing. School supplies actually ended up being slightly down in the previous fiscal year, mostly due to a bulk charge that happened the year before. We feel from surveys that we have the right products—we just need to keep advertising to departments. Although it falls under a separate category, we’ve met recently with Promoversity about how to improve our business relationship for custom imprinted (or non-imprinted) goods.
**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.

*Update, September, 2017:* All ongoing. New Computer Service Center launched on 9/1/17, serving Apple laptops and desktops; iPad and phone service will be added in November. Announced offering to LITS via IT briefing. Have already begun informal assessment of this operation. Taking bids on building an Apple storefront (website) to assume all Emory Apple business through Emory Express Punchout system.

*Update, March 2018:* The Computer Service Center now repairs iPads in addition to other Macs. Apple will not let them repair iPhones, even though their tech is certified. Discussing expansion to PCs. The Computer Store now finally sells the Apple Watch—Apple hadn’t allowed them to for a couple of years. Business in both shops has been good; we will compare numbers at contract year end. Have reached an agreement with Emory Central Communications to build an Apple storefront; they have not come close to meeting their development deadlines.

*Update, September 2018:* Our computer repair store now repairs iPhones; we’re hoping to have them expand to non-Apple products by the end of 2019. The store has had success selling the Apple Watch. Business at both stores has been good, although a lack of newly announced products has led to downward numbers. We’re still working on the Apple storefront for Emory Express; we’ve given up on Central Communications (who wouldn’t ever return our emails) and are now focusing on development by ECL’s web team.
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.

Update, September, 2017: Tactics B and D through F are actively ongoing. Still working on C. Hoping to increase Bookstore employee involvement in ECL committees in FY18.

Update, March 2018: Current Bookstore management just isn’t as involved as previous management—possibly due to inexperience? Still encouraging them to participate actively (Tactics A and B). Still working on C. Tactics D, E, and F are actively ongoing.

Update, September 2018: Still working on the best composition for C, although we are conducting three focus groups this fall. Tactics D, E, and F are actively ongoing. Management has improved their results for Tactic B, but Tactic A is still a work in progress—current management isn’t as proactive as our previous management.
**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 9/1/2019.

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.

**Update, September, 2017:** Ongoing. Scheduled bookstore sales calls and departmental meetings will increase in FY18. Advertised Computer Store and Service Center through IT Briefing. Awarded more than $1,000 in promotional items from BSL budget to guest speakers and campus dignitaries.

**Update, March 2018:** Ongoing. Still assessing whether faculty and computer store advisory committees are necessary. Instead, thinking of reestablishing “BIG,” a wide-scale advisory group that meets semi-annually. Bookstore continues to explore advertising sites and methodologies. BSL gave more than $500 in promotional items over the last six months to help market the bookstore.

**Update, September 2018:** Tactic A is still being assessed—we’re trying to determine what sort of group would best offer feedback to the store. We’ve changed the target date for completion from 9/1/18 to 9/1/19. Everything else is actively ongoing. The bookstore still gives $10,000 annually to students in need and spends high four figures annually in donations. The BSL also provides donations to departments when the bookstore’s budget is tapped.
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, book signings, 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.

Update, September, 2017: Conducted eight BSL-sponsored events with 22 speakers in FY17. In addition, the bookstore hosted numerous events sponsored by B&N, including the annual Faculty Author Event. Have begun working on planning a faculty author conversation series.

Update, March 2018: Ongoing. Building momentum for the new BSL faculty conversation series, which will eventually be monthly (two events scheduled for this semester, promoting new faculty titles and building goodwill with faculty). The bookstore itself is involved in multiple events per week.

Update, September 2018: The bookstore itself continues to be actively involved in multiple events per week. The Bookstore Liaison’s Office did indeed conduct two faculty conversation events last semester, each of which was a big hit, averaging about 35 attendees per event. We’re still in the process of scheduling two-three fall events, and hopefully more in the spring. These events draw people to the store who might not normally come in, as well as promoting goodwill among faculty.
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.

