# Table of Contents

- **Our Mission** .......................................................................................................................... 3
- **Introduction** .......................................................................................................................... 4
- **2006-07 Initiatives** ............................................................................................................... 5
- **Access** .................................................................................................................................. 8
  - Academic Research Collections ............................................................................... 8
  - Academic Technology .................................................................................................. 13
  - Application Development ......................................................................................... 15
  - Archives, Fine Arts & Special Collections .......................................................... 17
  - Central Network & Systems .................................................................................. 20
  - Desktop Computing Support ............................................................................... 22
  - Help Desk .................................................................................................................. 26
  - Use of Library Research Materials ........................................................................ 32
- **Expertise & Training** ........................................................................................................... 37
- **Place** ................................................................................................................................... 42
- **Our Organization** ................................................................................................................. 44
- **Strategic Emphases** ............................................................................................................ 49
- **Goals** ..................................................................................................................................... 54
- **2007-08 Objectives** ............................................................................................................. 56
Library and Information Services supports the work and mission of the Luther College community by providing:

- **access** to appropriate communication and information resources,
- **expertise and training** in the effective and efficient use of information, and
- a **place** to explore and express ideas, ourselves, and our community.
2006-07 was a year of foundations for LIS as we sought to define ourselves as an organization and to learn more about the community we serve. As a result, we are ready to build a deeper, broader information support organization to support the academic and administrative work of the Luther College community.

It’s been a busy year, with its share of ups and downs. Over the past year, we marked significant, successful upgrades to our Datatel and telephony systems, a relaunched library web redesign project, and the arrival of a new executive director. We also saw the negative effects of spam reach new heights, declining circulation statistics, and various claims of illegal file sharing against users of Luther’s networks.

This report, authored by many in the Library and Information Services division at Luther is designed to provide an overview of the significant achievements and occasional setbacks we encountered in 2006-2007. It also helps to set a path for LIS to strike for the 2007-08 academic year as we seek to both deepen and broaden the support we provide to the Luther community.

The organization of this report derives from our Mission Statement and seeks to cut across our library and information technology structure. It looks at our efforts to provide access to information tools and resources; our expertise and training programs where we seek to teach our users how to use information tools and resources effectively; and our places where our users research, learn, study and collaborate.

It is a privilege to work alongside the dedicated LIS team that accomplishes so much with available resources. This report is a great and diverse travelogue of the myriad paths followed this year by our staff in support of Luther, and I thank them for their effort, work, and dedication.

Christopher Barth, Executive Director
Several initiatives emerged during the 2006-07 academic year as strategic issues for LIS. Each of these projects involved individuals from across LIS to identify and set into motion plans for deployment of a variety of new and fundamental technologies and policies.

**Library Website Redesign**
A project to revision the purpose and functionality of an academic library website for Luther was launched in Fall 2006 under the leadership of Andi Beckendorf and Christopher Barth. Also participating on the lead team are Kathy Buzza, Ryan Gjerde, John Goodin, Brian Jones, and Andrew Olson. During fall 2006, the group investigated current technologies and capabilities offered by the web and developed a framework for ongoing deployment of a redesigned site. Without dedicated web development staff, the project requires a longer timeline for ultimate delivery.

In early spring, a decision was made to contract with Innovative Interfaces to purchase their Encore module providing many Web 2.0 technologies including faceted searching and greater personalization and interactivity options. Using this product as a centerpiece for a revamped academic research portal, the group turned efforts to expanding the “meta” information about the library, LIS and services provided to the campus. Following the decision this spring to implement the open source content management system Drupal, we began to migrate content into the new system, as well as expand the site with new content. Over summer 2007, this content migration of “meta” information should be complete with a new design in place. Delivery of our Encore module is slated for late summer, at which time the group will focus efforts on development of the new academic research portal.

**Microsoft Campus Agreement Benefits**
In October 2006, Luther enrolled in a Microsoft Campus Agreement licensing plan that provides certain Microsoft products to the campus free of per workstation licensing costs. Included in this licensing are Microsoft Office and Microsoft Windows, allowing us to provide current versions of
the Office suite and operating system as needed. The LIS team leading our investigation into our Microsoft Campus Agreement was led by Andrew Olson, and included Bob Erickson, Ryan Gjerde, Diane Gossman, Larry Sikkink, Debbie Smith, and Laurel Womeldorf. Specific outcomes from this group included:

- LIS will begin deployment of Microsoft Office 2007 beginning in November 2007 with the staff workstation refresh cycle. Office 2007 will be included in the faculty workstation refresh cycle in summer 2008 and will be deployed to academic labs as well. Deployment of Microsoft Office 2008 will begin no earlier than spring 2008 following final release from Microsoft.

- LIS will make Microsoft Office available for employees to use at home for work-related purposes only. This will be distributed on an as-needed basis.

Ongoing implementation of our Microsoft Office and Campus Agreement benefits will be managed through our User Services team.

### Microsoft Windows Vista Deployment

With Microsoft’s release of their successor operating system to Windows XP, Luther must prepare for a timely transition to rolling out and supporting the upgraded OS. Because we have contracted with Microsoft for a Campus Licensing Agreement covering all Luther-owned machines, we can upgrade any workstation we desire to the new system with no per-station fees. The LIS team leading our preliminary investigation into Vista was led by Diane Gossman, and included Bob Erickson, Cindy Goede, Matt Hughes, Todd Marken, Bob Puffer, Larry Sikkink, Colin Smith, and Les Yaw. Specific outcomes from this group included:

- Widespread Vista deployment will begin in Summer 2008 across all constituents coinciding with the triennial faculty workstation refresh cycle. Test deployments will begin in the 2007-08 academic year, including select faculty, staff, academic labs, and members of LIS.

- Target dates for completion of Vista deployment: All faculty workstations: Summer 2008; All academic labs: Summer 2009; All staff workstations: Summer 2010.

- Not all current hardware will run Vista. Only that hardware deemed capable of performing adequately will be upgraded.

Ongoing implementation of our Windows Vista deployment will be managed through our User Services team.

### Intel-Based Macintosh Systems

Apple’s decision to migrate to Intel-based hardware means a retooling of Luther’s infrastructure to support Macintoshes is also required. While software written for PowerPC-based Macs will run on Intel machines, they may not provide an optimal user experience. The support and imaging systems used to manage Macs also requires retooling. The LIS team leading our investigation into deploying Intel-based Macs was led by Todd Marken, and included Adam Forsyth, Diane
Gossman, Ryan Gjerde, Larry Sikkink, and Steve Smith. Specific outcomes from this group included:

- Purchase of an initial batch of Intel-based hardware for internal testing and use. Several LIS-ers have been using Intel-based Macs since January 2007.

- We are still waiting for Microsoft’s release of an Intel-native Office suite. Adobe has recently released an updated version of their Creative Suite to run natively on Intel Macs.

- Deployment of Intel-based Macs outside of LIS will begin in Summer 2007, and progress slowly through the 2007-08 academic year. We anticipate full deployment of Intel-based hardware in Summer 2008 coinciding with the faculty refresh cycle.

Ongoing implementation of our Intel-based Macintosh deployment strategy will be managed through our User Services team.

Campus Printing Infrastructure

Heretofore, printing has largely been addressed through tactical and ad hoc means resulting in a hodge-podge of printing infrastructure and service across campus. LIS believes that a strategic initiative to review printing practices and infrastructure can result in better service and lower overall printing costs for the campus. Included in this initiative is the eventual implementation of print metering for student printing, which is currently unmonitored. The LIS team leading our investigation into our campus printing infrastructure was led by Matt Hughes, and included Jean Gehling, Diane Gossman, Todd Marken, Larry Sikkink, Colin Smith, Steve Smith, Chris Stuckman, and Laurel Womeldorf. Specific outcomes from this group included:

- Recommendation for a campus print metering system to monitor campus printing use. LIS is pursuing this currently and hopes to implement a solution during the 2007-08 academic year.

- A program for detailed assessment of printing practices and need across all academic and administrative departments to ensure that centrally-deployed printing infrastructure meets the needs of departments in an appropriate way. This has begun internally within LIS in summer 2007 and will begin in earnest with the 2007-08 staff technology refresh cycle.

- LIS will cease to provide inkjet printers or support for inkjet printers in order to encourage more economical printing methods. LIS will focus support for printing on our centrally-provided laser printer infrastructure. Individual offices will remain free to purchase and provide local inkjet printing where required.

- Duplex printing will be implemented in all public printers as the hardware is replaced.

Ongoing implementation of our campus printing infrastructure review will be managed across LIS involving staff from User Services, Network & Systems, Application Development, and Communication & Support.
Academic Research Collections

It is a critical priority for LIS to provide relevant and appropriate academic research materials to support the undergraduate mission of Luther College. With print and electronic resources covering every discipline taught at Luther, our library resources and database products seek to bring current and historical perspective to the work and study of Luther students and faculty.

Collection Development

All of our librarians actively participated in developing the collection during the 2006-07 academic year. Each managed the departmental collection development allocations for their liaison departments and contributed expertise in recommending purchases in more general areas. We were particularly successful this year at staying within our departmental allocations and the general budget as a whole. We agreed to expand our popular leisure reading collection by increasing our monthly contract from 10 to 15 titles and we began to regularly check the Chronicle of Higher Education list of popular books on campuses and to order more of those titles. At year’s end we also improved our DVD collection by asking for recommendations from the entire library staff.

### Library Liaison Responsibilities 2006-07

<table>
<thead>
<tr>
<th>Andi Beckendorf</th>
<th>Chemistry, Music, Physics, Russian Studies, Theatre/Dance; Reference Collection</th>
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<tr>
<td>Ryan Gjerde</td>
<td>Computer Science, Economics &amp; Business, Mathematics, Women’s Studies</td>
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### Library Liaison Responsibilities 2006-07

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<th>Name</th>
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<tr>
<td>John Goodin</td>
<td>Classics, Political Science, Religion/Philosophy</td>
</tr>
<tr>
<td>Jane Kemp</td>
<td>Africana Studies, Art, History, Museum Studies</td>
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<tr>
<td>Lindy Moeller</td>
<td>Communication Studies, Education, Psychology, Sociology/Anthropology/Social Work</td>
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<tr>
<td>Kate Rattenborg</td>
<td>Biology, English, Nursing</td>
</tr>
<tr>
<td>Germano Streese</td>
<td>Environmental Studies, Health &amp; Physical Edution, Modern Languages and Literatures</td>
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Andi Beckendorf worked on special initiatives including working with the Music Department to address collection development priorities in anticipation of the NASM (National Association of Schools of Music) reaccreditation review that took place in March 2007. She wrote the library portion of the NASM report and met with the review team during the accreditation visit. Andi also finished sorting the initial gift of choral music from Dennis Darling and her student worker is filing it for use by music education students. Both Dennis and Weston Noble have contributed more choral sheet music to this collection throughout the year.

Germano Streese mentions that with the help of the new professor for Linguistics, Laurie Zaring, LIS was able to purchase key titles to better qualify the existing collection in that area.

