

LIS Quarterly Report: Fall 2013

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Introduction

This update from LIS covers work accomplished this summer and early fall, and projects out into work we will be doing in the later fall and early winter. For those not familiar with this report, it is designed both to capture the contributions that LIS has made in its efforts to support the

information and technology needs of the College, and also to ensure that those who work within LIS and those who work closely with LIS are aware of current priorities and initiatives. Because of its goal to provide useful, detailed information for those of us deeply involved in this work, it is a long and somewhat technical document.

For those who may not have the interest or patience to work their way through the over twenty pages within this report, here are some highlights:

- We've recently revised our strategic directions for LIS, and defined a set of overlapping issues that will help us in our efforts to evolve to meet the evolving needs of the College, and the fast-moving world of technology and information services. We are looking at how we support **innovation**, new models for **access** to resources, our approach to **sourcing** various core technologies, how we can support efforts to improve **administrative efficiency**, and ways to define **quality and reliability** in the face of growing demand on our resources. You can learn more about this at http://www.middlebury.edu/offices/technology/lis/about/strategic_directions_and_goals
- We have been working closely with our colleagues at MIIS and with the new DC office to establish a new **vide Conferencing system** that significantly improves the quality and reliability of this service.
- We've installed a new system called **web help desk** that provides our users with the ability to create and track their own tickets, makes the assignment of tickets to workgroups far more efficient, and provides easy access to solutions to common problems.

- We migrated the last reports from our **AS400** data system (the system that Banner replaced) and shut down that system forever.
- In response to the growth in demand for ubiquitous and robust **wireless services** across campus, we added access points to locations on campus where there was not adequate service.
- This fall we have been engaged in a planning effort with our colleagues from the **Center for Teaching, Learning, and Research** to establish new ways that we can work together to support faculty development in **curricular technology**, and to develop a plan for work in the **digital liberal arts**.

This list is just a sample of our many recently completed projects, and our current priorities. I invite you to read through the complete list. If you have any questions about any of this, feel free to contact me.

-- mike

USER SERVICES

Service Requests

Recent accomplishments

- Installed the KACE servers, attended vendor training and installed clients on 3 classroom computers.
- Added new FAQs to the WHD system.
- Closed 1,039 tickets between 5/22-9/27 (169 Heat Tickets and 870 WHD

Tickets.)

- Upgraded the hardware in Library 105, Armstrong 161, and Axinn 105.
- Distributed 27 new faculty computers, 73 faculty upgrades, and 6 Teaching Assistant computers. Processed 60 staff upgrade/new hire/staff changes in equipment needs.
- Helped with the implementation of Follow-Me Printing.

Current priorities

- Research and testing Virtual Desktop Infrastructure technology
- Evaluate usage of labs on campus (physical and virtual).
- Transition the coordination of IT support of Language Schools and Breadloaf to Service Request staff.
- Complete internal pilot of KACE for rapid software deployment and security updates
- Expand Kace deployment to more computers on campus, and use for software and patch distribution
- Upgrade the Keyserver Server Version.
- Work with Symquest and Telephone/Printer workgroup on upcoming printer upgrades.
- Mass distribution of Staff upgrades on campus
- Completion of Johnson 208 lab hardware upgrade

Future opportunities and challenges

- Continue to streamline the software management, licensing and distribution of licensed software
- Collect survey information and trends in customer satisfaction surveys from our Web Helpdesk system
- Continue to monitor student usage of public labs and recommend services that will contain cost, when it comes to lab replacements
- Continue to build and improve our online wiki and drupal pages to link with Web Helpdesk and its self-service component

Media Services

Recent Accomplishments

- Video recording & streaming:
 - We recorded our first big events - LS Commencement and Fall '13 Convocation in HD.

- We were able to make good use of the new LED lights in Mead Chapel to improve lighting of the stage.
 - We successfully tested streaming in HD.
 - Streamed LS Commencement, Convocation, the IPEC Symposium, the Clifford Symposium.
 - SWOT retreat focused on video recording.
- The Foodworks event series went well - we connected several corners of the country using Adobe Connect, despite some challenges and limitations of the software. You can see the results here: <http://sites.middlebury.edu/foodworks/>
- Took over support for non-performance events in McCullough Student Center
- Projects:
 - Working with Facilities, Athletics and contractors on the athletic center renovations.
 - Axinn 001 received an update, allowing for easier use of the technology.
 - Hepburn basement has received an AV upgrade, as well. It will be used by the Middlebury Campus during the academic year and LS classroom during summer.
- Videoconferencing:
 - Videoconferencing network was installed at all locations prior to the start of fall ([blog post](#)).
 - MIIIS classroom was completed prior to September 1, 2013.
 - DC classroom was completed shortly after 9/1/13.
- Members of Media Services attended a 3-day conference in NYC focusing on classroom AV technology.

