Trends toward low-cost education models leaning heavily on the Internet as a delivery tool have grown stronger and pressures on more traditional place-based models are increasing. Private liberal arts colleges increasingly find themselves at odds with the trending marketplace. They are often inconveniently located, with curricula in subjects like philosophy, music, religion, or classics (subjects not perceived to be as directly relevant to the workforce). They are high-touch, investing significantly in the lives of students who attend, with broad student services and low faculty to student ratios. They invariably focus on some of the more intangible parts of higher education: interpersonal relationships, research, knowledge interdisciplinarity, experience, and a sense of place.

This method of education is not for everyone, and that is okay. Liberal arts education does not scale really well, nor should it. What is important is that this model be available in the future for students who can and do thrive in learning environments such as ours. Our economic and service models must be improved, and rethought.

Broader and deeper collaboration is one key feature of future information service in liberal arts colleges, and one we intend to pursue intentionally as it is appropriate in the context of our mission in serving Luther College. While the many small liberal arts colleges benefit from their unique identities and heritages, there are many operations of support that are not differentiating or unique. Many aspects of information service fall into this category.

This year, Library and Information Services has increasingly discussed the importance of collaboration, and has pursued new collaborative ventures that will enrich our students, as well as learners at...
many other types of institutions. Our partners range from other liberal arts colleges to state universities to local museums and our partnered services cut across our library and technology service portfolio. Here are some profiles of significant new collaborative ventures underway in the past year:

**The Postville Project – Partnering: Luther College, University of Northern Iowa**

Project Description (from the website): On May 12, 2008, agents of the U.S. Immigration and Customs Enforcement (I.C.E.) conducted an immigration raid at the Agriprocessors, Inc. plant in the small northeast Iowa community of Postville. While the 2008 raid focused national and international attention on Postville, the raid is part of a much larger story: the rapid demographic change and transition of a small rural community since the 1980s due to an influx of people of many nationalities and cultures.

The Postville Project will become part of the permanent historical record. It will also serve as an educational tool providing an in-depth case study for educators and students at the secondary and post-secondary levels. The Postville Project will archive and make accessible an interdisciplinary collection of primary and secondary source material from a wide array of social science disciplines. Comprised of material about individuals, institutions, and the community of Postville, the archive will provide “…a social, cultural, and economic context to the 2008 immigration raid and the story of Postville in the late 20th and early 21st centuries. The collection will be made available in digital format via the Internet to the extent possible within technological and copyright constraints.

LabSTOR -- Partnering: Allegheny College, Carleton College, Colorado College, Denison University, Harvey Mudd College, Kenyon College, Luther College, Middlebury College, Millersville University, Occidental College, Rollins College, Smith College, University of California-Los Angeles, University of Richmond, Wheaton College (MA), Whitman College

Project Description (from the website): LabSTOR is a pilot project that makes software applications remotely available [via the Internet] to students and faculty from participating institutions. The project renews the need to create very complex software images for installation in local computing labs, at the same time providing easy access to specialized software from any location with a network connection. LabSTOR also provides participating institutions with access to High Performance Computing resources in a shared environment. The project is based on successful similar projects at North Carolina State and the University of Virginia.

We hope to bring up some test instances in Fall 2010 and look forward to expanding use of this service over the coming pilot period. Short term benefits of this project include: the ability to redevelop some local lab space for other use, the reduction of costs (acquisition and energy) for computer labs, increased access to software, less opportunity for conflict between software packages on images, and better ability to monitor license compliance. Long term benefits include: cost savings in software licensing, reduction in labor to build and maintain lab images, the development of community of practice, and access to high-performance computing services (cluster computing resources).

**Journeys to America: Documenting Hidden Collections at Luther College and Vesterheim Norwegian-American Museum – Partnering: Luther College and Vesterheim Norwegian-American Museum**

This spring, the Luther College Archives, and the Vesterheim Norwegian-American Museum Archives received a grant for $119,989 to cover costs in making research collections at both institutions more available online.

Project Description (from the grant proposal): Although scholars have described Luther College and Vesterheim Norwegian-American Museum’s collections as being rich in materials, these collections have not been used as widely as collections at other Norwegian-American institutions. Making the college and museum’s collections more accessible through a digital catalog will add to the breadth of scholarship in the field of Norwegian-American studies. Because of Luther College and Vesterheim’s early ties (the museum was founded by the college), this project will draw important connections between closely related collections. The links between these key collections will identify a significant core of collections and will serve as a sustainable model that will buoy each collection while improving overall access to all.

