Services Funded by the Luther Technology Fee (2010-11)	
$235,000	Digital Library Materials
$75,000	Network Upgrades / Expansion
$75,000	Internet Bandwidth for Students
$50,000	Computer Lab Upgrades and Replacement
$40,000	Printing Support for Students
$40,000	Software Licensing for Student Use
$25,000	Multimedia Classroom Support and Maintenance
$10,000	Technology Innovations for Students
$8,700	Emergency Notification System and Maintenance
$5,000	Digital Tools for Library Circulation
$563,700	**TOTAL**
$359,700	*Funds Collected from the Technology Fee*

**Photography: Amanda Weber '08
and Christopher Barth**

LUTHER COLLEGE LIBRARY AND INFORMATION SERVICES

**700 College Drive
Decorah, IA 52101
web: http://lis.luther.edu
email: lisinfo@luther.edu**

LIS 2010-11

Our Mission:

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.

Year in Review:
The Value of Information Service

By Christopher Barth, Executive Director

It is something we do everyday, whether we acknowledge we are doing it or not. We make value judgments. Each of us manages daily a defined pool of resources: money, time, or perhaps most precious, our attention. Our days are filled with small but significant decisions that define the value of the things in our lives – services, tools, places, people. Increasingly it seems more and more things are competing for these scarce resources. The value judgments we make therefore carry more importance now than they ever did. The things in which we place value change as we change, and evolve as our needs evolve. This is true both on a personal level as we progress through the timeline of life, but also as a society and culture as we continually grow and adapt to the world around us. Progress, innovation, and change

do happen and this is a good thing. That these things change and affect our value judgments is not inherently a good or a bad thing. Yet somewhere we must take stock of where those judgments lie, not only for ourselves, but also for those we serve.

The topic of value has been in the national discussion of information service this past year. The Association of College and Research Libraries issued a report looking at how value is defined for academic libraries. It includes a call for libraries to better understand and articulate value in the future. OCLC also released an update to their Perceptions Report which looks at how users of all types of libraries value and perceive the services they provide. In a similar vein, Inside Higher Ed

Year in Review:
The Value of Information Service

published a survey of college and university presidents on their perspectives of the value delivered by information technology to their campuses. These are a few of the broad professional studies touching on the topic of value in information service. Locally, we have also been a participant in the MISO (Merged Information Services Organization) survey which gives us a picture of the value our local community places on our services.

I'll put it bluntly: the times are changing. The perceived value of libraries is clearly declining across these studies. Historically, libraries were the only place to go for information. No one individual could afford to collect the resources a library held. Therefore they held significant shared value. Today, the Internet has fundamentally changed this equation. The very thing that most people valued about the library — access to information – can now be found elsewhere at a seemingly lower cost. There are no tax dollars that get paid to Google. The value in the other services a library provides such as information literacy training, access to rare and unique materials, research assistance, and physical spaces are not the things most associated with the brand of the library (the OCLC report examines this question closely). The future of ebooks is being made today by large companies who have little incentive to make use cases easy for libraries. Consider the effect on libraries if Amazon.com instituted a Netflix model for ebooks delivered to mobile devices (Kindle, iPad, Nook, etc.). Consumers could pay a flat rate of $9.99 per month for access to a set number of titles at a time from a seemingly unlimited catalog updated daily. There is nothing technical that would prevent this model from working today. It is clear that historically, library users value the collections. Going forward the collections will no

longer be as unique nor defining. We in the profession must work to ensure that libraries are known for much more than just collections.

It is somewhat paradoxical that in today's age of technology innovation, information technology organizations are facing similar challenges. It is true that any organization of significant size cannot function without technology infrastructure today. Just walk around a modern workplace during a power outage and note the dazed looks on faces. In most places, business processes are digital and rely on a wide range of tools to function. Leaders, and in our sector, college and university presidents, however, are not certain of the value delivered by all this infrastructure. The costs of providing IT are in some ways divorced from the business processes they support. The fact that technology operations remain a somewhat mystical and unknown science to many in leadership positions exacerbates the problem. There is a trend in many areas of IT to deemphasize the technology organization itself and instead infuse it within the other business operating units. I think this is a good direction as it better paints the picture of how technology delivers value in the real world. The rise of cloud and virtual computing also is disruptive to technology support in the same way the Internet was to libraries. There is no longer a strong business case for much local IT infrastructure as servers in the cloud are cheaper, and often more reliable. As personal devices go more mobile, and everything is network based, the role of organizational IT changes significantly. The value of our local infrastructure (or collections in the library case) is lessened. Are our IT organizations known for delivering value in other areas such as training, integration, and user service?

However, if you have to convince people that your service or product is better than others through marketing, then you've already lost the war. What I believe is much more effective is designing and delivering such high quality, useful, and innovative services that users instantly recognize the value and seek it out.

