



University Libraries Administrative Unit Review

Fiscal Year 2018

August 7, 2019

Contents

Basic Facts and Background.....	5
University Libraries Mission Statement.....	5
University Libraries Vision Statement.....	5
University Libraries Strategic Directions.....	5
Executive Summary.....	5
Personnel Resources.....	6
Current Staffing Levels.....	6
Financial Resources.....	7
Budget Challenges for Traditional Library Services.....	7
Budget Challenges for Instructional Services.....	7
Technology Budget Challenges.....	8
Collections.....	8
Unit Level Analysis.....	12
Access Services.....	12
Services.....	12
Critical Partners.....	12
Our Customers.....	13
Key Performance Analysis.....	13
Brief Assessment.....	16
Archival Services.....	16
Services.....	16
Critical Partners.....	17
Our Customers.....	18
Key Performance Analysis.....	19
Brief Assessment.....	20
Audio Visual Services.....	20
Services.....	20
Critical Partners.....	20
Our Customers.....	21
Key Performance Analysis.....	21
Brief Assessment.....	22
Computer Based Assessment & Evaluation.....	22
Services.....	22
Our Customers.....	22
Key Performance Analysis.....	23
Brief Assessment.....	23
Dean's Office.....	23
Services.....	23

Critical Partners	24
Key Performance Analysis	24
Brief Assessment	24
Design and Development Services	25
Services	25
Critical Partners	25
Our Customers.....	25
Key Performance Analysis	25
Brief Assessment	28
Distance Learning Services	29
Services	29
Critical Partners	29
Our Customers.....	29
Key Performance Analysis	30
Electronic Services	31
Services	31
Critical Partners	31
Our Customers.....	32
Key Performance Analysis	32
Brief Assessment	34
MakerStudio	34
Services	34
Critical Partners	35
Our Customers.....	35
Key Performance Analysis	35
Brief Assessment	36
Research and Learning Services.....	36
Services	36
Critical Partners	37
Our Customers.....	37
Key Performance Analysis	38
Brief Assessment	39
Science and Technology Library.....	39
Services	39
Critical partners.....	40
Our Customers.....	40
Key Performance Indicators	40
Brief Assessment	41
University of Akron Press	41

Services	41
Critical Partners	42
Our Customers.....	43
Key Performance Analysis	47
Brief Assessment.....	49
Equipment and Technology.....	49
Space	53
Trends and Future Plans.....	54
Archival Services.....	54
Access Services	54
Audio Visual	55
Computer Based Assessment & Evaluation	56
Design and Development Services.....	56
Distance Learning Services	57
Electronic Services.....	58
Research and Learning Services.....	58
Science and Technology Library.....	59
University of Akron Press	59
Appendix A- Strategic Plan	61
Appendix B- Personnel Chart.....	61
Appendix C- Organizational Chart.....	61
Appendix D- Financial Table	61
Appendix E- DDS Courses in Development	61

Basic Facts and Background

University Libraries includes Archival Services, Audio Visual Services, Bierce Library, Computer Based Assessment & Evaluation (CBAE), Design and Development Services (DDS), Distance Learning Services, Science & Technology Library, and the University of Akron Press. The University Libraries as traditional library units began expanding when University of Akron Press started reporting to the Dean in 2015. In 2016, Instructional Services units (Design and Development, Audio/Visual and Distance Learning and Computer Based Assessment & Evaluation) began reporting to the libraries instead of IT. University Libraries as a division reports directly to the Provost.

University Libraries Mission Statement

University Libraries provides resources, services, and expertise to support and enhance teaching, learning, and research.

University Libraries Vision Statement

To be known and valued as a collaborative partner essential to the educational and research processes, and fundamental to the success of the university community. As an intellectual asset for the campus, our creativity and adaptability will foster innovation in services, teaching and learning, technology, and resources.

University Libraries Strategic Directions

1. Academic Engagement: Partner with the University of Akron community to foster student success, inspire intellectual inquiry, promote scholarship, and disseminate knowledge.
2. Outreach & Collaboration: Cultivate relationships with the campus and the community to increase engagement with University Libraries.
3. Facilities & Spaces: Provide inclusive, barrier-free physical and online environments for teaching, learning, and research that are responsive to the needs of the university community.
4. Discovery & Access: Optimize and increase the discovery of and access to services, resources, technologies, and scholarship.
5. Professional Development: Invest in ongoing workforce development of all University Libraries employees to enhance expertise, effectiveness, and engagement.

Executive Summary

The University Libraries will continue to focus on its enduring mission to provide resources, services, and expertise to support and enhance teaching, learning, and research at the University of Akron. The University Libraries faces the challenge of integrating non-traditional units with the traditional library units in ways that spark new and innovative models of service delivery. In addition, as we reevaluate the nature of reference and research services, and the underlying professional charge for provision of these services, we expect our conclusions to strongly influence this integration.

Our current perspective is to work on “doing things differently with what we have” instead of “trying to do more with less.” Due to the loss of a department chair, for example, we have recently split the reporting structure of that department among two assistant deans. The unit’s function remains the same, but the division across service lines and personnel ranks for reporting purposes suggests we should collectively and creatively rethink our organizational structure. Perhaps, for example, the organization would work more efficiently if aligned for reporting along service lines rather than along traditional departmental boundaries or physical locations.

As part of this report, several units suggest name changes in order to better express the work of the integration of libraries and instructional services. For example, a more inclusive title for the entire organization is *University Libraries and Learning Technologies*, with Design and Development Services better characterized as *eLearning Services*, and Distance Learning as *Interactive Video Distance Learning*. This again suggests in the near future thought should be put into the way the University Libraries are structured to meet our mission, and the ways in which we express to our constituents what our services actually are.

Rapid changes in technology as well as delivery methods for instruction impact all units within the University Libraries. Keeping up with these changes, when coupled with rising costs for equipment, software, subscriptions, and content, is a challenge that also requires continued investment in library personnel in order to build the capacity necessary to adapt to and leverage these changes – especially if we are to do things differently with what we have. We are cross-training staff to cover a wider range of services, and sharing staff across units in order to maximize their individual impact as well as increase their skill sets and morale as they are encouraged and permitted to work in areas of personal and professional interest outside of their normal routines. For example, circulation and cataloging staff are working in archives on historical research and collection digitization projects.

At the moment we are moving forward with our strategic plan, which runs from FY2018 through the end of FY2020 [APPENDIX A]. Our objectives and action items are designed to achieve our strategic directions, as listed above. They provide us with direction and scope, helping to prioritize where we will invest declining resources over the next two years.

Personnel Resources

There are 63 employees in the University Libraries: 33 Staff, 16 Faculty and 14 Contract Professionals. Many departments rely heavily on student assistants, employing up to 40 in our largest service area. While we have multiple employees in some position types, each has unique functions and there are no redundancies, as enumerated in Appendix B.

Current Staffing Levels

Department	Contract Professional	Staff	Faculty
Access Services	0	5	0
Archival Services	2	2	1
Audio Visual Services	1	4	0
CBAE	0	3	0
Dean's Office	3	0	2
Design and Development Services	6	0	0
Distance Learning	1	4	0
Electronic Services	0	7	5
Research & Learning Services	1	4	6
Science & Technology	0	2	2
University Press	0	2	0

Financial Resources

University Libraries uses funds in several different organizational and activity codes to manage finances. Brief financial reports for each unit are available in Appendix D. This report includes operating and administrative budgets, as provided by the finance office.

Budget Challenges for Traditional Library Services

The University Libraries has always made it a priority to protect our collections budget. To this end, we do not consider the portion of the collections allocation from the central budget to be an option for filling in budget gaps elsewhere, such as for additional student assistants, special projects, meetings budget cuts, or even filling staff or faculty positions. The University has recognized the importance of the collections budget and has held our allocation static, for which we are grateful. Details of challenges with the collections budget are explained below.

Similarly, we have prioritized maintaining roughly 103 operating hours per semester week in Bierce Library, supervised by library staff, to provide students with access to the collections, including electronic resources via Learning Commons computers, individual and group study spaces, technology such as multimedia-capable workstations, collaboration workstations, and adaptive equipment for those with disabilities, beyond a traditional 8:00 am-5:00 pm workday. The Science & Technology Library maintains evening hours using student assistants, which is only acceptable because there is a staff supervisor available to them in Bierce should any issues arise. Maintaining late evening hours in Bierce requires an overtime budget and has for many years -- we currently plan for about \$23,000 in overtime. In the past we were able to use unallocated salary dollars to cover the overtime at the end of the fiscal year. This is no longer an option, and we now rely on the Dean's reserve and pooling unspent student assistant dollars at the end of the fiscal year to cover the overtime. Entering FY19 we have a critical shortage of staff, which reduces our available pool for voluntary overtime shifts. Our mix of faculty, exempt staff and contract professionals, and bargaining unit staff complicates most reasonable solutions. We have opened the call for overtime to all University Libraries departments for this semester, while we work toward a more sustainable solution to begin in Spring 2019.