Update, September, 2017: As planned, working with Financial Aid and Student Success Programs and Services, donated $10,000 in textbook scholarships to students in need in FY17. Continuing this program in FY18, with scholarships already awarded for fall 17. Bookstore continues to participated actively in Orientation, Family Weekend, Commencement, and other campus events. Gave back $118,000 to ECL central to assist other departments in need. Continued Literature Is Alive program using, in part, bookstore dedicated funding.

Update, March 2018: Last fiscal year, ended up giving back over $200,000 to ECL central to assist other departments in need. As planned, awarded $10,000 in textbook scholarship with the assistance of Student Success Programs and Services and the Financial Aid office. While Literature Is Alive program was sunset due to poor attendance, we still employ discretionary funds to support student programs, such as our new faculty conversation series. BSL will no longer directly support CLTS due to budgeting changes within the Finance Office.

Update, September 2018: Again, this past fiscal year, end up giving back nearly $200,000 to ECL central to assist other departments in need. Continued the $10,000 annual textbook scholarship program with the Student Success office. BSL still employees discretionary funding that comes from B&N to assist student programs in need and to generate academic programming such as the Faculty Conversation series. The bookstore continues to donate high four figures or low five figures in donations to key campus events.
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.

Update, September, 2017: Assessed customer service through the lens of diversity with positive results. Handled one student customer service complaint. Store received a 100% during most recent secret shopper assessment.

Update, March 2018: Requested all staff refresh customer service training, which was completed in the fall. Bookstore Liaison’s Office is currently surveying students to see how effectively the bookstore promotes community.

Update, September 2018: All actively ongoing. The bookstore performs well on surveys (in the 80%-90% range, and secret shopping results remain 100%.)
**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.

*Update, September, 2017:* Ongoing. Currently meeting all of the standards in tactics A through C. Contract Advisory Committee is still on hiatus.

*Update, March 2018:* Ongoing. Still meeting the standards of Tactics A through C. David Clark is in the process of reviving the University’s Contract Advisory Committee.

*Update, September 2018:* Ongoing. Met with a couple of employees about work concerns. The Contract Advisory Committee is underway. In the new contract, we will continue to ensure that bookstore employees receive Emory’s minimum rate of pay and are afforded all rights given to them by Emory’s Fair Labor Practices document.
**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.

**Update, September, 2017:** Ongoing; no specific updates at this time.

**Update, March 2018:** Continue to review outreach matrix on a monthly basis, both at the Atlanta location and at Oxford. Other tactics are actively ongoing.

**Update, September 2018:** Same update as March.
**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.

*Update, September, 2017:* Both quantity of events and marketing have increased slightly, although aiming for greater increases in FY18. Placed two large *Wheel* ads, among other marketing efforts.

*Update, March 2018:* Regularly discuss bookstore marketing at bi-weekly bookstore meetings, both on the Atlanta campus and at Oxford. Placed another *Wheel* ad. Regularly appear at Wonderful Wednesdays. Quantity of events continue to increase.

*Update, September 2018:* All actively ongoing. Exploring WABE for a forthcoming event. Placed two Wheel ads last year and regularly appear at Wonderful Wednesdays. Bi-weekly meetings continue on the Atlanta campus; Oxford’s liaison also meets regularly with our team and B&N.
**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: 9/1/18.

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.

*Update, September, 2017:* Ongoing. Online sales and special orders continue to increase. Cleaned bookstore.emory.edu subdomain, which still acts as a redirect to B&N’s website.

*Update, March 2018:* Continued to clean old bookstore.emory.edu secondary and tertiary pages. This site still acts as a redirect, with the support of BSL. Web sales continue to increase. Exploring increased web sale options at Oxford. B&N maintains its own site efficiently, although we are still exploring an Apple storefront to be housed in Emory Express.

*Update, September 2018:* Web sales continue to increase. No progress on bookstore.emory.edu, which still acts as a redirect. Oxford operations now fall under Oxford business offices. Still exploring an Apple storefront to be housed in Emory Express—Central Communications, after promising the job in four weeks, still has made no progress two years later. Now discussing internal solutions with the ECL web team.
**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- or thrice-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.

*Update, September, 2017:* Ongoing. Sent out first informational message to all-student listserv and received permission to use the faculty listserv of the College. Will work with the Provost to send out a message to all University faculty in the spring. All other desired access remains.