Current priorities

- Building equipment racks for twenty smart classroom upgrades, working with facilities to plan wiring and other work.
- Upgrading MBH 464 and Hepburn Seminar room to smart classrooms.
- Ensure support for MCC events continues to go smoothly.
- Continue follow-up on the SWOT retreat.
- Continue evaluating changes to ADA legislation and requests from customers for improved audio systems.
- Continue informing departments about the analog sunset ([go/analog](#)).
- Continue discussions on video streaming options and technologies.
- Further utilize Web Helpdesk to automate tasks & processes, Reduce manual work, improve efficiency and customer satisfaction.
- Members of Media Services will attend advanced Final Cut Pro training.
- Start budget planning for FY15, including planning for necessary classroom

updates for 38 smart classrooms.

- Videoconferencing:
 - Infrastructure is scheduled to be completed by Nov 1st, 2013.
 - The Middlebury classroom location is being actively discussed.

Future opportunities and challenges

- Evaluate feasibility of bringing digital cinema projection along 35mm projection.
- Evaluate an audio system update for Mead Chapel, lighting updates for Dana and Twilight.
- Upgrading technology spaces to maintain a 5-year replacement cycle for multimedia technology. Ensuring that, as we plan these, we take into consideration new trends, new technologies, and new legislation.
- Unified communications – the convergence of telephone, computer communications, audio and video conferencing
- IPTV – continue seeking options to affordably, legally deliver audio & video media across campus.
- Seek further training on audio and lighting design.

Telephone Services & Printers

Recent accomplishments

- Replaced 27 aging department and public printers with a uniform printer model.
- As printer/copier leases expire we are replacing all department machines with Kyocera models. Kyocera provides integrated support for our print management system, PaperCut.
- Purchased 100 additional unified messaging licenses in August for a total of 150 licenses. As of October 1, 68 licenses are in use.
- We modified the Web Helpdesk categories for self-service and for internal telephone service and for printer management tickets to provide more clarity to tickets.

Current priorities

- Work group processes restructuring.
- Maintain Web Helpdesk Service Level Agreements.
- Inventory current telephone service equipment and features in place by December 15.

- Meet regularly with the printer group staff from Service Requests and CSNS to review printer issues and improvement of processes.

Future opportunities and challenges

- Work with other LIS technology service groups to prepare an evaluation and recommendation for next generation voice and unified communication systems. Develop a plan for migrating our landline telephony infrastructure to voice over IP and mobile technologies as the life-cycle of the existing system expires.

Call Center & Walk-In

Recent accomplishments

- Student consultants and Call Center staff transitioned to a new ticketing system.
- Organized with Service Request Staff the cleanout of cage 2. Project and guidelines for donations given to summer lead to execute.
- Call center closed 2,298 tickets from 5/22/13 -10/04/13

Current priorities

- Call Center is focusing on staying ahead of SLA's.
- A physical inventory of computers in cage 2 is underway.
- Lead consultants working on ways to improve communication between themselves and student consultants.
- Organize High school students (Diversified Occupation) to help SR, Labs and printing with many tasks.
- Continue working on FAQ's for Web Helpdesk

Future opportunities and challenges

- Start planning professional development with the Call Center Staff to help reach our goal of supporting a wide variety of handheld devices. This also ties in with "Time to Learn" Pilot.
- Contact network and servers group to gather information on direction of platforms used and devices recommended.
- Lynda.com will be used to help gather knowledge of said devices and platforms once identified.

- Get a survey popup in Web Helpdesk to measure customer satisfaction.