Budget Challenges for Instructional Services

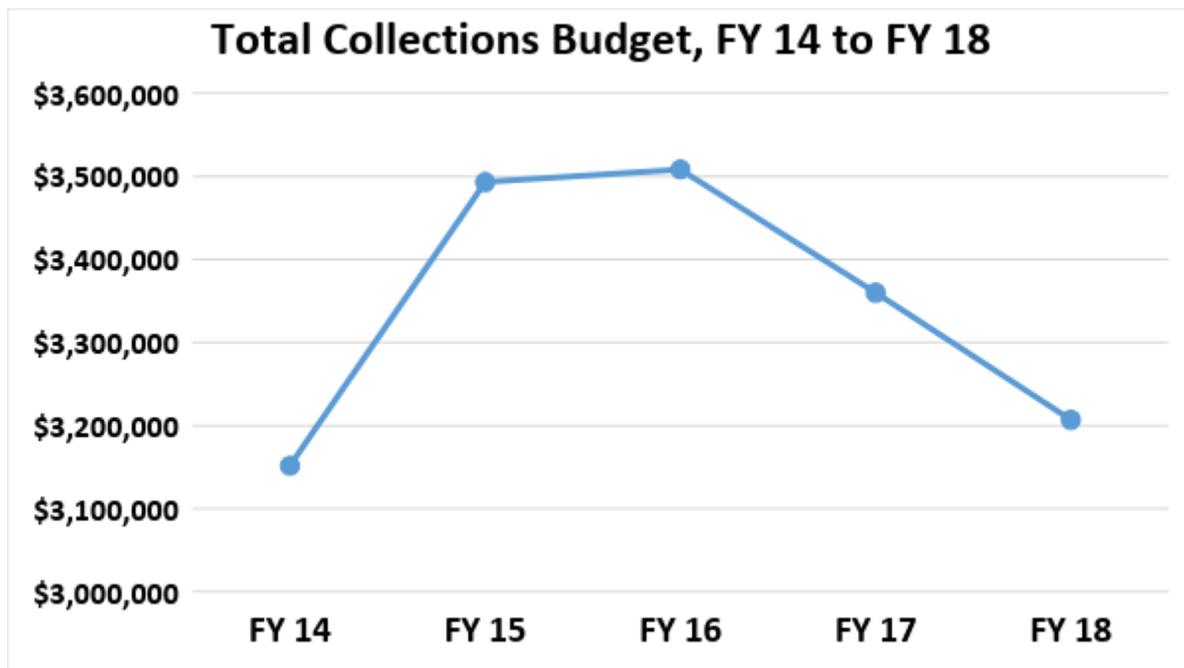
The greatest budgetary challenge associated with the instructional services units is that they have small operating budgets relative to the technology they require to provide their services. In the past, when they reported to IT, there was a black box approach to many expenditures beyond their supplies and services allocations. When new technology or an initiative needed funding, it was requested by the unit but paid from other, invisible IT accounts. This is reflected in Appendix D when there are expenditures, for example in CBAE, that exceed the original budget. This is an indication that a transfer of money was made on request midway through the year. An example in CBAE were regular mid-year increases to the student assistant budget from central IT. This makes tracking past expenditures complicated, and thus future budget planning difficult although this is improving. We currently have an excellent and collaborative relationship with IT where we are able to work with them to plan for equipment, technology, and service costs that must be centrally funded, especially when they are not intrinsically funded in the unit's operating dollars. As we continue to plan together in advance of tech updates and changes we know are required, and as we discover prior costs and track back the payment histories in IT, our shared list of campus-wide academic computing costs for budget planning purposes becomes more robust and predictable. This is a valuable collaboration between University Libraries and IT Services.

Technology Budget Challenges

We have a mix of technology refresh plans across the traditional library units and the instructional services units. We have good refresh plans, based solely on our operating budget, for staff technology and service points in the original library units, and for most of the public computers in the learning commons areas in Bierce and the S&T Library. We lack funded refresh plans for one-time learning studios purchases such as laptops and chromebooks in carts for studio use, for MakerStudio equipment, for staff technology in the instructional services units, and for the computers in CBAE's testing lab. The traditional University Libraries budget includes a percentage of technology fees, which we use strictly for technology, systems, and services of direct benefit to the students. Instructional Services, as noted above, when merged with the libraries, did not bring with them any specific percentage of technology fees for supporting their programs, or refreshing technology that directly impacts students (e.g., tech enhanced room refreshes, testing labs, test monitoring software licenses, etc.)

Collections

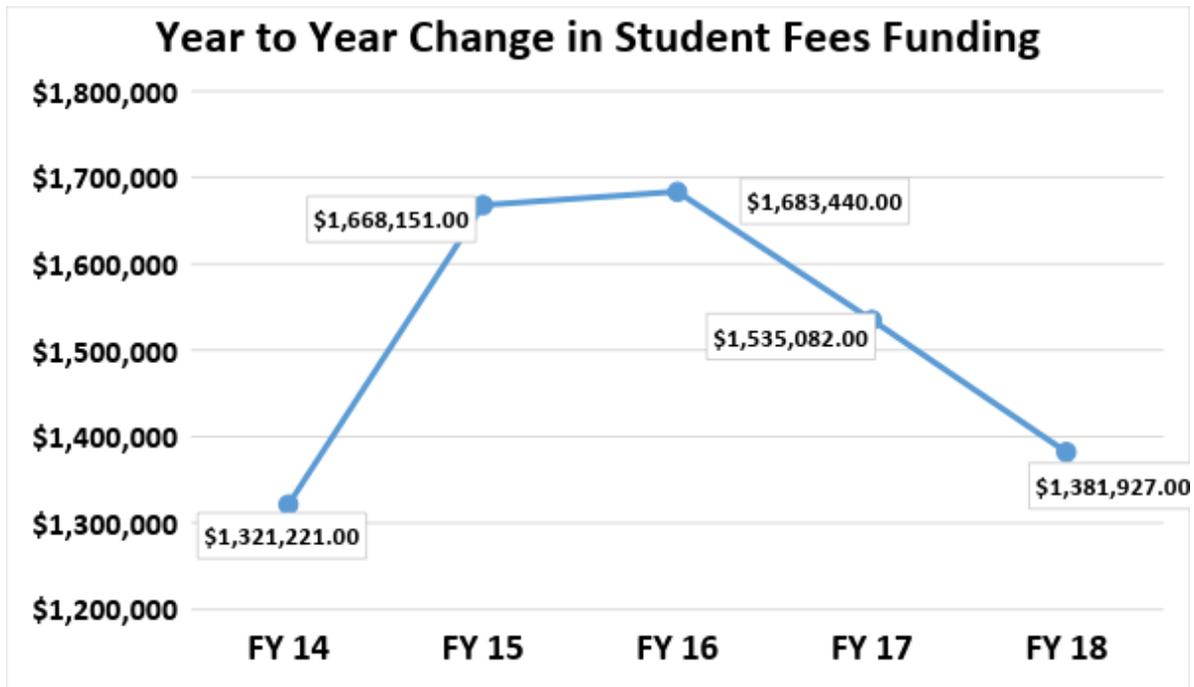
The collections budget for UL has been variable over the past 5 years with a strong downward trend starting in FY 17. The total collections budget for FY 18 was \$3,206,927 which is fairly similar to our collections funding level from 5 years ago in FY 14.



