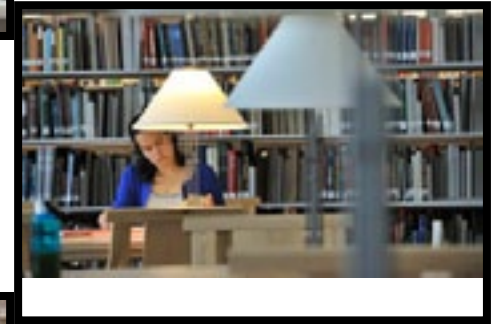


# Middlebury College Library and Information Services

## Annual Report 2010-2011



# INTRODUCTION

*The Academic Year 2010-2011 was a year of major change for LIS. During this year, we hired 7 people, saw 9 people leave the College, moved offices out of Voter Hall, moved the Music Library to the Davis Family Library, re-organized, upgraded the campus network including major improvements to our wireless network, added 5 new smart classrooms, added substantially to both our print and electronic holdings, all the while continuing to provide a wide array of library and technology services to a campus that is increasingly dependent on our services to do their academic and administrative work. Whew!*

*In the annual report that follows, you will find in both narrative and statistics the stories behind all of this change, followed by our goals for the upcoming year.*

*--- Michael D. Roy,  
L. Douglas and Laura J. Meredith  
Dean of Library and Information Services  
and Chief Information Officer*

## Teams

We launched new teams to look at security and training/education, continued to support the work of our existing teams (web, curricular technology, space), and retired the Digital Archives Team.

**Digital Archives Team** - The Digital Archives team completed its charge to review existing digital projects and make recommendations for a digital program within Middlebury LIS moving forward. Their primary recommendations are to create:

- a committee to prioritize and vet proposals for the creation of long-term, library archived, digital collections.
- a 2nd committee, with some membership overlap to carry out the work of creating, describing, and providing access to approved digital collections.
- a digital imaging center to centralize LIS digitization projects.

While these groups will focus on long-term digital collection creation, they will also serve as resources for other College community digitization efforts, providing advice and consultation to faculty, staff, and students creating digital collections that may be of shorter-term use. These recommendations were accepted by LIS Administration. The Team was thanked for its hard work, and then disbanded, having completed its charge.

**LIS Web Team** - In FY11, the newly-reconfigured Website Team accomplished the first 2 parts of its charge by:

- creating a structure of LIS staff responsible for site content (LIS Content Managers) and ensuring they were trained and conversant with maintaining their parts of the site.
- following-up on usability testing and recommendations from the previous team and making some changes to the website. Most notably, the different parts of the Drupal site are now more clearly labeled, the LIS Blog and Wiki have received substantial design facelifts (with input from the Team), and the organization of the Blog has been improved.

**Space Team** - In the Fall the Space Team completed a review of the location of public service points adjacent to the Davis Library Atrium. We considered the possible benefits of collocating Media Services, the Help Desk, Circulation/ Reserves/ and Reference Services. A survey of our community indicated a strong preference for the current arrangement and LIS Administration decided to leave things as they are now until Reference Services has completed a self-assessment.

In response to the College's decision to close the Music Library in the Center for the Arts, the Space Team developed a plan to rearrange the collections in Davis Library in order to move the music collections in. Compact shelving was added to the SE corner of the lower level and the collections were shifted toward Z to create room for the M classes on the west end of the upper level. The Space Team also developed a plan for locating staff from the music library.

**Curricular Technology Team** - We responded to feedback from faculty and students that there were too many places to look for web-based resources related to courses. This led to the design and development of the Course Hub ( <http://courses.middlebury.edu> ), one place to go where faculty can create and organize their resources, and students have one location for resources for all of their courses.

To meet the charge of choosing the most appropriate LMS for Middlebury, we organized and ran a pilot program that involved live teaching in the three front-running platforms. Over 20 faculty taught over 30 courses in Blackboard, Moodle and Sakai. Surveys and face-to-face discussions with faculty and students led us to recommend Moodle as the best choice for Middlebury at this time. Following up on this decision, we investigated and made recommendations on four Moodle hosting providers.

**Education and Training Team** - Newly-launched in May 2010, the Education & Training Team developed an inventory of information and technology skills and knowledge needed by LIS staff, as well as College faculty, students, and staff. The inventory also indicates why and to what extent the skills are needed and includes some of the resources currently provided by LIS to support faculty, students, and staff. Various sources were used to compile this inventory, including Helpdesk tickets, user logs, the Middlebury website, and team members' own experience with constituents. Through the first half of 2011 the team produced a set of recommendations concerning: training program development and delivery methods for faculty, staff and students; how to build LIS staff development goals into the performance process; and how to work with campus departments to identify specific information and technology training needs. The recent acquisition of lynda.com's video-based online learning is the first of the team's recommendations to be adopted.

**Security Team** - Over the course of 2011 the security team advised on a number of different issues including: policy, monitoring technologies, and some procedural recommendations that were made to the LIS administrative group. The recommendations are a culmination of work which evolved over the year. These recommendations included such highlights as developing a framework for classifying data, identifying tier 1 services for a risk assessment, and integration of security into the lifecycle of a system.

The policies that the security team advised and helped to draft included a network monitoring policy, a change management policy, an incident handling policy and a general security policy. These policies are currently being reviewed for submission to President's Staff. They will also support the new network monitoring technology, which the security team helped to identify.

The Security Team also developed a SaaS survey, which is now used in the evaluation of software and service solutions considered by the College, to ensure that services provide adequate security and protection of privacy.

## NEW INITIATIVES

### Banner Outsourcing

We decided to move the hosting of Banner, our main administrative system, to a facility managed by SunGard, the developers of Banner. We decided this for three main reasons:

1. SunGard understands Banner better than anyone in the world, and we will be able to benefit from this expertise as we manage the application, and perform upgrades.
2. The data center where Banner will reside is a world-class facility that will provide us with a level of protection, security, and up-time that is a major improvement over how we manage Banner today.
3. SunGard provides a disaster-recovery facility where we can recover our backed-up data should their primary data center fail.

