Information Technology mediates much of what we do and this increases our dependence on systems and infrastructure leading to a focus by LIS on IT risk management. It is increasingly important that the systems we collectively provide deliver quality dependable services and are available, reliable, securable, and supportable. The implication is that we need to explore and utilize approaches that bring to bear resources (capacity and specialized capability) that both utilize well our team’s capabilities as well as resources that leverage others.

Simultaneously we need to innovate both on process improvements and in new services that create differentiated value to support the college mission. We need to meet the needs and accommodate the expectations of prospective students and their families. Faculty time is a valuable and limited resource so enabling their effectiveness is important. Retention is ever more important and information that we can provide to assist in student success is becoming more valuable. The dynamic nature of ideas for technology application suggest experimentation, analysis and careful collaboration to evaluate and seize opportunities with special consideration for timing and rate of adoption as we move innovation into mainstream usage.

There is also a strong focus on management of costs. Providing a liberal arts education is a people intensive business. Technology sometimes enjoys a cost curve that makes a given solution cheaper with time. New solutions represent new costs. Economic and business model factors can also influence pricing and margins. Private equity, for example, can buy up a series of competitors, gain pricing power and drive cost increases to us despite cost reductions in underlying technologies. A very important factor in this calculus is the evolving possibility enabled by the broad set services referred to as “cloud” based offerings. We have a number of cloud-based solutions today and we need to consider them each time we (re-)evaluate systems.

This next year will bring several new staff onto our team. This will be an exciting time welcoming and orienting new folks to LIS and enjoying the new gifts and talents that they will bring to the team. In addition to a person coming as a 1 year sabbatical replacement, we have a new person coming to take an important role, the Acquisitions and Resource Management Librarian, vacated by a retirement. With the support of our new President we have hired a new College Archivist. We are working through the process with intentions to staff an Instructional Technology Librarian. In User Services we will staff new leadership for our Technology Help Desk and our Digital Media Center. We will staff two new team members in the Software Development Group.

Vision

The higher education environment in which Luther College and LIS operate continues to change. A focus on student outcomes and value, cost sensitivities by prospective students and families, and market demographics all play into this dynamic system. Luther College is well positioned to continue to be successful with the combination of its current offerings and its historic ability to seize new opportunities and adapt to change.
Together with ongoing/accelerating changes in technology, these forces influence our decision making. Consider five guiding principles that we can use to think about how we create value for Luther College. These principles can help us think about the resources and skills for which we provide thoughtful stewardship. They can help us with investment decision making as well as with thinking about processes and projects and the services that ultimately are provided. They can inform decision making as we work through design and implementation.

1) Improves Teaching and Learning Outcomes for Faculty and Students

This is our wheelhouse. With each discussion of a new service, process improvement, or a new project we need to think about how it enables and supports improved teaching and learning for faculty and students. Our success is a reflection of the successful transformational journey our students experience at Luther College. One indicator is when we contribute to student retention, improve graduation rates and students transition to their first “next step” after they graduate. We do this when we are providing information and technology literacy throughout the year but especially during the summer faculty workshop. We do this when we collaborate with groups leveraging services within our facilities such as the Digital Media Center. We do this when we facilitate the creation and nurturing of learning communities. We do this when we provide teaching and learning experiences for faculty and students around skills they need for their classroom work. We do this when we contribute to student life-skill building. A special focus for this year concerns growing our allocation of staff capacity for innovation, as well as faculty support for our learning management system while simultaneously improving its reliability and overall quality of service.

2) Provides Differentiation for Prospective Students and Parents

Parents and students have a growing set of higher education choices. Parents have extraordinary concern about jobs and next steps after Luther (e.g., graduate school acceptance) and this is exacerbated by concerns regarding anticipated debt. Changing demographics in prospective student populations will also influence decision making on services and investments. It is essential that the experience we offer is differentiated and valued by parents and students to the degree they will choose to come to Luther College. Within LIS we need to evaluate each new service, process improvement, or new project with an eye toward how it increases the likelihood that students and parents will select Luther College when our stories are told by Admissions, other students, faculty, and also directly by us. This happens when our services are seen as mitigating/addressing the concerns of prospective students and their parents. We do this when we meet and exceed expectations in service levels in essential services compared with their alternatives. We do this when we show that LIS provides and enables the development of “know how” that transcends “know about”. We do this when we share stories of how learning we have facilitated has had a positive impact on graduates’ successes.

3) Improves Prospect of Differentiation for Graduates on Their Next Steps (service, job, vocation, graduate school, etc.)

There continues to be a heightened level of concern about students’ success in achieving their next step. For many that means getting a job. For others it means getting into a service program. For others it means getting into graduate school. When we think about what will help make our graduates differentiated and successful in achieving their desired next step we are serving their key interest. We do this when we have facilitated teaching and learning that leads to additional resume entries or achieving essential skills and experiences that make a
difference in their pursuit of “next steps.” An anchor value for our students is captured in the phrase “lifelong learning.” The environment we live in and the rate of change has led some researchers to say one of the most important things we can do is teach our students to learn to learn. This heightened level of metacognition happens when students learn new skills.

4) Improves Relationships to Alumni/ae, Friends of the College

Our alumni/ae (alums) and other friends of Luther College have distinguished themselves by their high level of affection for Luther College. We can build on this by working to create a reinforcing positive growth cycle, providing opportunities to continue their learning and leveraging their skills and experiences. The power of communication and information technologies has broken historic barriers associated with time and distance. Our physical location need not inhibit collaborations that are of mutual benefit. Collaboration technologies can be leveraged to transcend distance. This happens when we support streaming of interesting events that enable a level of participation beyond the campus. We do this when we curate communities of interest around topics of substance that include graduates and other friends. We do this when we provide infrastructure to connect current students with alums and other friends of the college. We do this when we enable others to contribute to the mission in ways that leverage their gifts.

We have an opportunity to become more intentional about facilitating what could become much more symbiotic relationships that enhance teaching and learning. We can enhance relationships and connections of value to enable our alums to contribute to the success of our students both on and off-campus, during their time at Luther College and after graduation. Our students would benefit from these interactions, our alums’ richer connections will lead to further encouragement for prospective students of which they are aware and provide further connections that lead to opportunities for our graduates.