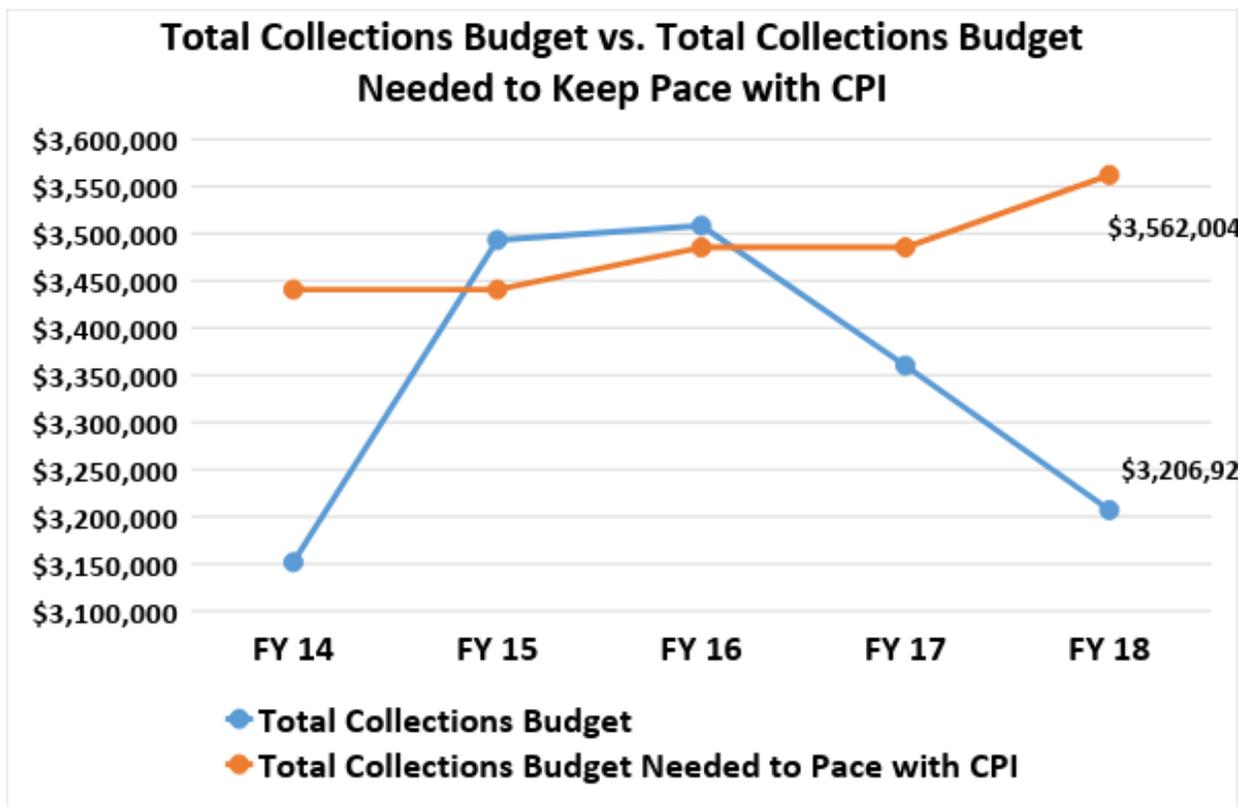
The UL collections budget is funded in a unique manner. We receive direct funding centrally from the university and we heavily rely on a per credit hour student fee. UL is only aware of the University of Toledo as another school in Ohio whose library collections are funded via student fees. Toledo uses their student fees in more of a supplementary role rather than as a major component of their total collections budget. Our funding model means that our collections funding is volatile when enrollment changes. It is no surprise that in both FY 17 and FY 18 our collections funding decreased by around \$150,000 due to UA's enrollment challenges. Fortunately, our direct funding from the university has remained stable in recent years.

Year-to-Year Total Collections Budget Change

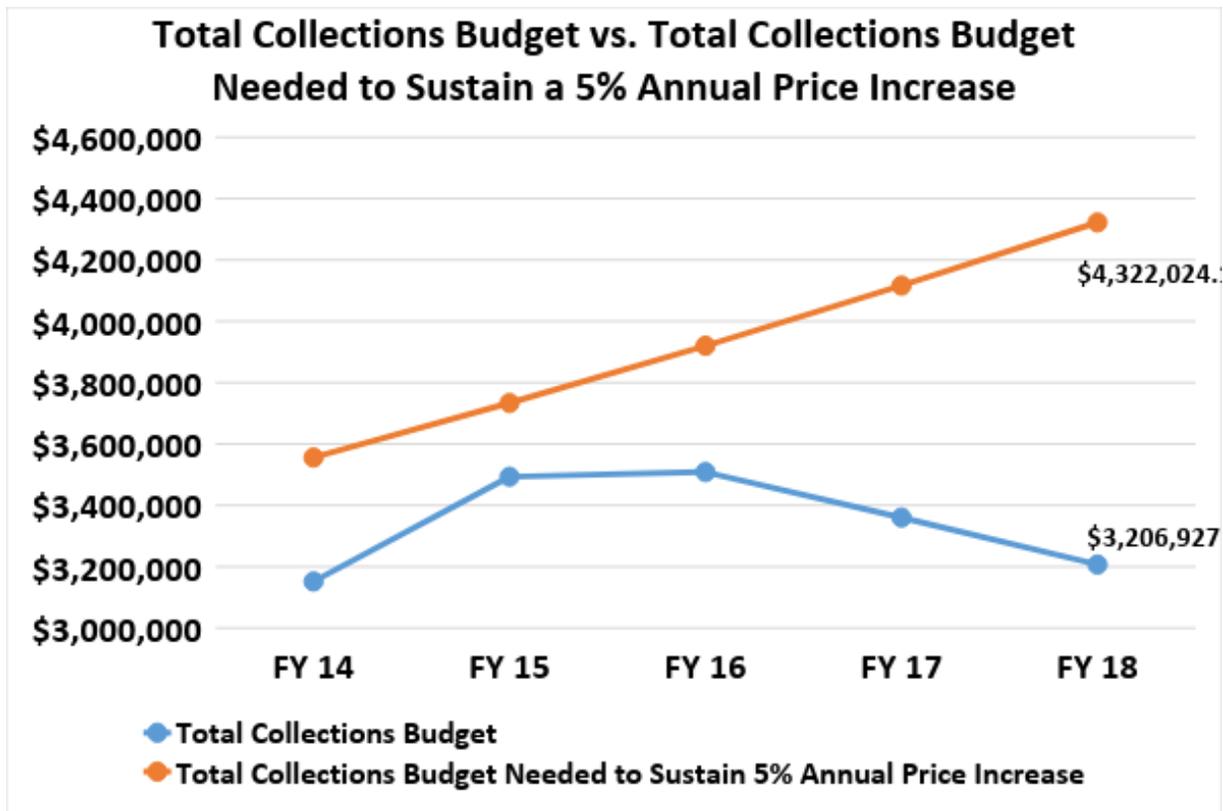
Year	Total Collections Budget	Raw Change From Prev. Year	% Change From Prev. Year
FY 14	\$ 3,151,656	n/a	n/a
FY 15	\$ 3,493,151	\$341,495	10.84%
FY 16	\$ 3,508,440	\$15,289	0.44%
FY 17	\$ 3,360,082	\$(148,358)	-4.23%
FY 18	\$ 3,206,927	\$(153,155)	-4.56%



Inflation is an additional major factor in our collections funding and purchasing power. Our budget, while declining, is still a significant number. Pricing swings of just a few percentage points can require a large sum of dollars to cover. We are constantly battling inflation. When our budget decreases, as it has in FY 17 and FY 18, our purchasing power is severely impacted. For example, looking at the general Consumer Price Index (CPI) inflation over the last 5 years, if we were to keep pace with inflation we would have needed an additional \$355,077.70 in collections funding for FY18. Our actual collections funding over that same time period was decreased by \$179,492.



Unfortunately, the cost of library and information resources often outpaces CPI. Our resources typically increase in cost somewhere 3% and 7%. These rates are heavily negotiated and we work extremely hard to keep them as low as possible. We have found in our year to year budgeting that it is appropriate to plan for an inflation cost around 5% of our total budget from the previous year. Over the past 5 years, if our collections budget were to keep pace with our realized inflation, our FY 18 budget would have needed to be \$4,322,024.13. Our FY 18 budget was short of that number by \$1,115,097.13. In other words, to maintain the same level of access to resources in FY 18 as we had in FY 13, our budget in FY 18 would have needed to be increased by \$1,115,097.13. This inflation deficit exponentially grows if we were to look back further than the 5 years that this report covers.



Total Collections Budget vs Projected Need			
Year	Total Collections Budget	Projected Need	Cumulative Deficit In Budget vs Resource Inflation Compared to FY 13
FY 14	\$ 3,151,656	\$ 3,555,739.95	(\$404,083.95)
FY 15	\$ 3,493,151	\$ 3,733,526.95	(\$240,375.95)
FY 16	\$ 3,508,440	\$ 3,920,203.29	(\$411,763.29)
FY 17	\$ 3,360,082	\$ 4,116,213.46	(\$756,131.46)
FY 18	\$ 3,206,927	\$ 4,322,024.13	(\$1,115,097.13)

Collections budget challenges are not a problem unique to UL. Struggling budgets tend to be a theme for all libraries. It is important to benchmark UL against our peer institutions around Ohio. We are competing with these institutions for new student recruitment and retention of our current students. The UL collections budget may not seem like a tool for recruitment and retention but it certainly affects both the availability and quality of resources that students need to succeed in their coursework. Availability of top resources certainly is a recruitment tool for talented faculty. The following graph shows the total collection budgets from FY 14 to FY 17 for UL and some select peer institutions. As discussed earlier, with the exception of UT, all of these libraries are funded solely through a central university allocation.