Circulation

Recent accomplishments

- Successful BLSE and BLWC – staffing Davison, running paging slips for requested items, etc.
- Good progress made on Armstrong weeding project
- Implementation of ShiftPlanner software at Armstrong
- Shelf-read almost the entire collection in Armstrong
- Significant weeding/shifting of the H call number range

Current priorities

- Carrel sign-ups
- Training new circ sub
- Adding new equipment to our pool

Future opportunities and challenges

- Collecting and/or renewing carrel keys in December to ensure we have enough for the Spring
- Possible Borrowing website revamp
- Re-import of computer assets into Web Helpdesk and re-test of Key Server synch feature (not circ, but personally on my horizon, along with a bunch of SR folks)

RESEARCH AND INSTRUCTIONAL SERVICES

InterLibrary Loan (ILL)

Recent accomplishments

- Requesting a replacement for the Interlibrary Loan Assistant position. Then, Interviewing, hiring and Megan Burns to fill the open position.
- Expanding RapidILL Services to Monterey Institute of International Studies. We were able to activate ILL borrowing for articles at MIIS, allowing for free delivery of articles from our RapidILL lending partners and reducing MIIS staff ordering and processing time. Articles will deliver via Odyssey directly to

patrons in many cases.

- Reworking ILLiad registration templates.
- Work on an improved MIDCAT Addon for ILLiad.

Current priorities

- Another ILLiad upgrade.
- Cleanup of ILLiadData (including tracking/history, users and old ILL requests from the ILLiad database).
- Investigating uploading of ILL scanned items outside of copyright to Internet Archive.

Future opportunities and challenges

- Future of VALS requesting in ILLiad.
- Consortia opportunities for Middlebury.
- Increases in token programs and e-books and their effect on ILL services.
- Ensuring links to ILLiad from Journal Databases, not just purchase options.
- Millennium's future Middlebury.
- ILLiad potential uses as collection development tool, single stream requesting?

Curricular Innovation

Recent Accomplishments - The summer ended well, with the Digital Media Tutors completing a substantial number of projects. In addition we completed a successful pilot of SANSSpace , and collected good data to assist in the decision of whether it would be the right service for Middlebury.

- Completed the summer online language lab pilot and collected data through survey results
- Completed 73 projects for faculty through the summer Digital Media Tutor program

Current Priorities - This time of year is the busiest time for us, as we finish up Language School and summer projects in order to get faculty, staff and students prepared for the beginning of the academic year.

- Visits to other schools to evaluate programs that support curricular technology, and evaluate media lab services and resources

- Schedule and lead workshops for multimedia assignments
- Negotiate support with SANSSpace and Chester Technical Services

Longer Range Issues and Opportunities - LIS and CTLR have put together a taskforce to figure out how best to partner in order to support curricular use of technology. We are looking forward to the activities and discussions that will help us align our services with the needs for Middlebury.

Research & Instruction Workgroup and Liaison Program

Recent accomplishments

- Orientation for new librarian Stacy Reardon is mostly complete.
- Worked with Joe Antonioli, Karen Guttentag and Bob Cluss and others to get new Academic Honesty Tutorial out to first-year students, then to get results back to first-year seminar faculty.
- Finished new Citation & Style Guide (<http://go.middlebury.edu/citation>) and new FYSE guide (<http://go.middlebury.edu/fyse>)
- Printed beautiful new go/lis bookmarks designed by a talented circulation desk student worker
- Government Documents: Shared self-assessment with liaisons. Based on feedback, will undertake withdrawal of remaining periodical runs that are now available online as a goal for 2013-14.
- LibGuides Planning Group: Created LibGuides documentation, templates and style guide. Led planning meetings and training sessions.

Current priorities

- Outcomes-based assessment in selected FYSE workshops.
- Uniform feedback form for all library workshops.
- Annual departmental “welcome” message from liaisons
- Continue collection maintenance (weeding) at Armstrong Library.
- Continue work related to analog sunset: help faculty with transferring VHS to digital format
- Converting research guides from SubjectsPlus to LibGuides
- Assessment of liaison program roles
- Participation in CTLR-LIS Task Force for Academic Technologies
- Education and Training Team (R&I member: Brenda): Completed new LIS help

page. Devised list of LIS open classes to offer regularly.

- We have been working on data repository, hopes to have pilot ready this fall.