For the Reference Collection, Andi Beckendorf also prepared and presented a Summary of Online Reference Considerations for the professional library staff meeting in August 2006. Over the course of the year, reference collection development consisted mainly of Choice card review of items over $100, which were discussed at staff meetings approximately twice per semester. We ordered 88 titles for the locations of Reference and Reference Desk, 17 of which were over $100.

### Electronic Resources

The 2006-2007 school year began with approximately 70 electronic resources from 30 vendors. During the course of the fiscal year, we added seven new products (four new vendors) and dropped one. The amount of money allocated to electronic resources by the budgeting team for the year was $182,000, though we spent significantly more than that in the end.

Librarians evaluated several resources from the following vendors throughout the course of the year: Alexander Street Press, ProQuest/CSA, LexisNexis, DRAM, Value Line, Historical Statistics, and CQ Weekly. Database changes that were made during the 2006-2007 school year include:
<table>
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<th>New/Added for 2006-07</th>
<th>Dropped for 2006-07</th>
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<tr>
<td>Oxford Reference Online Premium (ORO)</td>
<td>Iter Gateway</td>
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<tr>
<td>ORO: Western Civilization</td>
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<tr>
<td>Campus Research (Thomson-West)</td>
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<tr>
<td>CQ Weekly</td>
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<td>Chronicle.com</td>
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<td>Art Index Retrospective (Wilson)</td>
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<tr>
<td>JSTOR: Business II Collection</td>
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We continued to discuss possible resources for the sciences, specifically biology. The Lucky Charms system was used again this spring for IPAL database considerations. Final decisions were made in late May. New databases for 2007-2008 will include: JSTOR Arts & Sciences V and an upgrade to CINAHL with Full Text (EBSCO).

We contributed several volumes of *Computer Music Journal* to the JSTOR project for digitization, and the content went live during the school year.

**Resource Acquisitions**

While the quantity of items ordered was similar to that of recent years the pace of technological change continued to keep Jean Dickman busy learning new procedures. We went through two upgrades of the III (Innovative Interfaces Inc.) software during the year. The first upgrade in particular affected Jean’s work by eliminating some options in the telnet version of the software and ending support for the way we had been sending electronic orders (BISAC) to Blackwell North America. This caused us to shift to using Blackwell’s Collection Manager software for those orders. This year continued our trend of ordering more materials from Amazon and Barnes & Noble and using our credit card to pay for those orders.

**Resource Cataloging**

The workflow in cataloging was steady and we added nearly 3500 titles / 4000 volumes during the 2006-07 academic year. We also withdrew just under 1000 non-serial volumes. While major changes occurred in the broader cataloging world (RLG/OCLC merger, free WorldCat.org with linking to library catalogues, major meetings on the future of cataloging and its rules) our operations, thanks largely to the careful work of René Donlan, remained highly efficient. We experimented with enriching our online catalog by adding links to free full-text versions of some items in our collection. Beginning with our set of the Harvard Classics we added links to digital copies from both Google Book Search and Bartleby.com. Later in the year we began projects to add links to free full-text of items in our DEPO (depository collection held in the library basement) collection and also to add links to partial full-text previews of new items being added to our collection, courtesy of Google Book Search.

**327,019 volumes as of 5/31/07**
Serials/Periodicals
While Martha Davis continued to order, track, check-in and claim missing issues of over 800 titles, her work was also affected by two major serials projects this year. The first project involved moving, sometimes withdrawing, and changing the holdings information for hundreds of periodicals, and the second project involved similar work for over one hundred serial titles in our reference collection. We continued to make slow progress with improving access to our thousands of full-text electronic journals but we still need to settle on a solution for integrating these titles into our online catalog.

Magnus Library Catalog
The coordinating team for Magnus (Ryan Gjerde, Andi Beckendorf and John Goodin) was joined by Christopher Barth in August of 2006. During summer 2006 we had arranged for our vendor Innovative Interfaces (III) to install eight scopes of our database which allow users to narrow their search in various ways before they begin the search (only DVDs or music scores, etc.). Ryan Gjerde had also succeeded in arranging for images of book jackets to appear in the catalog and had arranged a test of the WebBridge project by creating a link out from catalog records to "other resources."

We upgraded our Innovative library catalog software twice, moving first from Millennium Silver to Release 2005 and then to the current Release 2006. This enabled us to experiment with more options on our test site and positions us for future developments. We arranged a visit from our III sales representative to assist us in considering new products and we decided to be an early adopter of the Encore product which will enable us to bring Web 2.0 features to our users. Finally, we purchased the III product that allows our users to be verified using the LDAP protocol rather than needing to use their Luther ID number for some library information.

Comprehensive Serials Review
Jane Kemp, Andi Beckendorf and John Goodin completed a two-year project to look at all serial titles in the print collection. Our goal was to either leave volumes in the stacks, move select volumes to the DEPO, or to withdraw volumes from the collection. We worked through the lower floor of the library, moving from LC class A through class L. We either moved or withdrew volumes from 368 titles and recovered 1488 linear feet of shelf space in the main stacks as a result. We also carefully looked at serial titles in the DEPO collection and made adjustments as necessary there. An offshoot from this project involved looking at serial titles that are in the reference collection. Germano Streese worked through a list of titles, both current subscriptions and titles that had already been cancelled but still remained on the reference shelves, and made recommendations to our committee regarding whether to continue or cancel subscriptions and whether to retain or withdraw volumes. The entire reference collection was reviewed and we agreed to cancel 83 serial subscriptions which resulted in a potential savings of $11,000.
Our MUSTY project is an ongoing effort to ensure that materials held in our collection are relevant to today's curricular needs. All of the librarians continued work on reviewing portions of the collection in their liaison areas. Nearly 1,000 monograph volumes were withdrawn during the year, reflecting this ongoing work. Jane Kemp deserves special mention in this regard for finishing a multi-year project with books in the history area (LC classes D-F), withdrawing 600 titles. John Goodin reviewed titles in class B-BJ and withdrew around 250 items. Germano Streese worked in the area of German literature and, in collaboration with Professor Soren Steding, 15 titles were removed from the collection and 33 were moved to the DEPO. An outcome of this project was the realization that we need to purchase newer editions of some classical German authors. Lindy Moeller continued working in the HQ 1100- HQ 1700 section of the library. Many of the works in the area contain primary source material or are classics in the field of women's studies, so the withdrawal rate of the collection is not high.

* MUSTY is an acronym often used in collection development and management to remember five criteria against which items are evaluated when considering whether they should be retained in a collection or deaccessioned. M = misleading, U = ugly or worn out, S = superseded by more substantiated information, T = trivial, Y = your collection has no use for this book.
Academic Technology

Technology use in the curriculum at Luther College continues to grow as disciplines from biology to theater and English to nursing further integrate technology tools into their programs. Use of our learning management system KATIE and campus academic computing infrastructure is high and demand for technology assistance from LIS is growing.

KATIE Learning Management System

Our KATIE (Knowledge And Technology In Education) learning management system continues to be a highly used service among faculty and students. In addition to the many course sites provided, numerous campus organizations and ad hoc committees use KATIE for document management and communications. As the college has progressed with pandemic planning, KATIE has emerged as a pivotal component in college business continuation in case of a disaster.

The market is proving that Luther made a good choice by switching to Moodle: when Luther switched only one other school in Iowa, Minnesota, and Wisconsin was known to be using it, and another was seriously considering it. Now, over sixteen colleges or universities in the three states take part in the ad hoc Moodle consortium based at Luther.

Enhancements built into KATIE this year include the ability for KATIE to automatically generate course sites with assigned instructors needing only to “turn them on” to make them available to students and auto-enrollments where section rosters are automatically updated according to the latest registration information.

A new feature added to KATIE this year is a survey tool providing a popular instrument to obtain feedback from various constituencies including Paideia (student and faculty), Student Life, Student
Health Services, SASC-SSS, Information for My Advisor, Social Networking Usage, and Psychology. LIS is also encouraging use of KATIE as our primary electronic reserves system to eliminate redundancy and meet fair use guidelines.

Next steps for KATIE development include looking at digital asset repositories to provide management for digital objects with KATIE and serving multimedia content through KATIE for greater ease-of-use and to manage copyright.

**Classrooms and Computer Labs Technology**

Classrooms and Computer Labs Technology develops, maintains, and deploys the campus’s academic computer lab images, works with individuals from academic departments to assist them in their own departmental lab maintenance, and bids and designs multimedia classrooms.

Several Academic Technology servers were upgraded this year, including the image deployment server, the Deepfreeze server, and the license key server. Also, a backup key server was installed.

Other significant projects of the past year include installing eight new A/V multimedia classrooms, installing all new lab laser jet printers, and installing new PCs in both library labs.

Projects for next year include building a Vista and Intel Mac image, developing a key reporter for the key server, installing new scanners in labs, installing 58 new Dell computers, investigating remote A/V classroom monitoring, and continuing with the Help Desk project of developing and providing video editing services.

**Academic Technology and Learning Resources Committee**

The ATLRC met four times in academic year 2006-2007. Faculty representatives included Loren Toussaint from the Science Division, Jeannette Pillsbury from the Social Science Division, and Karla Suomala from the Humanities Division. Topics discussed during the year included:

Departmental lab services: Talk continued about examining the partnerships between Academic Technology and departments maintaining specialized lab spaces. A draft of a departmental lab service level agreement describing current service levels was presented for discussion with the intent of further identifying departments’ needs. Proposing better ways for the college to support specialized departmental labs is a goal of this conversation.

Academic department visits: Stemming from the above topics, the committee discussed holding meetings between academic departments and LIS members to communicate about technology and library issues. Faculty representatives offered a range of helpful suggestions on topics, length and format of said meetings.
Application Development

The Application Development team spent the majority of their project time this year on software upgrades, most prominently moving to Release 18 of our Datatel Colleague system. In addition to these projects, the group completed 1,711 work requests, worked to install our ActiveCampus content management system, a new bookstore point-of-sale support, and added functionality to support the SASC office and Education Department.

Datatel Colleague Release 18
The Application Development team started the planning for conversion to Datatel’s Colleague Release 18 software in the Fall of 2004. Decisions were made regarding the new server hardware, operating system, and database prior to starting the work of converting our current Colleague software installation in the Fall of 2005. All of our team members attended Colleague training on the infrastructure changes and the impact they would have on custom programming code developed since the initial implementation. The conversion process involved identifying the 2355 fields, screens, report customizations, reviewing and changing the program code, then testing the results. Colleague users from every office were involved in doing additional testing prior to the four-day conversion process on March 21-25th. The transition was very smooth for the 287 Datatel users and most issues discovered after the conversion have been resolved. Benefactor (Alumni Development) software and ProBill loan management software were also moved to the new server at this time. Our Safari report writing software was upgraded to version 8.3 at the same time and required converting the many existing reports that the Admissions office and other offices rely on.