5) Provide effective and efficient information technology infrastructure for Luther College

We are charged with providing essential information technology infrastructure on which we can support and enable the processes of delivering higher education at Luther College. Our systems mediate much of what we do at Luther College. Leveraging systems also leads to dependencies and dependencies require a focus on IT related risks including security, availability, and performance. New and alternative architectures in networks and systems and services provide us choices and also complicate decision making leading to our need to make investments in skill building, experimentation and analysis. Over time these changes will suggest the need to revisit how we organize. This guideline captures an essential and resource intensive role LIS performs and a set of technology related services LIS provides and supports. A special focus this year will be resetting our plans for our Colleague SQL Migration. Our new President is bringing a focus on college wide risk identification and management. Our Vice President and Dean for Student Life is bringing a focus on Emergency Planning. Together this leadership brings to us heightened focus on disaster recovery which will be a focus for this year. A recent cartoon showed “wifi” (and battery life!) as a new layer in Maslow’s Hierarchy of Needs below the historic bottom layer of physiological needs. We will continue to invest in our wireless network as well as the wired infrastructure on campus and into the Decorah Metronet which provides us access to Internet with plans to leverage access to disaster recovery resources. Relentless and increasingly sophisticated “phishing” schemes are leading us to plan for two-factor authentication.

Paul Mattson
Executive Director of Library and Information Systems
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 technology, and
- **a place** to explore and express ideas, ourselves, and our community.

Results and Accomplishments for Goals and Objectives for 2014-15

1. Improves teaching and learning outcomes for faculty and students

Implement Learning Analytics in KATIE throughout the year with pilot 2014FA: Luther College is collaborating with five other colleges to modify and enhance a ‘Learning Analytics’ module for KATIE (Moodle). Learning Analytics will measure multiple performance factors for each student in KATIE and identify students at risk, passing this information to multiple sources. Pilot for this program is expected for 2014FA term. [Software Development]

**Accomplished:** We have formed a cross-campus team involving over twelve schools. We have opened a collaborative document for ideas and strategies from the group. Leading a working group at the 2015 North American Moodle Moot (August) where plans will be finalized and work disseminated. Buy-in from the Dean’s Office, Student Life, SASC and Institutional Research has been gained.

**Going Forward:** Develop Learning Analytics with plans for a pilot 2016SP.

**Accomplished:** Rigorous testing and additional bug fixes.

**Accomplished:** KATIE Support Team was formed in July 2014 adopting an agile development approach. Team Members as of May 2015 included Marcia Gullickson (scrum master), Bob Puffer, Lane Schwartz, Erin Zidlicky, Carsten Earl, Diane Gossman, and Christine Moeller. There is also a complementary KATIE Leadership Team consisting of Paul Mattson, Andi Beckendorf, Ryan Gjerde, Diane Gossman, Marcia Gullickson, and Bob Puffer. Significant accomplishments include enhanced communication and a joint approach to handling KATIE related KBOX tickets.

**Going Forward:** The KATIE Support Team will continue to provide KATIE support for the Luther community.

**Going Forward:** Will be implementing for 2015FA.

Implement the Moodle 2.8 gradebook in KATIE 2015SP: Luther College has been collaborating with multiple large schools and organizations to improve the KATIE (Moodle) gradebook. Greater use of the gradebook in KATIE will give the Learning Analytics program more data from which to draw conclusions of students at risk. The Moodle version in which this gradebook will appear will be released in October. [Software Development]

**Accomplished:** Rigorous testing and additional bug fixes.

**Going Forward:** Will be implementing for 2015FA.

Form cross-LIS team to develop and implement enhanced KATIE support for faculty, staff, and students. [User Services, Software Development, Library, Marketing]

**Accomplished:** KATIE Support Team was formed in July 2014 adopting an agile development approach. Team Members as of May 2015 included Marcia Gullickson (scrum master), Bob Puffer, Lane Schwartz, Erin Zidlicky, Carsten Earl, Diane Gossman, and Christine Moeller. There is also a complementary KATIE Leadership Team consisting of Paul Mattson, Andi Beckendorf, Ryan Gjerde, Diane Gossman, Marcia Gullickson, and Bob Puffer. Significant accomplishments include enhanced communication and a joint approach to handling KATIE related KBOX tickets.

**Going Forward:** The KATIE Support Team will continue to provide KATIE support for the Luther community.

Set a direction for the next three years regarding the instructional technology/design services centered in the Library. [Library]
Accomplished: Instructional technology and design capacity in 2014/15 was largely devoted to participation in the KATIE Support and Leadership Teams, and resolution of emerging issues. Innovative Services Librarian Jennifer Rian served a leading role on the KATIE Support and Leadership teams. Instructional Design Librarian Christine Moeller served as a member of the KATIE Support team. Following Rian’s resignation in April 2015, the Research and Instruction team worked to redefine that position explicitly as an Instructional Technology Librarian to work in partnership with the Instructional Design Librarian, and the rest of the Research and Instruction team.

Going Forward: The department awaits approval to search to fill the Instructional Technology Librarian position.

Focus on fully integrating the Digital Media Center (Multimedia) as a fourth point of service along with the Circulation Desk, Research Help Desk, and Technology Help Desk. [User Services, Building Vision] Goals include:

- establishing procedures to promote seamless referrals between service points
- conducting appropriate levels of cross-training so staff from each desk can provide an appropriate level of assistance in the absence of staff from other desks
- building rapport between staff working each of the service points

Accomplished:

- Procedures were set up regarding: the reservation of the Multimedia Studio and Lab; the check out of circulation equipment by Multimedia Center staff on behalf of patrons; the check out of the the Multimedia Studio key to students with reservations after hours; the transfer of phone calls transferred to the Research Help Desk by the Circulation Desk staff; and the check out at the Circulation Desk of Communication Studies Department cameras stored in the Digital Media Center closet. Multimedia Center staff also set up signage regarding when staff are available and when they are re-located outside the lab area due to a class.

- Two meetings of supervisors from the four service points were held as well as multiple one-on-one contacts throughout the year to facilitate communication and referrals between the various desks.

Going Forward: The Service Points team will re-convene once a new Technology Help Desk Lead is hired and the Digital Media Center has set a work schedule for the Fall semester.

Become familiar with the new threshold concepts in the Framework for Information Literacy for Higher Education. [Library]

Accomplished: The final version of the Framework document was delayed until late January 2015. Instruction librarians (Beckendorf, C. Moeller) monitored the progress of the ACRL task force and kept other librarians informed of the new timeline.

Going Forward: ACRL is beginning to roll out information on how to shift from the Information Literacy Standards to the Framework. The LIS Summer Workshop will pilot an approach to the Framework with faculty, and work will continue as we consider how to best make this shift in research instruction.

Continue to integrate information literacy/fluency by identifying and cultivating strategic collaborations. [Library]

Accomplished: Student sessions on LinkedIn and online reputation management were offered in conjunction with the Diversity Center and Career Center. Construction of the Room 120 classroom on the Lower Floor of the library was completed; the Speech and Debate Center utilizes that space.

Going Forward: This is a continuing commitment for the librarians. A portion of Germano Streese’s time during the 2015-2016 academic year will be focused on working more intentionally with potential partners and collaborators.

