LIS Quarterly Update: Summer 2012

Here is the latest installment of the LIS Quarterly Update. This update is intended to communicate to all within LIS and those at the College who are interested in what LIS will be doing in the coming months. In this quarter’s installment, I thought it useful to lead with a general statement of what I think the College needs from LIS

Overview: Vision and Direction for LIS

To achieve our vision of being a global liberal arts college for the 21st century, Middlebury College needs from LIS the following:

- technology-enhanced spaces for teaching, learning, and inquiry
- infrastructure designed for a population distributed across the globe
- powerful, secure, and easy-to-use platforms for collaboration and communication
- support for a wide-array of devices that connect to this infrastructure
- access to collections that support inquiry in a broad range of disciplines
- sophisticated consulting services that provide leadership and guidance in how all of the above can support the ambitions of the College

Pedagogy, inquiry, scholarly communications are all changing rapidly. As a community, we must stay current with emerging trends, and provide opportunity and support for innovation and experimentation, and develop mechanisms for allowing the diffusion of successful innovations across the institution.

On the administrative front, we similarly need to consider how we can use technology to be more efficient, improve communication, and use data in our decision-making, planning, and assessment efforts.

To do this, we must build partnerships with individual faculty and staff, departments, and programs to support existing efforts, and to help imagine and put into place technology-supported improvements at all levels: the course, the major, the curriculum, and the program. To that end, we must ensure that technology and library services are considered not only operationally, but also strategically during the formation of new programs, and the re-imagination of existing programs.

Part One: Progress Report/Review of Last Quarter’s Work

In April, we posted an update at http://blogs.middlebury.edu/lis/2012/05/02/lis-quarterly-update-april-2012/. Three months later, here’s where we stand on what we said we were going to work on in the next six months.

How We Do Our Work

- **Staffing Plan, Part Two.** We will be developing part two of our staffing proposal to the Staffing Resource Committee (SRC) to request additional positions to fill gaps in our present ability to provide the quantity and quality of service needed by the College. *This remains an open item, as we are still in the process of finishing part one of our staffing plan. To remind and clarify, the plan is to hire the seven new positions, and then revisit what our needs are before we go to SRC to request additional positions. We hope to be in a position to do this by December 2012.*
• **Work on Prioritization.** In response to issues identified in the staff council survey, we are focusing our attention on being clearer to ourselves and the rest of the campus. What are our priorities, and the principles we use to establish priorities.

  *These quarterly updates are in fact one effort to clarify our priorities. In addition, the campus-wide goal setting activity is helping to ensure better communication campus-wide of what priorities are. In terms of more formal processes, we will continue to work on re-thinking LEADS and Banner Web Prioritization Committee, and also look into a more structured process for taking on new projects.*

• **Internal Communications** Based on feedback from the staff council survey results, and insights gained at our management training, we’ll continue to look at how we can make our internal communications more effective.

  *We recently formed a working group; they will have a plan to be in place by the end of July.*

• **LIS Office Assignments.** The space team will be looking at office assignments given to new staff that have joined us, and the possibility of moving staff into 118 S. Main Street.

  *We will not be using office space in 118 S. Main; the space team has a plan that we are working through. Space will be an issue if/when we add any new positions.*

• **Hiring.** We have a number of open positions, and will be spending considerable time in the coming months conducting searches, and then training and orienting our new colleagues.

  *Hired Lisa McLaughlin, Jamie Caroll, Billy Sneed, Chris Anderson, and Wendy Shook; we are still looking for a banner programmer, a curricular technologist, and now we also have an opening with Jess Isler having left.*

• **Assessment of Reference and Liaison Program.** We are in the early stages of doing assessments of both the reference and liaison program.

  *We administered 4 surveys this spring to investigate the quality and usefulness of both our reference services and our instruction/workshop services. In addition, we may be able to make use of data from the MISO survey. We are culling through the data to come up with some high level recommendations about our services, including when and where we should have librarians on reference duty.*

• **Project Request Specs & Prioritization Process.** We’ll be working with our functional offices to rework how we go about specifying the details of a project, and how projects get prioritized.

  *This is connected to our work on prioritization in general. This activity will be merged with our general work on prioritization.*

• **Security Risk Assessment.** We will be conducting security risk assessments, first internally, and then through the services of an outside vendor to help us identify areas of risk to technology systems and the data contained within them.