Future opportunities and challenges

- How to help information literacy efforts move along in the absence of resounding faculty support

Library Systems

Recent accomplishments

- LibGuides implementation (ongoing)
 - Participate in Carrie's LibGuides Planning Group (LG style & design) Then, I implemented.
 - Drupal site integration, including parallel SubjectsPlus and LibGuides during the semester-long migration period to allow content providers to migrate their content.
- Integrated Systems into the Serials Solutions workflow in the client center for auto-notification of new resources that need to be EZproxied.

Current priorities

- FYSE responsibilities.
- Continue as Ilsley library systems liaison as they complete their exit from our Millennium instance; should finish by Xmas.
- Shut down SubjectsPlus on Feb 1, 2014. (If everyone gets his/her content out on time.)
- ILLiad upgrade (server and clients) –*STARTED*
- Continue to monitor the various integrations with LibGuides and other systems in order to iron out the wrinkles. Then, share work more broadly as appropriate.

Future opportunities and challenges

- Fill in Mike Lynch's rolls with regard to the platforms on which he was my backup or had we shared responsibility. –ongoing

- Library Systems Think Tank.
 - Docutek dependencies investigation. (Will it support Windows Server 2008? Or is the 2003-only support a precursor to a phase-out announcement for Docutek?)
 - Continue to follow Serials Solution's and Ill's new ILSs as possible replacements to our ILS with Ill Millennium's sunset a few years away.
- Investigate/implement a detour for EZproxy issues through Web HelpDesk for statistics if it can be done without slowing down turn-around time.

ENTERPRISE APPLICATIONS

Recent Accomplishment

- Retired the AS400 at Middlebury – we completed the transfer of all data from the old AS400 and replicated reports as needed for functional areas.
- Implemented a new participant tracking system in Banner for MiddCORE.
- Created a new admissions application form and process for the School of the Environment
- Implemented paperless direct deposit process for students
- Implemented Fire Engine Red for the Admissions inquiry process at Middlebury
- Implemented data feeds to the Pyramed EHR system at the Health Center
- Scheduled and completed Hyperion training Level 1 for both functional and technical users
- All Banner developers completed JAVA/OOP and Groovy/Grails training.
- Completed onsite training in NoliJ 6.7
- Completed extensive load testing of the Banner environment leading to successful online student registration process in Banner Web.

Current priorities

- Beginning assessments of systems to replace the current judicial systems processes in PSAR and Excel.
- Implementing extensive changes to the Common Application process for admissions including rewriting all of the current data import process in Banner and the document import process in NoliJ.
- Continuing development in Banner as needed for the Identity Management System
- Continuing development in Banner related to automating the import of student

matriculation data in Banner.

- Continuing development in Banner related to removing the current developer schema restrictions in the development environments to facilitate cross training and collaboration.
- Currently testing Banner upgrades for HR, Payroll, Advancement, Student Financial Services, and Banner General.
- Working with Ellucian on the Degree Work implementation for the Registrar's office.
- Meeting with functional areas as we continue to develop our Noli Document Management system implementation plan.

Future Challenges and Priorities

- Complete the Degree Works implementation in conjunction with the Registrar's office.
- Evaluate and develop plan to convert existing functionality in the Dean of Faculty's File Maker Pro database over to other systems including Banner.
- Work in conjunction with Ellucian to migrate the Banner, Hyperion, Oracle, and Degree Works systems from the existing data center in Florida to a new facility by the end of the year.
- Continue discussion related to the implementing BEIS and CASifying Banner.

COLLECTIONS, ARCHIVES AND DIGITAL SCHOLARSHIP

Recent accomplishments

Digital Scholarship

- Supported the Spanish and Portuguese Department publication of the [open access journal, Portulano](#).
- Created a draft website for [Digital Scholarship Working Group](#) with a [showcase of current projects](#) by faculty and staff across campus.
- Inaugurated our first digitally-archived collection of Spring Symposium posters. Twenty-three students and their faculty sponsors agreed to our copyright terms. [See the posters here](#).

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Preservation

- Managed a bloom of mold on the books in the Davison Library at Breadloaf. Coordinated the initial response with Circulation Services and Facilities Services, pulled 142 books most affected and staged them for potential replacement/rebinding, now working with a local cleaning company to complete a thorough cleaning of the collections. Plan to ask Facilities for permanent air conditioning for the building.
- The condition review of the Bound Periodicals at Armstrong Library is about two-thirds complete.
- Smoothly transitioned to sending all our deaccessioned books to Better World Books. Almost all the labour required is done by student assistants as they withdraw the books. Coordinating the shipment pickups has proven to be easy, and we've already received our first commission check for sales.