Identify initiative to continue to make the library collection more relevant and easier to use. [Library]

Accomplished: Ebrary/Proquest ebook interface updated over summer, resulting in a cleaner browsing experience via the web. Google Scholar was connected to Library e-holdings via the OCLC Knowledge Base, resulting in links from Scholar back to Luther subscriptions. E-journal holdings information was reviewed, and updated when necessary.

Study utilization of materials (print & electronic) to inform acquisition and retention. [Library]

Accomplished: Both ebook platforms have implemented the Counter 4 library statistics standard. Work so far has included noting any significant changes to this reporting format, and researching approaches at other institutions for comparing print and electronic use.

Going Forward: Study of utilization will continue through collaboration between the Digital Initiatives Librarian and the Acquisitions and Resource Management Librarian.

Complete conversations with academic departments/programs and determine what implications there are for library collections and instruction. [Library]
Accomplished: Time devoted to other projects did not allow for departmental visits.

Going Forward: Conversations with academic departments/programs, beginning in Fall 2015, will focus on introducing new librarians to faculty and the collections.

Emerged during fall semester: Develop, compile and write a “Preus Study” document that describes the staffing, services and functions related to the library, archives, technology help and multimedia aspects of LIS. [Library]

Accomplished: The document was delivered to campus administration in the second half of Fall semester.

Emerged during fall semester: Develop a position description for College Archivist.

Accomplished: The department successfully completed a search, hiring Hayley Jackson to begin in August 2015.

Emerged during fall semester: Develop a position description to replace Technical Services Librarian.

Accomplished: Redefined the role as Acquisitions and Resource Management Librarian. The department successfully completed a search, hiring Freeda Brook to begin in August 2015.

2. Provides differentiation for prospective students and parents

Explore partnerships within LIS and with academic support centers to determine support for building a learning commons environment. [User Services, Library, Building Vision]

Accomplished: First-Year Experience Librarian Germano Streeese will lead further work on this project for the following year, beginning Summer 2015.

3. Improves prospect of differentiation for graduates on their next steps (service, jobs, vocations, graduate school, etc.)

Develop policies, procedures, training and workflows for the newly constructed Digital Media Center. [User Services, Library, Building Vision]

Accomplished: Multimedia Technician Student Handbook has been created and shared with the student workers. Internal technical documentation and tutorials have been created that include policies and procedures for various work performed within the Digital Media Center. Policies, procedures, and workflows have also been developed for collaboration with LIS services points. All of these items are utilized when training multimedia students and assisting customers of the Digital Media Center.
Going Forward: These items are living documents and will be updated as the Digital Media Center and the services offered continue to grow and expand.

4. Improves relationships to alumni/ae, friends of the college

Emerged during fall semester: Provided Archives support to faculty member working on a piece to commemorate and celebrate Nordic’s first trip to Europe. Archives also provided materials to assist a faculty member to host an event that included a Papyri exhibit for homecoming.

Accomplished: Exhibit was successful and has been completed. Support is ongoing for the Nordic tour project.

Going Forward: Research support and access to the collection for faculty projects will continue to be available and supported.

5. Infrastructure

Complete the SQL Server Migration providing better security management, better reporting options, automated database management, standardized database access and better programming options for data transfer to other systems and future application development. [Software Development]

Accomplished: Multiple SQL Server migration test runs are completed and end-user testing results have been submitted to the team for resolution. Many Business Objects have reports have been completed working one-on-one with the business units. Two end-user training sessions educated our report writers on report creation. Work continues on envisioning custom processes, scheduled tasks, and report writing on the prioritized lists from each of the liaison’s from each office.

Going Forward: Plan to set a new go-live date once staff vacancies are filled.

Storing and linking Admissions materials to Colleague student records for use in Registrar’s Office, Student Life, and Financial Aid through document imaging. Providing secure access to student information and reducing the time and resources to produce paper copies of these materials. [Software Development]

Accomplished: In December, LIS, and Registrar’s Office participated in a discovery call on the work needed to complete this project. LIS staff resources are not available to make progress at this time.

Going Forward: LIS and Registrar’s office will meet in August to assess staff resources from both offices to determine if project can resume.

Enhance Reason CMS to use Norse apps as authentication source to improve security and reduce IT risk. [Software Development]

Accomplished: Research identified Google authentication is best option to accomplish the security needed.

Going Forward: Programming work will be prioritized with other Publications initiatives in the coming year.

Continue to develop and maintain infrastructure that aspires to protect against unauthorized use, disclosure, modification, damage or loss of data and assets. [User Services, Network & Systems, Software Development]

Accomplished: We’ve started providing better isolation between different segments of the network. This includes limiting access to the networks servicing building control systems, and printers. We’ve configured additional isolation for our point of sale network, and created firewall rules limiting access to our servers from our campus network.

Beginning in Fall 2014, FileVault was enabled for Mac OS X workstations. FileVault encrypts a hard drive so that if it were lost or stolen, the data would be protected. Approximately 50 workstations had FileVault enabled by June 1.

Progress continues to be made encrypting hard drives of Windows 7 workstations. For the past three years, every new or rebuilt Windows computer has Bitlocker enabled, so all workstations should be encrypted once the 2015-16 staff rollout is complete.

A pilot program has been launched to determine the extent to which personally identifiable information (PII) is stored on the workstation hard drives. Work is underway to scan drives for this information, decide what to do with these files, possibly change workflows to avoid saving this information in the first place, and figure how to maintain a clean workstation.

Going Forward: Continue the work that’s started to further limit access to important network resources.

FileVault (Mac OS X) will be enabled for all workstations rolled out during the Summer 2015 Faculty Roll. Workstations rolled out prior to Summer 2015 will be updated through re-images and regular maintenance.
Review workflows and operations after first year of WorldCat Local implementation. [Library]

**Accomplished:** Routine evaluation of workflows occurred throughout the year.

**Going Forward:** Responsibility for this role was included in the job description for the Acquisitions and Resource Management Librarian.

Implement digital repository system currently in testing to support preservation initiatives in development by Archives. [Library]

**Accomplished:** Planning continued in early Fall to create preservation workflows, by experimentation with testing system. Hardware was obtained to create a computer devoted to digital forensics. The project has been on hiatus since the resignation of the interim archivist.

**Going Forward:** The digital initiatives librarian will begin experimentation with digital forensics workflows, with an eye toward capturing disk images from media such as floppy disks and CDs. In parallel, work will continue on a development preservation repository.