  *The internal security risk assessment for critical systems was completed in mid-July. We will be reviewing and making recommendations of actions to be taken based on this assessment.*

• **New Ticketing and Inventory System.** Evaluate and implement a new system for tracking tickets and technology inventory.

  *We have narrowed our choices to two systems: web helpdesk and parature. We will make a choice and then implement by December 2012.*

• **Reorganize Service Requests.** Create a more sustainable model for handling Tier 2 support requests.

  *The Service Request team has re-organized the way they route Tier 2 tickets, and have put this new*
workflow into practice in July.

- **Track Customer Satisfaction.** Acquire a baseline measurement for customer satisfaction with User Services and track improvement or recalibrate services to match SLA’s. The results of the Miso survey will provide the baseline measurement of customers’ satisfaction with our services, and from that we will target areas for setting and measuring specific improvement goals for FY 13.

- **Response to Staff Survey.** We will continue to sift through the ideas generated by our ‘listening tour’ and act on both the easy quick wins, and work on the more vexing longer-term solutions. We ran a ‘feedback’ workshop; will hold a DISC workshop in October; we have formed an internal communications team; the LIS management team is setting a goal for the year to act on the best ideas that came forward to improve morale and job satisfaction within LIS.

- **Multi-Year Capital Budgets.** We will develop long-range projections of what it will cost to maintain our current and projected inventories of projectors, printers/copiers, classroom and lab computers, desktop and laptop computers, servers, networking, security, and storage. We will have a solid framework and first pass by October in time for this year’s budget cycle. Draft will be started, but this will not be fully fleshed out in October.

- **Link to Emerging College Strategic Plan.** The College is renewing its strategic plan, working on aligning high level goals and directions with the goals and directions of the various divisions, programs, and departments that make up the College. Along with the rest of the College, we will have submitted our goals by August 1; we have set as a goal for the management team to find ways to make strong linkages between our planning efforts and those of the rest of the College.

**Policy**

- **Policy Summit.** Evaluate and implement broad policies for requesting and receiving services from User Services where possible, and develop a “litmus test” of questions and characteristics of requests that guide staff to make exceptions appropriately. This event will take place in October or November.

- **Service Level Agreement Implementation.** We will put into place Service Level Agreements that will clarify how we approach prioritization, escalation procedures, and establish response times for various types of issues. We will publish our SLA Priorities and Response Time targets by August 15th. We will evaluate how well we are doing honoring our agreements on a regular basis.

- **Security Policies.** As part of our overall focus on fleshing out policies, we’ll be developing further information security policies. The network monitoring and incident response policies have been approved by President’s Staff and will appear in this year’s handbook. The Data Classification Task Force has produced a final draft of the policy which is currently under review.

- **PCI Compliance Framework.** We will be working with colleagues in Finance to develop strong controls and policies for the collection and protection of payment card information.
The draft policy is under final review. It outlines the guidelines and rules for functional areas who are doing eCommerce and dealing with credit card information.

- **Revise Equipment Request Process.** Propose and receive approval for a planned and sustainable model for equipment requests and regular upgrades.
  
  *This is a goal for FY13 to have a process in place in time for the FY 14 Budget Request process.*

### Training and Education

- **Information Literacy.** We will continue our work on using the results of our assessment of the skills of incoming students to inform how we approach the development of basic information literacy skills, and our work with departments on how to frame advanced information literacy skills as learning goals with the major.
  
  *A summary of baseline assessment was shared with CTLR and fall FYSE instructors. Planning for Fall 2012 assessment has begun. We will be using a shortened version of last year’s assessment survey, to be administered to all incoming students prior to registration.*

  *For the intermediate information literacy pilots, Chemistry is figuring out how to assess. The HARC pilot project is currently re-assessing what next steps will be. We will work closely with the Office of Planning and Assessment to integrate this effort into a campus-wide effort to strengthen development and assessment of departmental and program learning goals.*

- **Training for Administrative Systems.** The administrative systems staff will be learning the new development environment for Banner, which is an object oriented environment called Groovy on Grails. In addition, we’ll be getting additional training on Hyperion administration and reporting, both for us and our functional users.
  