	UA	Kent	Wright St.	Univ. Toledo	Bowling Green
2014	\$3,151,656	\$5,408,803	\$4,052,126	\$2,373,393	\$2,738,938
2015	\$3,493,151	\$5,721,133	\$4,052,126	\$2,373,393	\$2,738,938

2016	\$3,508,440	\$5,809,638	\$4,052,126	\$3,484,654	\$2,738,938
2017	\$3,360,082	\$5,190,638	\$4,052,126	\$3,375,362	\$2,738,938

- KSU reported traditionally receiving a 5% annual increase to cover inflation although that has not been automatic in recent years. The KSU budget decrease in FY 17 was described as a one-time cost saving measure.
- UT has a cost-sharing program with Colleges on their campus. (Note: With only a few exceptions, UL does not charge or cost-share resources with individual Colleges. Any exceptions tend to be UL helping out an individual College with a resource rather than UL reaching out for financial support from the individual colleges.)
- BGSU, WSU, and UT reported that they supplement their collections budget through foundation funds which help them purchase special collections and electronic resources.

Unit Level Analysis

Access Services

Services

Access services operates the Circulation Desk, the key service point in Bierce Library; manages the study, learning, classroom, and relaxation spaces for students and faculty at Bierce Library; delivers physical and digital resources to students and faculty; performs all functions at Bierce Library related to Circulation, Interlibrary Loan, Course Reserves, and functions of OhioLINK system-wide; maintains the physical circulating collections; provides access and support for technology lending, copying, scanning, and printing; maintains approximately 103 Bierce Library open hours a semester week; and supervises up to 40 student assistants.

Access Services prioritizes customer service to University students and faculty, maintaining open hours, Interlibrary Loan, Course Reserves, technology lending, and study space/classroom support for students and faculty at Bierce. To support these priorities, the 4 FTE staff share in supervising the building during open hours and are each assigned one service (Interlibrary Loan, Course Reserves, technology lending, students/stacks maintenance) to manage. Approximately 50% of their work hours is scheduled as Circulation Desk supervision and the remainder is for managing their assigned service. Bierce Library had 350,212 patrons visit during the 2017 fall semester. In that time, study rooms were booked 9,751 times, learning studios (classrooms) were booked 817 times, 46,996 physical library resources were checked out, 11,430 pieces of technology equipment were circulated, 12,396 interlibrary loan requests were made, and course reserves posted over 400 unique academic resources to University classes through Brightspace.

Critical Partners

- Other University of Akron Libraries: Includes all Bierce Library departments, Science & Technology Library, Archives, Law Library, Wayne Library, Center for the History of Psychology Archives
- Instructional Services: Design & Development, Audio Visual/Distance Learning Services, CBAE
- Academic units: We provide course reserves, technology equipment, classroom and meeting space for faculty and students
- Office of Accessibility: We support students with accessible equipment and resources

- UA Information Technology Services: Supports our servers, systems, images, copy/print/scan equipment, Help Desk and PC Support located in Bierce
- EX[L] Center: Located in Bierce
- Tutoring Service: Located in Bierce
- Accounts Payable/Zipcard Office/Peoplesoft Management: To resolve financial holds on student accounts
- OhioLINK libraries and libraries worldwide: Resource sharing through Interlibrary Loan

Our Customers

- University of Akron students and faculty
- University of Akron academic departments
- University of Akron student groups
- Students/faculty in Ohio education institutions: OhioLINK lending/borrowing of physical resources
- Libraries worldwide: Interlibrary Loan lending/borrowing physical and digital resources
- Community groups/individuals

Key Performance Analysis

Staffing levels

Publicly available staffing information for peer institutions confirms University Libraries Access Services staff manage their services with far fewer staff.

Staffing Level Comparison (July 2018)	
University of Akron	5
Bowling Green University	10
Cleveland State University	9
Kent State University	10
Miami University	15
Ohio State University	31
University of Cincinnati	11
University of Dayton	8
University of Toledo	11

Course Reserve

Course Reserve services, especially electronic reserves, continue to be in high demand with increases in academic resource integration with Brightspace classes. Copyright costs to support the demand continue to rise. As the UL Affordable Learning Initiative progresses we expect course content on reserve to rise, as well as associated costs.

Course Reserves	FY14	FY15	FY16	FY17	FY18
Hardcopy Reserve Checkout	*43327	*40853	*42999	15719	12491
Number of Brightspace courses w/ Electronic Reserve	85	60	82	87	99
Number of Digital Electronic Reserve items	1005	641	794	597	822

Number of pageviews to Electronic Reserve Items	30144	13262	27299	26729	Avail. 12/18
Number of unique visitors to Electronic Reserve Items	793	1759	2807	2548	Avail. 12/18
Copyright Costs	\$9,560.69	\$10,077.90	\$9,926.39	\$13,678.34	Avail. 12/18

*Submitted data includes all branches and media materials

Interlibrary Loan

Interlibrary Loan continues to remain in demand for University faculty and students. Interlibrary Loan is the lending & borrowing of materials not owned by the University of Akron. Document Delivery is the digitization of materials owned by the University of Akron and delivered to University of Akron students and faculty.

Interlibrary Loan Statistics	FY14	FY15	FY16	FY17	FY18
Number of borrowed articles/digital items	5438	3485	3669	4041	3093
Number of lent articles/digital items	2090	2965	6084	4772	5923
Number of borrowed physical items	705	358	799	714	754
Number of lent physical items	585	626	1725	1180	1531
Document Delivery	1559	868	1107	1140	1134
Total Interlibrary Loan Requests	10377	8302	13384	11847	12435
Copyright Costs	\$6,032.27	\$4,539.24	\$2,367.57	\$5,581.42	\$5,584.42

Circulation

Circulation of physical items is steadily decreasing due to availability of digital resources. This decline is in line with other academic libraries. Technology circulation includes laptops, cameras, calculators, tablets, and cabling accessories to support circulating equipment and technology in the learning studios. Technology circulation is slowly increasing and will increase faster when we replace old machines with speedy new machines. The sharp decline in technology circulation seen in FY17 is related to a change in laptop loan periods from 1day to 7day.

Circulation	FY14	FY15	FY16	FY17	FY18
OhioLINK Borrowing	15227	14575	10097	7869	8051
OhioLINK Lending	17180	19421	17052	15051	14521
All Circulation/Checkout	171715	n/a	139813	135144	103528
Technology Circulation	*55886	*43829	*31582	19117	22554

*Laptops checked out for a 1 day period. In FY17, we switched to a 7 day checkout. Therefore, fewer checkouts but more satisfied students.

Study Room/Learning Studio booking

Interest in booking Bierce Library Learning Studios (classrooms) continues to increase for teaching faculty, librarian instruction, student group meetings, community education programming, and summer bridge programming for K-12 students. Study rooms for individual student and group study enjoy huge popularity.

Bierce Study Room Bookings	Calendar YR16		Calendar YR17		Calendar YR18, first half	
	Unique users	Number of bookings	Unique users	Number of bookings	Unique users	Number of bookings
Ground Floor: 6 study rooms	537	1322	875	2399	558	1513
First Floor: 4 study rooms	616	2133	690	2319	462	1496
Second Floor: 11 study rooms	907	3272	1317	4723	948	3294
Third Floor: 16 study rooms	729	3251	1137	6166	854	4656
Totals	2789	9978	4019	15607	2822	10959

Bierce Learning Studio Bookings	FY16		FY17		FY18	
	Unique users	Number of bookings	Unique users	Number of bookings	Unique users	Number of bookings
Room 154 - Tech enabled; seats 49	79	263	83	308	90	334
Room 274 - Tech enabled; seats 49	51	440	56	489	46	585
Room 269 - Not tech enabled; seats 25	20	87	30	137	28	160
Room 279 - Tech enabled; seats 40	48	193	41	273	53	200
Room 61 - Tech enabled; renovated; seats 30	0	0	27	56	62	318
Totals	198	983	237	1,263	279	1,597

Gate counts/hours open

Bierce Library Gate Counts by Month	FY16	FY17	FY18
July	14,799	12,517	9,166
August	14,528	15,823	29,804
September	69,802	47,645	89,460
October	74,389	46,698	101,574
November	59,731	39,828	84,331
December	43,457	25,740	45,043
January	24,133	16,911	42,610
February	51,419	32,298	72,053
March	47,164	27,247	61,689
April	54,013	34,974	74,379
May	29,023	17,133	13,943
June	11,659	8,393	13,221
Total	494,117	325,207	*637,273

* FY18: Replaced inaccurate gate counter with SenSource (3D video and thermal imaging people counter) for more accurate counts.

Brief Assessment

Strengths: Access Services strengths include a dedicated staff that prioritizes student experience at University Libraries and consistently updates services and facilities to meet their study, information, and relaxation needs, manages a large workload with a small staff compared to peer institutions, and delivers student/faculty access to resources and spaces.