My.luther (Datatel’s WebAdvisor) was upgraded in the Fall to provide a new interface design. WebAdvisor setup required modification again to run with Release 18 on the new server.

21% increase in completed online admissions applications
Application Development teamed up with Human Resources to beta test software for Datatel Human Resources tax table importing functionality. The ability to import state and federal tax tables will save significant time for payroll. We received a $1000 Datatel client appreciation credit for our participation. We also developed electronic file transfer to TIAA-CREF for regular reporting of contributions.

Much of the information needed by the Student Academic Support Center is housed in the student module of Colleague and in order to combine separate systems, we developed customized database structures, screens, and reports to collect the additional data that the Student Academic Support Center needs to support their workflow and reporting needs.

**ActiveCampus and ActiveAdmissions**
ActiveCampus and ActiveAdmissions software will provide a content management system for our campus website and allow for site personalization for our prospective students. Work on installing this software started in March of 2006 and a team of people from Admissions, Publications, and Application Development worked through our website redesign process, data integration mapping, application for admissions, software training and product testing this year. We hope to have the initial Luther website, overall navigation, and application for admission online this summer. We also have been working on specifications for an online course catalog with the Registrar's Office.

**Bookstore Point-of-Sale**
Last summer, we installed a new point-of-sale system from Nebraska Book providing automated inventory and transaction processing for the bookstore. The transaction information is integrated with the CBORD (dining services) card system and our Datatel general ledger.

**ePortfolios for Education**
Application Development assisted the Education Department with utilizing the ePortfolio product from Chalk & Wire to gather education program student portfolio and assessment information. An extract from the Colleague student system provides student academic information pertaining to their education program participation and review.
Archives, Fine Arts & Special Collections

Specialized research collections and rare materials provide valuable resources for undergraduate research curricula. The Luther College Archives also provides insight into the rich history and development of the College.

College Archives Projects

- Digital Image Archiving

  The year was spent looking for a suitable software solution for providing access to the collection of photographs we have digitized. For the time being, we will use Flickr to provide access for alumni planning class reunion programs.

- Chips Digitization

  Luther College Chips is being digitized by Arcasearch of Paynesville, MN. The initial phase includes issues from 1884-1926 and from 1956-1967. Payment for the initial phase of the project was provided by Chips and the library.

- Nussle Congressional Collection

  Verbal agreement was made to accept Jim Nussle’s Congressional papers. Negotiations for the transfer of the material are on-going. The collection is estimated to be about 250 cubic feet.

- Archives in Magnus
Records for record groups were added to Magnus. Subject headings will be added and records for manuscript collections will be added.

Music Recordings and the Archives

Several meetings were held to discuss issues surrounding older music recordings and how to deliver them. Older recordings will not be made available via digital services (e.g. iTunes) although newer recordings may be available digitally. Discussions continue about ways to streamline the duplication and delivery process.

Homecoming Interviews

Archives will conduct interviews at Homecoming with a wide variety of alumni to help tell the Luther story. History students will be trained to assist with the project.

Sesquicentennial Planning

Several ideas for special projects for the 150th year were discussed including a timeline of Luther history for the website, special events in the area to highlight other Luther related locations (e.g. Halfway Creek) and possibly a J-term course in Norway.

Collection Survey and Re-housing

All boxes in the collection were evaluated to see if they had become acidic and should be replaced. All boxes were labeled and a shelf-reading of the collection took place at the same time.

Norwegian Collection Guide

Fifty copies were distributed at the Norwegian-American Historical Association - Norway meeting in Bø in June 2006 and thirty additional copies were distributed to ELCA college archives, Norwegian-American organizations and related institutions.

Archival Processing

Approximately 90% of this year’s accessions have been processed in addition to other collections that were either reprocessed or were accessioned in other years.

Fine Arts Collection

Accessions and Exhibitions: Thirteen new art works were accessioned into the Fine Arts Collection. One exhibit in Preus Library was prepared by a senior working with Dave Kamm and Jane Kemp which utilized art works from the Collection. Works in the collection total 1,420.
Initiatives: The ASIANetwork Project of Asian Art in Undergraduate Curriculum’s art historian identified 16 objects in the collection to be considered for further exhibition in connection with the project. The Fine Arts Collection searchable database was made functional with discrepancies corrected and a protocol established for entering data. Biographical profiles of 70 artists who participated in the College’s Fine Arts Festivals and from whom art was purchased were published on the FAC website.

Publications/Presentations: Two Luther in-house and one national publication featured photographs of works from the Fine Arts Collection. Jane Kemp made a presentation about the Norwegian-American artists in the Collection to the Norwegian American Historical Association in Norway (June 2006) and to a study group in Decorah (March 2007). Dave Kamm was on sabbatical during spring semester as artist-in-residence at the Wesley Theological Seminary in Washington, D.C.

Art Conservation
In August 2006, we shipped our Herbjørn Gausta painting, "Closing the Bargain" to the Midwest Art Conservation Center (MACC) for repair and conservation after it was damaged during the Union remodeling. As one of our most valuable and well-known items, it was insured (most of our art is self-insured). The library pays for the annual dues to MACC which provides a discount for the work we have done there. We try to send something to them at least once a year for conservation work.

Special Collections and Rare Books
Approximately 25 Norwegian-American books pulled from donations were sent to the Norwegian Immigrant Museum in Hamar, Norway, during the year, for which Preus Library was reimbursed for postage. Over 20 acknowledgment letters were sent to donors; some donated books were processed for Special Collections and the Rare Book Room.

Instruction about rare books was provided to two Communications sections, a German class, three Paideia classes and individuals. Three rare book titles were added to the Rare Book Room; some titles (donations) are waiting to be processed.
Central Network & Systems

**Wired Network Improvements**
On the wired network, we’ve finished replacing all 10Mbps switches. All ethernet ports on our network are now capable of 100Mbps or 1000Mbps connections. The network wiring in the Regents Center and in Dahl Centennial Union was upgraded. We also added ethernet connections to those classrooms on 2nd floor of Main that didn’t already have them. Now, all classrooms in Main are connected to our ethernet network.

Our Internet firewall, which controls access to and from our internal network is now redundant. This eliminates the firewall as a single point of failure on our Internet connection.

**Wireless Network Improvements**
All older 802.11b wireless access points were replaced with 802.11b/g access points. This upgrade provides significantly improved speeds in many locations. New or expanded wireless networking was also installed in the following locations:

- **Regents Center:** The building is now fully wireless-enabled. It previously had no coverage available.
- **Dahl Centennial Union:** The building is now fully wireless-enabled. Previously, wireless access was only available in Marty's.
- **Olin Hall:** The building is now fully wireless-enabled. Previously, coverage was incomplete with many dead spots on first and second floors.
- **Center for Faith and Life:** Wireless service is now available on the stage of the Main Hall, in the Recital Hall, and in Qualley Lounge. Previously, no coverage was available.
- **Main:** Wireless networking was extended to 2nd floor of the north and south wings.
Network Security
Network Access Control (NAC) ensures that only known computers that are running up-to-date antivirus software and patched operating systems are allowed to connect to the network. NAC has been used on ResNet for several years and we are currently phasing in this service to our non-residential networks. During the 2006-2007 school year, we added NAC to the networks in the Dahl Centennial Union, CFL, Regents Center, and Olin, and to the wireless network in all buildings.

Telephone Service
Our telephone switch was upgraded with a new version of software from Nortel. Our voicemail system, Call Pilot, was also upgraded with both new hardware and software. These upgrades brought us up to current versions of all telephony applications. With our now current maintenance contracts, we can maintain our systems more regularly. Also, the telephone wiring in both the Regents Center and Dahl Centennial Union were upgraded.

E911 was implemented in the campus telephone system. This provides 911 operators with the building and room number of the phone that the caller is using, offering a major upgrade in safety service for the campus community.

Analog desk phones for Faculty and Staff in the Regents Center, Jensen, and Koren were replaced with newer models that provide Caller ID and speaker phone capabilities. As funding is available, we intend to continue these upgrades across other parts of campus.

Other Infrastructure and Services
We purchased and installed a Storage Area Network (SAN). Centralizing disk storage for servers on a SAN allows us to more efficiently allocate disk space, provides faster disk storage, and ensures that we do not risk data loss in the event of a disk failure. The first servers added to the SAN are the ActiveCampus servers and the Academic file server. More will be connected in the future.

Our Network Backup system was upgraded with the addition of a new tape jukebox. This greatly improves the speed with which we can back up the data on all of our servers.

A pair of Barracuda Networks antispam appliances were installed to improve our email system’s ability to block SPAM before it reaches user inboxes. It also provides users with the ability to create their own custom spam filter settings.

Our webmail and LDAP servers were upgraded to new hardware and software.

Oracle Calendar was upgraded to Oracle Collaboration Suite. This brought us to a newer version of the software, and onto newer, faster hardware.

We purchased a Google Search Appliance which provides us the power and functionality of a Google search engine for our public and private file and web servers. We will be working to integrate this into our services in the coming academic year.
Desktop Computing Support

Luther’s desktop computing infrastructure is relied upon by faculty and staff across the College for basic communication and productivity day after day. LIS currently supports more than 1,700 desktop computing devices for faculty, staff and students across campus.

Current Computer Models
Our PC desktop computers are categorized on three levels as alpha, beta, and gamma. Alpha computers are designated for positions requiring more computing power such as: web developers, secretarial support staff, programmers and software developers, heavy Microsoft Access managers, heavy Microsoft Excel managers, video or audio editing, or multimedia developers/graphics. The alpha computers for 2006-07 were the following:

- Dell GX520 (P4/3.4 Ghz) 80 GB 1 GB, DVD RW
- Dell GX280 (P4/3.2 Ghz) 80 GB 512 MB CD-RW/DVD ROM
- Dell GX270 (P4/2.8 Ghz) 80 GB 512 MB CD-RW/DVD ROM

Beta computers are designated for positions requiring somewhat less computing power than the alpha computers, and more computing power than gamma computers. The beta computers for 2006-07 were the following:

- Dell GX270 (P4/2.8 Ghz) 80 GB 512 MB CD-RW/DVD ROM
- Dell GX260 (P4/2.4 Ghz) 80 GB 256 MB CD-RW/DVD ROM
- Wild Rose (P4/1.6 Ghz) 40 GB 256 MB CD-RW

Gamma computers are designated for student worker positions. The gamma computers for 2006-07 were the following:

- Dell GX270 (P4/2.8 Ghz) 80 GB 512 MB CD-RW/DVD ROM
- Dell GX260 (P4/2.4 Ghz) 80 GB 256 MB CD-RW/DVD ROM
- Wild Rose (P4/1.6 Ghz) 40 GB 256 MB CD-RW
Wild Rose (P4/1.6 Ghz) 40 GB 256 MB CD-RW

**Staff Workstation Replacement Cycle**

Machines for staff are upgraded year-round, and the schedule is planned such that each department will receive an upgrade every two years. The departments are divided in halves, and each half is upgraded on alternate years. These departments are upgraded on the even-odd budget years (i.e. 2006-07):

<table>
<thead>
<tr>
<th>Campus Programming</th>
<th>CHIPS</th>
<th>Custodial Services</th>
<th>Dean’s Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dining Services</td>
<td>Facilities Management</td>
<td>Financial Services</td>
<td>KWLC Radio</td>
</tr>
<tr>
<td>Legends Center</td>
<td>LIS (Library)</td>
<td>Music</td>
<td>Peace &amp; Justice House</td>
</tr>
<tr>
<td>Pioneer</td>
<td>Public Information</td>
<td>Recreational Sports</td>
<td>Registrar’s Office</td>
</tr>
<tr>
<td>Round Table Room</td>
<td>SAC</td>
<td>SASC</td>
<td>Security</td>
</tr>
<tr>
<td>Sense of Vocation</td>
<td>Student Financial Planning</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All of the aforementioned departments were upgraded this past year, with the exception of CHIPS, KWLC Radio, and Pioneer who will be upgraded during the 2007-08 year.