Hire and train a new Technical Services Assistant. [Library]

**Accomplished:** Emily Mineart was hired in August 2014.

Establish direction and expectations for marketing work within LIS. Distributing core responsibilities across Innovative Services Librarian, Public Services Specialist, and Technical Services Assistant, utilizing additional LIS team members as necessary. [Library, User Services]

**Accomplished:** Discussions regarding marketing responsibilities focused on the departure of the Innovative Services Librarian and ensuring that her responsibilities were covered. Major marketing tasks that were reassigned include overseeing LIS marketing student workers and managing the library’s Facebook page. The Events Committee continued to oversee event planning and promotion.

**Going Forward:** We will continue to evaluate the distribution of marketing projects, adjusting as needed.
Archives

During the 2014-2015 academic year, Archives staffing included Sasha Griffin (Interim College Archivist), Sarah Wicks (Collections Coordinator), and Dalton Little (Archives Public Services Assistant). Dalton joined the archives in November, following Sasha’s appointment as University Archivist/Special Collections Librarian at Denison University. In Spring 2015, a search for a new College Archivist was initiated, and Hayley Jackson was hired to fill the role beginning August 2015.

Special Projects and Initiatives

Several special research projects were undertaken during the 2014-15 academic year. These included the rediscovery, preservation, and exhibit of papyri fragments from Dr. Orlando Qualley’s collection. These items were rediscovered during a special cataloging initiative in the archives. The papyri underwent modern conservation at the University of Michigan and are now housed properly in glass and have been added to an international catalog of papyrus fragments. The items were put together into an exhibit in Preus Library for the fall semester that was generously funded by Professor Emeritus Will Bunge. A new page was created on the archives website to further display and share information regarding the papyri collection.

Øyvind Gullickson, retired professor of American Literature and Culture from Telemark University College, Norway and faculty spouse of Kari Grønningsaeter, continues with the Elisabeth Koren letters project. The archives received a valuable donation from the late Betty Nelson in 2014 of a collection of Elisabeth Koren letters that were unknown to anyone. There were about 150 letters total that the archives made high resolution scans of and Øyvind has been working with a student assistant to transcribe and translate the letters. This project will continue into the next school year.

The other main special project happening in archives is an oral history project being led by Jackie Wilkie, professor of history. Jackie completed extensive research in the archives during Spring 2015 related to the 1967 European Nordic Tour. She completed two oral history interviews in the Spring and will be working with a student this summer to collect more interviews.

The Postville Project

Grant funds provided the basis for significant advancement in the overall development of The Postville Project. A major overhaul on the website was completed with the assistance of a web designer and it now features the inclusion of an index of related resources, Omeka exhibit, and a link to the full collections and descriptions along with a landing page as a part of the UNI’s Rob Library Digital Collections page. All of the video footage donated by documentary filmmaker Luis Argueta was compressed and is now accessible via the project website. Finding aids were created for all of the physical collections that are a part of the Luther College Archives in Luther’s digital catalog. Additional material was donated to the project from The Postville-Herald Newspaper and two research projects, one an oral history project by a UNI graduate student and the other a summer research grant project by a Luther faculty member. The materials in the project were also used for a research project in a first-year interdisciplinary course at Luther College and is planning to be used in the same course again for the upcoming academic year.

Statistics

413 Reference Requests
- 46 Faculty
- 107 Staff
- 39 Students
- 40 Alumni
- 79 Community
- 102 External
Library

During the 2014-2015 academic year Preus Library staff included: Eddy Atwell (Public Services Coordinator), Andi Beckendorf (Research and Instruction Librarian, LIST Department Head, Associate Professor), Kathy Buzza (Interlibrary Loan Coordinator), René Donlan (Cataloging Assistant), Ryan Gjerde (Head of Library Operations, Digital Initiatives Librarian), John Goodin (Technical Services Librarian, Associate Professor), Sasha Griffin (Interim College Archivist), Dalton Little (Archives Public Services Assistant), Emily Mineart (Technical Services Assistant), Christine Moeller (Instructional Design Librarian, Visiting Assistant Professor), Lindy Moeller (Reference Librarian, Assistant Professor), Jennifer Rian (Innovative Services Librarian), Jennifer Self (Public Services Specialist), Germano Streese (First-Year Experience Librarian), Rebecca Sullivan (Associate Professor, Paideia Director), and Sarah Wicks (Archives Collection Coordinator). The library was also staffed by over 30 student employees in the Circulation, Interlibrary Loan, Technical Services and Archives areas.

Research Instruction

Instruction personnel offered a total of 166 sessions for students, 108 sessions for faculty/staff, four general sessions, and 16 outreach sessions during the 2014-15 academic year.

The longitudinal data shows the total number of sessions offered for students, as reported to IPAL.
Instruction for Paideia

Each section of first-year Paideia had the opportunity to participate in two library-related research sessions, for the Fall Open Unit and the Spring Research Paper. There were 33 sections of first-year Paideia this year, down from 35 sections last year, and down from a high of 38 sections in 2011-12. The selection of activities available during the open unit are best described as “library literacy” and are focused on orienting students to the collections and services. This past year, the open unit was the same for all sections: Marjane Satrapi’s Persepolis. Instruction for the spring unit allowed instructors to choose two research modules (books, journal articles or primary sources) for a thirty-minute session. There were 69 first-year Paideia instruction sessions: 33 for the fall open unit, and 36 for the spring research unit (three sections had follow-up research instruction sessions).

Course-Related Instruction

This category includes both traditional research instruction and technology-related instruction oriented to Luther College students. Most of the course-related instruction occurred in departments with established library relationships. There were 88 course-related instruction sessions: 70 in the research instruction category, 15 in the technology instruction category, five in the Rare Book instruction category, three in the Archives instruction category, and four in consultations.

Five general Zotero sessions were offered this year; additional Zotero sessions were offered in more specialized settings. Online reputation and LinkedIn sessions were offered through the Diversity Center and Career Center (four sessions).
Instruction for Faculty and Staff

Summer 2014 was the fourth offering of the summer faculty workshop “Enhancing Student Learning Through Information Literacy and Technology”, led by Diane Gossman and Andi Beckendorf. Departments and programs represented by the four faculty participants included: Communications Studies; HPEAT; Political Science and Religion. The workshop offered opportunities for participants to collaborate with technology and library liaisons for focused work on coursework integrating technology with student learning. There were follow-up sessions during both fall and spring semesters for workshop participants to present their work to members of LIS and other faculty.

There were 108 training and instruction opportunities for faculty and staff during the year, including technology instruction and consultation about student research instruction.
Collections Instruction

The rich special collections at Preus Library are often used for resource instruction, including outreach sessions, Paideia research, and course-related instruction. This year, three sessions used the Luther College Archives and five sessions used materials from the Rare Book Room. One section of Paideia used popular 19th century songs from the Wolhove Sheet Music collection.