Our first hurdle to overcome is the often distorted view of value that we who work within the information profession have about our services. Our problem is no different than anyone else's. We have chosen to make a profession providing library and information technology service, and so, of course, we find value in what we do. To be fair the studies above do not say that library and technology services are not valued – they are. However, the things that are valued about our services are not the things that we are in the best position to deliver in the future. So our second hurdle is to rethink and rebrand library and information service in the minds of our users. Focusing on the primacy of our personal relationships with users, we need to double down on our literacy and training initiatives (the need for this is greater than ever even if people do not really realize it). This also involves working to deemphasize portions of our service that have long been at the forefront. We need to fundamentally question all assumptions about how we do what we do. Such exercises can be difficult and scary, though they do not have to be. What we do – providing resources and expertise to support the academic mission of our host institution – has not changed at all. Pretty much everything about how we do that has and should change. We need to hold fast to what we do, and jettison as much legacy "hows" as we can. Keeping this perspective helps maintain focus and allows true change to happen. For if one thing is certain, if how we do what we do does not change significantly in the coming years, we will no longer be relevant to anyone but ourselves. This is particularly challenging in higher education where many of our constituents will not press us to change. We need to have the

vision and courage to go where we know we need to be in the future.

I have read and heard arguments that the solution to the value question lies in a better articulation of the services we provide. I think this is true, but that it should not be our focus. The assumption in that argument is that our services are worth the message. However, if you have to convince people that your service or product is better than others through marketing, then you've already lost the war. What I believe is much more effective is designing and delivering such high quality, useful, and innovative services that users instantly recognize the value and seek it out. Doing so opens up relationships and communication paths through which we can further articulate our message. We can no longer afford to carry forward or prop up mediocre or outdated methods of providing service. We know that today's consumer also is much less likely to grant multiple opportunities for success to us. Our challenge is to move earnestly and intentionally to a new model for information service. Though the stakes are high, the benefits are many, and in our case of supporting the education of tomorrow's generation of citizens, the value delivered by doing so will be long-lasting and true.

806
database searches performed by the Luther community each day

579,853
page views on the LIS website

115,286
page views on the LIS Research Guides

333,467
volumes are held by Preus Library as of May 31, 2011

PREUS LIBRARY

Newsbits from 2010-11

LIS Web Refreshed

The LIS website received a facelift this year to match the new Luther web templates which debuted in fall 2010. Work is ongoing to migrate the LIS website to Reason, our new campus content management system. Work will be complete on that project in the coming academic year.

Mobile Web Services Unveiled

Luther launched m.luther.edu as a mobile site this year offering mobile-optimized services to a variety of campus services including maps, a campus tour, calendars, realtime computer lab availability, and a live Caf Cam showing cafeteria lines.

Vision for Library Spaces Prepared

A team within LIS has worked to prepare a long-range vision for Preus Library facilities as we anticipate a transition from physical to virtual collections and continue to improve the collaborative features of the building. This work included gathering campus feedback and has resulted in some changes already being made.

ideas.luther.edu Launched

The Luther community now has an electronic ideas website to both gather and assess ideas. LIS first launched this service inviting comment from the community on LIS services. Luther's Task Group 150 has also used the forum and others plan to do so in Fall 2011.

$444,607
processed through our online ecommerce system

$104,787
spent to provide Internet service

140Mbps
Internet bandwidth serving the Luther community

Morsle Arrives: KATIE & Norse Apps

Users of KATIE and Norse Apps can now enjoy close integration between the two services thanks to Morsle. Morsle provides Norse Groups, Calendars, and Documents integration with our course management system.

Service Level Agreements Completed

LIS now has written service level agreements with all academic departments that detail expectations and support provided. We will continue to meet regularly with academic departments to update and refresh these agreements.

Digital Document System Planned

Work has been completed to assess digital document management systems and a recommendation has been made to the college for next steps to acquire and deploy a system pending available funding.

Data Reporting Capabilities Enhanced

Over ninety custom views have been created in Datatel's ODS to facilitate reporting via Microsoft Excel and Access, and SSRS (Microsoft SQL Server Reporting Services). We have developed the foundation for end user self reporting using SSRS by creating security and navigation structures as well as basic data models.

"Journeys to America" Launched

Our NHPRC-funded grant project *Journeys to America* launched with the hiring of our project archivist Sasha Griffin. Work has been underway to build and prepare the digital infrastructure needed to support the project going forward.

Decorah Metronet Advances

Our primary new collaborative venture, the Decorah Metronet, became a formal consortium this year and is preparing to bid construction of our Decorah fiber network. Work continues on building use cases and additional collaborative ventures on top of the new network.

Funding Secured for Datatel MSSQL

We have dedicated funds to upgrade our underlying Datatel database to Microsoft SQL server in the 2011-12 academic year. This will provide enhanced capability and security.

Materials Acquisition "Just-In-Time"

We have begun to purchase some library materials "just-in-time" based on interlibrary loan requests and other criteria. This will improve the use and relevance of collections for users as we seek to expand this initiative in the coming year.

2,161
books borrowed via Interlibrary Loan

1,941
queries to the Research Help Desk

Podcasting Solution Installed

A server dedicated to podcasting has been implemented allowing for the ability to capture lectures and seamlessly publish the content to any specified course / courses in KATIE. The Podcast Server has also given us the capability of streaming live events across campus.