We feel confident that this decision will improve the performance and reliability of this critical system, and will allow us to focus our precious human resources on Middlebury-specific issues, as we no longer have to spend time thinking about the system optimization, back-ups, and other critical aspects of running this system. While this may seem like a radical move, it is in fact part of an on-going trend in Higher Education, as schools leverage the power of the Internet, the cloud, and hosting services to provide improved services to their campus.

### Music Library Moved to Davis Family Library

The Middlebury Board of Trustees approved a project to relocate the Music Library from the Mahaney Center for the Arts (MCFA) into the Davis Family Library and move the History of Art and Architecture Department into the vacated music library space. The actual move took place in May 2011 with a great deal of planning and assistance by LIS staff, and especially dedicated work by the Space Team. The liaisons also consulted with faculty and provided advice and feedback during the process.

The consolidation of the Music Library into Davis was proposed by the College Administration, with the stated aims of strengthening ties between the curriculum and the Middlebury Museum of Art, also located in the MCFA, and increasing the use of the MCFA building, which has declined substantially since the closing of the Rehearsals dining space. The moves also frees up studio space in Johnson for the Program in Studio Art and Architectural Studies.

From the library perspective, incorporating the music collection into the Davis Family Library will increase the visibility of this fabulous resource, one that has perhaps been underutilized due to its location on the periphery of the campus. With more than 20,000 compact discs, 18,000 scores, and 13,000 books about music, the music collection should be of interest to anyone with even a passing interest in music, whether that means the latest contemporary classical and avant-garde works or jazz, blues, and popular music for study and recreational listening. We hope that integration of the music collection into Davis will inspire the musically-curious to investigate our collection and take advantage of the riches it contains.

### Middlebury Joins Center for Research Libraries

The library became a member of the Center for Research Libraries (CRL) (<http://www.crl.edu/>). CRL is a partnership of more than 240 university, college, and independent research libraries. The CRL collection includes:

- the largest collection of circulating newspapers in North America, including international, U.S. colonial titles, U.S. ethnic titles, and Civilian Conservation Corps camp newspapers/newsletters
- 38,000 foreign journals rarely held in U.S. libraries

- 800,000 foreign dissertations
- major microform and paper collections from Africa, Latin America, Middle East, Europe, Asia, Southeast Asia, and other locations
- a total collection of almost 5,000,000 rarely held books, journals, pamphlets, newspapers, and primary source materials

Membership in CRL provides Middlebury library patrons with access to the entire CRL collection via Inter-Library Loan (ILL). Loan periods, and the amount of material that can be borrowed at any time, are considerably more generous than traditional ILL. Some CRL materials can be digitized on demand and can be provided via e-mail or other electronic delivery.

## **Summon**

The library has implemented an integrated resource discovery system from Serials Solutions called Summon. Summon indexes more than 90% of our library resources -- MIDCAT, ContentDM, online databases, indexes, and journals -- in one combined resource, making it far easier than ever before to get a wide spectrum of results when searching. Summon also offers tools for filtering search results that are similar (although, in some respects, more powerful) to those found on common websites such as Amazon.com.

## **Google Analytics Workshops**

In December, Chris Norris offered a series of Google Analytics workshops for LIS staff. These workshops covered the basics of how Google Analytics works and how this data can be used to better understand (and help improve) the online services that we provide to the community. A version of the "Basics" workshop was also conducted for College Advancement staff in May. Workshops for departments and offices will be offered based on interest.

## **Digital Media Tutor Highlights**

During the summer of 2010, the Digital Media Tutors helped faculty prepare for the academic year, with activities that ranged from creating WordPress sites, to digitizing large collections of slides, as well as creating digital video clips from VHS tapes for use in web sites and Powerpoint presentations. They continued to work on the creation of 3D environments for the study of spatial navigation differences between men and women, conducted by Professor Marcia Collaer and Tony Richardson (SMC), adding more interesting environments to the selections. One of the more interesting activities was the Tree Map project with Tim Parsons - <http://blogs.middlebury.edu/middland/treemap/>

## **LIS Support of Student Research Symposium**

Over the last few years, the symposium has grown from a small number of science students presenting posters of their research to a College-wide event celebrating the academic research that permeates the entire curriculum. This spring, for the first time, the symposium included evening events celebrating the arts and humanities. Also this year, the Spring Preview program for accepted students and their parents, run by Admissions, coincided with the Symposium, enabling these students and their families to attend Symposium events. In short, this was a very high profile event both within and beyond the College. Making the technology run smoothly was a challenge that LIS met most successfully. Prior to the start of the symposium, workshops were held on creating and printing posters. Digital media tutors worked in the Media Lab to help students with their posters and presentations and staffed the rooms in Bicentennial Hall in the evenings so that students could rehearse.

The symposium began with President Liebowitz introducing the keynote speaker, Brad Corrigan '96 in the Concert Hall. Media Services provided the necessary expertise to project the audio and video of the keynote address to overflow venues. Following the keynote, there were two 45 minute sessions including open dance (Dance Theatre) and theater rehearsals (Seeler Studio), classical and jazz music performed by students in the concert hall, a student film presentation in the Rehearsal Room, and costume design in the Upper Lobby. A last minute concert was added to the schedule, beginning at 10:30 p.m. This further increased the support load on Media Services who handled it with great skill and aplomb.

Friday's events featured poster presentations (about 40) in the Great Hall and oral presentations in 8 classrooms in McCardell Bicentennial Hall (MBH). Additional events were held in the lobby, gallery, and pit of the Johnson Building. The oral presentations ran concurrently with a new presentation every 15 minutes. Some of the presentation sites had built in podia and computer. Because the students used both Mac and PC platforms, we set up both in each presentation space. Media staff configured these machines to meet the specific needs of the students, enabling the smooth downloading of presentations from midfiles to the local machines and they also checked all projectors and expected bulb life, and ran extra controls for rooms without computers.

Each presentation room was staffed during the day by an LIS staff to troubleshoot any problems. Some of digital media tutors were also on hand to help students with their presentations and avoid problems.

Every session was run by a moderator. This is an honor typically reserved for faculty. However, for the first time this year, several of the LIS liaisons acted as moderators: Brenda Ellis moderated the "Do the Right Thing" session, Carol Peddie for the "Technology Influence & Communication" session, while Andy Wentink moderated the "American Travel Writing Projects: Missionary Journals from the 1800s" and "American Travel Writing Projects: Travel Journals from 1818-1918" sessions.