Challenges: Challenges include supporting student demand for increased building services with existing staff levels and availability of financial resources to update student use classrooms, and circulating technology.

Opportunities: Upcoming opportunities are long term space planning for reducing and integrating service points to more efficiently serve students and faculty.

Archival Services

Services

The mission of The University of Akron Archival Services of University Libraries is to collect, preserve, and provide access to primary and secondary source materials that document the history of The University of Akron and the region, as well as select materials requiring special care and handling. Materials are collected in order to support the operational needs of the institution and the teaching and research activities at the university and in the wider intellectual community.

The University Archives collects, preserves, and provides access to historical resources that document the history of The University of Akron and its predecessor institutions in order to serve as the institutional memory of the university and to support the operational needs of the institution. As the official repository for the university, this service is our number one priority, as it is our primary purpose to serve the university and its administrative units. This includes providing research services and historical information to various units including the President's and Provost's offices, Office of General Counsel, University Communications & Marketing, and the Office of Development, to name a few. This service generates little revenue, but must be done to support the administrative, fiscal, and legal needs and obligations of the institution and to meet state laws and university policy. The largest portion of our efforts (approximately 35%) are put into this service so we can support the university's operational and educational needs.

Special Collections within Archival Services collects, preserves, and provides access to primary and secondary source materials that document the history of the region of which the university is a part in order to support teaching, research, and scholarship at The University of Akron and the wider intellectual community. Our primary focus in regards to this service is to assist our student body in locating the information they need for their class projects, including research papers, theses, dissertations, etc. Another focus is to provide services and information to our university faculty in regards to their teaching, research, and scholarship. Finally, we provide this service to anyone in the local community and the wider intellectual community, with authors, scholars, and documentary film makers contacting us from around the globe. This is the main source of revenue for the department as we charge use fees for our historic photographs and other resources that are published in for-profit publications and productions. Therefore, about 30% of our effort is put into processing, preserving, digitizing, and providing access to our Special Collections resources so they can be discovered by the general public and utilized in publications and productions, ultimately generating revenue for the department.

The **Records Management** program within Archival Services operates in accordance with state law, particularly the Ohio Public Records Act (Ohio Revised Code Section 149) and university policy, especially BOT Rule 3359-11-11, and develops and maintains an efficient and economical program for records retention, disposition, and destruction of university records. As the responsible unit for the

records management program, in consultation with the Office of General Counsel, it provides records management for the entire main and branch campuses including training, consultation, maintenance of the records retention schedule, monitoring of changes in laws and policies affecting records management, inventory control, storage, archiving and retrieval of university records, and facilitation of the destruction of non-archival university records that have exhausted their retention periods per the approved records retention schedule. While this service does not generate any revenue, it is required by state law and university policy and does save the institution money in terms of storing, archiving, and servicing only those records that are essential for the operation of the university. In addition, the Records Management Program provides valuable service to our legal counsel by ensuring that we are in compliance and by maintaining and providing documentation needed for the defense of the university in legal matters, thereby reducing legal fees and the possibility of fines. Approximately 20% of our time is spent on this service with one full-time staff member dedicated to the program with overall direction provided by the department head and assistance provided by other departmental staff.

Archival Services provides **reference and research assistance** to the students, staff, faculty, and administration of The University of Akron and the University community in order to support the operational needs of the University and to foster student success, life/job skills, personal enrichment, partnerships, and intellectual growth. Again, this service generates revenue as we charge the general public for research, photocopying, and scanning services and fees for utilizing our resources in for-profit publications and productions. This is a major portion of our services (percentage of time spent is rolled into the above) with one dedicated full-time staff member and other personnel including the department head assisting as needed due to reductions in staffing.

Archival services also provides bibliographic instruction and information literacy sessions and workshops to University of Akron classes and organizations as well as outside universities and community groups in order to promote the use of the resources and services of the department, the libraries, and the university. This is a very important yet minimal part of our services (approximately 8%), which is mostly performed by the department head, who is a member of the library faculty. This service has become increasingly important due to the rising costs of textbooks and the Affordable Learning Initiative, as it promotes primary sources and makes students and faculty aware of these resources and their potential classroom uses.

Education and Outreach is an important part of Archival Services mission. We educate the campus and the community on university and local history, archival research and operations, and primary resources through outreach services including instruction, displays and exhibitions, workshops, and educational programs. Archival Services provides experiential learning for students at The University of Akron and other educational institutions by offering internships, practicum experiences, and student employment opportunities. This is a very important yet minimal part of our services (approximately 7%), which is mostly performed by the department head.

Critical Partners

Inside University:

- Students and faculty in various academic departments, especially those using primary sources in their teaching and research (exs. History, English, Art, Communications, etc.)
- Office of General Counsel: Partner with on Records Management Program; help draft and approve copyright and use statements, donor agreements, and other legal documentation; and provide access to records needed in legal cases involving the university.
- Office of Development: Provide each other information and assistance in cultivating donor relations to acquire funding, support, and materials.
- University Communications & Marketing: Provide resources on university and local history to help promote the university and its history and help us with promoting our resources and services to our students, faculty, staff, administrators, and the general public.
- IT for support of technology needs including hardware, software, and server storage needs

- College and Department Records Management Liaisons: Provide training in records management and assist with university records disposition and retention.
- Other museums and archives on campus: Share resources and partner on various projects and programs (CHP, Hower House, School of Art Gallery, etc.)
- UA Press: Provide them images and information for publications and they publish our materials.
- DDS: Assist each other with development of online content and educational resources for our students including documentary films that promote the university and our resources.

Outside the University

- Granting agencies and foundations who have provided grants to accomplish our work, especially making our resources more readily available to our students, faculty, and support units (exs., Knight Foundation, National Endowment for the Humanities, Ohio Humanities Council, Ohio Historical Records Advisory Board, National Film Preservation Foundation, etc.)
- Area museums, archival repositories, and historical societies to collaborate and share resources to make our collections and services more readily available to our students, faculty, and the general public (exs. Stan Hywet Hall & Gardens, Summit County Historical Society, Special Collections Division of the Akron-Summit County Public Library, Akron Art Museum, KSU Special Collections & Archives, MAPS Air Museum, McKinley Museum, Pro Football Hall of Fame, Cleveland Public Library, Cleveland Natural History Museum, etc.)
- KSU School of Library and Information Science: Provide interns/practicum students to us and we provide experiential learning opportunities.
- Ohio History Connection (formerly the Ohio Historical Society), OhioLINK, and the State Library of Ohio: Partner to promote collections and resources to our students, faculty, and the general public, ex. www.ohiomemory.org and Digital Public Library of America.
- Professional organizations which provide professional development opportunities to our student assistants and staff (exs. Society of Ohio Archivists, Midwest Archives Conference, Ohio Museums Association, Ohio Local History Alliance, etc.)

Our Customers

- Archival Services provides records management training, consultation, and storage for the entire main campus and branch campuses.
- Archival Services provides access to archival resources and services to the main campus and branch campus and the general public (this includes nearly 3,000 in-depth research requests in FY 2018), especially the following customers/users:
 - Students and faculty in various academic departments, especially History, English, Art, Engineering, and Communications for whom we provide in-depth research assistance and resources for papers, projects, presentations, and publications.
 - Office of General Counsel: We provide access to university records needed in legal cases involving the university and help with records management and records compliance.
 - Office of Development: We provide information used in cultivating donor relations and fundraising efforts.
 - University Communications & Marketing: We provide resources on university and local history to help promote the university and its history.
 - UA Alumni, donors, and friends of the University.
 - Community patrons interested in researching genealogy and local/regional history.
 - Local/regional corporations and businesses, non-profit organizations, foundations, and social, fraternal, and religious organizations (exs. Goodyear, Bridgestone, Knight Foundation, Akron Community Foundation, etc.)
 - Local/regional newspapers and radio and television stations and major news outlets.
 - Local/national/international scholars and researchers.
 - Documentary filmmakers.
 - Authors and book publishers.

Key Performance Analysis

User statistics: Approximately 3,000 in-depth research requests are answered each year, which includes assistance with student papers and projects and thesis and dissertations, faculty projects and publications, legal counsel requests, and requests for historical information from various campus offices including Development, University Communications & Marketing, and other administrative units, and the university community and general public.