*Update, March 2018:* Ongoing. Sent out second of three informational messages to all-student listserv. Permission to use the faculty listserv of the College, in effect, rescinded. Will work with the Provost’s Office in the spring or summer. Bookstores do have calendar access and social media, although the homepage (and *Emory Report*) haven’t recent had a bookstore story.

*Update, September 2018:* Ongoing. With Tactic A, we’ve had mixed results, but do have access to the all-student listserv, as well as those for graduating students, incoming students, alumni, and parents. We haven’t tried OrgSync and the Bubble is defunct. With Tactic B, we were recently promised access to the all-staff listserv to convey information about the bookstore contract extension. For the same purpose, we’re also hoping to receive access to the all-faculty listserv. Tactic C is successfully ongoing. Tactic D didn’t work this year due to multiple layers of approval process; we will try again for spring or next fall.
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.

Update, September, 2017: Ongoing; no specific updates.

Update, March 2018: Actively ongoing, with an extension targeted for the near future. Oxford will have a greater presence in the extended contract.

Update, September 2018: Actively ongoing. Currently developing RFI to go to B&N, Follett, Amazon, and eCampus. After that, will pursue contract renewal with B&N.
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.

Update, September, 2017: Actively ongoing; adjudicated numerous disputes in FY17.

Update, March 2018: Actively ongoing; still regularly adjudicate disputes. Beginning contract extension, as well as establishing an MOU between Oxford and Emory.

Update, September 2018: Actively ongoing—resolved several incidents and am working on a few others through the new bookstore contract, which is in progress. The MOU between Oxford and Emory has been signed and completed.
**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 awarded 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.

**Update, September, 2017:** Ongoing. We continue to gather monthly dashboard measures and have otherwise continued to meet the tactics included in this objective. We continue to be actively involved in business disintermediation, particularly around textbooks.

**Update, March 2018:** Ongoing. Beginning work on contract extension. Continue to monitor dashboard information; will be included in annual assessment in May. Continue to maintain trademark standards on all licensed products.

**Update, September 2018:** Ongoing. Continuing work on contract renewal. Continue to maintain dashboard information, which was included in our May assessment. Continue to maintain trademark standards. The Glossary section of the store was eliminated; working actively with B&N to ensure that there won’t be a corresponding reduction in SKUs, and that other inventive sales opportunities come to the store.
**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.

*Update, September, 2017:* We plan to meet with the new Provost in the fall and have a message go out to all faculty from his office. We will also send out a message to all College faculty from the Dean’s Office. Compliance numbers are still low (45%), but aligned with those of peer institutions. Individual conversations with faculty about HEOA are ongoing.

*Update, March 2018:* Didn’t meet fall target for speaking with the Provost; will try again in the spring/summer. The Dean requested that we do not use the faculty listserv. Continuing individual conversations with faculty and department managers and assistants. Compliance numbers are still low (still about 45%, but lower at Oxford), but still aligned with those of peer institutions.

*Update, September 2018:* Still having trouble with the multiple approval letters needed to speak to the Provost; it’s very likely that any letter to faculty will come from a member of his team, if at all. Continuing individual conversations with faculty and department managers and assistants. Compliance numbers are still low (now about 40%, but now higher at Oxford), but still aligned with those of peer institutions.
Objective 8.5: Maintain a top-notch facility for bookstore operations.

A. Continue to serve as liaison between Campus Services and the bookstore vendor.
   Target date for completion: Ongoing.

B. Submit tickets for repairs to Campus Services and bill maintenance and repairs according to the terms of the bookstore contract.
   Target date for completion: Ongoing.

C. Ensure store and its facilities are clean, current, and inviting.
   Target date for completion: Ongoing.

Update, September, 2017: This objective was added for the 9/30/17 update. Ongoing, with floor repairs and maintenance conducted in FY17, and larger scale repairs and maintenance scheduled for FY18.

Update, March 2018: In the process of replacing flaking laminate and cleaning first-floor carpets and upholstery. Fixed a broken door and a leak; replaced numerous lightbulbs.

Update, September 2018: Replaced more lightbulbs. Power-cleaned stairs. Replaced laminate and cleaned first and second floor upholstery and floors. Replaced some furniture during the Chase Lounge renovation.
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.