  *Hyperion training is tentatively scheduled for October. Groovy has been pushed out later.*

- **Security Education.** We will continue our technology security roadshow around campus.
  
  *We will shift planning for security and education into a joint effort of the security and training/education team. We will develop a plan for how to ensure all relevant members of the campus community receive training on data and computer security.*

- **LIS Expectations Re: Tech Skills.** We will be looking at how to implement the recommendations of the Education and Training Team that establish expectations for what technology skills are needed to work within LIS.
  
  *The language for LIS Job Descriptions was approved by the LIS Directors. This will in turn be discussed at an LIS Managers Meeting to introduce this and get their feedback on how to implement it.*

- **Faculty/Staff Expectations Re: Tech Skills.** We will also be working with our colleagues in Human Resources and Academic Affairs to discuss the Education and Training Team’s recommendations about faculty and staff technology skill expectations.
  
  *We will work with Human Resources to develop a plan for how to put in place a staff-wide program that defines technology skills required for various positions, and provides training resources to help staff acquire these skills.*
Spaces

- **Collection Shift.** We’re moving books around on the lower level to make room for the creation of the new stats lab.
  
  *This is done.*
  
- **Stats Lab.** Work continues to prepare Library 140 to become a 35 seat Stats Lab this summer.
  
  *This will be done in time for the start of the fall semester.*
  
- **New Computer Classroom in Johnson:** JHN206 will become a computer lab/computer classroom which will greatly enhance the growing HAR/C/Architecture Studies program, as well as bring better technology to Studio Art and Theater/Set Design.
  
- **Upgraded Electronic Music Studio.** The electronic music studio & the MIDI stations in MCA will receive a software and hardware upgrade in time for the fall semester.
  
- **Upgrades to Nelson Arena.** To better provide overflow options for athletic events, commencement and special events (such as the upcoming Dalai Lama visit) we are working with facilities & BTS to install a dedicated fiber line between the athletic complex and our overflow hub in Voter.
  
- **Add More Smart Classrooms.** We will create more smart classrooms and upgrade existing classrooms over the next three – five years.
  
  *We created new smart classrooms in CHT110, MBH305, SDL123 and AXT305.*

Infrastructure

- **Re-architect Middfiles.** We will restructure middfiles into smaller volumes. This will enable us to have faster backup and restore procedures, but will likely negatively impact the ease of connectivity for some users.
  
  *We have completed this project.*
  
- **CAS/Guest Access.** We will be developing a way to provide guest access to many of our systems by way of our Central Authentication Service.
  
  *This is a work in progress teamed with the Identity Management Project.*
  
- **Identity Management.** We’ll be working on revising our current identity management system.
  
  *This is a work in progress - slated to be done by January 2014.*
  
- **Network.** We’ll continue with various efforts to improve the security and reliability of our services through building in more redundancy and monitoring capabilities into our network.
  
  *Here are the highlights of network improvements either recently completed or in the works:*  
  
  - Conduit identified for additional fiber runs, contractor has planned and scheduled project for Sept.
  
  - Switches for 3 network hops (front parlor, front hallway, mudroom) now in high availability configuration and in place (virtual chassis).
  
  - Required equipment for core switches purchased and received, target upgrade Sept 2.
• **Backup.** We will continue to improve the reliability of our backup processes, and to regularly test our results.

*Backups/restores are tested regularly and a schedule is maintained, we make continued improvements based on results of tests & events.*

• **Additional Intrusion Prevention.** We’ll be adding a second device to provide redundancy in our intrusion prevention systems.

*Due to the acquisition of our vendor (Nitro) by McAfee, this project has been delayed. We will continue to research options and move this forward as time and budget allows.*

• **Sophos for Mac.** We’ll be rolling out the Sophos for Macintosh client across campus.

*This is complete. Those wanting to learn more can go to: [http://www.middlebury.edu/offices/technology/security/Sophosfaq/SophosMac](http://www.middlebury.edu/offices/technology/security/Sophosfaq/SophosMac)*

• **Banner Login via CAS.** We’ll be exploring whether or not to switch login to Banner to be via CAS.

*This project depends on improvements to CAS and other technical issues.*

• **Google Apps Login via CAS.** We’ll be exploring whether or not to switch login to Google Apps to be via CAS.