While the presentations were happening, staff recorded video of some of the sessions so that they could be included in the MiddLab section of the College web site.

Following the day of poster and oral presentations, there was a reception in the Great Hall complete with a 'surprise' mob flash dance. The sound setup for this and the requisite sound check were again handled smoothly by the Media Services group. On Friday evening, the symposium ended with more events at the Mahaney Center for the Arts, much to the delight of a tired but satisfied LIS crew.

All things considered, the symposium was a major success. There was a real buzz and sense of energy throughout Thursday evening and all day Friday. For the LIS participants, it was a great opportunity to see the end result of a lot of our efforts supporting teaching, learning, and research, and the excitement and joy such research generates among our faculty and students.

## **Middlebury Subscribes to Gartner Research**

The Middlebury campus community can now find out what's happening in IT with access to research, news analysis, and trends from Gartner Inc.

Gartner, Inc. (NYSE: IT) is the world's leading information technology research and advisory company. Gartner delivers technology-related insight that helps clients to make the right decisions, every day. From CIOs and senior IT leaders in corporations and government agencies, to business leaders in high-tech and telecom enterprises and professional services firms, to technology investors, Gartner is a valuable partner to 60,000 clients in 11,000 distinct organizations. Founded in 1979, Gartner is headquartered in Stamford, Connecticut, U.S.A., and has 4,400 associates, including 1,200 research analysts and consultants, and clients in 85 countries.

Students can benefit by using Gartner to find research for assignments, learn where IT is headed and how it will shape our world, discover an area of interest, or even get ideas on careers. Gartner research enriches the educational experience by providing timely, objective real-world examples and content. Faculty and staff can benefit by using Gartner to stay current on IT industry trends. Gartner provides insight to the application of technology to real-world problems and enables understanding of the long-term trends and issues that current and future IT decision makers will face.

Gartner's research is licensed for use and is accessible at no cost to our students, faculty, and staff.

## **IMPROVEMENT TO EXISTING SERVICES**

### **Internet Bandwidth Increased from 200 to 500 Mb**

The College maintains two connections to the Internet: our primary connection is via Level 3 Communications, while Vermont traffic (and failover protection) is supported by a local provider named TelJet. Anticipating continuing, steep growth in our network traffic, LIS increased bandwidth from 200 Mbps to 500 Mbps. While you may not have noticed the increased speed on your desktop, you can rest assured that, at least for the time being, the tubes connecting Middlebury to the outside should be big enough to support your academic needs.

### **Inter-Library Loan**

The Inter-Library Loan Department processed more than 40,000 requests in the past year. Here are some of the highlights:

- Rapid ILL has become more helpful every year since we've joined. We've more than doubled the number of ILL requests ordered using Rapid over the last year. 80% of our article requests were filled by Rapid this year, with an average turnaround time of 17 hours.
- More than 85 items were purchased by the Library Acquisitions dept. to fill difficult ILL loan requests as part of our Purchase-on-Demand program.
- We reestablished the loaning and borrowing of CDs through ILL. Now that the music materials reside in the Davis Family Library, ILL staff are again able to process requests for CDs expeditiously, and Middlebury patrons are able to request CDs via both ILL and NExpress.
- The entire ILL staff worked to complete an assessment of ILL services, and came up with an action plan to improve workflows and update outmoded practices.
- We are very sad to be losing Morgan Connor as ILL Associate in September. She has been a fixture in the ILL department since 2003 and has worked in the library for more than a decade! Good luck Morgan!

### **Upgrade to the FirstClass Server**

For many years, the Bread Loaf School of English (BLSE) has been using a mail/conferencing system called FirstClass. FirstClass was one of the first 'bulletin boards' to develop a graphic user interface and the BLSE has used this technology for mail, course conferences, support of the Bread Loaf Teachers Network and general discussion conferences. Until last May, the server running the FirstClass server software was located on campus and supported by the Enterprise and Network Solutions group.

Last May, LIS decided to outsource the administration and support of this server to WhatIf Networks, a company based in Westbrook, ME that has years of experience supporting FirstClass servers. The cut over of services took place just before the beginning of the 2010 BLSE summer sessions. At the conclusion of the summer classes, we began planning to upgrade the server to a newer version of the software, from version 8.0 to version 9.1. One of the driving factors in this decision was the increasing number of requests of the BreadNet community to access their mail and conferences from smart phones (particularly iPhones) and iPads. Our upgrade now makes this possible and we have a number of happy smart phone users.

## **DVDs at Davis**

In partnership with the Film & Media department, a large majority of the Media Collection DVDs, which have been kept behind the Circulation Desk, will be moving out onto the main floor, and new loan rules will apply to them. These DVDs will be merged with the current Browsing DVDs, located between the New Books and Reference stacks, and will circulate to students and staff for 3 days, and to faculty for 2 weeks. They'll be housed within new, locked cases, and when you check out the media, instead of having a staff member locate the DVD itself from a shelf behind Circulation, LIS staff will simply unlock the case for you. In other words, yes, now you'll be able to watch most of the DVDs Middlebury owns outside the library.

Additionally, we expect to have an "oversize" portion of the collection, containing the original DVD cases (e.g. some box sets, DVDs with irregular-sized booklets) that are important for use or study, but can't be easily transferred to the locking cases. This oversize section will be located behind the Circulation Desk, but the materials will circulate under the new loan rules and can leave the building.

Lastly, a smaller restricted collection of rare and/or expensive DVDs will continue to be kept behind Circulation and the old loan rules (students & staff can borrow for 4 hours in-house, faculty for 3 days) will still apply.

This is a huge project for LIS, involving handling all the DVDs, and repackaging and reprocessing most of them. Not only most of the Media Collection DVDs, but also all of the Browsing DVDs will have to be repackaged. All "MCTR" DVDs, no matter where they will eventually be housed, will be reprocessed using the Library of Congress classification system, which we use currently for all books and some DVDs. The finished open stacks collection will be sorted by call number, not the current alphabetical arrangement used for Browsing. We plan to start work on all this in early June, and hope to be finished before Fall semester classes end.

