LIS Quarterly Update: December 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.
(You can see past updates at https://sites.google.com/a/middlebury.edu/lis-strategic-planning/updates)

In pulling together this quarter's update on accomplishments and plans within LIS, I am struck by a comment made in the recent staff council survey:

> *LIS could better articulate its vision for information technology and the role it will play at Middlebury. There are many opportunities ahead of us, but it seems as if we are feeling our way along as opposed to having a clear and shared vision that ensures priorities are in line with that vision as opposed to having lots of projects and tasks to complete that read more like a laundry list than part of a comprehensive and coordinated plan.*

In many ways, I agree with this statement. We developed a set of strategic directions a number of years ago, and given changes both at the College, within higher education, and within the world of technology and libraries, it is time to revisit our vision and direction. That said, this particular document, which *is* a laundry list of tasks and projects, is not intended to be a substitute for a comprehensive and coordinated plan. It is a way for us to make sure that we are all aware of what we are currently working on so that we can support each other's efforts, and to avoid surprises. However, even if this is not a substitute for a plan, as a way of providing some context for the work listed below, I am reiterating what I prefaced last quarter's update with:

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.

As you read through this update, I believe you will find that we are in fact making real progress on all of these fronts. As always, please let me know if you have any questions about any of this.

-- mike

How We Do Our Work

Done

1. **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.
   We completed the annual goal setting exercise, and continue to work on prioritizing our goals with those goals that involve us that were set by other offices.

2. **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)
   We held the workshop, and are now working on follow-up activites. (See http://blogs.middlebury.edu/lis/2012/10/19/disc-workshop-follow-up/ for some ideas.)

3. **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.
   We've put this into practice; first checkin scheduled for December 31.

4. **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.
   This is done. See http://blogs.middlebury.edu/lis/2012/10/25/lis-circulation-is-announcing-overdue-penalty-points/

5. **All New Service Request Process.** User Services is in the early stages of revamping how they route incoming requests that need to be escalated.

6. **Increase Student Employment in the Academic Year 2012-2013 and Beyond.** We have established a more reliable pool of student employees to ensure coverage at the call center and the walk-in center.
   We have added approximately 15 students to our pool of employees and now have regular coverage at the Call Center and Walk In Helpdesk.

7. **New Categorization System for Incident Tracking System.** Call center and walk-in center have been adjusted to coincide with the changes in the Service Request structure.
   Call Center staff are all on scheduled shifts in Service Requests working on reviewing and adjusting ticket categorization and assignments. In January, they will gradually assume responsibility for this while students handle incoming requests.

In progress

1. **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.
   We will submit a staffing plan to SRC in mid-January.

2. **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.
   The task force has done an initial survey, and expects to have their recommendations to us by late February.

3. **Hiring Staff** We still have to hire a banner programmer, a curricular technologist, and a librarian. (The librarian position is not yet approved.)
   All three of these searches are underway; we also have searches underway for a Senior Technologist and a Computer Specialist 2.

4. **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.
   The most noticeable change in our reference service is that the service is once again being offered from the reference desk (renamed "Research Desk" in order to more accurately reflect the primary focus of the service), rather than from librarian offices. We have added 10 hours of coverage each week. We have used our findings to advocate for more contact with students in first-year seminars and other settings (one key talking point: "students who work with us consider our assistance useful, but many students still don't know they can ask us for help").

5. **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.
   This year, we will assess our communication, and next year we will assess the program more broadly.

6. **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.
   While a definitive action list is still being developed, some steps have already been taken to improve the security of the network and PCI systems.

7. **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.
   We have chosen Web Help Desk, and are working on the implementation. We are planning to launch Web Helpdesk in February 2013

8. **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
   Now that the MISO Survey results are available, the User Services managers are selecting specific areas to target for improvement and will implement quick time of service surveys.

9. **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.
   No progress to report.

10. **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/)
    We have had discussions of the results with the faculty LIS advisory committee, and will discuss in December with the student LIS advisory committee. We'll also discuss at an upcoming open meeting in December.

11. **Windows Management System.** *We will put in place a system for remotely distributing software and updates to campus windows computers.*
    We are in the process of evaluating vendors and will select a product by the end of January.

12. **Train the Trainer Program.** Identify presentation and communication skills required by a successful trainer and recommend a plan for acquiring and developing those skills.
    No progress to report at this time.