LIS Work Order System Changed

To both simplify work order tracking as well as save money, LIS has transitioned our internal work order system to a new product that integrates with our workstation management system.

Guest Wireless Network Online

Upgrades to our wireless network infrastructure have allowed deployment of LCGuest, a new wireless network intended for transient and informal use by campus visitors. Connections are time and bandwidth-limited. Many campus locations carried this network by spring 2011 and remaining locations will join the network in summer 2011.

Digital Repository Planning Continues

Planning continues for implementation of the next generation of digital libraries at Luther through a digital repository capable of ingesting, storing and delivering a wide variety of digital content.

Duplicate Serials Eliminated

Librarians have worked to eliminate duplication of serials received in both print and electronic format resulting in additional budget savings. This transition from print to digital continues to expand and we anticipate additional reductions in the coming academic year.

iPads Tested Across Campus

Staff and faculty from across campus have tested iPads in their daily workflows. LIS has also purchased a classroom set for use in the library. Additional evaluation will continue in the coming year.

Digital Signage Expanded

Digital signs were installed in the Cafeteria, Regents Center, Library, Career Center, Olin, and Valders. These signs now display a standard Luther template with customized content for each specific campus location.

LIS Service Point Collaboration

Work continues to thoughtfully consider how LIS service points work together in supporting the campus and delivering on the mission of LIS. Integration of student training will continue to be assessed and improved as appropriate.

Weekend/Evening Staffing Expanded

LIS has hired a new Public Services Specialist Jennifer Self to provide building oversight and supervision on Saturdays and some evenings during the academic year. She will also help support other LIS initiatives as time allows.

Innovative Services Librarian Hired

After a competitive search, LIS hired Jennifer Rian to serve as Innovative Services Librarian beginning in August 2011. Jennifer will work to develop a plan to advance the scope, quality, and reach of our services during her first year at Luther.

Course Guides Migrated

Our library research guides migrated to a new hosted service offering expanded functionality. They are now available at http://lisguides.luther.edu. These were heavily used for our annual Paideia instruction activities.

Research Help "On-the-Move"

Librarians expanded research help services this year by offering regular research assistance hours outside the library building at a number of other campus locations including the Center for the Arts, Union, Koren, Valders, Legends, and the Diversity Center.

ResLife/Conference Software Acquired

New hosted software for our residential life and conference services was acquired and will provide enhanced capability in management of our residential spaces.

362
workstations replaced or upgraded

Predictive and Guiding Vision for Library and Information Service - Luther College - June 2011

INFORMATION PROFESSIONALS

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

Information professionals will increasingly locate and originate **services from embedded positions** within functional work teams.

Information professionals will increasingly wrestle to serve a wide **diversity of user skillsets and worldviews** regarding information services.

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

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

Information professionals will increasingly focus on tasks to add **local value to broad services**.

Comfort with and acclimation to **change** and evolution of information service will remain a priority.

Information professionals in higher education will increasingly navigate **disruptions in our service and business models** in our field and our sector.

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

Nodes: Services from Embedded Positions; Collaborative Work Environments; Flexible and Broad Skillsets; Diversity of User Skillsets; Local Value to Broad Services; Relationships with Constituents; Disruptions in Service and Business Models; Public Service and Information Fluency; Change

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 and assessment** of 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.

Discovery tools and services will expand to encompass much broader collections of materials and increasingly move to the cloud.

Nodes: Physical Research Collections; Digital Content Management; "Just-in-Time"; Packaged Digital Collections; Collaborative Partnerships; Multimedia Content; eBooks and eReaders; Metrics and Assessment; Discovery Tools and Services; Storage

Increasing Imminence and Focus → ← Increasing Imminence and Focus

INFORMATION INFRASTRUCTURE

We will move rapidly 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 infrastructure 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**.

Ubiquitous wireless network services will become the primary form of connectivity.

We continue to see movement toward more **collaborative, active, and engaging physical spaces** in libraries.

We are experiencing a rapid migration to **mobile devices** for employees and students.

Classroom/lab infrastructure will be reduced.

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

Nodes: Cloud Computing; Open Source, Cloud-Based Enterprise Systems; Redundancy and Availability; Mobile Devices; Collaborative Partnerships; Unified Messaging; Next-Generation IPv6 Networks; Ubiquitous Wireless Networks; Classroom/Lab Infrastructure; Collaborative, Active, and Engaging Physical Spaces

INFORMATION SERVICES

Services for information organizations will increasingly involve a variety of **social media** tools.

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.

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

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.

Services will increasingly be rooted in **values-based outcomes** linked to verifiable and ongoing assessment models connecting with institutional mission.

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

Nodes: Social Media; Mobile Services; Self-Service; Information Fluency; Communication Channels; Geographical Independence; Collaborative Partnerships; Virtual Service Points; Publish and Maintain Locally-Created Content; Values-Based Outcomes

Christopher Barth – 19 May 2011