- Information literacy assessments: Data only available for last two years, but shows that 96% of the student's receiving instruction from Archival Services are grasping the material.
- Records Management Reports, which includes number of university records acquired, audited, scheduled, and archived or destroyed (See Records Management Annual Reports in the Appendices)
- Statistics on the collection, including number of cubic feet of archival materials in the collection:
 - 32,000 cubic feet of materials, including the following. Note that this number has been slightly decreasing recently due to the auditing and destruction of non-archival university records that have exhausted their legal retention periods and the deaccessioning of collections that do not support the curriculum or are out of scope of our collections development policy. (see chart for comparative collection statistics)
 - 18,000 volumes, approximately 93% cataloged, including:
 - Books published by the University of Akron Press and University authors in order to document the university's intellectual output.
 - Rare and special collections books, periodicals, and published resources that support the curriculum and the teaching and research mission of the university.
 - 8,000 cubic feet of university archives including:
 - Board of Trustee Minutes
 - Commencement programs
 - Faculty/staff directories
 - Press releases
 - University publications (Buchtelites, Tel-Buchs, alumni magazine, annual reports, etc.)
 - Correspondence, reports, and subject files of administrative units (President, VPs, Deans, Directors, Counsel, etc.)
 - Minutes, correspondence and reports of councils and committees
 - Departmental records including minutes, reports, correspondence, publications and syllabi
 - University photographs of people, places, and events
 - Audio and video of the campus and university events
 - Campus maps and architectural drawings
 - University artifacts
 - 7,000 cubic feet of records center materials. Non-archival university records need temporary storage until they can be destroyed per the university's records retention schedule.
 - 20,000 cubic feet of manuscript collections that document the university community and history of the region of which the university is a part and support the curriculum and teaching and research mission of the university.
- Number of archives and special collections items in the catalog (see chart)
- Number of materials digitized and available online (see chart)
- Number of archival resources utilized in scholarly print publications (approximately 30 per year)
- Number of archival resources utilized in television and documentary film productions (approximately 15-20 productions per year)

- Number of students who go on in the profession (grad school and jobs in the field—approximately 75% of our student assistants)

Comparative collection statistics

	Cubic feet of archival/special collections materials	Number of processed items available via catalog	Number of digitized items available online
UA	32,000	31,141	35,113
KSU	29,000	32,000	4,421
CSU	36,000	10,000	50,000
YSU	1,300	<i>na</i>	<i>na</i>
UB	5,000	<i>na</i>	<i>na</i>
NIU	<i>na</i>	60,000	<i>na</i>
Miami U	<i>na</i>	85,000	34,000

Brief Assessment

Strengths: Collections on university and local/regional history, rare book collection, genealogical resources, digital collections, expertise of faculty/staff, and service ethic.

Challenges: Lack of staffing and other resources, especially technological.

Opportunities: Grant funding, partnerships, internships (especially Five-Star Fridays).

Audio Visual Services

Audio Visual Services supports teaching, learning, and collaboration by providing innovative education, presentation, and performance technology equipment and services to faculty, students, staff, administration, and the local community.

Services

The primary service of AVS is to provide audio visual equipment and support services for classes, conferences, presentations, and special events. Audio Visual staff provides personal instruction about how to operate installed and/or portable equipment. Audio Visual Services Technicians provide design and installation services for new builds and renovated teaching and learning spaces at all five UA campuses to ensure standardizations and highest level of teaching equipment. This includes over 300 general purpose and department owned classrooms and teaching spaces on all campuses. Technicians provide troubleshooting and repair of portable and permanent installed equipment in classrooms, auditoriums, meeting and conference spaces and private department rooms.

Critical Partners

- All academic and administrative departments across the university
- UA Satellite Campus
- Information Technology Services
- Physical Facilities: Electricians, Carpenters and General Trades
- Capital Planning

Our Customers

- All students
- UA Faculty (Part-time & Full-time)
- University Academic & Administrative Depts.
- Greater Akron Community
- Athletics Department

Key Performance Analysis

AVS Service Requests:

Year	Requests
2014	19,378
2015	12,409
2016	10,198
2017	7,546
2018	6,941

*Decrease in AVS requests from 2014 and 2018 due to installation of permanent technology equipment (TECH classrooms) in 68 general purpose classrooms over a five year period. Single classroom delivery requests decreased however staff must be on call to maintain those same teaching spaces. Shifting of AVS support and services as technology in these teaching and learning spaces evolve.

AV Design & Install Projects:

The following projects were designed, installed and maintained on site and with remote diagnostics from 2016 -2018. These are just a few of the larger projects for which AVS technicians are responsible for the design of technology.

- The Corbin Finance Lab, CBA 106 Only one of its kind at UA: Interactive Simulation Classroom
- Law School Addition Phase I & II: designed classroom, moot court room and study rooms
- History of Psychology Addition Phase I & II
- LJFF College of Education Renovation
- Department of Speech and Hearing SOTA Lab
- Radiology Department interactive Recording Lab
- Bierce Library One Button Studio
- Guzzetta Hall School of Dance: Six Dance Studios
- Bierce 61 Multifunctional Classroom/Lab

Audio Visual Services Revenue Generation:

Rental of AV equipment to outside community members, and the AV equipment requested by outside organizations that use campus facilities on the Akron Campus generates some revenue for the department. Revenue is used to update outdated equipment. Average yearly revenue generation is \$5000-\$6000.

Brief Assessment

Strengths: This service is used by almost every department. It offers the latest video and audio equipment to students and faculty to enhance teaching and learning. The service provides support and service for VIP one-time events on campus, as well as academic and non-academic units with hardware purchases, installation and design expertise.

Challenges: Staffing is minimal and it is challenging providing real time audio visual support and service 14 hours per day for classes, academic and administrative units, special events, conferences and meetings. Funds need to be identified for the hardware replacement life cycle budget instead of random requests for large pots of money to address failing or outdated hardware upgrades that negatively impact teaching and UA learning spaces.

Opportunities: AVS is providing and leveraging all of its expertise and hardware resources to provide the latest and greatest instructional hardware, support and service to five campuses. When we are requested to assist in some way, the department delivers.

Computer Based Assessment & Evaluation

Services

Computer Based Assessment & Evaluation (CBAE) provides service in the design, development and deployment of online assessments and surveys, as well as the processing of paper-based assessment answer forms (i.e, Scantron forms). CBAE works with academic departments across the University to perform the following key functions: manage, maintain, and create reporting for Course Evaluations, both paper evaluations as well as the online system; perform test scanning, scoring, and report generation for tests given using Scantron forms; manage, maintain and staff an 84-station proctored Computer Based Testing lab using Brightspace, Perception, and other textbook/publisher specific applications. Some whole-class testing is done and scheduled by instructors, and other courses allow students a window during which they should report to the testing lab to complete their exams. The testing lab also provides a proctored testing service in support of UA's online courses. The proctored lab follows NCTA testing center guidelines.

CBAE has had a complete turnover in staff in Summer 2018. Two long term staff have retired and the remaining long-term staff member is on medical leave until late Fall. The two new staff were briefly trained by the outgoing retirees, and have continued their professional development on the job.

Our Customers

- Working with instructors to create and maintain test banks, especially in the Perception testing system.
- **New Student Orientation and Advising offices** across the University to perform placement testing.
- **Adult Focus, Early College High School, Upward Bound**, and also with high schools offering CCP to provide placement and course testing services remotely and in our testing lab.
- CBAE coordinates testing procedures with **satellite testing centers at Wayne College and MCUC** as well as with the **Counseling and Testing Center**.
- Students across campus.

Key Performance Analysis

Note that due to recent staff turnover some institutional memory is missing, and more recent performance data is currently unavailable. Beginning with Summer 2018, staff will begin collecting statistics consistently and to gather key information, including the numbers for:

- Students utilizing the center
- Faculty utilizing the center
- Tests administered and what type
- Scantron tests scored/scanned
- Problems during testing due to older technology
- New faculty using the center

Brief Assessment

Strengths: The operation is fairly regimented and the new staff are both coming up to speed quickly and maintaining excellent service.

Challenges: Much of the equipment and resources at CBAE are older, out of warranty, and eventually in danger of failing if not replaced. Bierce Library has started rotating their public workstations down to CBAE when replacements are ordered. This is not a great solution, but it does help to keep the average age of the computers under eight years.

Opportunities: There is a definite opportunity to work with faculty and departments to encourage the increased use of other technologies and method for proxying exams. There is also an opportunity to work with the Division of Student Success to determine if there are more efficient arrangements and collaborations among the various units on campus that administer testing. Finally, this academic year there is the opportunity to work with Faculty Senate to select a commercial course evaluations system to replace the aging and time intensive on-premise, locally developed system we use currently.

Dean's Office

Services

The Dean's Office is responsible for providing the environment, resources, and support necessary for the University Libraries to achieve its mission of meeting the diverse and changing information, teaching, and learning needs of UA students, faculty, and staff.

We directly support the activities of the Dean, and provide centralized administrative services to the faculty and staff of the UA Libraries. We work with other campus departments as well as numerous outside organizations, partners, and vendors.