## **Campus Network Infrastructure Upgrade**

LIS is improving and expanding the campus network. Step one was to increase the size of our connection to the Internet, which we have done. Most buildings will see a ten-fold increase in network speed when this is done.

There are three major components to the upgrade of network infrastructure on campus:

- 1) Replacing the core network gear in Voter, Davis Family Library, and Carr Hall
- 2) Replacing the edge network switches in academic and residential buildings across campus
- 3) Replacing existing wireless access points in dorms and add new ones

Much of the physical installation of the new core equipment is done. The Donald E. Axinn '51, Litt. D. '89 Center for Literary and Cultural Studies at Starr Library became the first major academic building to be upgraded to the new network environment. 16 new switches were installed in the 6 different wire closets in Axinn, the new fiber cables were connected back to the new core router in Voter, and all of the Ethernet cables were moved from the old switches to the correct ports in the new switches. The entire process took about 5-6 hours. Next up was McCardell Bicentennial Hall, which houses 7 wire closets, where we have installed 32 new switches and replaced more than 1000 ethernet cables.



By the end of August, all wired edge infrastructure will be complete minus the work required within the Davis Family Library.

Over the 2011 summer, we dedicated resources to complete the wireless upgrade within all of our residence halls. Students should experience increased performance when they return in the Fall. The next step is to investigate all of our wireless environments in our residence spaces to identify and correct weak signal areas.

## **Electronic Document Management**

After a three month campus evaluation process that examined the functionality and viability of three different products, LIS implemented a new electronic document manager system called Nolij Web. Nolij will provide a secure, web-based document management platform for the College. The first departments to implement online document management will be the undergraduate admissions office and the International Student & Scholar Services department. The development environment was constructed over the summer with a Fall production rollover.

## **Banner eBilling**

Students received electronic tuition bill statements during the Fall 2010 term which allowed for real-time payment processing. In addition, new admits were able to make electronic admissions deposits in the Spring 2011 term.

## **Upgrading MIIS Infrastructure**

With assistance from engineers at Adaptive and Juniper, we successfully switched the Monterey campus to running entirely over their new high-speed Internet line, with inter-campus communications running over the Juniper VPN tunnel. The link has been stable. We consider it now permanently in production. LIS shipped Monterey first-generation Aruba wireless access points. LIS will be working with Monterey to assist in setup and deployment of an upgraded wireless service at MIIS.

## **Admissions Online Reader Card**

A series of Self-Service Banner (SSB) forms were created for Admissions counselors to review undergraduate applicants. Five forms break down the data into these categories: Demographics, High School Information, Extra Curriculars, Comments, and Checklist Items. Counselors use the forms regularly to review applications, make notes, rate applicants, as well as view and input a lot of other data. The forms allow for as many as 3 different readers to input comments and rate an applicant. These forms allowed the Admissions department to take a big step in the direction of going paperless. This year, integration with the new online document management system will largely complete the process of going paperless.

## **Classroom Multimedia Upgrades and other Media Projects**

Several classrooms were redesigned to add multimedia projection:

- MBH309 and MBH405 received a standard projection system
- MBH467 received a special short throw projector combined with a smart board
- Barn 5 classroom at Bread Loaf received a standard projection system

Vickie Backus and Susan DeSimone from the Biology department have found good uses for the smart board in MBH467 and have written a guide on teaching with the new tool.

Munroe 210 and Sunderland 202 received projector upgrades. The new projectors provide a larger, brighter picture allowing better use of software used in courses.

Upgrades were performed in MBH216, 219 and 220 where the 11 years old systems were replaced with HD-ready projection. In addition, MBH216 has an automated lecture capture system consisting of a wall mounted PTZ camera and an NCast presentation recorder. As MBH216 is one of the most common spaces where we record lectures, the automated lecture capture system will enable us to simplify lecture capture and support even more recordings.

In January, Dana Auditorium became digital and HD-ready as well. It now has a new Christie HD projector with an impressive brightness of 9500 lumens. We have received positive feedback from the Film and Media Studies department on the quality of the new projection system. There is an increased number of film screenings in the space and more of them are using the Blu-ray format.

In Spring 2011, planning began for the construction of four new smart classrooms in MCFA, as part of the redesign of that building. Media Services designed the new multimedia systems in conjunction with Geer Communications. The spaces will be functional in time for the new academic year.

During the latter part of the spring, we designed the multimedia system and computer lab that will be used in the College's new Research Vessel.

This past spring we also implemented Crestron Roomview. With Roomview we can resolve classroom projection issues almost instantaneously, over the phone. Roomview allows us to control the touch panel of any Crestron classroom without having to physically visit the classroom, thus saving class time and allowing for much prompter service.

## **Classroom Computer Upgrades and Reductions**

The following classrooms and spaces received computer upgrades:

- Wilson Media Lab
- Sunderland ILC3
- Johnson 208
- McCardell Bicentennial Hall (MBH) 525
- McCardell Bicentennial Hall 545
- Sunderland (SDL) 121
- Robert A. Jones House
- Library carrels

ILC3, MBH525 and MBH545 were upgraded with Dell Optiplex 760 PCs, the Wilson Media Lab received iMacs, and Johnson 208 now has Mac Pro computers. SDL121, RAJ and half of the Library carrels now sport Wyse thin clients.

The Wyse thin clients consume 1/6 of the power that normal PC or Mac computers consume. They are smaller and leave more desk space for students to open their books and notes. The thin clients are 1/3 of the cost of a regular computer. Finally, they allow us to quickly swap a failed unit with a brand new one with minimal setup time.

## **Library Reference & Instruction/Liaison Program**

- We welcomed two new librarians to our staff, Jess Isler and Steve Bertolino, both of whom are familiar to the community from their previous positions in LIS. In addition, Carrie Macfarlane was promoted from Science Librarian to Head of Reference and Instruction. Congratulations Jess, Steve, and Carrie!