Outreach Instruction

Students from seven area schools came to Preus Library for research work, including the Philosophy class from MFL Mar-Mac High School; National History Day participants from St. Benedict’s School (Decorah), Decorah Middle School, Ossian DeSales, MFL Mar-Mac, and South Winneshiek. The composition classes from South Winneshiek and Decorah High School also visited. Outreach instruction to K-12 schools accounted for 16 sessions that reached 252 students. Students from visiting classes were offered a 30-minute instruction session and then were given free research time to use materials accessible in and through Preus Library.

Work on National History Day continues to be a collaboration between the library and the History Department (coordinated by Jackie Wilkie and Andi Beckendorf). History faculty and students assisted with the open research portion of the National History Day visits.
Courses Taught

Christine Moeller, Germano Streese and Rebecca Sullivan each taught Paideia 111 and 112 discussion sections during 2013-2014. During J-Term, Rebecca Sullivan co-taught the Paideia 450 course “Here on Earth” (with Jana Edrington, Nursing). During Spring semester, one library student assistant took a two-credit internship focused on music librarianship (supervised by Andi Beckendorf).

Research Help Statistics
Total Questions from June 1, 2014 to May 31, 2015

Questions by PATRON TYPE

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### Questions by QUESTION TYPE

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### Questions by WEEKDAY

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<tr>
<td>Monday</td>
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<tr>
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<tr>
<td>Thursday</td>
<td>206</td>
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<tr>
<td>Friday</td>
<td>152</td>
<td>10%</td>
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<tr>
<td>Saturday</td>
<td>103</td>
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</tr>
<tr>
<td><strong>Totals</strong></td>
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<td><strong>100%</strong></td>
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### Questions by QUESTION FORMAT

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<td>Email</td>
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</tr>
<tr>
<td>Phone</td>
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<tr>
<td>Scheduled app't</td>
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<tr>
<td>Walk-Up</td>
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<tr>
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### Questions by TIME OF DAY

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<tr>
<td>04-PM TO 5</td>
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</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>1515</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Collection Acquisition

René Donlan ordered, tracked, received and paid for $620,434 worth of library materials during this fiscal year: $81,354 was spent on monographs, DVDs, CDs and other single items, $245,966 was spent on serials and $293,114 on electronic resources. This was our second year using our new system, OCLC’s WorldShare Management Services. Processes and procedures were updated and improved throughout the year. In addition to ordering materials for the library collection, René also ordered library supplies, managed payments and charges for the library copy machines and kept a careful eye on the library budget.

Collection Cataloging

We added 2,797 titles & 3,510 volumes to our collection in 2014/15 and withdrew 1,806 titles and 2,467 volumes during the year. On May 31, 2015 we had 341,855 total volumes, a net increase of 1,043 from 340,812 on May 31, 2014. Continued use of our new OCLC WorldShare Management Services platform required René Donlan to keep on top of regular upgrades and improvements in this evolving system. She successfully managed these changes while continuing to provide highly accurate and timely cataloging of both new acquisitions and older items in need of more complete cataloging. Emily Mineart, our new Technical Services Assistant, provided significant assistance in achieving these results.

Collection Development

All of the librarians, as usual, actively participated in developing the collection. Each managed the departmental collection development allocations for our liaison departments and each contributed expertise in recommending purchases in more general areas.

Digital Initiatives

A major project this past school year was the “go-live” of the public interface of the college Archaeology Collection, developed in CollectiveAccess. Work continued throughout the year to also provide public access to the two other Anthropology collections related to ethnography and numismatics.

LIS Website Statistics (June 1, 2014 - May 31, 2015)

Total Pageviews: 360,878

Most-visited Pages
• LIS Home: 136,464
• Library Home: 86,600
• luther.edu/helpdesk/sophosuninstall: 13,895
• Technology Help Desk Home: 10,701
• luther.edu/helpdesk/katie1ms: 5,678

Electronic Resources (Jan 1, 2014 - Dec 31, 2014)

Total Database Searches: 344,059
Total Library Catalog Searches: 262,164

Electronic Resources

During the 2013/14 fiscal year we spent $293,114 on databases, electronic journals, e-reference sources and e-book collections. This was up from $283,075 in the previous year. We explored a pair of important resources during the spring of 2014 on a trial basis, an online backfile of the Chicago Defender newspaper and the Early English Books Online collection, and added them to our list of resources for 2014/15. In the spring of 2015 we ran a trial of the Latin American Newsstand product and decided to subscribe to that beginning in summer 2015.
Interlibrary Loan

Kathy Buzza and her excellent student employees, along with the part-time assistance of Martha Davis, processed 5,549 ILL transactions during the year. We loaned 1,008 books and sent 1,135 articles while borrowing 1,707 books and receiving 1,699 copies of articles during the year. We rented no media items, but we chose to purchase 222 items (15 DVDs and 207 books) that came to our attention as ILL requests. 208 of these items were purchased as part of our Patron-Driven Acquisitions program, up from 184 in 2013-2014. We spent $67.25 (compared to $144.80 in 2013-14) on copyright clearance costs while purchasing 2 articles. Our ILL staff also completed 797 Document Delivery transactions (up 21% from the previous year), a service that is not counted in traditional ILL statistics.

Our service continued to be excellent by any measure. Our average turnaround time to fill an ILL request from another library was only .37 days and our time to "unfill" a request was .27 days. Our turnaround time to receive an ILL request generated by one of our patrons continued to improve and went from 4.33 days in 2013-14 to 4.21 days in 2014-15.

Serials/Periodicals

Our longtime Serials/Periodicals Coordinator Martha Davis retired in May of 2014 and we decided to recast her position as Technical Services Assistant. This new position’s responsibilities continue to include the ordering, tracking, checking-in and claiming missing issues of our print and ever-increasing number of electronic periodicals and many standing orders. In addition to this mission critical work the Technical Services Assistant is expected to assist our Cataloging and Interlibrary Loan Coordinators as necessary and also provide support in other areas of LIS. We were fortunate to be able to hire Emily Mineart, a recent graduate of the Simmons School of Library and Information Science, to fill this position. Emily began her work in late August and has managed our complex serials/periodicals operation very capably.

Marketing

Social Media

The Preus Library Facebook page served as the keystone social media presence for LIS again this year. The number of page fans grew from 467 in May 2014 to 598 in June 2015. Some of our most successful posts to date occurred in spring 2015, including photos from Senior Paper Treats: Ice Cream Edition, which reached 4,871 people cumulatively, as well as the event posting for Finals Week Study Breaks, which reached over 13,000 people and garnered 166 engagements.

Library Events

Events continued to be a primary means for engaging with the Luther community. The library events team included Andi Beckendorf, Kathy Buzza, Emily Mineart, Lindy Moeller, Jennifer Rian (until her departure), and Jennifer Self.