Collections

- Added over 19,000 new ebook titles, close to 14,500 books and Government Docs and more than 300 DVDs to the collection.
- Journals and e-resources: reviewed our annual journals renewal list (over 1000 titles): canceled subscriptions to journals that are now "open access" or unloved, saving several thousand dollars; changed American Institute of Physics subscriptions from print-plus-online to online-only, with consultation (due to lack of "perpetual access"), saving almost \$15,000.
- Made progress on "Pilot review of continuing resources (i.e. journals)" goal, i.e. review of Education Studies resources
- Contributed to the College and beyond by way of committee participation:
 - Staff Council
 - Language School Centennial Planning Committee
 - MiddLab
 - Library Systems Think Tank
 - Digital Scholarship Working Group
 - CTLR-LIS Task Force on Academic Technologies
 - Working Group on New Technologies and Online Pedagogy
 - GMHEC consortium
 - Northeast Regional Shared Print Collection

Special Collections & Archives

- Instituted new workflows to better, and more efficiently, deliver image files and

sound recordings to researchers directly via email and cloud-based file sharing services.

- Instituted a new online Special Collection registration page.
- We provided research support for College Administration, College Advancement, outside researchers, and faculty and students in MUS, SOAN, HIST, AMST, ENAM among others.
- Working with the Gifts Office to better collaborate donations and the Friends of the Library group
- Working with Public Safety, we selected the new wireless security lock for the door between the Research Room and Stacks, and we'll be working with Facilities and the vendor for the installation process. Also working with Public Safety and Facilities Services on upgrade to entrance door lock.
- Continued orientation for Joseph and Rebekah (thank you Danielle Rougeau!).

Current priorities

Collections

- Analyze three years of circulation data gathered on "approval" books and make adjustments where necessary (and save money if possible).
- In collaboration with Circulation and Systems, clean-out Millennium/Midcat in the wake of the Ilsley Library's migration to a new library system.
- In collaboration with Preservation, R&I, and Collections, complete a review of 125 unbound journals.
- Continue progress on "Pilot review of continuing resources (i.e. journals)" i.e. review of Education Studies resources.
- Begin using the environmental monitoring system we recently purchased.
- Complete the condition review of bound periodicals in Armstrong Library.

Special Collections & Archives

- Manage digitization grant of the Helen Flanders Archives.
- Plan for the adoption of ArchivesSpace for the creation, storage, and preservation of archival findings aids in EAD (i.e. an archival xml standard)
- Inventory, clean, and re-house the Archives reel to reel film collection.
- Continue security systems upgrade.
- Cleaning of the collections in the Special Collections stacks.

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Future opportunities and challenges

Digital Scholarship

- Coordinate with cultural institutions/libraries across the state towards a shared digital archive (e.g. Green Mountain Digital Archive)

Collections & Preservation

- Support growth in the Language Schools including programs in Korean and Swahili and advanced degrees in Chinese and Hebrew.
- Develop better, more consistent process for including MIIS in electronic resource subscription decisions.

Special Collections & Archives

- Promote the Helen Flanders Archives and our digitization grant.
- Continue to make improvements to the organization of Special Collections and the College Archives.

CENTRAL SYSTEMS & NETWORK SERVICES

Recent accomplishments

- Completed comprehensive disaster recovery planning for all critical IT systems.
- Completed review and identified new border firewall solution.
- Provisioned new Intrusion Prevention Systems (IPS) in-line in our Internet connectivity path.
- Provisioned additional data storage and converted RAID configuration for faster I/O performance.
- Provisioned WebDav (<https>) access to MiisFiles.
- Upgraded VMWare cluster at MIIS to version 5.1, virtualized a number of aging physical servers at MIIS.
- Provisioned EduRoam at MIIS.
- Transitioned DNS services for miis.edu from AT&T to Middlebury's DNS solution with name servers located on both the Middlebury and Monterey networks.
- Completed a compressive network upgrade plan at MIIS, including a new redundant network core, Internet path and edge components.
- Decommissioned a legacy "mdd-unix" server, transitioned required services to other platforms.
- Decommissioned the legacy parallel computing cluster (Hoodooos).
- Significantly advanced wireless survey and improved wireless coverage throughout the Middlebury and Bread loaf campuses.