13. **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.
    No progress made on this goal.

14. **Ensure Timely Arrival of Materials We Have Ordered.** Institute new workflows to ensure the arrival of monographs, CDs, and DVDs.
    This project is on-target for completion by the end of the academic year.

15. **Assess Government Documents.** Review the Government Documents program to identify areas for

improvement.
This is presently scheduled for February, 2013

16. **Update ILL and NExpress Print Templates.** Create new templates that will save staff time and reduce paper consumption.
This project is on-target for completion by the end of the academic year.

17. **Update Library Emergency Manuals.** Update emergency manuals to reflect changes in staffing, vendors, and procedures
This project is on-target for completion by the end of the academic year.

18. **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 discards.
We are working with the bookstore to make this happen. Still a work-in-progress.

19. **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.
We've held workshops on feedback and DISC; we are working on improving internal communications; we are developing service level agreements to help address workload issues; we are putting in a proposal to SRC for additional staff. We are looking into a pilot with 360 reviews to help managers get feedback on how they are doing.

20. **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.
This remains an aspiration. Some of this work is happening through on-going webinars, professional development, and the bringing in of speakers, but there remains work to be done to integrate this forward-looking activity into our daily routine.

21. **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.
We are continuing our exploration of Adobe Connect in support of the current research effort around video-conferencing. We are exploring options for the next generation of network/border/edge security devices. We are conducting a unified communications pilot. We are currently rolling out laptop drive encryption to specific functional areas. We are identifying CAP/IPAWS-compliant options for enhancing our emergency notification system. Recent security team reviews have included course evaluation systems and mobile device management solutions.

22. **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.
We are re-forming the curricular technology team, which is the main location for this activity.

23. **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.
We have a list of those offices that have not yet completed process inventories, and are scheduling sessions to complete these.

Policy

Done

1. **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.
The policy summit was held in November and was well attended. We will develop a strategy for reviewing and updating current policies, and for collaborating with other areas of the College responsible

for policy management.

2. **Media Lending Policy** Update and refine Media lending policies based on the ILL Media Lending Analysis report.
This is done.

In progress

1. **Implement New Security Policies** Formalize and promulgate new policies for network monitoring, incident response, and data classification policies.
Network monitoring, technology incident response, and PCI compliance policies are now part of College policy; data classification policy is in final draft form.

2. **Evaluate SLA Efforts** Having launched a new program of Service Level Agreements, we will then evaluate how this new program is working.
The LIS Directors will begin reviewing SLA reports on a monthly basis starting in December.

3. **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
No progress to report on this goal.

4. **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
This remains a work-in-progress. We will involve our faculty LIS advisory committee in reviewing this policy.

5. **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.
The new annual goal setting process is a step in the right direction. We have also made some progress in refining the web project prioritization process, and continue to have internal discussions about how to rethink how we prioritize administrative systems project.

Training and Education

Done

1. **LIS Staff Technical Skills Expectations** Implement a program that defines and assesses the technical skills expected of LIS staff.
We presented this at an LIS staff meeting in the fall. Wording has been agreed upon for inclusion in all LIS job descriptions. No progress yet on the assessment piece.

In progress

1. **Departmental and Program Learning Goals for Information Literacy.** Work with departments and programs to develop long-range plan for departmental infolit learning goals
We continue to work with Chemistry and HARC to refine how this will work, with a goal of expanding this to more departments once we have completed the full cycle of defining the goal, providing instruction, and then assessing whether or not the goal was achieved.

2. **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.
The CBT program on cyber-security has been rolled out to College Advancement and is currently being introduced to Human Resources. CBT training has also been made available to parts of LIS and some individuals in Monterey. Additionally, the LIS Security Team is working to expand the current RoadShow curriculum.

3. **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
This remains a work in progress. The training and education team has drafted a high-level design and continues to work on this.

4. **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.
The education and training team created a draft list of desired regular workshops based on skills included in their "Who Needs What" spreadsheet.

5. **Assess Departmental Training Needs.** Work with Human Resources to develop a timeline for outreach with each department to assess their training needs.
We have had preliminary meetings with HR on this topic.

6. **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.*
We have developed a list of guides and tutorials, and they are now in the process of being developed.