Luther College and Vesterheim Norwegian-American Museum are engaged in ongoing conversations with the Norwegian-American Historical Association, St. Olaf College, and the Norwegian American Genealogical Center & Neseth Library regarding this project. We believe the proposed project will create a framework for expanding online searchable access to Norwegian-American collections at these closely related institutions as well as other institutions in the United States and in Norway. The inclusion of these collections in the post-grant expansion of the project is a priority because they, along with the collections at Luther College and Vesterheim Museum, contain some of the most significant Norwegian-American material in the United States.

**Open Source Software (e.g. Reason / Moodle)**

Luther has a long history of deploying open source software in our central technology infrastructure. While at times it can be a learning experience, the value to the institution is significant in flexibility and licensing fees saved. In some cases, Luther has also actively participated to develop code to contribute to open source products. Moodle is a good example of this on several levels as we have contributed both code as well as expertise in our staff to other institutions seeking to install or expand Moodle use on their campuses. As a charter member of CLAMP (Collaborative Liberal Arts Moodle Project), Luther has influenced Moodle core direction and has been a recipient of many needed enhancements. Through this association Luther has gained a detailed view into other institutions’ use of open source software with collaborative invitations being made for other products we are considering (i.e., Fedora digital repository).

More recently, Luther’s adoption of Reason for web content management has opened doors to collaborating more closely with lead campus Carleton College, as well as other similar schools deploying Reason (including Beloit College and KalamaZoo College). We look forward to contributing back to this project and helping to grow this outstanding web publishing system.

This is only the beginning. In the coming year we will focus even more strongly on identifying and advancing initiatives where we can partner with others to make our services more effective and efficient. We see this as a way to contribute to the sustainability of our education and mission, and even though it may result in some significant change in how we do the work we do, we remain committed to delivering the best service we can, however it may be provided.

Do you have ideas on how we could better serve our community through collaboration? We welcome all ideas and comments on our service at our Ideas site: http://lutherlis.ideascale.com/.
Service Point Renovations
The relocation of the Technology Help Desk next to the Research Help Desk and new Writing Help space provide a higher level of integration and visibility for these important services on the main floor of Preus Library. New collaborative features such as shared large-screen monitors and tables with integrated whiteboards are also now available for use.

Walk-Up Service Desk Expanded
Our existing Research Help Desk was expanded to include a new location for our walk-up Technology Help Desk. Public use online catalog workstations were also converted to new kiosk stations on the main floor in the library.

Information Fluency Advances
Our work to expand integration of information-based instruction in the curriculum continued with the preparation of an action framework and departmental meetings with all academic programs regarding better involvement of LIS staff in the curriculum.

Bandwidth Increases
Our connection to the Internet was increased to 120Mbps (up from 85Mbps) to continue to meet the growing demand for connectivity.

Academic Advisory Group Reformed
The Library and Information Services Academic Advisory Committee was reformed with a broader mission to allow faculty better oversight and involvement in all LIS services and support.

Mahara in Place for ePortfolios
Software to support ePortfolios has been integrated with our learning management system and we continue efforts with academic departments to integrate this within their curricula.

Colleague Advancement Deployed
The conversion to Colleague Advancement went live the weekend of July 24-26th 2009. Since then 21 custom reports were re-written, new reports were created utilizing the Operational Data Store (ODS) and 212 additional computed and stored computed columns to support ad-hoc queries within each area.

Document Management Plan Ready
We have completed assessment work on digital document management systems and prepared a recommendation to acquire and implement a system. We are working to identify funding.

77% of LIS Staff Active Off-Campus
77% of LIS staff participated in off-campus professional development activities during the year, with a number of staff giving regional and national presentations at professional conferences. This was 15% more than in 2008-09.

Service Level Agreements Deployed
During the fall semester, LIS used the service level agreements as a format to anticipate the needs of faculty who will be involved in a computer refresh in the summer of 2010: Biology, Chemistry, Computer Science, Health and Physical Education, Math, and Physics. In the spring semester, we met with departmental managers who will get new equipment in the third year of the refresh cycle: Art, Theatre, Dance, Classics, English, Modern Languages & Literature, Philosophy and Religion.