*This project also depends on improvements to CAS.*

• **Mission Continuity Planning.** We will complete the mission continuity framework and put in place to test and refresh our plan on an annual basis.

*The framework to support disaster recovery planning activities for critical technology systems and services was completed. An internal risk assessment of identified critical systems was completed. Process inventory work continues. An update on mission continuity and disaster recovery planning progress was delivered to LIS and to our auditors.*

• **Video Conferencing Improvements.** We need to understand better the emerging need for more and more robust video-conferencing and web-conferencing among our campuses, how we can better connect our campus to the rest of the globe.

*We are working with various offices across our various campuses to figure out what the programmatic possibilities are for this technology in order to align our technology plans with future program needs. This is also connected to our evaluation of web-conferencing options in support of a virtual language lab project.*

• **Enhancements to Emergency Response System.** Adding modules to our emergency response system to provide communication to network-connected devices, digital signage, and other systems.

*No progress to report.*

• **Network Access Control.** We’ll be putting in place the latest version of the Bradford Campus Manager network access control system.

*Currently scheduled for December 2012, but is dependent on other network improvements finishing on time before we can begin this.*

• **Wireless Network.** We’ll be simplifying the wireless network to make it easier to connect to the secure wireless network.

*Currently scheduled for December 2012, but is dependent on other network improvements finishing on time before we can begin this.*
Platforms & Applications

- **Decommissioning of Segue.** We continue to chip away at the process of converting Segue sites to wordpress and other platforms by Aug 31, 2012.
  
  *This is on target to be turned off as scheduled at the end of August.*

- **Major Systems Upgrades.** We are planning for major system upgrades for Oracle, Banner, and Hyperion. (In the case of Hyperion, we’ll also be moving it to a hosted environment.) We’ll also be upgrading Drupal.
  
  *These are all either done or in progress. Drupal upgrade is slated for late fall.*

- **AS400 Decommissionings.** We will be developing plans for how to decommission the AS400s that we have both here and at MIIS.
  
  *We will begin the decommissioning of the Middlebury AS400 this fall. Due to the complexity of the process & age of the data, Phase I (Sept/Oct) will move the data to a new location/OS and Phase II (Oct- Dec) will be to convert any existing Hyperion reports.*

- **Responsive Web Design.** We’re looking at how to add more flexibility to the web so that it can be seen well on mobile devices.
  
  *We have a proposal in place that once approved by Communications will allow us to roll this out.*

- **Portal Improvements.** Working closely with students, we will continue to enhance our portal to serve their communication and collaboration needs.
  
  *Upcoming enhancements will include a new dining module, a photo of the week feature, and an online forum. We are also exploring enhancements that will make it easier for the community to interact with and contribute content.*

Devices

- **Satellite Phones for Schools Abroad.** We’ll continue to test and deploy satellite phones to be used for emergency communications to specific schools abroad locations.
  
  *We have distributed satellite phones to twenty schools abroad sites.*

Content

- **Midd History Online.** We’ll continue to add materials to this project, with a goal of launching by July 1.
  
  *This is now live at [http://middhistory.middlebury.edu/](http://middhistory.middlebury.edu/)*

- **Middlebury Order On Demand (MOOD).** We’re exploring how the on-demand model for ebooks might be extended to provide a similar service (albeit not in real time!) for books on paper.
  
  *We have made some progress in determining parameters. We are waiting from YBP, our primary monograph vendor, to update our accounts. This will allow us to import records to MIDCAT for items on our approval plan that we don’t purchase immediately, but think might be interesting for users.*

- **LIS Website Makeover.** We’ll be following up on the recommendations of the LIS web team around
issues identified concerning information architecture, navigation, design, platform, usability, and content that resulted from their recent assessment of the LIS website.  

_The LIS website team is re-staffing. Once the new team is assembled, and their charge finalized, they will as a goal for the next year move forward on these recommendations._

**Services**

- **Midlab Digital Scholarship.** The working group looking at how LIS and the College should approach digital scholarship will continue to research this emerging area, with the hope of establishing a formal recommendation by July 1.  
  