Spaces

Done

1. **Classrooms** *MBH305, SDL123, AXT305 and CHT110 are now smart classrooms.* As of September, JHN406 is also a smart space with a projector and sound system. We also completed the video and audio upgrade of the commons space at 112 Franklin St, for use by faculty commons heads and students.As of October, 118 South Main is a fully functional smart conference room with a built-in computer.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.

In progress

1. **New and Upgraded Classrooms.** On deck for improvements are all the Warner smart classrooms (except Warner Hemicycle). AXT - 110, 204, 206, 301 & HPB Seminar. The improvements in Warner are slated for the December/January recess and will also include lighting upgrades. Warner Hemi will likely be moved as a bigger project for the next fiscal year.

2. **Sound systems for student spaces:** We are working with the Dean of Students and PAG to provide sound systems for more student spaces. We have tentatively identified several lounges and have begun working with facilities on scheduling the installation. We will use equipment from our stock with some minor purchases.

3. **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.
We continue to work closely with Facilities on this project.

4. **Kirk renovation:** We have done a modest upgrade of the audio system at Kirk. The space is undergoing other renovations this winter and new infrastructure will be installed for additional technology upgrades during the next fiscal year. In addition, the lighting in the space will be replaced with a better, more efficient LED system.

5. **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.

FMMC labs have been upgraded, Axinn 105 will be upgraded in May, and MBH science labs will be finished by the end of March.

6. **Re-Use of Information 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.

   The space team has developed some recommendations that are currently under consideration. The plan is to build this into the FY13-14 budget.

7. **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.

   MBH216 and MBH220 have improved sound and lighting.

   Kirk will receive a new LED lighting system as part of other renovations this Winter. We expect this will become a supported recording space.

   We are exploring options with PAG for specialized portable lighting for Dana and Twilight. This would benefit recordings as well as performances.

8. **Vermont Collection Shift.** We will integrate "Vermont Collection-Locked" into Rare Books and Manuscripts.

   This project was completed in November..

Infrastructure

Done

1. **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.
   This was completed this fall.

2. **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.

In progress

1. **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.
   Slated to be completed by end of May.

2. **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.
   Slated to be completed by end of May.

3. **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.
   CAS was re-implemented with full HA support, project in the the "completed" worksheet of the project directory. Guest Authentication - a new guest.middlebury.edu active directory domain has been provisioned and we have largely completed a new guest registration web application; next steps are to tie registrered guests to CAS for web applications and identify any required changes to web applications to use the new guest registraiton system, also, possible integration with NAC and revised wireless guest access are being investigated.

4. **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.
5. **Additional Intrusion Prevention.** We will put in place additional intrusion prevention devices that will improve the overall security of our network and our data.
   These device purchases were put on hold pending a proposal by IS and CSNS staff for a comprehensive next-generation network/border/edge security approach.
6. **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.
   No progress.
7. **Improved Wireless in Academic Buildings - Midd Campus.** We are extending the wireless coverage in our main academic buildings.
   We have improved wireless in the following buildings: BiHall, Axinn, Voter, FIC, and 115 Franklin
8. **Minimizing Risk of Downtime.** We seek to implement infrastructure enhancements and operational procedures designed to reduce the risk of unplanned service outages.
   We have made progress on many fronts in terms of high-availability and redundancy, and continue to work through our plan. Service availability monitoring of locally-hosted systems indicates that we are seeing improvements on this front.
9. **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.
   No significant changes have been made with regard to network monitoring practices. Vulnerability management practices have been improved by the implementation of a common naming convention for servers and other assets. Laptop drive encryption is currently being rolled out to specific functional areas. Improvements to our wireless network security infrastructure are slated to be completed in May. Work on the IDM project is ongoing.
10. **Disaster Recovery Table-Top Exercises.** We will conduct "table-top" exercises designed to proactively identify and reduce areas of vulnerability.
    While we have not yet conducted table-top exercises, we have had several recent opportunities to test our DR planning efforts with reasonable success.

Platforms & Applications

Done

1. **Decommission Segue.** We will turn off Segue at the end of August 2012.
2. **Portal Improvements.** We continue to provide new modules to enhance how the portal can facilitate communication across campus.
   We added many new modules, and have initiated an evaluation of the portal's use.
3. **MiddCore** We implemented a new website and application system in support of the new summer MiddCore program.