2014-2015 events:
Note: New events are italicized.

International Student Welcome, Aug.
Center Stage Series: Intergalactic Nemesis Event, Sept. 13
Family Weekend Scavenger Hunt, Sept. 20
Banned Books Week, Sept. 21 - 27
Homecoming, Oct. 10 - 12
Harry Potter Halloween, Oct. 31
Senior Paper Treats (fall), Nov. 25
Finals Week Study Breaks (fall), Dec. 15-18
Suggestions from the Shelves, J-term
Finals Week Study Breaks (J-term), Jan. 27
Sharing Shelves, Feb. 10
Paideia Owl Hunt, Mar. 4
Twin Peaks, Apr. 8
National Library Week, Apr. 12-18
Money Smart Week, Apr. 18-25
Senior Paper Treats (spring), Apr. 29
Finals Week Study Breaks (spring), May 18-21

LIS Marketing Updates

Finalized the Group Study Room project (purchased four more photos and frames for the remaining two study rooms).
Purchased an outdoor easel for promotion of events, workshops, and other LIS programming.

Network and Systems

During the 2014-15 academic year, the Network and Systems team included: Dennis Blake (Telephone and Network Technician), Adam Forsyth (Director of Network and Systems), Dave Huinker (Systems Administrator), and Chris Stuckman (Systems Administrator).

Improved Services

• The wireless network in Miller and Dieseth Halls was upgraded beginning at the end of Spring Semester 2013/2014 with work continuing into the summer. The design changed from wireless access points in the hallways to one access point in every other room.

• The wireless network in Olson Hall was upgraded during the summer of 2014. The design changed from wireless access points in the hallways to one access point in every other room on the west side of the hall, and one access point in each common area on the east side of the hall.
• A new guest wireless network was created that provides improved service to guests.

• Additional wireless access points were added in several areas around campus including: classrooms in Main, classrooms and the auditorium in Olin, classrooms in Koren, the Regents Center SRC, and the Union cafeteria. These additions increase the number of wireless devices that can be serviced simultaneously in these areas.

• Wireless network coverage was expanded in Jenson-Noble Hall to include the recital hall, the rehearsal rooms, and the practice rooms.

• The speed of the connections between several buildings and the rest of the campus network was increased. These buildings include Farwell, Main, Miller, and Dieseth.

• Upgrades were made to our OpenLDAP authentication system that improve speed and reliability of the system.

• Our norsekey.luther.edu password changing website was enhanced to also change user passwords in Active Directory. This is an important behind the scenes change that enables us to make more use of Active Directory in the future.

• The students fileserver was upgraded to use storage on our SAN giving it increased reliability.

• Our EMC Networker backup system was upgraded with new, higher capacity and faster tape drives and the software was upgraded to the most recent version.

• In cooperation with projects to remodel the Olin 113 and 213 computer lab classrooms, we replaced the network wiring in these areas with new CAT6A cabling.

• A new wireless network called LCSecure was created. This network provides users with secure wireless connections. The network was first rolled out for BYOD devices, and will be expanded for use with college owned devices in the future.

• During summer 2014 we switched our internet connection to a pair of 1gig connections that we share with our partners in the Decorah Metronet.

Software Development

During the 2014-15 academic year, the Software Development team included: Cindy Goede (Programmer Analyst), Marcia Gullickson (Director of Software Development), Nathan Porath (Programmer Analyst), Bob Puffer (Web Programmer Analyst), Jean Ryan (Programmer Analyst and Database Administrator), Lane Schwarz (Technical Support Analyst), Steve Smith (Web Programmer Analyst), and Ben Wilbur (Programmer Analyst and Database Administrator).

Steve Smith’s position moved to the Publications team on February 1st, Cindy Goede resigned on April 27th, Ben Wilbur resigned on June 1st.

The SQL Server Project team started using Agile project Management in May of 2014 to organize the work for the Colleague Unidata to SQL Server migration project.

A KATIE support team formed in August of 2014 to provide the additional support needed to manage software changes, instruction, and communication in support of the KATIE learning managment team. The KATIE support team uses Agile project management to identify work, priorities, and capacity to support the faculty and students using KATIE.

New Services

• ID Card Access installed and activated for Regent’s Center doors over Spring break.

• Human Resources Affordable Care Act Colleague setup to collect additional and mandated information on each employee.

• Changes to Registrar’s export to the National Student Clearinghouse.

• my.luther ‘Supervisor Leave Balances Remaining’.

• my.luther ‘My Stipends’.

• Business Objects reports for HR, Accounts Receivable, Alumni and Development, Registrar’s, Admissions, and Financial Aid offices.

• KATIE sandbox for version 2.8 user experimentation.

Software, Infrastructure, and Server Upgrades

• Business Objects upgrade to version 4.0 August 2014.

• KATIE on new server December 2014.

• Installed Dell SpotLight SQL Server monitor to tune SQL performance.

• Improved SQL Server indexes, consistency, backup,
and verification.

- Colleague UniData upgrade January 2015.
- Moved scheduled tasks to Business Objects reports or Windows scheduled tasks.
- Special forms printing using Source4/EasySpooler in SQL environments.
- Set up a test my.luther site for new SQL Server environment.

User Services

During the 2014-15 academic year, the User Services team included: Edward Atwell (Public Services Coordinator), Matthew Baumann (Multimedia Lead), Martha Davis (Temporary Public Services Specialist), Carsten Earl (Help Desk Lead), Robert Erickson (Classroom and Meeting Space Technology Lead), Ryan Gjerde (Digital Initiatives Librarian), Diane Gossman (Director of User Services), Matthew Hammes (Workstation Support Systems Administrator), Matt Hughes (Workstation Support Communications Administrator), Patty Livingood (Program Support Coordinator), Ahmed Muaz (Multimedia Specialist), Jennifer Rian (Innovative Services Librarian), Jennifer Self (Public Services Specialist), Larry Sikkink (Workstation Support Lead), and Erin Zidlicky (Help Desk Specialist).

Circulation

Statistics

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<td>Holds/Recalls</td>
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<td>595</td>
<td>442</td>
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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.

Number of lost books in Sept. for previous year:

- 2013-14 ... 55
- 2012-13 ... 52
- 2011-12 ... 85
- 2010-11 ... 60
- 2009-10 ... 50

Equipment

Circulation Desk equipment available to students (as well as faculty/staff) this year included four Chromebooks, 15 laptop computers, four iPads, two digital cameras, 16 external hard drives, 14 digital video cameras (including five high-definition cameras), four iPod touches, and four external DVD/CD burners/players.