  *A group of LIS staff is now meeting regularly to vet and plan projects, as well as provide advice and consultation services to faculty interested in incorporating digital scholarship into their teaching and research. The primary project focus, thus far, has been getting the Middlebury History Online site launched (go/mho).*

- **eCommerce.** We will improve our support for eCommerce first by establishing who will be responsible for various aspects around campus, and by working together to develop a sustainable strategy.  
  
  *The PCI compliance group has developed a policy to govern eCommerce that is currently awaiting final approval.*

- **Reduce Printers.** Complete a successful campaign to reduce the number of printers on campus by eliminating as many individual printers as possible, move printers with low usage to areas of need instead of adding more, and move our service with Symquest to a model that eliminates billing departments for printing.  
  
  *On the advice of Presidents’ Staff, we will convene a group of interested stakeholders to outline in more detail the financial and environmental advantages of a reduction in printers. It is likely that we will proceed with a gradual reduction, rather than force an immediate removal of extraneous printers.*

- **Digital Publishing Conversations.** We’ll be having a series of speakers to campus to understand digital scholarship and digital humanities, and what they mean for us in terms of scholarly communication and the services they might require.  
  
  *Chuck Henry and Jason Jones came; Kathleen Fitzpatrick and Katherine Rowe on deck for fall. We are also founding members of the Anvil Academic Publishing project which will help us remain connected to these important developments.*

- **Event Support / Special Events.** The Dalai Lama is returning for his 3rd visit to Middlebury! We are working with offices on campus, as well as with contractors to provide audio/video support, including overflow and live streaming on the internet!

**Part Two: Preview of what to expect in the next 3-6 months and beyond**

Below is a combination of materials gleaned from the project directory (see [https://app.ppmroadmap.com/Dashboard.aspx](https://app.ppmroadmap.com/Dashboard.aspx)) and our draft goals for the year (
How We Do Our Work

- **Part Two of LIS Staffing Plan.** We’ll be looking this fall at what additional staffing resources we might need in order to meet the needs of the College in terms of library and technology services.
- **Internal Communications.** We have formed an internal communications task force that will deliver recommendations about changes we might make to improve our internal communications. They expect to deliver recommendations by December 2012.
- **Hiring Staff.** We still have to hire a banner programmer, a curricular technologist, and a librarian. (The librarian position is not yet approved.)
- **Acting on Recommendations of Assessment of Reference.** The assessment of the reference program will result in a set of recommendations that we will then need to put in place.
- **Assessment of Liaison Program.** We will undertake an assessment of the liaison program in order to establish what changes might help the program achieve the goals of the program, and to clarify exactly what those goals are.
- **Actions Based on Security Assessment.** Having completed an internal security assessment, we will be putting in place a set of recommendations to address issues that the assessment brought to light.
- **Implementation of New Ticketing and Inventory System.** Once the new ticketing and inventory system is chosen, we expect to have it implemented by the end of December 2012.
- **Track and Then Improve Customer Satisfaction within User Services.** We will establish a way to measure customer satisfaction within User Services, and then use that information to inform changes in how we provide our services
- **Multi-Year Capital Budget.** As part of our ongoing budgeting processes, we will establish a multi-year capital budget projection that will help the College plan for expenses associated with investments we have made in our infrastructure and our technology-enhanced classrooms and computer labs.
- **Linkage to Strategic Plan.** As part of a college-wide effort to make sure that the College’s priorities inform how we all establish priorities, we will be working closely with the entire campus to map how our goals and objectives support the College’s strategic directions.
- **Workshop on DISC.** In the fall, we’ll hold an all-LIS workshop on DISC, which is a personal assessment tool used to improve work productivity, teamwork, and communication. (See http://discprofile.com/whatisdisc.htm )
- **Analyze MISO Survey Results.** We will be analyzing the recently completed results of the MISO survey, and establishing what next steps should be based on these results. (More information about MISO is at http://www.misosurvey.org/about/ )
- **Operation “Get Stuff Back”.** Circulation will put in place new policies that will encourage patrons to return their overdue materials in a more timely manner.
- **All New Service Request Process.** User Services is in the early stages of revamping how they route incoming requests that need to be escalated.
- **Windows Management System.** We will put in place a system for remotely distributing software and updates to campus windows computers.
- **Increase Student Employment in the Academic Year 2012-2013 and Beyond.** We will establish a more reliable pool of student employees to ensure coverage at the call center and the walk-in center.
- **New Categorization System for Incident Tracking System.** Call center and walk-in center will be
adjusted to coincide with the changes in the Service Request structure.