- Much effort was spent promoting the College-wide adoption of our information literacy proposal and developing plans for its implementation. With input from faculty advisory groups, we created a list of introductory skills, and are now in the process of working out the details of how to teach and assess those skills. We also have begun a pilot with 2 departments to develop intermediate and advanced skills lists.
- As part of the project to develop and teach information literacy skills, the liaisons undertook a pilot assessment tool to measure the research and technology skills of students enrolled in first-year seminars. Unfortunately, participation was not high enough for the test results to be considered significant, and we decided that the HEDs Research Practices Survey will be preferable for future assessment efforts.
- The liaisons were involved in the transition of our learning management system (LMS) from Segue to Moodle. Liaisons served on the Curricular Technology Team -- which was charged with comparing the major LMS systems out there -- and we reviewed and provided feedback concerning the various options presented to us during the evaluation period. After Moodle was selected, we received training in the new system as well as in WordPress, and are now prepared to take on a new role providing primary support for the new LMS.
- Liaisons again invited departments to allow students to submit their senior theses for storage and retrieval in our online digital repository, DSpace. In total, we added 30 theses to the repository.
- We made progress on our goal to increase the visibility of the library and liaisons by:
  - o Creating video tutorials for common research needs
  - o Creating a LIS Facebook page and librarian Twitter account

## Government Documents

- Government Documents staff deaccessioned more than 32,000 documents, the most we've ever done in one year. Part of the remaining collection was shifted to provide space for the collection of VHS tapes, which in turn were shifted to create space for incoming Music Library materials.
- We reduced the number of documents we accept from 31% (of all published) to about 20%. This should significantly reduce the number of printed publications we receive as a federal depository library (as more and more documents are published online), thereby reducing the amount of time and effort staff spend managing these print resources.
- The Government Documents research guide was migrated to the new SubsPlus subject guides platform and considerably expanded as well.
- We completed a Public Access Assessment, used by the U.S. Government Printing Office (GPO) to assess the performance of federal depository libraries. The only suggestion for improvement was to revise our computer-use policy to allow public (i.e. non-College) patrons who want to use online government information resources access to our public computer stations during peak usage times (e.g. final exams). Although we've never had occasion to deny computer use to patrons seeking government information in the past, we've requested the change to our written policy in our College Handbook in order to satisfy GPO requirements.
- Our newly-promoted Government Documents Associate, Ginny Faust, attended a 5-day Interagency Depository Seminar in Washington, DC in July to help prepare her for her new responsibilities. Ginny streamlined the monthly process of adding government documents records to MIDCAT, which reduced the time needed for the process and helped us ameliorate the reduced staffing level in the department. She is also improving and expanding the documentation of our policies and procedures and has contributed to the recently created departmental wiki page at [http://mediawiki.middlebury.edu/wiki/LIS/Government\\_Documents\\_Department](http://mediawiki.middlebury.edu/wiki/LIS/Government_Documents_Department).

## Vermont Collection

- We reduced the backlog of Rutland Railroad Archives material needing processing. An expanded finding aid is online at [http://middigital.middlebury.edu/rutland\\_railroad/RRAGuide.htm](http://middigital.middlebury.edu/rutland_railroad/RRAGuide.htm) .
- Hans Raum presented at Project Independence on early Vermont real photo postcards, which was well received.
- On April 30, we held an open house in Special Collections to display some of the most important items that have been added to the Rutland Railroad Archives in the past decade. Hans also served as co-chair of the annual convention of the Rutland Railroad Historical Society that was held at the Middlebury Inn that weekend.
- The open stack portion of the Vermont Collection was shifted from its location close to Special Collections to the compact shelving previously occupied by part of the bound periodical collection. This was done to enable other shifts made necessary when the Music Library was relocated to the Davis Family Library. The locked portion of the Vermont Collection in Special Collections was also shifted to accommodate the acquisition of material from the National Museum of the Morgan Horse.

## Special Collections & Archives

Special Collections & Archives (SC) had a busy & productive year. Some of the highlights include:

- More than two dozen classes came to SC to work with primary source materials, not including various Junior and Senior History Thesis students, and other required, semester-long research from students. All told, more than 200 students used Special Collections materials for research.
- Curator Andrew Wentink taught the course, “Innocents Abroad: American Travel Writing, 1818-1918,” which served as a classroom/research laboratory during Winter Term.
- Three exhibits and a major symposium were hosted by Special Collections this year: a year-long display of memorabilia of the political career of Vermont Governor James Douglas ’72 (see below), an appreciation of the prolific writing of Jack London inspired by the recent donation of Jack London materials by Whit Bond (see below), and a celebration of the 400th Anniversary of the King James Version of the Bible (1611).
- SC hosted 3 exhibits and a major symposium:
  - a display of memorabilia of the political career of Vermont Governor James Douglas ’72
  - an appreciation of the prolific writing of Jack London inspired by the recent donation of Jack London materials by Whit Bond
  - a celebration of the 400th Anniversary of the King James Version of the Bible (1611).
- More than 100 e-mail requests for research information and/or reproduction of archival materials from the Abernethy, Flanders, College Archives, and Rare Books & Manuscripts collections.
- An extraordinary number of acquisitions were added to Special Collections, the vast majority of which were made by gift rather than purchase. A selection:
  - Archive of the National Museum of the Morgan Horse -- books, journals, archives, photos, equestrian apparel, memorabilia, ephemera, etc.
  - Shawn Ryan Archive -- production archive of television writer/producer Shawn Ryan ’88, containing the full-range of materials related to Shawn’s productions including *The Shield*, *Chicago Code*, *The Unit*, *Terriers*, etc.
  - The Eric Tunis ’67 Collection of Antique Maps & Prints -- more than 65 antique maps and rare prints of the Middle East, India, and Pakistan from the late 15th-late 19th centuries)
  - Wyman Parker Library -- a portion of the library of former Middlebury College Librarian, Wyman Parker ’34, College Librarian, 1936-45, comprising first editions of American and English literature and limited small press editions. Gift of Kingsley Parker ’70