**Student Organizational Workroom in the Union**

A Student Organizational Workroom was created along the east side of the Union. LIS’ User Systems and Academic Technology groups worked with Student Life to determine the technology needs for the new workroom. Through conversation, we were informed that the machines were to be used for students, as opposed to student workers, and that the computing needs were minimal. Nine computers with 17” Samsung, black LCD monitors and one HP4100N printer were all installed in September 2006, prior to Parents Weekend. We continue to monitor these workstations to assure they meet the needs of the users.

**Large Format Plotter in the Print Shop**

In October, an HP Designjet 800 large format plotter was installed in the Print Shop. The decision was made on the basis of several conversations that demonstrated the increasing need for this type of service and the advantages of having a central location for such printing on campus. Residence Life was involved in the conversations and agreed to encourage the RA’s, Hall Directors, and student workers to take advantage of this new service. The Print Shop purchases the ink and paper, through LIS, using their own budget money.

Theatre/Dance requested that the large format plotter in the CFA be used for CFA purposes only and LIS agreed with the request. That department now purchases the ink and pa-
per for the plotter, through LIS, using their own budget money.

Through conversation with faculty in Valders, the large format plotter in Valders remains available for campus-wide use. As such, paper and ink is still purchased by LIS for this plotter. The thoughts at this point are that there are a variety of users in Valders of the plotter and it needs to remain available to all.

**Olin Round Table Room Upgrades**

In May 2007, the one podium computer and 25 additional computers in the Olin Round Table Room (RTR) were upgraded. Traditionally, they have been replaced with beta workstations, which are essentially computers that have been on campus for two years. This year, they were replaced with GX520 alpha computers, which are new, more powerful computers designed for Vista and Office 2007. This will allow the facility to be used as a training center for Luther faculty, staff, and students as these new Microsoft products become available at Luther in the coming year. In addition, the 17” CRT monitors were replaced with 17” LCD flat panel monitors.

**Laptop Battery Recalls**

In February 2006 Dell Computer issued a battery recall that did not affect any of the laptop models Luther College owns. In August 2006 Dell issued another recall that included more models and this time ninety-five of our batteries were included. Soon after, Apple Computer issued a recall on batteries in several of their laptop models – no Luther Mac laptop batteries were recalled. Prior to the 2006 battery recalls, battery serial numbers were not recorded and tracked. In response to the Dell recalls, the LIS Purchasing Coordinator collected both the Dell and Apple battery serial numbers and they are recorded in Track-It with the appropriate workstation. Batteries will continue to be tracked going forward.

**Rемanufactured Laser Printer Cartridges**

LIS had been stocking ten different toner cartridges for workgroup printers on campus (8 Hewlett Packard and 2 Dell). In January we implemented a new policy that includes the use of only remanufactured toner cartridges for Hewlett Packard and Dell 5200 workgroup printers. Users who do not want to use the remanufactured toner cartridges that LIS stocks are responsible for ordering the toner cartridge of their choice from their vendor of choice. The primary reason for implementing this change was that remanufactured toner cartridges are less expensive and meet or exceed the performance of OEM toner. We also use remanufactured toner cartridges for some inkjet and desktop laser printers.

**Additional Projects**

A few other projects will be listed here and not described in detail. Six kiosks were installed late Summer 2006 in the entryway of the newly renovated Centennial Dahl Union for public use. Also, ten laptops were prepared and donated to the Mwangaza Center in Tanzania, Africa, the summer of 2006 and five more were donated this May 2007. Two Dell GX270 Motherboards were repaired
at the component level to restore them to working condition. Two Apple iBook G4 laptops were rebuilt to restore them to working condition. Finally, User Systems participated in several planning projects with topics consisting of Intel-Macs, Microsoft Windows Vista, Campus-wide Printing, and Microsoft Campus Agreement. We will continue to develop and implement these four planning projects during the 2007-08 academic year.
Help Desk

Providing just-in-time service to Luther’s community of technology users – students, staff, faculty, and visitors - is the core focus at the Technology Help Desk. In less visible roles, Help Desk staff work with others in LIS to identify and plan for transitions in campus technology and their effects on users, to provide a communications link between the campus community and LIS through individual and campus wide communications, to create and maintain tutorials and other self-support resources, to support the use and installation of audio visual equipment, and to provide an opportunity for professional growth of Help Desk student staff – many of whom aspire to careers in information technology.

Projects

Along with annual projects such as supporting Summer Registration, supporting ResNet connection, and training new pools of Help Desk student staff, the Help Desk professional staff also led and contributed to several areas of significant work in LIS. Two of four LIS Technology Planning projects (Campus Printing and Microsoft Campus Agreement) were convened by Help Desk staff and all four projects saw active Help Desk participation. Self-service video duplication and editing facilities were improved, and Mott and Borlaug spaces realized audio visual improvements with the Help Desk’s work. Additionally, hundreds of Eudora users were supported in their transition to the Thunderbird email client by Help Desk students and professional staff, throughout the year.
Spring Student Projects
A redesign of the Help Desk’s student staff hiring cycle also allowed for student staff to contribute in new ways to other work units in LIS through a spring projects initiative. Sixteen of the Help Desk’s thirty-one students contributed to projects in all but one of the five LIS information technology work units by dividing their time between on-duty work at the Help Desk and project work with LIS staff. Projects included creation of training and support resources, research into improving Windows and Macintosh workstation upgrade processes, support of equipment moves and inventory, research into new Macintosh Intel technologies and automated audits of Macintosh workstations, cleanup of the network registration and quarantine web interfaces, improvement of network registration and quarantine reports, enhancement of a Counseling Services database, redesign of Help Desk website and internal content management systems, creation of video screencast tutorials, and the creation of a Safe Computing video. The majority of projects produced noteworthy results and had a noticeable impact on work achieved in several LIS work units. In addition, the student staff made use of an opportunity to expand their experience, broaden their perspective on the sum work of LIS, and form new relationships with LIS staff. This gained perspective is expected to prove invaluable in their continued work supporting just-in-time problem resolution at the Help Desk.

MS Access Database Support
LIS Leader: Debbie Smith
Student Staff: Nicole Jones

Project Description and Outcomes: The Counseling Services department had a database created by student workers in 2002. There were some additional needs and some problems with the database that needed to be fixed. Counseling had asked for assistance back in Fall 06 and given time constraints we were unable to assist them. There were reports that still had the old Luther Logo on them and the department could not do many of the statistical reports they needed to without manually sorting the table and counting lines for the gender statistics. Nicole was able to provide them with 4 new reports that accomplished all they needed. She removed all the old logos, which also made for short reports and fixed some totaling issues within the forms. There were some limitations to the project because a team of students developed the database, so Nicole was working with some poorly developed queries and reports. We continue to work on a couple bugs in a report, but for the most part the project is complete and we are moving onto the Athletics database.

Campus Manager Reporting Enhancements
LIS Leader: Adam Forsyth
Student Staff: Chris Sorenson

Project Description and Outcomes: The objective of this project was to write some code that would retrieve data from Campus Manager’s database, and use that data to produce graphs and
charts. Desired charts are things like registrations per day, distribution of our users by operating system, distribution of our users by class year, etc. Chris was able to write some code that queries the CM Database for registration attempts, and makes a graph of registration by day. Though more work needs to be done to consider this project complete, the work Chris did serves as a proof of concept, and should provide an easier starting point for someone to pick up and move this project forward from where he left off.

**Campus Manager Web Interface Enhancements**

LIS Leader: **Adam Forsyth**  
Student Staff: **Cameron Webb**

Project Description and Outcomes: There were two goals of this project. The first was to revamp the campus manager registration pages. The existing pages were inconsistent in many ways, unclear in places, and incomplete in places. The second part of this project was to work on a replacement for the current static quarantine page. With the new setup, my hope is that network administrators would be able to give a reason for quarantining a user, (for example, that their machine is sending spam). Based on the reason given, the user can be presented with a page that much more directly states the reason for the quarantine (Your machine has been quarantined because it’s been sending SPAM. Vs Your machine has been quarantined, and it may be for one of the following reasons …). In addition to giving the reason the machine has been quarantined, it can give resolution advice that is more specific to the problem. Cameron did get the registration pages cleaned up and looking more consistent. In the Game Console registration section, instructions for finding the mac address of a PlayStation 3 and a Nintendo Wii were added. For guest network access the wording of the page was simplified quite a bit. Various other smaller changes were made.

**Help Desk Website Redesign**

LIS Leader: **Andrew Olson**  
Student Staff: **Corey Hlavacek, Andres Argandona, Bryan Welter**

Project Description and Outcomes: This project encompassed a variety of goals generally aimed at improving the Help Desk web presence. There were two main tracks – one focused on design and the other focused on content. First, the team confirmed that a change to the look and feel of the website was needed. Design work on a new theme was spearheaded by Andrew while Andres made artistic contributions with custom images and Bryan made contributions by reorganizing categories. Healthy discussions on the failings and accomplishments of the current design led to specific changes to the placement of the login page, redesign of the home page, and reworking of general navigation elements.

On the content track, Bryan and Andrew moved 85 articles into wiki pages, with Bryan doing the heavy lifting, while Andrew weeded out approximately 150 outdated articles. At the same time, Corey organized a spreadsheet of 355 articles residing in the internal Help Desk Knowledge Base.
(HDKB) and worked with Andrew to classify them as unneeded, outdated, or transferable to the public website, as well as whether or not access to them should be restricted. Andres, Corey, and Andrew then moved 43 public access and 123 restricted access articles to wiki pages in the Help Desk website. The end product of all this content movement is the convergence of internal and public Help Desk sites. By doing so, it is hoped that the Help Desk public site will be made livelier with more frequent usage and contributions from all Help Desk staff.

Projects in User Systems (Overview)
LIS Leaders: Todd Marken and Colin Smith
Reported by: Diane Gossman
Student Staff: Anne Lyttle and Taylor Gresser

Project Description and Outcomes: Todd, Colin, Anne, Taylor and I first met as a group to discuss the various projects that we had in mind for the semester, the goals for the projects, and the logistics for the semester. Together we decided upon a schedule that included Anne working directly with Todd and Taylor working directly with Colin. At least once each week, Todd, Colin, and I would meet to discuss progress in the projects and plans for the upcoming week.