The University Libraries Dean's Office performs the following services:

- Staff and professional job searches
- Coordinate student employment
- University Libraries budget administration and fiscal planning
- Work with UA facilities personnel to coordinate projects within the libraries
- Libraries' purchasing
- Engagement programming
- Library assessment and statistics

Critical Partners

- University administration and leadership
- University divisions, including IT Services, Student Success, PFOC and Capital Planning, UAPD, Finance, HR, Development, Government Relations, Alumni Relations, etc.
- All academic departments
- Department and units with services co-located in the libraries (exs. EX[L] Center, Tutoring, College of Engineering, IT Help Desk, PC Repair)
- Institute for Teaching and Learning
- Other University of Akron Libraries
- Academic and public libraries throughout the state
- Consortial and related organizations, both state and national (OhioLINK, OhioNET, NEO RLS, NOTSL, CRL, EDUCAUSE, etc.)

Key Performance Analysis

University Libraries Dean's office manages expenses within budget annually, maintains safe and comfortable facilities, and manages collections and learning services to meet research, teaching, and learning needs of UA students, faculty, and staff. We use our strategic plan to provide direction and to prioritize budgets and staff efforts, and measure success through adherence to and completion of the plan.

Brief Assessment

Strengths: Increased services and interesting integrations resulting in enhanced services made possible by merging Instructional Services into University Libraries. Affordable learning initiative, and solid respect from OhioLINK and the state on this issue. Completed strategic planning process, have subsequent two year action plan for maintaining direction and setting priorities.

Challenges: Significantly fewer faculty than ideal (down at least 7 FT TT faculty, including a department chair, in the last 6 years), at least 6 library specialist positions less than ideal, and at least 2 instructional designers less than ideal. Decreases in operating budget and decreases in available fees due to enrollment decline coupled with increased costs for content and technology make it difficult to maintain a relevant and sufficient collection of library materials to meet the research and learning needs of students and faculty.

Opportunities: This academic year brings a good opportunity for considering ways to organize the entire university libraries along service lines, for a more streamlined and responsive organization. Computer Based Assessment & Evaluation, for example, is a unit currently staffed with entirely new employees and, while challenged, has the opportunity to reinvent the service. Faculty have been encouraged and are working on rethinking reference services to make more effective use of their time and expertise, particularly as they are understaffed. The Affordable Learning Initiative is gaining traction, and engaging with more faculty and programs to increase the use of low and no-cost resources for students. Similarly, the learning outcomes assessment module and a new configuration of the Brightspace learning management system underway this summer opens many possibilities for better outcomes assessment across academic programs.

Design and Development Services

Design and Development Services provides students on and off campus with an enriched educational experience for a lifetime of learning through centralized learning systems, innovations in technological pedagogy, and online education opportunities.

Services

The primary service of DDS is to provide instructional design support and consultation to faculty who are in the process of developing new or existing blended and online courses. Our instructional designers blend their knowledge of sound pedagogical principles with the technology required to facilitate learning at a distance to create courses that are aligned to course objectives, accessible, navigable, and that promote learner interaction and engagement.

The design process of an online or blended course is a substantial commitment of time on the part of the designer and the faculty developer. Course development often spans across a semester with numerous consultations between the DDS staff and the faculty member along the way.

Given these services, our role has an impact on nearly every student at the University of Akron in some capacity. Further, this impact is likely to happen daily and possibly even multiple times per day. Nearly all of our courses, even those that are face-to-face and lab-based take advantage of academic technology in some capacity. For example, it would be rare to have a student who is not using Brightspace for the majority of their courses. In addition, most UA students will also take classes that benefit from Panopto lecture capture, WebEx for synchronous meetings, team projects and office hours, Respondus Monitor for exam integrity, and more. Our role is to help the faculty choose the best tools to achieve the best learning outcomes. In the case of online courses, these technologies essentially are as important as any of our physical buildings on campus. Therefore, we see our service as being critically important to student success.

Critical Partners

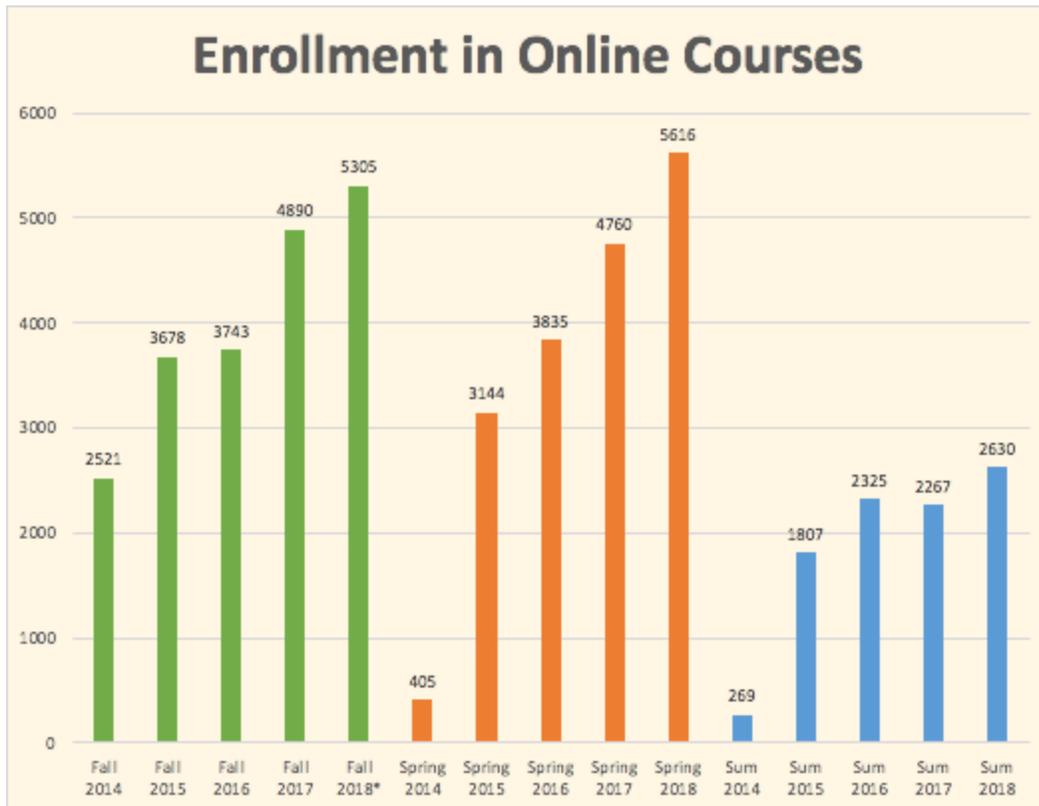
- All academic departments across the university
- Institute for Teaching and Learning
- Office of Accessibility
- Information Technology Services
- Quality Matters Ohio Consortium

Our Customers

- All students
- UA Faculty (Part-time & Full-time)
- University Academic Depts.

Key Performance Analysis

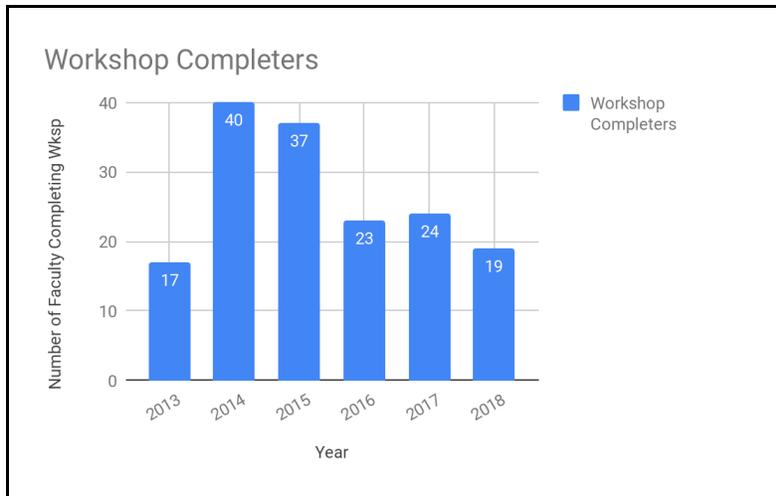
- Number of Courses in development
- Number of courses in revision
- Number of online courses approved
- Enrollment in online courses
- Number of faculty who complete professional development



For the last 5 years, enrollment in online courses has grown:

- Fall 2014-Fall 2018, an increase from 2521 students to 5305 students: **110%** (*Note that F18 enrollment is still in progress*)
- Spring 2014-Spring 2018: 405 students to 5616 students: **1287%**
- Summer 2014-Summer 2018: 269 students to 2630 students: **878%**
- There are more than 47 courses in active development and 11 that have been completed between May and July of 2018
- [Here is the link to all Current Courses in Dev](#) [see also Appendix E]

DDS workshops for faculty are popular in general and the 2-week intensive workshop, which requires faculty to spend 60 uncompensated hours in the classroom, produce workshop completers at a steady pace.