- Rockwood letters -- approximately 50 letters to and from Cephas L. Rockwood, Class of 1808, including letters from Joel Doolittle, Middlebury Tutor/Trustee; William Slade, Class of 1807; and Emma Willard. Gift of Deborah M. Norman.
- Preston Family Correspondence (200-300 letters of Nathaniel Preston, Class of 1831, and family)
- Michelangelo Antonioni Collection – books, videos, DVD, laserdiscs, photographs, posters, and memorabilia related to the career of the Italian master of film and his contemporaries. Gift of Joan Winstein
- Asa Hemenway Collection – a joint purchase with Friends of Art at Middlebury College, includes the journal of Asa Hemenway, who spent 10 years as a missionary in Siam, a Siamese children’s cap, and a handmade Siamese basket, c1850
- Fife World Tour letters – a collection of letters of Middlebury Professor of Economics Harry M. Fife and his wife on a world tour in the early 1930s. Gift of James Peck.
- Ann Beattie Archive – Drafts of works by acclaimed novelist/short story writer Ann Beattie (Chilly Scenes of Winter) and correspondence with her editor. Purchase.
- Baseball game -- a late 19th century miniature board game based on America’s pastime. Purchase.
- Helen Stilphen ’19 correspondence and scrapbook – 50 letters, scrapbook and other materials related to Helen Stilphen’s undergraduate experience, 1915-1919
- Jack London Collection -- A 1906 edition of Call of the Wild and photo of the Bond bothers and Buck, inscribed by Jack London, and telegram from London regarding a magazine short story. Gift of Whit Bond.
- Werner Pfeiffer – One of book artist Werner Pfeiffer’s most recent creations, Abracadabra. Purchase.
- James Douglas ‘72 Collection - Memorabilia and electronic records of the 30-year political career of the former Vermont Governor.
- Archival records from various Middlebury College Administrative and Academic Departments
- Kit Wilson Civil War Collection -- Letters, prints, armaments, and other Civil War memorabilia from Middlebury Professor Christopher Wilson
- Clifford Gift – books from the library of Nicholas Clifford, College Professor Emeritus of History, and his wife Deborah Pittman Clifford, 19th century women’s historian, including unique items related to travel writing and literature, Asian history, Western art, and 19th-century American women’s literature
- Carol Riefj Library –approximately 100 titles from the library of late Middlebury Professor Carol Riefj, Jean Thompson Fulton Professor Emerita of French, related to French literature and 19th century costume and hair culture
- Robert P. Youngman Library -- selections from the extraordinary library of Asian art & culture of Robert P. Youngman ‘64
- 1629 King James Version Bible – Purchase.

## Shared Shelf is Launched

All of the Middlebury Visual Resources images have been ingested into our Shared Shelf collection in ARTstor. There are 3,143 images in the collection (This is, to date, the largest Shared Shelf Collection in existence.) The collection is quickly growing as we add images regularly.

These images will turn up when you search all collections in ARTstor, or you can choose to search just the Middlebury VR collection.

## **Business Continuity/Disaster Recovery (aka The Phoenix Project)**

The Phoenix Project is an ongoing LIS initiative to help ensure the continuity of academic and business operations by protecting Middlebury from disruptions to information systems and technology services.

- The LIS Disaster Recovery Contacts & Procedures document (aka interim DR plan) was updated for 2011 to account for recent staff transitions and changes to critical systems.
- A Disaster Recovery Readiness Questionnaire (DRQ) template was created in early 2011 to assess the current level of recoverability for critical technology systems. DRQs have since been completed for all identified critical systems.
- The College has chosen to remotely host Banner services and is investigating doing the same for email.
- LIS staff are engaged in developing and documenting a comprehensive Backup & Restore strategy, including the implementation of a regular testing schedule.
- LIS staff are engaged in the Network Refresh project, intended to upgrade and harden the College's network infrastructure.
- LIS gave an update on Mission Continuity & Disaster Recovery Planning efforts to President's Staff in April 2011.
- Meetings to create a current inventory of critical processes were scheduled and conducted with members of President's Staff in June 2011, and detail-level meetings with functional areas are taking place in July/August 2011.

The results of the above-mentioned work will be used to focus and inform efforts to create a formalized disaster recovery plan for critical technology systems.

# STATISTICS

## LIS Helpdesk

Total Issues Reported - 16,972

Total Issues Resolved - 16,765

Total Issues Resolved for Faculty - 3,572

Total Issues Resolved for Staff - 8,210

Total Issues Resolved for Students - 4,069

Total Number of computers distributed - 328

Top Five Incident Types - Banner Pin Reset, Repair Computer, Password Reset, Network/Server Access, How To questions

## Media Services Statistics

Total Media Services Requests - 1,515

Equipment Requests - 81

Multimedia Editing - 9

Film Screenings - 221

Videoconferencing - 47

Classroom Support - 164

Recordings - 118

Event and Lecture Support - 867

## Public Printing

Total Pages Printed - 6,842,285  
(-989,478 compared to FY10)

## Circulation Services Statistics

Total Items Circulated - 135,568

Total Gate Activity - 1,292,493

## Reserves

Total Number of Reserves - 16,858

## Librarian Instruction Statistics

150 workshops (2,222 attendees)

- 69 course related (other than first -year seminars)
- 49 first-year seminars
- 32 senior thesis, Language School, RefWorks, and miscellaneous (e.g., faculty orientation)

## Librarian Consultations

- 133 students
- 95 faculty

228 total

### Questions To Librarians

1,327 total (283 via email or text message)

- 1,020 reference
- 307 non-reference (directional, equipment help, etc.)
- Questions this year were routinely counted only by librarian staff, not by reference and circulation staff, as in the past. We held 2 “stats weeks” -- one each in the fall and spring -- where stats were counted by circulation staff to get an estimate of the number and type of questions they answer.

Question Type	Fall	Spring
Directional	40	21
Equipment	12	12
Guest Passwords	4	11
How-to	14	15
ILL/NExpress	4	0
MIDCAT lookup	6	5
Reference	10	0
(referred to librarian)	6	0
Uncategorized	0	5
<b>TOTAL</b>	<b>90</b>	<b>69</b>

### Library Collections by Volume/Acquisitions Statistics

Format	Number acquired FY11	Total Collection
Print volumes	6,942	678,452
eBooks (owned)	42*	354,721
Print/micro serial subscriptions	668 (vols)	70.175 (vols)/1,179 (titles)
Full-text e-journals	ca. 1,000	47,888
Microforms	1,958	382,051
Media (CDs, DVDs, etc.)	1,814	46,761

\*we also loaded ca. 44,000 eBook titles into MIDCAT that we do not own, but that are available for online use. These titles are also not counted in the total collection figure.