Todd and Anne worked together three times each week. On days when Todd wasn’t in the office, there were projects that Anne could complete unsupervised and so she still came in to work. Much of Anne’s time was spent shadowing Todd and working with him on a variety of projects including: Intel Macs, Track-It! Mac Audits, inventorying equipment available for reassign, equipment moves (primarily for ETS), and imaging. As is often the case in User Systems, other tasks occurred during the semester and together Todd and Anne resolved them.

Colin and Taylor worked together two times each week. Their project focused on the process of moving user data from one computer to another, with the goal being to move as much user data and as many settings automatically as possible. Not only is more user data moved, but the time to complete the move is greatly reduced as well. Together they researched where settings were stored on computers and how to move them, including settings for: printers, Citrix, Contribute, Dreamweaver, WinSCP, Datatel, network shares, and others. Taylor’s programming background was very useful.

LIST Support
LIS Leader: Diane Gossman
Student Staff: Aaron Harpole, Cory Wagner

Project Description and Outcomes: This project was created to give the LIS Training (LIST) program a boost in terms of making the LIST materials on the Technology Help Desk website more current, more plentiful, and more useful. Aaron and I worked together twice a week, Cory and I worked together twice a week, and once a week the three of us worked all together. The other two hours of time Aaron and Cory had to work on LIST was spent unsupervised.

6,718 workorders entered by Help Desk staff
Updating the LIST materials that are located at http://helpdesk.luther.edu/go/list included assuring they were consistent in regard to format, formatting, and tags. In addition, the articles were changed to be more user-friendly by adding images and speaking to the reader of the articles more directly. Articles that were updated significantly include: Available Network Shares, Data Backups, File Management for the PC, KATIE Learning Management System, Network Places (aka New H:\, S:\, T:\, and U:\, Drives), Network Printers, Thunderbird, and Webmail.

The LIST FAQs were updated as well. If a particular LIST topic did not have a FAQ, one was created. In addition, a link to the appropriate FAQ was added to each LIST article and at least one of the questions in each FAQ contains a link to the appropriate LIST article. Also, more content was added to them so they are more useful. There is more work that can be done with the FAQs.

Additional training materials were created as well. At one of our early meetings, the three of us brainstormed a list of potential topics and then we prioritized the topics. Each week we reviewed which topics we wanted to create for the upcoming week. While several new articles were created, many topics still remain. New articles that were created include the following: Antispam - Advanced, AntiSpam Service (Barracuda), Basic System Maintenance, (Windows XP), Configuring Thunderbird 2.0 with Luther-Recommended Settings, DVD Burning, Laptop Basics, Photoshop, Registering for Network Access (Guest Registration), Thunderbird - Advanced, Thunderbird 2.0, Thunderbird 2.0 - Advanced, Thunderbird 2.0 Cheat Sheet, Thunderbird Cheat Sheet, Webmail - Advanced, and Windows XP Basics.

Help Desk Video Production
LIS Leader: Steve Smith
Student Staff: Kraig Schroth, Ross Clark, Luis Enriquez, Josh Brufoldt
Project Description and Outcomes: We set out to create relatively short, non-technical, educational videos for promotional material. The videos will be placed on the Help Desk website and included on the material we pass to incoming students during summer registration. My goal, for a number of reasons, was to eliminate the need for acting and script in these videos. Therefore, we are overdubbing audio from various Prelinger Archive film clips for this project. The Prelinger Archive contains ephemeral films from 1927 – 1967. All films are in the public domain, therefore derivative works are free to reproduce and distribute. The project will be finished early this summer and we should be able to include it in the NorseClean disks that are passed to the 07/08 first-years students.

Help Desk Screencast Tutorials
LIS Leader: Matt Hughes
Student Staff: Kris Thompson, Jacob Holm
Project Description and Outcomes: This project was to make ‘visual’ tutorials to accompany LIST documentation as well as information provided on the Help Desk website. There were three tasks – Topics, Format, and Creation. Figuring out the topics to include was easily accomplished by asking LIS and combing through the existing LIST materials. All of this was combined into a wiki on the Help Desk website. Matt decided on the format by creating a template to maintain consistency between videos. Several generic images were also created that could be used in each screencast. On the creation front, Jacob and Kris finished five screencasts – H Drives, Network Printers, Dell M5200 Envelope Printing, Oracle Group View, and PowerPoint Video/Audio.
Use of Library Research Materials

Circulation of library materials continues a general downward trend as use of network-based research tools continues to grow. Overall interlibrary loan borrowing increased modestly in the past year.

Circulation of Materials

Overall circulation of library materials dropped in 2006-07 for the third year in a row. Print reserves continue a sharp drop coinciding with increased adoption of KATIE and electronic reserves. Special initiatives included fully implementing e-Reserves and establishing a new e-Reserves policy to be inaugurated in fall 2007; fully implementing the library copyright policy begun in 2005-06; completing the two-year serial reduction project (Eddy Atwell physically moved 90+% of all the books in the library); changing and publicizing the library charges policy; updating the Circulation Student Assistant Manual; and, managing the annual library book sale.

50,701 items circulated

<table>
<thead>
<tr>
<th>Year</th>
<th>Items Charged</th>
<th>Items Renewed</th>
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<tbody>
<tr>
<td>2002-03</td>
<td>10,973</td>
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</tr>
<tr>
<td>2003-04</td>
<td>14,444</td>
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<td>2004-05</td>
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<tr>
<td>2005-06</td>
<td>13,371</td>
<td></td>
</tr>
<tr>
<td>2006-07</td>
<td>12,006</td>
<td></td>
</tr>
</tbody>
</table>

Luther College Library and Information Services Annual Report 2007 — 32 of 59
Lost Books
Lost book titles are submitted for reorder or withdrawal in September after the summer shelf reading has been completed. These include books lost during the previous year by all borrower types and books reported missing in the course of routine business.

![Books Lost Chart]

Equipment Circulated
Equipment circulated this year included 18 laptop computers, 7 digital cameras, 1 DVD/CD burner, 5 external hard drives, 6 digital video cameras and 1 VHS camcorder. In addition, the Circulation Department was responsible for circulating hubs (and adjunct pieces) for dorm room connectivity.

Special Circulation Initiatives
**eReserves Implementation:** The e-reserves project was fully implemented this year. 45 separate courses utilized the eReserves component during the spring semester. A new e-Reserves policy was established which will be implemented in fall 2007. In summary, the policy states that KATIE is the preferred method for handling eReserves but that library eReserves and physical Reserves will continue to be offered to faculty.

**Library Copyright Policy:** The library copyright policy was fully implemented during the 2006-2007 academic year.

**Library Charges:** The default replacement charge increased this year from $50 to $60 ($40 in replacement costs and $20 in processing fees). Rather than a $10 late fee with the second overdue notice, there is a $20 billing fee that accompanies the final "lost item" notice.

**Student Handbook:** The Student Handbook for the student assistants who work at the Circulation Desk was updated and distributed to all circulation department students at the beginning of the school year.

**Book Sale:** The Circulation Department handled the cash and managed the annual book sale held during National Library Week in April 2007. Twenty-five READ Posters were created and installed during National Library Week under the supervision of Jane Kemp.

13% percentage of items circulated that are DVDs
Curriculum Library: Jane Kemp prepared booklets listing all Elementary, Middle, and High School Textbooks held in Preus Library during Fall 2006 which were distributed to all members of the Education Department and adjunct faculty. Materials were systematically updated and culled.

Bookfriends International: Jane Kemp, Eddy Atwell and Bob Puffer worked with representatives from Bookfriends International to set aside library materials for transport to Tanzania during fall 2006. A new shipment is expected to be sent in fall 2007.

Reserve Usage Statistics: Eddy Atwell e-mailed usage statistics for Reserve materials both fall and spring semesters to faculty in an attempt to report actual use of the materials. This effort is designed to inform faculty about usage of these materials so they can review their future curricular plans.

Interlibrary Loan Statistics
The numbers below reflect the ILL statistics that have been gathered since Kathy Buzza took over as the ILL Coordinator. There was an overall increase of 2.7% for ILL this past year (including books and articles), following a 9% drop in ILL the previous year.

For books, we saw a decrease in items loaned and a continued increase in borrowing. We implemented a new policy during 2006-2007 stating that we would not loan books with “New Book” status, which may be in part responsible for the decrease in items loaned.

For articles, Kathy attributes the significant decrease in articles sent in part to the fact that we have not yet implemented the Odyssey portion of ILLiad, and many libraries show an increasing preference to receive articles in this way. A second part of this may be that other libraries also have more
full-text availability for their patrons. The increase in articles received may be attributable to two things: increased emphasis on original student research (part of the new curriculum) and increased access to specialized materials throughout our indexing and abstracting databases.

Media rentals decreased from 89 items obtained in 2005-2006 to 44 items during 2006-2007. We attribute this in part to more items purchased for the Preus Library collection and also to the fact that Indiana University closed their media rental service and it became much more difficult to find and rent media materials. We did purchase several titles from the Indiana service when they disbanded their collection.

Document delivery increased over 100% this year, following a nearly 400% increase from the previous year. “Document delivery” includes items our patrons requested for interlibrary loan that were available through our full-text database holdings or obtained in other ways, such as special contacts and arrangements with publishers, open access, or Google. Kathy continues to spend significant time engaged in this process instead of on the production part of ILL. The extra steps she takes to provide this element of service include citation verification, database searching, emailing patrons about our databases, helping patrons understand what is available through our databases, and instructing patrons in the use our electronic resources. She also regularly encourages patrons to contact their liaison librarian for further assistance.

**ILLiad**

We were able to get the ILLiad Borrowing module and web pages operational for the first day of Fall Semester. All of the primary ILL workflow is now part of the ILLiad system. We continued to use ARIEL as our primary means to send and receive documents.
Nursing Department Demands on ILL

Fall Semester saw new requirements for the Nursing Senior Paper, which put a huge demand on our fledgling ILLiad Borrowing module. Students were requesting 25-30 articles apiece, often without proper (or full citations). Kathy spent a lot of time working with the students and with Kate Rattenborg, the Nursing Liaison, to make sure the students were informed about the ILL process.

ILL Policy Revision

The ILL Policies were revised slightly in Fall 2006, in response to the issues that arose from the Nursing Department discussions. Language was added for “Copyright Compliance and Payment of Fees” in order to clarify the guidelines that are used and describe our workflow practice.
Central to the mission of LIS is the desire to create an infrastructure that encourages the Luther community to build and maintain effective information management skills. In a world that relies increasingly on information as its currency, all faculty, students and staff need to navigate an increasing swift river of information in their daily work and studies. LIS will seek greater opportunities to share our knowledge and expertise to create a community of capable and savvy information consumers.