Technology Help equipment available to faculty/staff at the circulation desk included: PC laptops, Chromebooks, iPads, MacBooks, LCD projectors, video screens, clickers, memory card readers, recording iPods, webcams, wireless mice, and wireless presenters with laser pointers. A mobile classroom set of 25 second-generation iPads and 30 iPad Mini’s were also available for check out.

Student Support Services: the circulation desk handled 21 laptops for checkout to students signing contracts with SSS.

Special Initiatives

- LIS Events Calendar: the Public Services Coordinator continued to maintain an events calendar on the LIS digital sign in the library.

- LIS Tip of the Month: the Public Services Specialist created LIS-related tips, which were presented by the Director of User Services and the Help Desk Lead at monthly staff meetings. The tips were also posted on the digital sign in the library, and in the Tuesday, Bulletin, and DeaNotes.

- Classroom Update: Hovde Room, the Curriculum Classroom, and Room 120 continue to be regularly scheduled classrooms primarily for usage by Preus Library building occupants. The Public Services Coordinator schedules the rooms for use apart from regular classes scheduled there by the Registrar’s Office.

- Student Handbook: The staff handbook for student assistants who work at the circulation desk was updated and distributed to new circulation department students at the beginning of the year.

- Book Sale: The circulation desk managed the book sale held during National Library Week in April 2015. Total revenue: $2,381.00.

- Curriculum Library: The Public Services Coordinator maintained a listing of Elementary, Middle, and High School Textbooks held in Preus Library. Materials were added by Lindy Moeller.

Training Summary

Throughout the 2014-2015 school year, LIS staff recorded 318 training sessions with faculty, staff and students from Luther’s administrative and academic departments. This summary highlights the subset of events pertaining to
technology training.

This chart lists the topics offered throughout the school year, followed by the total students, faculty and staff trained on each topic.

Lynda.com

Summer 2014 we subscribed to 10 licenses of Lynda.com rather than continuing with our subscription to Atomic Learning. Lynda.com is a provider of web-based software training videos and resources. Faculty, staff, and students interested in using one of the licenses for a two-week period may contact the Technology Help Desk.

The following chart lists the topics offered throughout the school year, followed by the total students, faculty and staff trained on each topic.
Summary Of Hours Viewed During The Academic Year

Total Usage Summary Report - 6/1/2014 to 12/31/2014

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<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
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Total Usage Summary Report - 1/1/2015 to 5/31/2015

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<td>0</td>
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Classroom and Lab Workstation Support

During the summer of 2014, Valders 240 was upgraded to Dell 3020s and Olin 202 was upgraded to Mac Minis with dual monitors. Valders 377, the Physics Coop Lab, and the Sampson-Hoffland Study Lounge workstations were upgraded to Dell 780s.

The CFA 118 Classroom was upgraded to high-end, custom-built Windows workstations with dual monitors during the academic year. Half of the classroom was upgraded summer 2014 and the other half was upgraded J-Term 2015.

Also during J-Term 2015, additional workstations were added to Olin 113 and Olin 213 bringing the totals to 24 and 36, respectively.

Faculty Workstation Support

During the summer of 2014, the workstations were upgraded for faculty in the Division of Mathematics, Science, and Physical Education as we continue our move to a staggered replacement cycle with 1/4 of the Luther faculty receiving new hardware and software each summer.

The Summer 2014 Faculty Roll officially began Monday, July 7th, and ran for three weeks in July. Windows users now have Windows 7 and Office 2010. Mac users now have Mavericks and Office 2011.

This included installation of new workstations for faculty in the following departments: Biology, Chemistry, Computer Science, Environmental Studies, Health and Physical Education, Mathematics, and Physics.

For more information on the faculty roll, visit http://lis.luther.edu/services/computer_refresh.

Staff Workstation Support

Beginning with the 2010-11 academic year, staff computer upgrades are now on a staggered 3-year cycle. The departments are divided in thirds, and every year one third of all staff computers are refreshed. This new cycle is manageable for most needs and maximizes usage of our hardware investments.

Windows users now have Windows 7 and Office 2010. Mac users now have Mavericks and Office 2011.

Departments upgraded during the 2014-15 academic year included: Administrative Services, Book Shop, Career Center, College Ministries, Dean's Office, Diversity Center, Human Resources, Center for Global Learning, President's Office, Regents Center, Residence Life, Student Life, Student Support Services, and Wellness.

For more information on the staff roll, visit http://lis.luther.edu/services/computer_refresh_staff.
Summary of Workstations On Campus

- **PC Laptop**: 25%
- **Mac Desktop**: 15%
- **Mac Laptop**: 16%
- **PC Desktop**: 44%

### Count of Asset ID

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<td><strong>260</strong></td>
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Classrooms and Meeting Spaces Audio-Visual Support

- Remodeled Olin 213
- Remodeled Olin 113
- Developed a Podium Rack for Olin 201
- Remodeled 12 Classrooms in Main
- Installed new digital signage and hallway audio for the KWLC Radio Station
- Installed new electric screen in Olin 102 auditorium
- Expanded the security camera system on campus
- Developed better digital podium rack systems
- Negotiated better pricing for classroom projectors
- Installed approximately 50 new projectors in classrooms.
- Increased to 3 dual-projection classrooms.
- Continued self education and training on permanently installed AV technologies.
- Projector inventory project completed.

The Digital Media Center is on the lower floor of Preus Library. Luther faculty, staff, and students are welcome to use the multimedia lab and multimedia studio. The lab is available for use whenever the library is open. The studio is available by appointment. The Digital Media Center is staffed from 7:30 a.m. to 6 p.m. Monday through Friday during the academic year.

The multimedia lab consists of an open learning space with high-end Macs for editing photo, media, and video projects. The multimedia lab is also home to the support desk, from which student workers provide expertise to those working in the space, and respond to campus-wide requests. The multimedia studio is ideal for creating projects that include video, audio and photography.

The Digital Media Center is the service point for multimedia requests. Requests may be entered online, emailed,
phoned in, or submitted in person. The multimedia team supports the Luther community’s questions when using the multimedia lab and multimedia studio, requests for media conversion from one format to another, video creation and editing requests, issues related to technology in classrooms and meeting spaces, video conferencing requests, recordings of lectures, and video streaming of high-profile events on campus such as opening convocations, music performances, and commencement.

Live Streaming Schedule 2014-2015

The schedule of events to be live streamed is determined prior to the start of the academic year through conversation with Marketing, Music, Campus Programming, and LIS. It is adjusted throughout the year as necessary. For the 2014-2015 academic year, the following streams were identified. Luther did not have permission from the speakers to live stream fall and spring opening convocations.