### Interlibrary Loan Statistics

<b>Borrowing from Other Libraries</b>	<b>Total Requests</b>	<b>Requests Filled</b>	<b>Requests Filled Outside ILL (usually due to Middlebury owning item)</b>	<b>Requests Unfilled</b>	
ILL	12,586	10,810	1,009	767	
NExpress	6,581	6,257	N/A	324	
<b>Lending to Other Libraries</b>					
ILL	18,333	11,847	N/A	6,486	(2/3 unfilled due to Middlebury either not owning item or item is non-circulating)
NExpress	3,476	3,443	N/A	33	

### Print Management Statistics

All Users	Number of Users	Number of Pages	Number of Jobs
August 6, 2006 - June 30, 2007	5,230	9,219,860	1,665,233
July 1, 2007 - June 30, 2007	6,011	9,920,758	1,809,929
July 1, 2008 - June 30, 2009	5,914	9,504,805	1,751,704
July 1, 2009 - June 30, 2010	5,971	7,831,763	1,4687,917
July 1, 2010 - June 30, 2011	6,259	6,842,285	1,353,943
<p>A new feature that was available late last summer started tracking jobs that were sent but never released by the release stations, preventing them from printing and wasting paper.</p>			
July 1, 2010 - June 30, 2011	434,205 sheets saved consisting of 813,419 total pages of data from 37,635 jobs.		

# LIS Goals for 2012

## Enterprise Applications

### Administrative Systems

1. Develop and implement effective cross-training strategy for Banner development team in order to increase holistic understanding of our ERP environment, foster greater collaboration, improve client support response, and provide support redundancy for business critical ERP systems.
2. Continue campus wide proliferation of Nolij Document Management environment including basic scan/store/retrieve functionality.
3. Build upon the current Nolij Document Management environment by Implementing additional Nolij features including Nolij Workflow, Nolij Transfer, Nolij Connect, and Nolij Forms application enhancement product
4. Implement and deploy Banner Workflow to key areas of the institution.
5. Integrate address verification application into the Banner environment in an effort to improve data accuracy and reduce operational costs.
6. Develop and implement plan to harvest legacy institutional data from former AS400 environment including custom report generation required to maintain cohesive availability of legacy institutional information

### Web Application Development

1. Evaluate and improve users experience with online rich media including web-based capture, collection management, distribution, and viewing.
2. Continue to make web platforms mobile compatible
3. Focus on social media: What features do users want? How do we promote discussion via social media?
4. Complete the portal project.

### Information Security

1. Create a Comprehensive Security Focused Infrastructure - Create a comprehensive approach to security within the LIS environment in order to ensure community trust and reliability.
2. Create an Educated and Involved Campus Community - Create campus awareness regarding information security; educating the campus community on security risks, threats and appropriate responses to ensure a global, systematic approach to mitigating risk.
3. Complete the data classification project.

## **Central Systems and Network Services**

1. Comprehensive Disaster Recovery – Plans to recover essential IT services in a timely fashion in the event of unexpected infrastructure failure, destruction or loss
2. New and Streamlined Delivery of Services – Investigate service offerings that allow for more efficient delivery and consumption of IT services, enhanced functionality and cost savings
3. Minimizing risk of downtime - As the day to day activities of Faculty, Staff and Students increasingly rely on technology, the consequences of service failures become more disruptive and expensive. We seek to implement infrastructure enhancements and operational procedures designed to reduce the risk of unplanned service outages.

## **Research and Collection Services**

### **Area Goals**

1. Complete plans and create/collect learning materials for instruction and assessment of introductory (FYSE) information literacy program; complete plans for instruction and assessment of intermediate and advanced skills.
2. Begin building a coherent, sustainable digital library Infrastructure and associated workflows.
3. Assess specific areas of RCS, including the reference program, stats gathering (for surveys or local use), and collections usage & condition.

### **Workgroup Goals**

#### **Collections**

1. Organize existing resources dedicated to supporting, consulting, creating, preserving, and accessing digital scholarship, collections, and initiatives.
2. Expand and improve metadata creation across all LIS collections.

#### **Government Documents**

1. Complete reaccessioning unneeded materials from the collection.
2. Complete addition of Gov Docs policy and procedures documentation to the departmental Wiki.
3. Offer staff training opportunities.

#### **Interlibrary Loan**

1. Add Middlebury's electronic journals holding data into OCLC Knowledge Base.
2. Add ILL documentation into Wiki.
3. Review effect of increased media lending and borrowing on ILL workflow.

## **Preservation & Processing**

1. Conduct a condition survey of the bound periodical collections in Davis and Armstrong Libraries.

## **Research & Instruction**

1. Complete plans and create/collect learning materials for instruction and assessment of introductory information literacy skills and also complete plans for instruction and assessment of intermediate and advanced information literacy skills.
2. Establish a baseline measurement of the visibility and effectiveness of Reference Services and the Liaison Program.

## **Special Collections & Archives**

1. Clearly define tasks & responsibilities of Special Collections staff, student assistants, and volunteers in order to better coordinate supervision of Special Collections activities.
2. Create collection level metadata for College Archives record groups, as well as for selected large manuscript collections, in preparation for the adoption of Archon, Archivists Toolkit, or another open source archival data management system (ADMS). These will serve as the basis of EAD-compliant finding aids that will be generated by the ADMS once it is adopted.

## **Vermont Collection**

1. Add metadata to ca. 900 previously digitized Vermont postcards waiting to be added to our CONTENTdm database.

## **User Services**

1. Establish a baseline of customer satisfaction with User Services
2. Establish and publish Service Level Agreements (SLA) for every service point within User Services as a guide for staff, student workers, and campus customers to clearly understand our response and expected time frames.
3. Establish the framework to be used, including approval from President's Staff.
4. Evaluate and recommend Incident Tracking Systems, and Asset Tracking/Inventory Systems.