**LIS in the Classroom**

Several LIS faculty participated directly with the Luther curriculum by teaching credit-bearing courses.

*Andi Beckendorf* taught First-Year Honors during the 2006-2007 school year and will teach this course again in 2007-2008.

*Jane Kemp* and *Germano Streese* taught one section of Paideia I in both fall and spring semesters. Both Germano and Jane find it stimulating to engage in conversations with young students from a wide range of backgrounds and, together, read texts that reflect on themes and concepts that impact our lives. To observe how students interact with each other, how they struggle with the texts, and what kind of questions they ask makes the classroom a very creative place. They both immensely enjoy teaching Paideia.

**Information Literacy Initiatives**

The library’s integrated information literacy program continues to move forward. During this academic year, the professional library staff reaffirmed (with minor changes) the library’s mission statement on information literacy; a mission statement originally written in 2002. This mission statement has been the guiding principle behind the library’s information literacy initiatives. Although the li-
brary’s web-site redesign has not been completed, a newly created web-space for information literacy was added to the library’s web-site in February, 2007.

The library professional staff reviewed the proposed college-wide goals for student learning to ensure the stated goals related to information literacy skills were not removed from the document. Suggested changes to the proposed student learning goals were provided to the committee working on the document, and were subsequently included in the final document.

Course-Integrated Instruction
First-year student instructional initiatives continue to be a core component of the librarians’ instructional efforts. During the spring semester, 37 instructional sessions were taught, reaching 619 students enrolled in the Paideia I course. In addition, one instructional session was taught in the fall semester as a part of the honor’s discussion course taught by one of the librarians. All librarians participate in teaching the Paideia instructional sessions, and work closely with the discussion sections in developing course guides tailored for each individual Paideia section.

The librarians’ greater emphasis on providing course-integrated instruction throughout the disciplines reaped large rewards. Librarians taught 34 course-integrated instructional sessions; an exponential growth in the number of sessions taught from the 18 sessions in the 2004-2005 academic year. Smaller class sizes (on average 16 students per session) provide a forum for greater ability to address student questions. Librarians taught 545 students through course-integrated instruction (excluding first-year student initiatives); an increase of 74% over the last three academic years.

Additionally, a greater number of departments across campus were reached as a part of the librarians’ instructional efforts. This is a direct result of the librarians’ increased emphasis on course-related instruction, in addition to an increase in marketing and visibility. Germano Streese was instrumental in recruiting a faculty member from the religion department; John Goodin worked with this faculty member in designing new instructional sessions for three courses. Germano also developed a new instructional session for an upper-division Spanish course. Lindy Moeller developed new instructional sessions for English, Communication Studies, Anthropology, and Social Work. Andi Beckendorf developed new instructional sessions for Theatre/Dance and Philosophy, and collaborated with Jane Kemp on a new instructional session for Art. Ryan Gjerde modified a session (on a pinch-hit basis) for English. Kate Rattenborg developed new instructional sessions for English, Psychology, Sociology, and Nursing. These new courses are in addition to the existing courses for which librarians teach instructional sessions.

A modest workshop series, “Xtreme Searching” was offered during the spring semester. John Goodin and Kate Rattenborg collaborated together in developing and offering three different workshop courses; “Google to the Max,” “Google Scholar,” and “Google Book Search.” Sessions drew a relatively small number of attendees; however, the workshops were greatly appreciated by
the attendees. The workshops were hands-on, as the laptops at the circulation desk were utilized in addition to the attendees’ own laptops.

Instructional outreach to the greater community continues to be stable, with instructional sessions taught to high school and middle school students from South Winneshiek, MFL Marmac, and the Calmar Catholic Schools.

During the fall semester, **Ryan Gjerde** undertook the systems development necessary to implement LibData, a web-based database tool which supports the creation of course-specific library guides. During January, LibData was tested for stability, and prototypes for the style sheets necessary for public use were testing. Additionally, a core set of records were created for use within LibData and the resulting course pages. Public use of LibData was piloted in February with three Paideia I research sections. Upon successful use of this resource, the database was populated with over 400 additional resources during the spring semester. The 400 resources were drawn from the Paideia I research guides, in addition to other resources.

**Andi Beckendorf** provided instruction for the following classes: Paideia I (5 sections, 85 students); Music 231: Theory III (twice each for three sections, 115 student contacts); Whitfield Vocal Seminar (12 first-year students); Honors 130 (15 students); Music 490: Senior Paper/Project (two sessions, 42 students); Philosophy 230: Philosophy of Science (22 students); Art 273: Renaissance to 20th Century Art (26 students); and, for the first time, Theatre/Dance 369: Dance History (six students). She also revised the course guide page for Chemistry 115: The Chemical World (29 students) but did not meet with the class. Her total student contact for these courses was 352 students. She also assisted several music students on an in-depth, individual basis for recital program notes and music senior paper research.

This was the first year in which students who received library instruction the previous year in Music 231 (Theory III) participated in Music 490 instruction. Andi modified her instruction with this in mind, keeping the “canned questions” approach but targeting the questions to concepts in the Information Literacy Instructional Objectives for Undergraduate Music Students from the Music Library Association. She found that the students were more familiar with the material and more adept at using the online resources than in previous years when the sole point of library instruction for the music program was in Music 490.

**Lindy Moeller** provided instruction for 5 Paideia I sections, 1 Social Work class, 2 anthropology classes, 1 J-term English class, and 2 communication studies classes.

**Rachel Vagts** provided instruction for History 229: Historical Methods.

**LIS Training (LIST)**
Library and Information Services Training (LIST) is an initiative that began in January of 2005 to empower faculty and staff at Luther College to become competent, comfortable, and confident
with technology for their work and life. Training materials for some topics are available on the web at [http://helpdesk.luther.edu/go/list](http://helpdesk.luther.edu/go/list). Other training sessions and materials may be developed upon request.

During the 2006-07 academic year, over 130 requests were made for LIS training. Workshops were held on the following topics: Citrix, File Management for the PC, KATIE, Microsoft Excel, Thunderbird, and Webmail. Individual and small group sessions included the aforementioned topics as well as the following: AntiSpam Service, BlackBerry, Oracle Calendar, Data Backup, Microsoft Access, and Network Places.

The Spring 2007 Semester included many training sessions on Thunderbird, including four Brown Bag Sessions, since LIS retired support for the Eudora email client in June 2007. Over 100 faculty and staff participated in an individual, workgroup, or demo session regarding Thunderbird. Citrix sessions are also becoming more popular as faculty and staff learn the benefits of accessing Luther data, applications, and servers from off-campus.

**Academic Advising**

Participating in the academic advising program during the 2006-07 year were Andi Beckendorf, Ryan Gjerde, John Goodin, Jane Kemp, Kate Rattenborg, Rachel Vagts.

**Liaison to Paideia I**

As the liaison to the Paideia I program, Kate Rattenborg coordinated the topic selection for the spring research paper unit. Prior to the Paideia I library instruction sessions, librarians participated in a teaching strategies session covering active learning instructional techniques. Kate continued to work with the Paideia planners in recommendation for a fall library unit; at this time, such a unit is built into the fall 2007 Paideia schedule. Additionally, through the Paideia Writing Committee, Kate assisted with the revision of the Spring writing guide. This portion of the Paideia guide includes many instructional elements related to information literacy goals and standards.

**Scholarly and Professional Activity**

Attending EDUCAUSE 2006 in Dallas, Texas from Luther were Christopher Barth, Adam Forsyth, Ryan Gjerde, Diane Gossman, Marcia Gullickson, and Bob Puffer.

Attending the biennial Association of College and Research Libraries conference in Baltimore, Maryland were Andi Beckendorf, Ryan Gjerde, John Goodin, Kate Rattenborg, Germano Streese.

Christopher Barth participated in the Council for Library and Information Resources (CLIR) CIOs roundtable. He also completed his term as Past Secretary to the College Library Section of the American Library Association in 2007.
Debbie Smith and Jean Gehling attended the Annual Datatel Users Group meeting in Washington, D.C. in March 2007. In addition, Debbie Smith has been participating on the Datatel Users Group Governing Board where she has been elected to the position of Vice President for Conference Planning for the 2008 conference in March 2008.

Andi Beckendorf continued to serve on the ILA/ACRL Spring Conference Planning Committee this year. Her article “Interlibrary Loan Staffing in Liberal Arts College Libraries”, which included results of a survey she administered, was accepted for publication in JILLDDER. She gave a presentation on ILLiad at the Midwest Interlibrary Loan Conference in Dubuque. She attended ALA Midwinter in Seattle, where she participated in a pre-conference workshop on library instruction. She also attended a CLIR Workshop at Kenyon College with Diane Gossman.

Andrew Olson, Matt Hughes, and Steve Smith attended the annual SIGUCCS (Special Interest Group on University and College Computing Services) conference in Edmonton, Alberta in November 2006.

Germano Streese attended three conferences with the support of LIS including, VI Encuentro de Bibliotecarios Teologicos Latinoamericanos organized by the Latin American Network of Theological Information and held in Buenos Aires, Argentina, (July 11-14 2006). He presented a workshop on Collection Development; ACRL/Iowa – Grinnell, Iowa, (March 23 2007); and ACRL – National – Baltimore, Maryland, (March 29 – April 1, 2007).

Adam Forsyth and Chris Stuckman attended training for Oracle Collaboration Suite. Adam Forsyth also participated on a client advisory committee for Bradford Technologies.

Rachel Vagts and Jane Kemp attended the 2006 NAHA-Norge meeting in Bø Norway.

Rachel Vagts also attended the inaugural fall MAC symposium in Omaha, Nebraska and the spring 2007 MAC meeting in Columbus, Ohio.

Andrew Olson co-lead a 6-week IT focused service learning experience at the Mwangaza Teacher Resource Center in Arusha, Tanzania. Volunteering alongside Andrew were Julie Jensen - Assistant Professor of Management Information Systems and Luther students Nicole Jones (‘10) and John Miller (‘10).

Attending GusDay 2007 held at the College of Saint Benedict in St. Joseph, Minnesota in January were Adam Forsyth, Ryan Gjerde, Diane Gossman, Todd Marken, Colin Smith, and Rachel Vagts. GusDay is the Minnesota Private College Consortium’s (MPCC) Annual User Services/Network/Servers/Teaching Technology Conference day.
We seek to provide inviting and engaging places for Luther students, faculty, and staff to explore and express ideas, ourselves, and our community.

**Library Facility Use**

Preus Library continues to be a highly-used and central facility for the Luther campus, though overall traffic counts continue a downward trend. Some of this can be attributed to increasing use of virtual services and delivery of electronic information resources via networks.

Preus Library contains facilities housing the College’s primary academic research collections, LIS service points (reference, circulation, reserves, interlibrary loan, help desk, archives) as well as affiliated services such as Student Support Services, SASC, and the Writing Center. The library provides faculty office space and storage space for many Luther entities in the library basement.