- Provisioned new servers hosting Dell Kace system in support of client computers distribution and management.
- Installed stand-alone tape drive in off-campus storage facility.
- Completed a successful test of the redundancy of our network core.
- Re-engineer network load balanced cluster of exchange client access servers, completed a successful test of redundancy.
- Completed and implemented a new network segment in support of high-end video conferencing in Middlebury, MIIS, and D.C.
- Upgraded the CS linux lab to latest OS release and current releases of supporting applications.
- Converted MiddFiles from 4 individual windows file servers to a new NAS redundant system.
- Implemented “follow-me” printing for public printers.
- Provisioned a new server in support of new GIT repositories for .Net, Banner XE and other projects – we have established GIT as LIS standard for source control.
- Provisioned new FAMIS server and client virtual machines.

Current priorities

- Provision Network Access Control (NAC).
- Complete the transition to Facilities Commander from Diamond II for Card Access.
- Purchase and provision new next generation border firewalls/IPS, make and model have been identified.
- Deploy papercut client outside of LIS.
- Transition all printers to a common vlan(s).
- Implement new network core and Internet path components as part of network refresh project at MIIS.
- Improve process for pushing out updates to juniper switches and investigate automated network/server configuration tools such as puppet or chef.
- Transition authentication/authorization for CS servers and labs from separate NIS domain to Middlebury.edu active directory domain.
- Transition files storage for CS servers (at least haystack) to MiddCloud.
- Investigate log consolidation tools such as Logstash, Splunk to facilitate log analysis, problem visibility (monitoring) and troubleshooting.
- Support IT infrastructure requirements as part of the renovation of the Center for Non-proliferation Studies offices in D.C.
- Support network infrastructure at Middlebury, MIIS, D.C. for video conferencing initiative – new network segments have been implemented at Middlebury and

MIIS.

- Advance wireless survey and planning for addressing sub-optimal wireless services throughout the campus.
- Dual home Aruba controllers
- Identify, design and support network requirements for Athletic Facilities renovation/construction
- Provision network service extension to Athletic ball fields

Future opportunities and challenges

- Next generation backup/archiving. Data storage is growing very quickly, we need to implement new archiving processes in order to reduce what we need to actively backup and potentially better allocate data not often used to less expensive/lower performance storage and/or cloud services.
- Consider eliminating MiddUnplugged wireless in favor of a target and more regulated guest wireless solution.
- Complete detailed planning for Data Centers renovation.
- Review current systems in the context of LIS' sourcing initiative – where are systems be hosted (On-campus, outsourced at vendor subject expert, at Cloud provider)?
- Complete Identity Management (IDM) “identity vault” system, enhance/replace identity related information flow/integration for College enterprise systems.
- Identify network critical buildings on campus with non-redundant fiber paths and address with alternative paths, automated failover.
- Untrusted (blue) network – enhance infrastructure for non-Middlebury network services, guest access (including wireless).

SECURITY & ADVANCED TECHNOLOGY

Advanced Technology

Recent Accomplishments:

- The Emergency Operations Center has been outfitted with dedicated technology assets to aid in emergency management situations.
- Coordinated a visit by our Gartner representative to review and present our subscription services to LIS leadership.

- Coordinated user-testing of Microsoft Surface tablets to gauge viability within our computing environment.

Current Priorities:

- Promote increased use of our Gartner subscription, which allows our community access to research on existing and emerging technologies from the world's leading technology analysts.
- Implement ALERTUS, an enhancement to our emergency notification systems capabilities.

Future Opportunities & Challenges:

- There is an incredible array of new technology arriving online nearly every day. Making time to explore and understand these technologies and the benefits and challenges that they represent is critically important. More time must be dedicated for careful exploratory and practical research to evaluate new technologies.

Information Security

Recent Accomplishments:

- Deployed improved IPS infrastructure on edge environment.
- Identified purchase details for next-generation border/edge security devices.
- Point of Sale systems are now scanned for security vulnerabilities on a regular basis.
- Conducted automated audits of institutional network fileshares to identify and report on the storage of sensitive data.
- The official data classification policy has been incorporated into the college handbook at <http://go.middlebury.edu/dcp>
- Participated in a PCI gap analysis with Finance and an external audit firm to identify areas for improvement with regard to payment card data security.