- **Train the Trainer Program.** Identify presentation and communication skills required by a successful trainer and recommend a plan for acquiring and developing those skills.
- **Mechanics of Training Program Improvements.** We will develop methods for training/workshop registration, collection of attendance and evaluation data and a way to correlate them to skills assessment for further refinement of our training and education offerings.
- **Ensure Timely Arrival of Materials We Have Ordered.** Institute new workflows to ensure the arrival of monographs, CDs, and DVDs.
- **Assess Government Documents.** Review the Government Documents program to identify areas for improvement.
- **Update ILL and NExpress Print Templates.** Create new templates that will save staff time and reduce paper consumption.
- **Update Library Emergency Manuals.** Update emergency manuals to reflect changes in staffing, vendors, and procedures.
- **Develop a Procedure for Selling the More Valuable Gift Discards.** Find vendors that will ensure we receive the best possible price for our more valuable gift discard.
- **Build on Management Training to Make LIS a Great Place to Work.** Continue to build on the concepts, methods, and skills taught through management training to improve the experience of working at the College, which in turn will improve the quality of our services to the College.
- **Strategic Planning for New Technology and Library Services.** Create space and opportunity for planning for future technology and new library models in order to provide leadership to the College on this front.
- **Research and Exploration of Advanced and Emerging Technologies.** We will continue to provide collaborative support for the research and exploration of emerging technologies, including the review and analysis of existing and proposed technology systems and services to identify potential opportunities for improvements.
- **Improve Currency and Accuracy of Campus Website.** Working with the Office of Communications, we will be developing new protocols for checking to make sure the content of the College website is both accurate and up-to-date.
- **Curricular Technology Evaluation Process.** We will assess our current process for evaluating and implementing curricular technology, and identify ways in which we can improve this process.
- **Disaster Recovery Self-Assessment.** We will help functional areas assume the responsibility of self-reporting their process inventory and developing contingency plans for critical processes.

## Policy

- **Policy Summit.** We will hold an LIS-wide event to identify gaps in our policies, and a shared understanding of how we develop and support policy.
- **Evaluate SLA Efforts.** Having launched a new program of Service Level Agreements, we will then evaluate how this new program is working.
- **New Equipment Request Process.** We will put in place a planned and sustainable equipment request process that feeds into a five year capital budget model.
- **Library Collections Weeding Policy.** Create new weeding documentation and plan-of-action for FY14 weeding project with clear philosophy and best practices, roles, and responsibilities.
- **Media Lending Policy.** Update and refine Media lending policies based on the ILL Media Lending Analysis report.
- **Refine IT governance processes.** Working with the rest of the College, assess existing governance processes, and develop new processes that ensure our priorities are driven by the priorities of the
College.

- **Implement New Security Policies.** Formalize and promulgate new policies for network monitoring, incident response, and data classification policies.

## Training and Education

- **Departmental and Program Learning Goals for Information Literacy.** Work with departments and programs to develop long-range plan for departmental infolit learning goals
- **Security Education.** Continue Information Security Roadshow program, and implement a more in-depth computer-based training program for those who work most closely with sensitive information.
- **LIS Staff Technical Skills Expectations.** Implement a program that defines and assesses the technical skills expected of LIS staff.
- **LIS Help Portal.** Create and maintain a Help portal from the main LIS site that provides a central location to navigate to all available information and technology help resources
- **Workshop Planning and Evaluation.** Identify workshops that should be offered on a regular basis. Recommend an ideal number of trainers needed to maintain a monthly workshop schedule as well as strategies for developing the needed resources. Develop a standard set of required elements for developing, delivering, and evaluating workshops.
- **Assess Departmental Training Needs.** Work with Human Resources to develop a timeline for outreach with each department to assess their training needs.
- **Information Literacy Guides and Tutorials.** Create and share guides and tutorials specified in the Information Literacy Plan of Action. Work on pilots and plans for intermediate and advanced skills.