In progress

1. **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.
   This is on schedule to be completed by the end of June.
2. **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.
   We are working with a group of faculty to identify opportunities to experiment with how we can use this technology; pilots being planned for the spring.

3. **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.'
This is on target for spring pilot projects.

4. **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.
No progress to report.

5. **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.
We have been meeting with offices across campus to establish the feasibility of further deployment; currently our main obstacle is staff time to devote to this.

7. **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.ess, with implementation planned for May 2013.
This is a work in progress.

8. **Unified Messaging.** Pilot project to understand demand for, and costs associated with providing unified messaging between voice mail and email systems
The pilot now includes a small group of LIS staff, and will be expanded in the coming months.

9. **Emergency Notification System Improvements.** We will be implementing a system called ALERTUS that acts as a bridge between various emergency notification systems.
LIS and Public Safety are drafting a project plan for the implementation of ALERTUS, in addition to reviewing CAP/IPAWS-compliant emergency notification system enhancements.

Devices

Done

1. **Clickers.** We launched a pilot project this fall using smart phones, tablets, and laptops as 'clickers' that provide for real-time feedback during class.

2. **Circulating Equipment Upgrades.** We will be putting in place a more aggressive schedule for upgrading cameras, laptops, and other media equipment that we circulate.

In progress

1. **Mobile Device Management Tools.** We are exploring options for managing mobile devices that connect to our network and store sensitive data.
The LIS Security Team is currently reviewing MDM solutions and approaches, recommendation pending.

2. **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.
We created a draft document explaining the sunset, what it means, what we are doing to prepare: http://mediawiki.middlebury.edu/wiki/LIS/The_Analog_Sunset. In preparation for the upcoming classroom upgrades in Warner Hall we worked with LIS liaisons to communicate the fact that, as part of the upgrades, the VHS players will be replaced with Blu-ray players.

Content

Done

1. **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/)
2. **Bound Periodicals Condition Survey.** We will complete the condition survey of the bound periodicals collection in Davis
   Completed for Davis titles. ILL had students flesh it out by adding holdings info for us, NExpress, and OCLC so we can now make deaccession/binding decisions. We will start on the condition survey for Armstrong soon.

In progress

1. **Data-Classfication Task Force.** A campus-wide group will be making recommendations about how to share and protect sensitive information.
   The Data Classification Task force has developed a draft policy. Their current recommendation is that this draft policy be reviewed by LIS administration for submission to Presidents Staff.
2. **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.
   Done. http://go.middlebury.edu/ebooks
3. **Middlebury Order On Demand (MOOD).** We are piloting an extension of our 'ebook on demand' efforts to include on-demand purchase of print.
   We've completed the testing on our side but continue to negotiate with the vendor behind this system. Previously unannounced costs are being haggled over.
4. **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
   We've created two fully searchable databases that will provide online public access to the extensive primary source holdings of Special Collections for research and teaching a Middlebury College as well as independent researchers beyond Middlebury.
5. **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?
   Launched pre-alpha discussion platform to gather feedback. Working with WPC and SGA to coordinate a design-the-portal contest.
6. **Helen Hartness Flanders Collection.** We will create an extensible website for the Helen Hartness Flanders collection
   Structure for website established and format for audio determined.
7. **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.*
   This remains a work-in-progress with significant savings and shifts to online only subscriptions seen at the end of the calendar year.
8. **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.
   Scanning taking place and being stored off-line while we consider copyright issues.
9. **Maintenance of Serial Set.** We will complete a maintenance treatment project on the the Gov Docs Serial Set
   25% done.

10. **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.
    Systems that could be moved to a server with updated technology have been. There are a handful of systems that could not be moved, we are investigating alternative solutions.

Services

In progress

1. **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.
   Working with curricular innovation project to link this work to broader conversations about the direction of the curriculum, and changes in the scholarly communication landscape. You can learn more about this at http://go.middlebury.edu/dish/ .
2. **Reduce Printers.** Working closely with affected departments, we will remove campus printers in selected locations where multi-function printers can accommodate.
   Working with various offices across campus to identify printers that can be removed.
3. **Student Public Printing Enhancement.** We will identify key locations to place additional printers to meet student demand for more access to printing services.
   Added a printer to MiddExpress, but not having very much luck in identifying campus partners that will help us with supporting printers in other locations.
4. **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.
   No progress.