## **Circulation Services**

1. Summer patron education - Educate summer faculty and staff about the policies and availability of items at the circulation desk during the summer ; create an SLA surrounding these policies.
2. Media collection shift - Educate patrons and evaluate policies surrounding the new incarnation of the DVD collection.
3. Assessment - Take part in the broader User Services assessment in whatever form it takes.

## **Help Desk**

1. To close tickets on first contact rather than pass them on to Service Request. Increase closed on first contact by 5%.
2. To have in place by the start of summer 2012 a comprehensive student training module that is regularly updated and is laid out for easy presentation.

## **Labs and Public Computing**

1. Improving processes for deploying and managing Mac computers and sharing them with other areas of LIS and the college. - There is an opportunity to improve the way Mac computers are deployed and managed to match and exceed the management capabilities that PCs have. This will ease future changes to our systems and will decrease manual labor.
2. Deploy Windows 7 to Labs - We need to deploy Windows 7 to the labs for the same reasons we had to deploy Windows 7 to faculty/staff computers: Windows XP is discontinued, new computers will only be able to run Windows 7, there are performance, management and security improvements that 7 can bring.

## **Media Services**

1. Build more smart classrooms - Research and implement a plan to install smart classroom equipment in any classroom spaces that currently lack this equipment.
2. Improve the quality of recorded events - Research and implement a plan to improve the quality of recorded events.
3. Implements a higher quality video conferencing solution with multi-party and collaboration capabilities. As part of this goal, we may also need to create (or modify) a space to provide immersive tele-presence capabilities in addition to the above.

## **Telephone Services**

1. Provide unified messaging of email with the voice mail system.
2. Develop a plan for migration of existing landline telephony infrastructure to voice over IP and mobile technologies over the next two years as the life-cycle of the existing system expires.
3. Create and implement printer/copier policy: Middlebury College has 400+/- separate copiers, printers, and fax machines deployed today. The cost per page varies by the type of machine and ink or toner used. Multi-function machines that combine printing, copying, faxing and scanning have the lowest cost per page at less than 2 cents per impression.

## Teams

### Administration (Area Directors)

1. Multi-year capital budget model that encompasses classrooms, labs, desktops, laptops, servers, network, etc.
2. Respond to issues identified in the College's Self-Study.
3. Pursue the 4 S Agenda across the organization: secure, stable, simple, sustainable.
4. Set groundwork for a renewed strategic plan to be developed starting fall 2012.
5. Participate in college-wide management development program.
6. Develop revised LIS staffing plan to address workload.
7. Analyze and improve LIS internal communications and planning to address issues of morale and communication.
8. Refine governance processes to improve process for prioritizing goals and projects and resource allocation.

### Curricular Technology Team

1. Decommission Segue.
2. Develop training cycle for web-based curricular activities.
3. Plan for Technology Incubator.

### Education & Training Team

The Education and Training Team will take a holistic look at the ongoing training and education needs of Middlebury & Monterey faculty, staff, and students. During Phase 2, the team should focus on development of specific delivery and assessment methods.

1. LIS Staff Development and Training Goals
  - Develop draft of required technical skills language to be included in all LIS job descriptions.
  - Create and maintain documentation for consistent LIS in-house orientation practices for new LIS staff.
2. College Staff & Faculty Development and Training Goals
  - Create and maintain a Help Portal from the main LIS site that provides a central location to navigate to all available information and technology help resources for ease of access.
  - Work with Human Resources to improve and maintain materials available for New Employee Orientation.
  - Recommend a standard set of required elements for developing, delivering, and evaluating workshops.
  - Identify presentation and communication skills required by a successful trainer and recommend a plan for acquiring and developing those skills.
  - Identify workshops that should be offered on a regular basis. Recommend an ideal number of trainers needed to maintain a monthly workshop schedule as well as strategies for developing the needed resources.
  - Recommend methods for training/workshop registration, collection of attendance and evaluation data and a way to correlate them to skills assessment for further refinement of our training and education offerings.
  - Work with Human Resources to develop a timeline for outreach with each department to assess their training needs.

## Security Team

1. Security Education - To develop and implement a security education program designed to raise the awareness of security issues and level of privacy standards across the campus.
2. Risk Assessment - To implement a comprehensive risk assessment program across the different functional units of LIS and Middlebury College

## Web Team

1. Market the LIS Website in order to promote LIS systems and services.
2. Perform user needs assessment and usability testing on the LIS website, and set in place a template for future testing.
3. Implement changes to website information architecture, navigation, design, platform, and content that result from completion of Goal 2 (assessment). The Team will also develop refresh strategies and identify material that will become dated, and make recommendations for the future of the Website Team

## Reaccreditation

We participated in the writing of the College's Self-Study and the collection of required data to prepare for the upcoming visit by NEASC as part of the re-accreditation process. The two chapters that focus on library and technology included the following projections:

### Projection

- In 2011-12, the dean of LIS will engage the major offices of the College to learn about upcoming initiatives that may require LIS support. This process will also engage the Monterey Institute so that planning efforts at both locations can be coordinated.
- LIS will continue to experiment with the models in order to evaluate whether access to materials through alternative programs is sufficient and cost-effective.
- Beginning in 2011-2012, LIS staff and the Center for Teaching, Learning, and Research will work with faculty who are using instructional technology to document best practice and assess the efficacy of various approaches to instructional technology.
- Based on the analysis of the Training and Education team and funding for fiscal year 2012, LIS will license and/or link to externally-developed training materials where appropriate, and focusing its training efforts on College-specific topics and systems.
- In 2011-12, LIS will consult with the Educational Affairs Committee to determine a process by which information literacy goals could be incorporated across the curriculum.
- In 2011-12, the Monterey Institute will identify technology-related learning goals for each program.
- In fall 2011, LIS will implement an imaging/document management system for use by the undergraduate admissions office, which will later be extended to most major offices.
- In collaboration with the Office of Planning, Assessment, and Institutional Research, LIS will conduct a feasibility study of a data warehouse in 2012.
- In 2011-12, LIS will collaborate with other offices to initiate the development and implementation of a plan for technology continuity and information recovery (doc. 8.20) in the event of a disaster.

We will be pursuing these projections in the coming months and years.