## Spaces

- **New and Upgraded Classrooms.** On deck for improvements are all the Warner smart classrooms, AXT - 110, 204, 206, 301 & HPB Seminar. Also, JHN 406 will get an improvement, and a new smart conference room will be installed in 118 South Main. In addition, we are also working on making a semi-smart room at 112 Franklin Street, for use by faculty commons heads and students. In addition to the new smart classrooms above, the technology system in Carr Hall 005 received an upgrade in July, as well. We completed this project in collaboration with UVM and thanks to the efforts of Bob Cluss. Carr 005 is one of our videoconferencing spaces. It now features a new high definition videoconferencing unit and the ability to share a computer screen or other content during a videoconference. The space can also be used as a regular classroom – the equipment supports computer projection as well as DVD and VHS playback.
- **New Athletic Complex.** We are working with athletic departments, facilities and contractors to guide and support the renovation of our athletic complex. We expect several smart rooms, as well as technology-enhanced reception areas and athletic fields.
- **Computer Lab Upgrades Across Campus.** In the coming year, AXN 105 and the FMMC labs in Axinn will receive scheduled computer upgrades. Several spaces for teaching sciences in MBH will also receive scheduled upgrades.
- **Re-Use of Information Desk Desk.** We will explore and evaluate options for reuse of the Info Desk in the Davis Family Library Atrium and make recommendations for potential renovations/revisions to those spaces.
- **Create More Recording Spaces.** The following spaces will be upgraded to become approved recording spaces: Axinn 229, Johnson 304, Davis Family Library 201, MCFA 221, Warner Hemicycle. In addition, Twilight Auditorium, Sunderland Dana and Mead Chapel will receive upgrades allowing for quicker recording setups and better quality shots.
Vermont Collection Shift. We will integrate "Vermont Collection-Locked" into Rare Books and Manuscripts.

Infrastructure

- **Network Access Control.** We will re-implement our network access control system in order to allow us to register which devices are attached to our network.
- **Re-Architect Wireless.** We will roll out a new design for the wireless network that will make it easier for people to attach to the network securely.
- **CAS/Guest Access.** We will put in place a way to provide guests a means to authenticate, opening the door for providing guest access to applications that require authentication.
- **Identity Management.** This complex, multi-year project will allow us to do a better job of providing access to our services to individuals throughout our various campuses.
- **Additional Intrusion Prevention.** We will put in place additional intrusion prevention devices that will improve the overall security of our network and our data.
- **Banner and Google Login via CAS.** We will continue to evaluate whether or not we want to allow for login to Banner and to Google Apps via CAS.
- **Create Test Network.** We are building a test network within our existing network to allow us to test new systems without worrying about the impact of these tests on our production network and systems.
- **Wireless Network Upgrade - Monterey Campus.** We are working closely with our colleagues at MIIS to help them install a new wireless network on their campus.
- **Improved Wireless in Academic Buildings - Midd Campus.** We are extending the wireless coverage in our main academic buildings.
- **Minimizing Risk of Downtime.** We seek to implement infrastructure enhancements and operational procedures designed to reduce the risk of unplanned service outages.
- **Improve Security Program.** By extending our network monitoring capabilities, vulnerability management practices, end-point protection capabilities, and wireless network security infrastructure, we will improve our ability to provide convenient but secure access to our systems and data.
- **Disaster Recovery Table-Top Exercises.** We will conduct "table-top" exercises designed to proactively identify and reduce areas of vulnerability.

Platforms & Applications

- **Decommission Segue.** We will turn off Segue at the end of August 2012.
- **Decommission AS400.** We are developing a plan to move data off of the AS400 and provide access to the handful of offices that require it via some other means.
- **Video-Conferencing.** Working with colleagues from across the institution we are exploring pilot projects that will allow us to understand how video-conferencing might support existing and new academic programs.
- **Virtual Language Lab/Web-Conferencing.** Linked to our analysis of video-conferencing, we are evaluating web-conferencing platforms that will allow for web-based conferencing and collaboration. A specific use of this would be for a ‘virtual language lab.’
- **Responsive Web Design.** Working with our colleagues in Communications, we are exploring how we might put in place responsive web design methods that would allow our websites to work well on a variety of devices and platforms.
- **Portal Improvements.** We continue to provide new modules to enhance how the portal can facilitate communication across campus.
- **Document Imaging.** We plan to expand and improve upon our electronic document management and
document sharing capabilities throughout the institution through continued deployment and development of the Nolij Web Document Management System. (multi-year) FY13 will be dedicated to understanding & mapping the flow of shared document processes.