![Gate Count Graph](image-url)
Displays and Exhibits
Displays and exhibits in Preus Library were scheduled and arranged by Dave Kamm with some assistance from Jane Kemp throughout the year. Exhibitions hosted in 2006-07 included:

- All year: Gerhard Marcks sculptures, posters, cookie molds, and selected prints - main floor
- August 30 - November 3: Zarco Guerrero, "Casas y Mascaras: Faces and Masks" - vocation visitor
- November 13 - December 12: Friends of William Stafford letterpress broadsides, "How the Ink Feels"
- January 12 - March 16: Marl Wittmer-Etchison, "Vellum, Gold & Ink-Recent Work"
- February 28 - May 17: "Flashback: Norwegian Landscapes in Retrospect" - Royal Norwegian Consulate General
- April 1 - May 20: Sarah Kelly (senior project), "Elastic Perspective"

Archives Displays and Exhibits
The Luther College Archives featured two exhibits this year, a Homecoming exhibit during fall semester and an exhibit about the history of baseball at Luther. Also, a new display space was created in the archives with the transfer of a large piece of furniture from Vesterheim Museum. The case is used to display memorabilia from the archives collection. An additional locked case contains paper materials from the collection.
2007 marks the 10th anniversary of the formation of a convergent information organization bringing together library and information technology professionals. We seek to be intentional in understanding the opportunities and challenges of providing innovative and effective information service to our constituents as a convergent organization.

Personnel News for 2006-07
Significant personnel events of the academic year included:

Christopher Barth joined LIS in August 2006 as Executive Director. He arrived at Luther following seven years at Kenyon College in Gambier, Ohio where he served as Librarian and Technology Consultant (1999-2002) and Director of Information Resources (2002-2006).

Andi Beckendorf was awarded tenure and promoted to Associate Professor this year following a successful tenure review.

John Goodin, Diane Gossman, Marcia Gullickson, and Jane Kemp served as leadership for LIS in the interim period between Executive Directors until August 2006.

Diane Gossman expanded her duties as Director of Training & Support to help administer User Systems during the leave of Larry Sikkink.

Brian Jones, Programmer / Analyst accepted the position of Assistant Web Editor at Luther and transferred into his new position at the close of our 2006-07 academic year.

Rosemary Phillips, one of our excellent custodians for Preus Library moved to a customer service position with friendlier hours in April 2007.
Larry Sikkink, User Services Administrator took leave to join his family in Dubai where his wife Kim Powell worked on a Fulbright.

Colin Smith joined LIS to help with User Systems work for the 2006-07 year. Following the completion of his academic work in December, Colin was full time. He will stay on through the end of 2007 as Help Desk Technician.

Service Anniversaries
Several LISers marked service anniversaries in 2006-07. Jean Gehling marked 5 years. Martha Davis and Diane Gossman marked 15 years. Cindy Hansmeier celebrated 20 years. Finally, Cindy Goede celebrated 30 years of service to Luther.

Library Faculty
Librarians at Luther are faculty appointments and operate professionally as an academic department. Jane Kemp served as department head for the 2006-07 academic year.

Evaluations: Kate Rattenborg and Germano Streese were evaluated in fall 2006 according to the guidelines of the Faculty Handbook. John Goodin and Lindy Moeller were not evaluated this year since librarians with ongoing appointments only need to be evaluated every three years. Since Ryan Gjerde completed his Third Year Review in spring 2006 and Andi Beckendorf compiled her promotion/tenure file in fall 2006, they also were not evaluated.

Staffing: A staffing plan listing credit-bearing classes taught by librarians in the next three years (including J-Term) was submitted to Dean Bill Craft. Internal guidelines about Staffing and Load were developed with the professional staff: (October 2006)

Six-Course Load: Discussions continued with Dean Bill Craft about moving the full-time librarians to a six-course load in line with the campus standard. A snapshot of the proposed load for 2007-2008, including credit-bearing classes to be taught by the librarians, was sent to Craft. (April 2007)

Internships
LIS remains committed to provide relevant and stimulating internship experiences for students interested in pursuing careers in information support. Our library internship committee (Andi Beckendorf, Jane Kemp, and Germano Streese) met to discuss future endeavors in this area. Andi has spoken with Mark Peltz in the Career Center about how the library internship could fit in with the “academic” internships (i.e., “for credit”) offered by other departments. The committee planned a summer internship for Claire Tebbenhoff. The group was supplemented by John Goodin in order to plan a graduate credit internship for Amanda Oelrich, which will take place in June-July 2007.
Policies and Procedures
During the 2006-07 academic year, we documented many of our policies and procedures in a project led by Diane Gossman. Thirty-four different documents were created and placed on the LIS share (\Admin1\lis\Policies and Procedures) for members of LIS to review. We will continue to document additional policies and procedures as appropriate and work to keep the documents current. A sample of the titles include: Assigning Phone Numbers, Billings Procedures, Exit Employees, NESU (New Employee Set Up), Online Auction Procedures, Placing Orders, Rebates Procedures, and Supplies Inventory Procedures.

Pandemic Planning
The entire LIS department has been working this year to develop emergency plans in the event a Pandemic occurs. We are the stewards of much critical communications infrastructure for our academic and administrative functions and have made it a priority to think through some of these scenarios in advance. Training & Support is combining all of these plans into one master document that includes introductory information, the entire content of each plan arranged by tier, contact information for LIS faculty and staff, LIS organizational structure, and indexes by name, department, and plan. The plan currently contains more than 35 plans and 135 pages of information. This Pandemic Plan is the beginning of our more general emergency plans that will continue to be developed through the coming years. Coordinating this pandemic planning effort were Diane Gossman, Rachel Vagts, and Christopher Barth.

Sense of Vocation
The Sense of Vocation project funded a reading and discussion group within the library led by Kate Rattenborg. During the spring semester, eleven members of the library staff participated in reading Nancy Maxwell’s book Sacred Stacks: The Higher Purpose of Libraries and Librarianship. The book served as a starting point for two lively group discussions. Discussions for first meeting on April 4, 2007 centered on the sixth chapter “Libraries Provide Sacred, Secular Space”. The second discussion meeting, on April 27, 2007, began with a discussion of the third chapter of Maxwell’s book, “Librarians and Libraries Organize Chaos.” The second half of the discussion steered away from Maxwell’s book, and was on the question: How do we share our sense of vocation with students?

MISO Survey
In late February 2007, LIS launched administration of the MISO (Merged Information Service Organization) Survey to assess quality and perceptions of service across all campus constituencies. This survey is a national instrument developed out of a consortium of liberal arts colleges with converged library/information technology organizations and under the umbrella of CLIR (Council for Library and Information Resources). This instrument has been administered at 30 liberal arts colleges nationwide.

Participation at Luther was quite good, and the data gathered from the study is quite valuable in ascertaining how the Luther community views the quality of services provided by LIS. The survey
data will provide guidance for LIS internal planning and prioritization process during summer 2007. A full report regarding the specific results of the survey will be made available to the Luther community in fall 2007. We plan to repeat this assessment in 2009.

**Strategic Planning Sessions**
In January 2007, all of LIS gathered in two groups to brainstorm and comment on where LIS has been and where we want to go in the future. This was an initial group effort to develop an overall LIS mission and goals to provide a framework for further work. During these sessions, we discussed elements of what our mission should be, how we compete in the information marketplace, our perspectives on simplicity, communication, efficiency, innovation, collaboration, values, and excellence.

Out of these sessions came a draft mission statement and goals (appearing elsewhere in this document), as well as good brainstorming thought on many strategic and tactical directions for consideration. Much of this material will be reviewed in summer 2007 for assessment and prioritization for further development.

**User Services**
In May 2007, LIS announced an internal realignment focused on expanding collaborative opportunities with regard to user-targeted services such as desktop and technology support as well as training and instruction. The creation of an umbrella team named User Services and containing the previous Academic Technology, Help Desk, Training, and User Systems groups brings together a number of similarly-tasked working groups within LIS in a new framework to enhance services moving forward. This new group will be led by Diane Gossman, who will assume the position of Director of User Services beginning August 13, 2007. This working team will encompass a wide range of services based in both the traditional library and technology spheres with a goal of providing outstanding user-focused service and support to the Luther community.
Looking forward to the future, LIS seeks to align our goals and priorities with the broader initiatives of Luther College. The following list of strategic emphases have been identified as critical for LIS in the coming years.

**Expansion of Academic Technology Support**

The role of technology in education continues to grow significantly and the technology demands and responsibilities being placed on our faculty are growing. Over the last fifteen years, most schools like Luther have developed teams of instructional technologists who partner with faculty to support and engage them in using appropriate technology in their classrooms. We currently have one faculty position in the library with the responsibility of coordinating all academic technology initiatives, with an additional 1.5 staff FTE devoted to general computer labs and our course management system. While this gives us broad coverage, it does not afford us the opportunity to truly support faculty who seek to innovate. We see multimedia technologies becoming critically important in the future in the classroom as faculty want to create and use more digital multimedia to record courses, connect virtually with others off-campus, and encourage authoring scholarly content in multimedia. Our faculty also need more support for departmentally-focused computer labs, which currently are not supported or replaced appropriately by LIS or the departments, and are critical to curricula across the College. Our recent MISO survey of faculty and students does illustrate a general weakness in this area for Luther.

While further investment in Academic Technology support at Luther will have a direct and meaningful impact on the ability of Luther faculty, students, and the curriculum to stay technologically current, it will also help provide the infrastructure needed to support more innovative uses of our academic content for our extended alumni community. Additional multimedia infrastructure and support will allow us to make interactive content more broadly available via the Internet, to engage those away from Luther in the intellectual and cultural life here. By investing in our multimedia and classroom technology infrastructure and support, we can realize significant new capabilities to serving our local and extended communities.
Expansion of Information Literacy, Fluency and Training Initiatives
We believe that in our information-based economy, learning critical information literacy skills in college is an integral piece to a 21st century liberal arts education. Our graduates need to have consistent and intentional instruction on critical evaluation and use of information sources and resources in order to function successfully in business and in life. Previous generations of students and employees have relied upon the publishing industry to serve as arbiters of quality information. The digital age makes understanding information and its proper use the responsibility of the end user.

Information “fluency” implies not only the skills necessary to interpret information, but also the accompanying technology skills to use information technology effectively, and the ability to effectively communicate information in meaningful ways. We believe that Luther graduates should have strong skills in information research, critical analysis, and technology as they enter the workforce. We believe faculty and administrators overestimate the technology fluency of our students, and we seek to expand our technology training opportunities for students.

LIS seeks to expand our information fluency programs by partnering more deeply with faculty across the curriculum and expanding our commitments to provide this service to the College. Additional emphasis on this priority and focused resources in this area will promote this. This is an initiative where Luther can distinguish itself among our competitor institutions.