Update, September, 2017: All ongoing. Attended fall 17 Job Fair with B&N; B&N hired roughly 15 students; BSL increased staff to 10. Set aside (and hired) one student position at BSL for an international student.

Update, March 2018: All ongoing. Student retention rates are at their highest since the store was still a self-op (15 years ago). No work disputes so far this year. Both OTBR and Bookstore staffs are diverse along numerous spectra.

Update, September 2018: All ongoing. The bookstore hired roughly 30 workstudy students this year; our office has nine. Student retention rates continue to be high, both for B&N and OTBR. Both staffs continue to be diverse across numerous spectra.
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.

Update, September, 2017: Sunset Literature Is Alive series due to poor attendance. Exploring, as an alternative, a faculty conversation series in the bookstores. Meeting with Starbucks to collaborate on an Oxford Road Building event series. Added a coffee/study area between Starbucks and the Bookstore to create a better flow between the two spaces.

Update, March 2018: Community atmosphere being formally assessed right now (March 2018). Awaiting results. Scheduled two faculty conversation events in the spring, with Professors Dalia Judovitz and Pellom McDaniels. We will, of course, track the number of attendees. Starbucks hasn’t replied to our emails about a joint event series. Performing carpet and upholstery cleaning to make the space more aesthetically pleasing. The coffee/study area between Starbucks and the Bookstore has been an enormous success.

Update, September 2018: Results of our assessment: 80% answered positively to the question of whether our study spaces are welcoming. 74% said the study areas promoted interaction. WE hope to increase these numbers over the coming years. Faculty conversation series continues, with two professors scheduled for fall, and more contacted for spring. We’re attempting to bring in a wide range of scholars for this series in order to encourage a broad audience to attend the store. Will advertise the Alan Abramowitz event on WABE and in the AJC. The bookstore continues to participate in numerous, weekly campus events, both in- and outside the store. We’ve added an additional study area on the first floor—the Chase Lounge—which is being used actively.
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.

Update, September, 2017: Other than FY17 assessment, no specific updates.

Update, March 2018: FY17 assessment results were positive. All of the other tactics are actively ongoing.

Update, September 2018: Actively ongoing. B&N Home Office has changed their central trade buying structure—will discuss with B&N VP when “the dust settles.”
**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.

*Update, September, 2017:* Ongoing. Conducted formal assessment on the bookstore as a safe space with positive results (submitted May, 2017). Bookstore staff underwent additional customer service and implicit bias training. One staff member continues to serve on the Open Expression Observer Program.

*Update, March 2018:* Actively ongoing. All employees attended Intent and Impact training in the winter. Hoping to update Safe Space training in 2018 or 2019. We still have one staff member on the Open Expression Observer Committee. Attempting, through a space move, to make Oxford more ADA compliant.

*Update, September 2018:* Ongoing. OTBR still has not updated their Safe Space training—still shooting for 2019. We still have one staff member on the Open Expression Observer Committee, and the same employee now sits on the Emory-wide Social Justice Framework committee (which is the replacement for the Social Justice Working Group). Still hoping the new bookstore space at Oxford is ADA compliant, although OTBR is no longer involved in the specific planning for that space.
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.

Update, September, 2017: Continued to serve in these capacities, especially with the Wheel and other student media and publication organizations.

Update, March 2018: Continued to serve in these capacities with the Wheel (as Faculty Business Advisor) and other student publications. Assisted actively in the buildout of a new Entrepreneurship space in Clairmont Tower.

Update, September 2018: Ongoing. OTBR still works with student organizations, when needed on technology questions—most recently on websites. Continued to serve as Faculty Business Advisor for the Wheel, and as Faculty Advisor for the Pulse and Lullwater Review. The Wheel showed a five-figure profit in FY18, which is unheard of in the college and university newspaper market!! It continues to be wholly self-funded and is adding to its reserve.
**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.

*Update, September, 2017:* All ongoing. Working with Hank Klibanoff in Creative Writing to assist with issues around reporting. The newspaper continues to improve its financial outlook, breaking even in FY17—an almost impossible scenario for any newspaper these days!