- **Banner Workflow.** Develop, augment, and streamline business processes and functionality within Banner across all departments throughout the Middlebury College system through the implementation of Banner Workflow. (multi-year) Phase1 - FY13: Work with LEADS & coordinators to determine appropriate area for Pilot implementation.
- **Unified Messaging.** Pilot project to understand demand for, and costs associated with providing unified messaging between voice mail and email systems
- **Emergency Notification System Improvements.** We will be implementing a system called ALERTUS that acts as a bridge between various emergency notification systems.

## Devices

- **Mobile Device Management Tools.** We are exploring options for managing mobile devices that connect to our network and store sensitive data.
- **Clickers.** We are launching a pilot project this fall using smart phones, tablets, and laptops as ‘clickers’ that provide for real-time feedback during class.
- **Circulating Equipment Upgrades.** We will be putting in place a more aggressive schedule for upgrading cameras, laptops, and other media equipment that we circulate.
- **Sunset Analog Media.** In response to changes in the media industry, and the availability of higher quality & more user friendly digital media, we are gradually eliminating support for analog formats such as VHS.

## Content

- **Data-Classification Task Force.** A campus-wide group will be making recommendations about how to share and protect sensitive information.
- **eTextbook Project.** This fall we will run a pilot project exploring how eTextbooks work in Middlebury classrooms. (More info at [http://blogs.middlebury.edu/etextbooks/](http://blogs.middlebury.edu/etextbooks/) )
- **eBook Guide.** We are creating a guide to eBooks on campus to help clarify what options we presently offer, and to gather feedback on which options work best for our community.
- **Middlebury Order On Demand (MOOD).** We are piloting an extension of our ‘ebook on demand’ efforts to include on-demand purchase of print.
- **Special Collections Manuscript Cataloging.** Create a database of all manuscript holdings in Special Collections, including status of their availability for research purposes, and create a dynamic web interface on the Special Collections. Library/LIS, and or unique WebPages
- **Social Media.** We will continue to develop, improve, and assess our use of social media. What features do users want? Which features being used? How do we promote discussion via social media?
- **Helen Hartness Flanders Collection.** We will create an extensible website for the Helen Hartness Flanders collection
- **Review of Standing Orders and Subscriptions.** We will review all standing orders and subscriptions for print monographs and serials, CDs, and scores so that obsolete titles and those that no longer reflect our curriculum can be discontinued and when possible and wise, shift to online access.
- **Sharing Public Domain Scans.** We will launch a pilot program to review viability of uploading materials (outside of copyright and scanned by ILL staff to fill existing ILL requests) to Archive.org or Internet Archive.
- **Bound Periodicals Condition Survey.** We will complete the condition survey of the bound periodicals collection in Davis
• **Maintenance of Serial Set.** *We will complete a maintenance treatment project on the Gov Docs Serial Set*

• **Migrate Web Content from Deprecated Server.** *We’ll be working with various individuals and offices to identify appropriate new homes for content currently being served from an aging web server that needs to be shut down.*

### Services

• **Digital Scholarship Working Group.** *We will work with faculty to plan for what services and resources will be required to support digital scholarship efforts on campus. We will learn more about what role if any digital publishing might serve on campus.*

• **Reduce Printers.** *Working closely with affected departments, we will remove campus printers in selected locations where multi-function printers can accommodate.*

• **Student Public Printing Enhancement.** *We will identify key locations to place additional printers to meet student demand for more access to printing services.*

• **Improve Awareness of the Curricular Technology Offerings.** *We will develop strategies for increasing faculty awareness of the various resources and services we make available for integrating technology into the curriculum.*

I hope that this admittedly long and detailed listing is helpful as you do your own planning, and as a way to understand how the various activities that we engage in connect to each other and to the rest of the campus. This long list of planned activities of course represents only a fraction of how we will collectively spend our time. While we have listed here the projects and activities that will cause change, we will of course not be changing everything. For many of us, we will be spending our time providing core services and access to essential resources, and while we have not listed these here, it is still worth noting that for most of our community, it is these basic services and resources that matter most.

If any of this is confusing, raises questions, or if you just want to know more, please feel free to ask.