Critical Assessment of Commodity Information Services for Outsourcing
We will seek to continually reevaluate the markets for IT services in order to identify the right opportunities for Luther to provide certain IT functions through outside providers. Products such as calendaring, email, collaboration software, residential networking, and other areas are reaching a stage where they are ripe for outsourcing, allowing Luther to focus our resources on technology products that can truly make an impact on our local operations. Increasingly, services such as email or residential networking can be seen as commodities, to which Luther can add no real value, and which require significant human resources to manage. We seek to be smarter about how we deploy our human resources so we can use them to truly provide value-added services to the Luther community.

It is important to note that outsourcing some of these functions may or may not save dollars in different scenarios. They will universally save us staff time, which is a critical resource we seek to maximize.

Focus on Web-Based Delivery of Services
We seek to push Luther to innovate in the area of web delivery of services. The Internet provides unparalleled opportunities to provide on-demand information-based services. We feel Luther should invest in prioritizing web-based services to serve both the local and extended communities. This includes implementation of new and expanded portals/virtual communities for students, employees, and alumni. LIS is currently reconfiguring staffing in our programming resources to focus
more effort in this area, though we are hampered by the volume and complexity of these systems. We believe that additional investment and commitment of resources in LIS and elsewhere are important to growing this initiative.

It is clear that if we are to truly engage our extended community of alumni and friends internationally, the Internet will be central tool to accomplishing this. We seek to identify or develop innovative and meaningful web-based tools to enable more effective delivery of academic resources for our faculty and students, and to connect our alumni and friends to the vibrant intellectual and cultural community of the College.

**Expanded Commitment to Network Security**
As network-borne threats continue to change and evolve, we must continually reevaluate our risks and exposures while working to ensure a secure and well-functioning data network. Network security will be an area that LIS will continue to devote more and more time and effort to over the coming years, and the liabilities for not doing so will grow as well. Many institutions of our size have designated specific network security personnel to be responsible for strategic and day-to-day network security duties. This is a direction that Luther should be considering as well. Providing dedicated resources to defend against these sorts of events is often the best insurance policy we put in place.

In order for our local and extended communities to know and trust our remote services, we should demonstrate strong commitment to network security, privacy, and data stewardship, so that our constituents can feel comfortable networking with us.

**Expansion of LIS Services to Alumni**
As Luther seeks to create a stronger and more intentional community inclusive of alumni, LIS will need to reevaluate how we can use technology to connect geographically diverse populations into a strong Luther-centric virtual community. Historically, LIS has appropriately focused support efforts on campus-based constituents as primary consumers of information services. Because technology provides many of the avenues to best connect with our alumni body, LIS should develop a leading role in connecting those remote to our campus with our campus community. This will involve expansion of virtual communities, directories, email services, and multimedia delivery of content from campus.

An emphasis on this service is emerging through the broad Luther strategic planning process and should be carried forward in the coming years.

**Full Funding for Technology Refresh Cycles**
Technology hardware and software are critical resources to the daily operation of Luther College, and that technology is here to stay. We therefore should achieve a funding mechanism for regularized replacement of all technology hardware and software that recognizes the permanent nature of this expenditure and the critical nature of the resource. Currently Luther has an outstanding pro-
gram for replacing faculty workstations on a three-year cycle, a manageable program for replacing staff and lab workstations on a two-to-four year cycle (though not all machines are replaced as new), and a very poor program for replacement departmental and student-targeted workstations (usually receiving hardware from other areas of the college four years old or older).

We should seek to implement a regularized four-year replacement cycle for all workstations on campus, with priority placed on those workstations used for instruction and curricular support. Similarly all network hardware infrastructure should be funded on appropriate replacement cycles depending on hardware type and function.

**Expanded Funding for Academic Research Resources**

Funding for library and research resources over time at Luther has remained largely flat, which given the regular rising costs of providing quality academic resources results in less purchasing power over time. LIS has regularly shifted spending from physical print resources into preferred electronic resources, yet the increased reliance on endowment continues to threaten the long-term viability of providing the necessary academic resources to support outstanding undergraduate research at Luther.

We should prioritize funding to stabilize the loss of purchasing power in resource budgets and pursue other consortial means to expand resource opportunities while maintaining sustainable costs. Luther should also be vocal in support of open access publishing and work to educate our community of the crisis in sustainable scholarly publishing and the true costs associated with providing quality research resources at an institution such as Luther.

**Pursuit of Expanded Consortial Relationships**

A principle coping mechanism for colleges and universities facing rising costs in both library and technology arenas has been to band together with similar institutions to gain benefit through greater purchasing power and access to expanded collections. Historically, Luther has not developed strong consortial ties with regional institutions, which has resulted in the institution having access to fewer resources than some other similar schools, and maintaining higher operating costs for some functions necessary for enterprise information support operations. Lack of consortial relationships also significantly affects training and professional development opportunities available to Luther faculty and staff.

LIS seeks to engage similar regional schools to gain broader networks of academic resources to support our work. While we may be competitors with other regional schools in some realms, for information service and support, consortial arrangements are win-win for everyone in keeping costs manageable while expanding available resources.

**Expansion of Services for Mobile Technologies**

Technology is moving mobile and with the now emergent viable mobile devices combining web, chat, email, and voice communications, Luther should focus some effort to make services available
via mobile and portable technologies. While this encompasses a need for designing network-based services that can be used efficiently via mobile devices, it also includes a recognition of a broad move toward deployment of mobile technologies and hardware for employees and students (more laptops and mobile devices). Over time, we see a laptop or other portable computing device being the primary device for nearly all Luther employees and students. Our infrastructure will need to evolve to support this mobile world. We may also need to work closely with third-party mobile network and technology providers to ensure that appropriate infrastructure exists in Decorah and on our campus.
A focus on our constituents and their work to support the mission of Luther College
We will work to understand our place in the institution where we can best support the work of the organization, and we will adapt our work to respond to the changing needs of the College.

Support for students
We will seek to provide appropriate, quality information tools and services to students enrolled at Luther College. Though we prioritize and place our emphasis on the academic information resources required to successfully complete the curriculum, we recognize that LIS-provided library and technology services are important recreational and social services supplementing residential life at Luther. We will seek to engage the student community and to understand the perspectives of students when assessing and evaluating tools and services to ensure they are appropriately meeting their needs.

Support for faculty
We will seek to provide appropriate, quality information tools and services to faculty of Luther College. We recognize the increasing importance that information literacy and technology fluency skills play in the curriculum, and will work to deploy tools and services that support the faculty in teaching and growing these skills in our students. Our focus and priority will be on maintaining information resources and tools that primarily support undergraduate teaching and research.

Support for administration
We will seek to provide appropriate, quality information tools and services to the administration of Luther College. We will seek to partner with our staff colleagues to provide excellent oversight and care of our administrative information, and our administrative workflows.

Engaging and collaborating with our peers
We will build strong relationships with peer institutions and peer networks to become better aware of the state of our profession, to gather ideas and learn skills from our professional colleagues, and to share the expertise of our staff with others.
Depth and breadth in resources
We will deliver the best appropriate resources available to us to allow our users to succeed academically and professionally in their work at a liberal arts college. We will work to continually assess and improve the research tools and technology infrastructure that comprise our strategic information resources.

Simplicity in products, tools, and services
We will strive to provide simple and effective products, tools, and services for our users. We will value their experience and perspective, while focusing our efforts on enhancing their workflows in meaningful ways. Our products, tools and services should not get in their way, but should allow them to accomplish their work more efficiently.

Innovation in products, tools, and services
We will value and pursue original innovative thinking in our field and will continually seek to develop a better user experience for our community of users. We seek to make systems better for our users and not just change things for the sake of change.

Integrated information organization and services
We will build a stronger integrated information organization that respects the historical traditions of information professionals and also engenders an innovative and pioneering attitude for delivering integrated information service.

Staff excellence
We will seek to hire, and maintain staff with an unparalleled commitment to service, outstanding skills, and team orientation. We will work to provide opportunities for professional growth and ongoing skills development for our existing staff and celebrate exceptional achievements. We will work to support our colleagues by encouraging one another to excel and succeed.
The following are specific objectives LIS will pursue in 2007-08 based upon internal discussion and review, MISO survey results, and other constituent input. Each objective supports an LIS goal and will assist LIS in pursuit of our strategic emphases.

Abbreviations denote those within LIS responsible for directing this objective: (AD - Application Development, AR - Archives, ED - Executive Director, LIB - Library, NS - Network & Systems, US - User Services)

**Goal: A focus on our constituents and their work to support the mission of Luther College**

- Implement a recurring series of informal lunch meetings with different rotating groups of constituents and LIS staff. (ED)

- Implement standard procedures/mechanism for generating, receiving, and responding to constituent comment and feedback. (ED)

**Goal: Support for students**

- Investigate assessment and certification of various “literacies” for students. (US/LIB)

- Develop a sustainable and expandable framework for information literacy. (LIB)

- Develop a student-focused series of technology training opportunities. (US)

- Begin process to systematically replace outdated library furnishings. (LIB)

**Goal: Support for faculty**

- Develop targeted marketing plans for faculty for enhanced, regular communication. (ED)

- Pursue expanded Academic Technology support services for faculty. (US)
**Goal: Support for administration**
- Expand training opportunities for staff through more robust training program. (US)
- Investigate new reporting tools. (AD)
- Prepare for implementation of Colleague Advancement. (AD)

**Goal: Engaging and collaborating with our peers**
- Support more than 50% of staff in attending off-campus professional development opportunities or conferences. (All)
- Pursue expanded local networks of library and information technology professionals. (All)

**Goal: Depth and breadth in resources**
- Work toward expanded resources for academic research resources. (ED)
- Work toward expanded resources for technology refresh cycles. (ED)
- Complete digitization of Chips. (AR)
- Plan for long-term management of digital objects/images (US/AD/AR/LIB).

**Goal: Simplicity in products, tools, and services**
- Develop self-serve new user online tutorials including short video segments. (US)
- Investigate service points on the main floor of Preus for possible reorganization. (US/LIB)
- Develop written service level agreements for constituents and our service points. (US/LIB)

**Goal: Innovation in products, tools, and services**
- Implement Office 2007/2008 software and training support. (US/AD)
- Implement Print Accounting/Metering. (NS/US)
- Plan for implementation of Windows Vista. (US)
- Plan for implementation of Intel Macs. (US)
- Implement streamlined software deployment solution. (US)
- Reassess/redesign email and calendaring services. (NS)
- Complete web redesign and implement Encore (LIB)
- Implement Google Search Appliance. (ED/NS)
- Implement ActiveCampus. (AD)
Promote transparency of service and process with the community. (All)

Goal: Integrated information organization and services
- Define a marketing initiative for LIS that focuses on integrated, holistic information service. (ED)
- Develop an internally-focused communication structure for sharing information quickly and uniformly. (ED)
- Implement the “Puffer Plan” for getting to know others in LIS. (ED)
- As appropriate, pursue geographic consolidation of LIS staff in one facility. (ED)
- Expand emergency response planning documentation. (ED)

Goal: Staff excellence
- Examine the employee review process to make it more effective for LIS. (ED)
- Work toward appropriate resources for LIS staff training budgets. (ED)