Current Priorities:

- Extending the information security RoadShows to as many functional areas as possible.
- Introducing the information security Computer Based Training program to functional areas that handle sensitive data.
- Mitigating risks identified through recent and ongoing security assessments of

network infrastructure, critical business and academic systems, and sensitive data handling.

- Continued auditing efforts to locate insecure storage of personally identifiable information (PII).
- Carefully controlled vulnerability assessments and penetration testing.
- Encouraging User Services and MIIS technical staff to continue to help identify and mitigate vulnerabilities and risks at the end-point.
- Network segmentation and layer 7 monitoring for PCI enclave.

Future Opportunities & Challenges:

- Multi-factor authentication.
- PCI compliance-related policy development.
- Time-based security protection methodology.
- Identifying and validating relevant metrics and KPIs.

Web Applications and Development

Recent Accomplishments:

- IDM identity vault created and populated with faculty and staff for all Middlebury and Monterey programs.
- MIIS Course Hub launched.
- SANSSpace integration with the Course Hub for both Middlebury and MIIS.
- CAS-ification of MIIS Course Hub, MIIS Moodle, MIIS WordPress systems.
- Content Delivery Network cluster configured for serving common static files used by many web applications.
- Development and launch of the Middlebury School of the Environment website.
- Transitioned Online Box Office service to vendor-hosted platform, SeatAdvisor.
- Mobile website updates for MIIS.

Current Priorities:

- IDM development of additional views and use cases.
- Continue Drupal 7 migration of custom modules and template code.
- Refactoring current dining menu interfaces to draw from drupal data source.
- Regular social media strategy meetings regarding institutional use of social media.
- Research into use cases and technology options for digital video needs.

- Development of an online reunion yearbook application.
- Development of an application for the Snow Bowl to manage ski school operations.

Future Opportunities & Challenges:

- Organizational restructuring of the Web Applications & Development workgroup, Enterprise Applications area, and College Communications.
- Adding student populations to the IDM vault. Generating AD groups from the IDM vault.
- Development of the enhanced online directory and faces of the class applications.
- Centralized log reporting to monitor application reliability and performance.
- Development of upgrade strategies for various systems (Drupal, Kurogo, Web, etc.)
- Implementation of new homepage and top-level pages for the Middlebury website.
- PCI compliance-related refactoring of eCommerce web forms and applications.

TEAMS

Education and Training Team

Recent accomplishments

- Finalized details of the new LIS Help & Support site, solicited feedback from managers and other groups within LIS, then successfully launched the new site on August 23. Addressed issues with broken links and made refinements to improve search results. Implemented a new “Public Search” wiki tag so work groups could opt to include pertinent wiki pages in the search results.
- Completed short list of recommended regular workshops, including staffing recommendations and identification of trainer gaps. Review pending.
- Completed recommendations for workshop required elements and skills needed by a successful trainer. Review of and location for these resource materials pending.

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Current priorities

- Schedule and offer recommended regular workshops that have training resources available.
- Determine location for and promote LIS use of recommended workshop required elements and skills needed by a successful trainer.
- Develop course content for proposed introductory workshops: Computing at Middlebury and Library Services at Middlebury.
- Review information currently available via [go/offcampus](#); determine content gaps and begin revisions to improve resources for the increasing numbers of people who work off-campus.

Future opportunities and challenges

- Developments in “cloud” services and storage will continue to impact how our community works, providing opportunities to advise/inform concerning best practices, yet challenging us with the frequency of change.
- The increasing use of mobile devices on campus and their variety make support a challenge. Our community expects to access Middlebury College services from every device and our expertise on these emerging technologies is likewise expected.

Space Team

Recent accomplishments

- Drafted a plan for LIS office assignments that accommodates new staff and brings work units together to work efficiently.

Current priorities

- Working with related stakeholders, draft a program for the redesign of the Davis Library Atrium.

Longer range issues & opportunities

- Develop a long-range plan to convert space for collections to space for students to study at carrels and in rooms.

Security Team

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Recent Accomplishments:

- Supporting information security-related CBT programs and presenting

RoadShows to functional areas.

- Implemented a new version of the security survey that is designed to require involvement of both vendors and functional areas.
- Hosted a public event in support of national Cyber Security Awareness month.