Decorah EagleCam a Big Hit
The live stream from the EagleCam was made available at Luther this year using Luther’s Flash Media Server. Daylight viewing peaked around 300 connections from all over the world. More than 750,000 unique visitors watched the eagles in Spring 2010. Bandwidth was constrained so as to not affect any of Luther’s campus bandwidth needs.

Desktop Messaging Available
Faculty and staff who wish to have voice mail delivered via email can now do so thanks to expanded functionality in our voice mail system.

Reason CMS Launched
Web content management at Luther took a significant step forward with the deployment of Remoin, an open source content management system authored by Carleton College. The Admissions site and home page went live in June 2009, with most remaining sites coming online over the course of the academic year.

Long Distance Bills Available by Email
LIS now processes all long distance telephone bills via email. This was 15% more than in 2008-09.

Duplicate Serials Reduced
Librarians have worked to eliminate duplication of serials received in both print and electronic format resulting in significant budget savings.

High-Mobility Devices Being Tested
Kindles and netbooks were made available to the Luther community for check-out and trial via the Circulation desk. These devices will become increasingly strategically important in the future.

Print Metering Installed
Our print management system GoPrint went live in Fall 2009. As a result, we saw significant reductions in student printing. Most students used less than 40% of their 400-page semester quota.

Future Status of Librarians Settled
Conversations with the Dean and President have resulted in the decision that new hires as librarians will have faculty associate status without rank or tenure (pending faculty approval). The LIST department also created a revised scholarship statement as part of its departmental review self-study document which was approved by the Dean in Spring 2010.

New Staff Hired in LIS
Lane Schwartz, Web Programmer Analyst, and Lori Pamerst, Program Support Coordinator, joined LIS in the last year.
The Future

Geographic consolidation of information professionals in more collaborative work environments will remain a priority.

Information professionals will increasingly focus on relationships with constituents and increasingly defocus on collections and infrastructure in daily activities.

There will be an increased expectation for flexible and broad skillsets.

Information support personnel will increasingly focus on public service and information fluency.

We will trend toward virtually-based infrastructure (cloud computing).

Open source, cloud-based enterprise systems will emerge as viable alternatives to current vendor systems.

Redundancy and availability will be benchmarks of information service.

Voice communications will migrate to data networks with unified messaging.

Data networks will expand to a large number of devices over next-generation IPv6 networks.

We will experience a continued and somewhat heightened migration to mobile hardware for employees.

Classroom/lab infrastructure will be reduced.

There will be increasing opportunity and reason to form collaborative partnerships for information infrastructure.

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Predictive and Guiding Vision for Library and Information Service - Luther College - June 2010

INFORMATION RESOURCES

Collaborative partnerships for acquisition of information resources will rise in priority and importance.

Physical research collections will shrink over time focusing on the “classics” and core titles.

Large packaged digital collections (monographic and serialistic) will increasingly form the backbone of academic research collections.

The focus of Library and Archives curation and collection operations will increasingly focus on digital content management, with emphasis on local unique materials.

Collection development activities will migrate from “just-in-case” to “just-in-time” with expansion of print-on-demand capabilities.

The Internet will be the primary method of delivery for multimedia content.

Users will continue to quickly adopt ebooks and ereaders.

The importance of metrics on resource use (particularly in-facility physical and virtual use) will increase.

Storage of research materials will not be seen as a significant priority for library space.

A higher value will be placed on more flexible physical spaces for information interaction with emphasis on both private/quiet study and social/collaborative engagement.

INFORMATION SERVICES

Building effective virtual service points and service capabilities is an increasing priority.

Users will increasingly seek physical and virtual self-service opportunities.

Users will increasingly seek delivery of ubiquitous mobile services.

Geographical independence of mobile and non-mobile services will rise in importance.

Use, scope, and size of circulating collections of creative, interpretive, and consumptive information devices will increase.

Processes will improve to easily publish and maintain locally-created content (text, audio, video).

Integration of information fluency within the curriculum will be the centerpiece of academic research services.

It will be an increasing priority to cultivate and maintain quality communication channels with constituents.

Collaborative partnerships for information service will expand in priority and importance.

Christopher Barth - 22 June 2010