- 10/10 - Inauguration of Luther College President Paula J. Carlson
- 10/12 - Festival Eucharist
- 10/12 - Homecoming Weekend Concert Symphony Orchestra
- 10/24 - Chapel: Dale Nimrod, Marilyn Roverud: Music - Nordic
- 11/9 - Concert Band
- 11/10 - Chapel: Weston Noble, Veterans Day Chapel: Music - Cantorei
- 11/20 - Jazz Band Concert
- 11/23 - Jazz Orchestra Concert
- 1/12 - Dorian Vocal Festival Grand Concert
- 2/4 thru 5/15 - Chapel MWF
- 2/8 - Symphony Orchestra Vienna Residency Tour Homecoming Concert
- 2/10 - Nordic Choir Midwest Tour Homecoming Concert
- 3/24 - Concert Band Homecoming Concert
- 4/21 - Collegiate Chorale Homecoming Concert
- 4/28 - Cathedral Choir Homecoming Concert
- 4/30 - Jazz Orchestra Homecoming Concert
- 5/1 - Aurora/Norsemen Choir Concert
- 5/23 - Baccalaureate
- 5/24 - Commencement
Technology Help Desk

The Technology Help Desk is the front door to LIS for the technology needs of the Luther community and visitors. Every day, the Help Desk student technicians and professional staff deal with a wide range of issues from computers to Internet to multimedia to education and training and more.

Behind the scenes, the Technology Help Desk works with others in LIS to identify and plan for transitions in campus technology and the effects those changes may have on our users. Through individual and campus wide communications, the Help Desk provides a link to the campus community and LIS. In addition to immediate just-in-time service, the Help Desk creates and maintains tutorials and self-support resources for users.

The Technology Help Desk also provides an opportunity for professional growth among our student staff - many of whom aspire to careers in information technology but also go onto other fields where technology plays a key role.

Daily Work

The primary method of tracking the daily work at the Technology Help Desk is through examining requests recorded in the LIS ticket tracking system known as KBOX. In a typical scenario, a ticket is created when contact is made. If the request can be completed during first contact the ticket is marked in this manner and closed. All tickets that cannot be resolved on first contact remain in the ticketing system at the Help Desk or are passed onto another part of LIS. Work orders may be created on the phone, through e-mail, at our walk-up service desk, or through the self-service site at http://help.luther.edu which has been available since 2011.

From June 1, 2014 to May 31, 2015, the Technology Help Desk opened 6,072 tickets and closed 5,925 tickets. This represents 43.26% of all tickets opened by LIS (total 14,035) and 42.59% of all tickets closed (total 13,912).

From June 1, 2014 to May 31, 2015, Help Desk staff recorded 3877 1st Call Resolutions. These include 1,402 Phones, 2,339 Walk-Ups, 47 Web Submissions, and 89 Emails.
LIS Ticket Survey

Of the 14,035 tickets closed in 2014 - 2015, 228 survey responses were received (results below).
Objectives for 2015-16

LIS held a strategy and objective setting event on October 28, 2015. Objectives were presented from our functional groups and discussed by our full team including a number of new team members that had been welcomed into LIS over the summer and early fall time frame. This section of the Annual Report for 2014-2015 has been updated (November, 2015) with our Objectives for 2015-2016. The objectives are organized by guiding principle and each is tagged with the group leading the pursuit of the objective.

1) Improves Teaching and Learning Outcomes for Faculty and Students.
   • Upgrade KATIE to a more secure and supported version of Moodle and stabilize Morsle. (Software Development)
   • Participate in Moodle Learning Analytics development. (Software Development)
   • Analyze content, use, and cost of library subscriptions in order to ensure the collection supports student learning while maintaining a sustainable budget for library materials. (Library)
   • Develop familiarity with the new ACRL Framework for Information Literacy across the library team and LIS. (Library)
   • Revise and update records management policy in accordance with best practices and institutional needs. (Library)
   • Review and update copyright policies, particularly regarding multimedia content, for students and instructors. (User Services)
   • Evaluate, select, and promote a classroom response system in collaboration with faculty and the Dean’s Office. (User Services)

2) Provides Differentiation for Prospective Students and Parents.
   • Move Online Course Catalog to Reason by Summer 2016. (Software Development)
   • Explore support and options for beginning a process in fall of 2016 to develop a 3-5 year strategic plan driven by user needs and requirements for library services. (Library)

3) Improves Prospect of Differentiation for Graduates on Their Next Steps (service, job, vocation, graduate school, etc.).

4) Improves Relationships to Alumni/ae, Friends of the College.
   • Provide networking to Soccer, Softball, and Baseball fields. (Network & Systems)
   • Provide off site backup by locating Data Domain at the Winneshiek Medical Center. (Network & Systems)

5) Provide effective and efficient information technology infrastructure for Luther College.
   • Enhance wireless in Brandt to accommodate density. (Network & Systems)
   • Plan wireless upgrades in Larsen and Farwell to accommodate increasing density. (Network & Systems)
• Make a secure wireless network for Faculty & Staff that authenticates against Active Directory. *(Network & Systems)*

• Continue moving systems and services to Active Directory Authentication. Limit further dependency on LDAP. *(Network & Systems)*

• Continue moving systems to VMs to improve operational effectiveness, improve our recovery posture and to save cost/power. *(Network & Systems)*

• Rebuild Citrix to remove dependency on Xen and be isolated from the server network. *(Network & Systems)*

• Continue working toward buildings having redundant connections to the rest of the network. *(Network & Systems)*

• Research and implement a two factor authentication system and begin having services use it. *(Network & Systems)*

• Migrate Colleague to MS SQL Server and implement WebAdvisor self-service enhancements. *(Software Development)*

• Implement ImageNow document imaging for student records. *(Software Development)*

• Move DOORS and Dining Services PCS to newer server. *(Software Development)*

• Investigate, in cooperation with Facilities Services, renovation options to provide accessible restrooms on the main floor of the library, in addition to those already located on the lower level. *(Library)*

• Continue testing current digital repository platforms while refining institutional needs and wants, and defining resources and support for the systems. *(Library)*

• Move all Windows and Mac lab/classroom/podium workstations to authenticate using Active Directory and begin transitioning faculty/staff workstations. *(User Services)*

• Research and select a viable solution for backing up data stored locally on faculty/staff workstations. *(User Services)*

• Identify data that should not be stored locally on faculty/staff workstations and determine alternative workflows/locations for that data. *(User Services)*

• Research and plan implementation of PaperCut to be completed by the start of the Fall 2016 semester. *(User Services)*

• Implement automated application patching for faculty and staff workstations. *(User Services)*

• Determine standards for use of the KBOX across departments (e.g. LIS, Document Center, Web Content) and within LIS. Formalize, identify best practices, and document. *(User Services)*