Current Priorities:

- Raising awareness about information security considerations.

Future Opportunities & Challenges:

- Solidifying the understanding that information security is a shared responsibility.

Curricular Technology Team

Recent Accomplishments

- From the Course Hub (compare Fall 2012 to Fall 2013)
 - Moodle use up 4%
 - Syllabus in Hub up 2%

Current Priorities

- Investigate solutions for time-shifted video streaming of commercial video for curricular use.
- Perform an environmental scan of video needs for Middlebury.

Longer Range Issues and Opportunities

- LIS and CTLR have put together a taskforce to figure out how best to partner in order to support curricular use of technology. We are looking forward to the activities and discussions that will help us align our services with the needs for Middlebury.

LIS Directors

Recent Accomplishments

- **Staff Professional Development** - We have established a 'time for learning' program within LIS to ensure that there is time in the schedule for staff to focus on professional development
- **Risk Assessment** -We have established a risk assessment scorecard that allows us to measure risk embedded in our most critical systems, and to identify mitigation

plans.

- **New Strategic Directions** - We revised LIS strategic directions ; see http://www.middlebury.edu/offices/technology/lis/about/strategic_directions_and_goals
- **Goals for the Year** - We established goals for the year as part of College-wide annual planning process <http://www.middlebury.edu/offices/technology/lis/about/Goals>
- **Organizational Changes** - We rolled out new organizational chart http://www.middlebury.edu/media/view/262067/original/lis_org_chart_august_2013.pdf

Current Priorities

- **Planning for new data center:** We are working closely with our colleagues in Facilities to plan for a new data center that will address some known areas of concern with our current data centers.
- **CTLR/LIS Taskforce on academic technology** - We are working closely with our colleagues in the Center for Teaching, Learning, and Research to plan for how LIS and CTLR can work together more closely in support of curricular technology, digital scholarship, and faculty development.
- **Developing the framework for doing our sourcing inventory** - As part of our long-range plan to assess our current approach to sourcing our technology, we are updating our inventory of key applications, and developing a rubric and timeline for evaluating our current approach. As part of this effort, we will be looking at our current approach to email, calendaring, data storage, and telephony.
- **Assessing teams** - We are taking a critical look at how effective our teams are at achieving results, and will be asking them to more regularly report on the progress they are making, the resources they need, and how we can best support their efforts.
- **Office space** - We continue to work closely with the space team to work through creative solutions to the space crunch that we have in our building.
- **Service level agreements and Customer Satisfaction** - With the launch of web helpdesk, we can now monitor how well we are doing in meeting our recent agreements on Service Level timeliness. In addition, we are exploring how we can poll our users to hear back from them on their level of satisfaction with recently delivered service.
- **GMHEC consortium** - We continue to work with our colleagues from Champlain College and St. Michael's to explore ways in which we can work together through the recently formed Green Mountain Higher Education Consortium (GMHEC) to both reduce costs and increase the quality of our services. We are looking at a range of ideas, including joint purchasing of technology, leasing of printers/copiers, shared data center, and joint purchasing of bandwidth.
- **Internal Communications** -We are about to launch an LIS-only blog which will

provide a platform for improving how we communicate internally within LIS.

Longer-range Issues

- **project management** - A number of LIS staff members recently attended a project management workshop, and are encouraging us to organize this training for all relevant members of LIS so that we can all work from a common framework, vocabulary, and understanding of how projects are most effectively managed.
- **acting on results of our sourcing inventory** - As we complete the inventory of services that we might consider alternative sourcing arrangements for, we will then need to plan and budget for migrations to new platforms and environments. We will need to be sensitive to the amount of change our community can live through in any given year, balanced against whatever savings and improved functionality that new ways of providing the service might offer.
- **assessing quality and reliability** - We need to find a low-impact way to understand and communicate the quality and reliability of the services that we provide in order to ensure that we are providing the appropriate quality and reliability that our campus needs.
- **change management** - We need to continue to refine our change management procedures in order to find the right balance that allows us to be agile, but also ensures that we minimize risk and the associated costs of poorly handled change.
- **implementation of results of CTLR/LIS planning** - Once we have completed the planning and analysis of how LIS and CTLR can work together most effectively, we will need to put into action whatever plan we develop. We will also need to integrate this effort with our overall budget development process.