*Update, March 2018:* Continue to work with Professor Klibanoff—he advises on content and editorial matters; I advise from a business perspective. So far this year, the paper is making money! Five figures so far this year! NYU called recently to ask for advice on advising the student newspaper and were shocked that we were making money!

*Update, September 2018:* Shocking, the paper made over $20,000 in FY18, which is unheard of for a college student newspaper. Transitioned to new Business manager. Continue to work with Pulitzer Prize winner Hank Klibanoff, who advises on content and editorial practices.
GOAL 10: PROMOTE COLLABORATION AND ACADEMIC EXPLORATION BY ACTIVELY ENGAGING WITH PARTNERS 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 selecting 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.


Update, March 2018: Still ongoing. Planning Strategic Plan actions for 2019. Two new Bridge Fund awards selected in March; two others renewed. Will continue to lead strategic planning and bridge funding into the next iterations. (Wording in Goal 10 changed slightly for clarification.)

Update, September 2018: Ongoing. Beginning to rethink 2020 strategic plans around new Emory pillars—work will need to begin in 2019, after new VP has settled into her/his position. Several Bridge Fund members cycled off; rewriting application with an intended October release.
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.

Update, September, 2017: Ongoing. Served as a member of the Communications department search committee for their new Web Developer. Volunteered to serve as Co-Chair for the new Senior Staff Convening Committee. Continue to Co-Chair committees for Strategic Planning and the Bridge Fund. Assisted in engineering a structure for forthcoming Senior Staff meetings that will promote collaboration and communication across all of ECL. Will soon initiate call for mentors and mentees for FY18.

Update, March 2018: Ongoing. The Bridge Fund is a stellar collaboration offering for ECL, and Strategic Planning brings a wide-ranging group of employees together. Continue to serve as Co-Chair for the Senior Staff Convening Committee, Co-Chair for Strategic Planning and the Bridge Fund, and Mentoring. Help construct a template for Senior Staff meetings that fosters collaboration. Continue to serve as an Open Expression Observer. Co-conducted an exercise at the ECL retreat that was designed to build collaboration around shared issues.

Update, September 2018: All activities and positions from March update continue actively. Now also organizer for the ECL Convening Committee. Also serve on the new Emory-wide Social Justice Framework Committee. Serving as Bookstore Liaison and Senior Director of Campus Life Technology Services certainly foster collaboration at all levels.
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.

Update, September, 2017: All ongoing. Textbook rental program continues to grow. Have stepped back from actively advising MLAO.


Update, September 2018: All actively ongoing. The bookstore is participating in Emory’s new Green requirements. MLAO no longer exists. Initiated the Faculty Conversation Series and the Autobiography Book Club at the bookstore as a way of increasing academic conversation at the bookstore. Still regularly engage with faculty as a representative of the bookstore.
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.

Update, September, 2017: Actively ongoing. The Senior Director’s involvement in the Bridge Fund has helped with tactics A and B.

Update, March 2018: Actively ongoing through roadshows, handouts, word of mouth, etc. The Senior Director’s involvement in the Bridge Fund, Mentoring, Strategic Planning, and now the Senior Staff Convening Committee have been great assets in building connections and ECL. Examining individual departments’ use of storage and making alternative recommendations for those with high-level storage needs.

Update, September 2018: Actively ongoing through roadshows, handouts, word of mouth, etc. Actively planning for mobile solutions with the new CLC, and its ramifications across the rest of ECL (including new desktop and server support solutions and hardware—laptops, iPads, docking stations, monitors, PC form factors, security, etc.). The Senior Director is still active on numerous committees across ECL, including, most recently, the Social Justice Framework Committee. These committees help forge great connections with other departments.
**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.

*Update, September, 2017:* Continue to promote FacultyEnlight actively. Continue to generate literary and academic programming in the bookstore, and the flex spaces and seating continue to be used actively by students as study and conversation areas. The store’s inventory still needs work—meeting with store and regional buyers forthcoming.

*Update, March 2018:* No update from September—we continue to promote and engage in all of these activities.

*Update, September 2018:* Still engaging in the same activities as last year. We added a new lounge on the first floor for study and academic conversations. The Home Office recently made a chance in their store and regional buying—will speak with them as soon as things settle.