How DDS Compares to its peers

Our ID/Multimedia staffing is 52% of the average of our peers. Our peers average 11.6 FTE, Akron has 6 FTE. Similar data shows that enrollment in online courses at Akron is approximately 60% of our peers (when looking at the percentage of students who are solely enrolled in online courses). In the following table, this shows the data from IPEDS (Fall 2017). The specific columns show the percentage of students who are only enrolled in distance education and the percentage enrolled in some distance education courses at the undergraduate and graduate level. Additionally, we have included the Changing Landscape of Online Education (CHLOE) data to show how we compare to the national enrollment trends.

Institution	UG Only Dist. Ed	UG Some Dist.	Grad ONLY Distance	Grad Some Distance	eLearning Staffing	G A	Name of Group
Bowling Green	4	17	26	9	7		Center for Faculty Excellence
Cleveland State University	4	27	10	19	11	4	CSU eLearning Team
Kent State (Main)	9	42	30	18	29		Office of Continuing and Distance Education (partners)
Miami University	0	13	24	15	7		eLearning Miami
Ohio State University	1	25	5	6	27		Office of Distance Education and eLearning
Ohio University	24	17	40	2	12		OFFICE OF INSTRUCTIONAL INNOVATION
The University of Akron	3	17	5	10	6		Design & Development Services
University of Cincinnati	7	30	32	12	17		eLearning at UC
University of Toledo	10	31	9	14	23	1	UT Online
Buffalo State	0	100	8	92	11		Instructional Design & Training, Creative Media
Ball State	5	29	67	7	14		Ball State Online
Central Michigan	14	9	40	7	4		Center for Instructional Design (++) Partner)
Eastern Michigan	5	22	18	12	3		Center for E-Learning

Western Michigan	3	20	10	7	5	ELearning
Northern Illinois	2	8	5	7	3	eLearning Services
Wright State University	2	22	16	14	6	CENTER FOR TEACHING AND LEARNING
Average	5.8	26.8	21.6	15.7	11.6	
CHLOE	13	18	28	9		Average of nationwide selection of schools that participate in the CHLOE survey

Brief Assessment

Strengths:

- Enrollment in online courses has grown 324% in the last 5 years.
- In the last 5 years, we have trained 160 instructors to develop online courses.
- We currently have 50 courses in development.
- We have the full range of technology that we need to develop high quality and highly interactive online courses.
- Our key technologies have moved to continuous delivery in which we always have the most current features.
- We have extensive expertise in applying the Quality Matters rubric as well as providing leadership to statewide and national Quality Matters initiatives.
- We are rapidly developing expertise in the adoption of affordable learning options and we are being recognized for our efforts both regionally and nationally.
- We have established a New Explorations in Teaching conference. It is now in its 4th year. We were able to attract \$6800 in vendor support in the first year that we enabled this. Feedback from faculty attendees has been extremely positive making Akron a thought leader in the area of scholarship of teaching and learning.
- We are beginning an initiative to secure Quality Matters recognition for all of our online MBA courses.

Challenges:

- Staffing, as noted in the chart is still approximately half of that of our peers. Consequently, our enrollment in 100% online programs is still lagging compared to our regional peers.
- We struggle significantly with the lack of quiet recording studio space. Faculty prefer to have us close by when recording lectures, but our space does not meet this need well.
- We do not have enough space to work with multiple faculty members simultaneously.
- We have started to caption as much video as we can to meet accessibility needs, but we do not have a new budget for this. We have been depleting other budgets to meet this need.

Opportunities:

- Online courses have been broadly accepted in nearly every college on campus. We only need one science lab in order to be able to offer a completely online bachelor's degree. There are a couple programs that are ready to offer an online degree once we have the general education requirements met.
- All of our courses needed for an online MBA have been developed or are nearly complete. We need to secure approval to offer an online MBA.
- With the State Authorization in place, we can market our programs to nearly every state.
- We have an opportunity with our affordable learning initiative to significantly reduce the cost of materials for students. This could give us a competitive marketing advantage if we act quickly.

- We are in the process of implementing Learning Outcomes Achievement tools in Brightspace. This will enable us to more efficiently generate the data we need to identify and promote programs that have high learning outcomes, giving us a competitive advantage over schools that cannot quickly produce this data. This project will help us maintain and improve existing accreditation status.
- We are developing our first low-residency Master's Degree (Applied Politics). There are relatively few low-residency programs in the state. We have an opportunity to attract new audiences with this option.

Distance Learning Services

Distance learning Services provides synchronous learning technologies and infrastructure for classes, meetings, and conferences hosted at the University of Akron and available from hundreds of locations around the world.

Services

The primary service of DLS is to provide the synchronous technology and classroom facilities to deliver and receive academic courses to University of Akron and non-University of Akron students. We design, install and provide maintenance for 35+ DL classroom facilities, support WebEx desktop video conferencing and collaboration solutions, provide DL video bridging services to Wayne, Lakewood, MCUC and Millersburg satellite campuses, and offer pedagogical and technological training that is content specific to best optimize the technology. Distance Learning Services maintains the DL infrastructure of classroom equipment, including computers, video switchers, and codecs independent of the UA computer network.

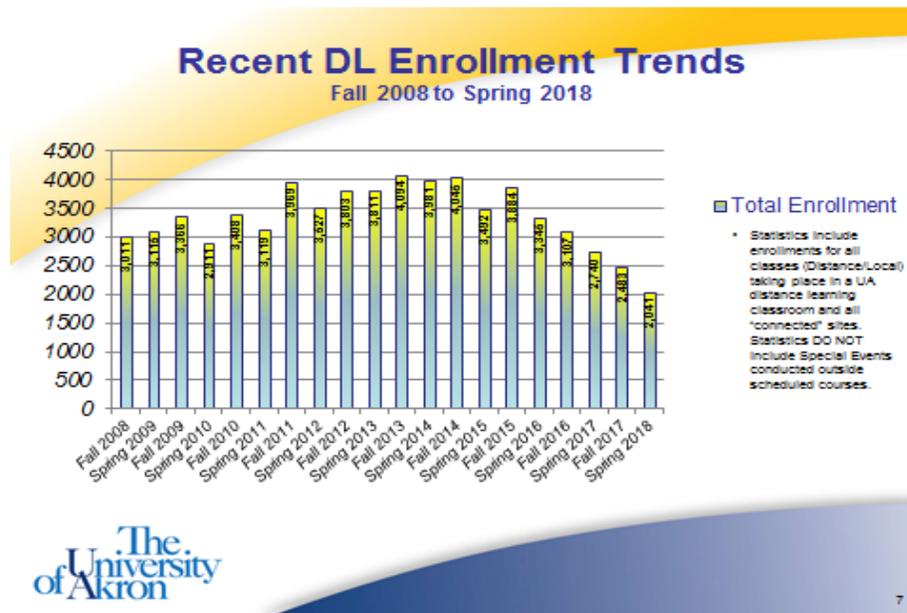
Critical Partners

- All academic and administrative departments across the university
- UA Satellite Campus
- Information Technology Services
- 17 public high schools across six counties
- Capital Planning
- Provost Office
- Government Relations Liaison

Our Customers

- All students
- UA Faculty (Part-time & Full-time)
- University Academic Depts.
- UA Alumni & Benefactors

Key Performance Analysis



Decrease in DL enrollment beginning Fall 16 due to conversion of Masters in Social Work with CSU to campus-based course, staff attrition, and switch to onsite CCP classes.

Revenue Generation For UA from DL course delivery

Distance Learning Tuition Generation										\$ Generated By Area					
Term	Avg CR	UAG Tuitt	OCG Tuitt	FSUG Tuitt	UAGr Enr (SW)	OCGr Enr	OCUG Enr	PS/CP	Comb Enr	Term	PSO	UA Grad	OC Grad	OCUG	Year End Total
Spr '18	3	\$472	\$453	\$395	23	58	214	393	44	Spr '18	\$49,125	\$32,568	\$78,822	\$305,730	\$466,245
Fall '17	3	\$472	\$453	\$395	12	90	225	524	9	Fall '17	\$65,500	\$16,992	\$122,310	\$277,290	\$482,092
Spr '17	3	\$472	\$453	\$395	76	149	121	444	32	Spr '17	\$55,500	\$107,616	\$202,491	\$181,305	\$546,912
Fall '16	3	\$472	\$453	\$395	68	82	137	530	7	Fall '16	\$66,250	\$96,288	\$111,438	\$170,640	\$444,616
Spr '16	3	\$472	\$453	\$395	83	78	322	532	25	Spr '16	\$63,840	\$117,528	\$106,002	\$411,195	\$698,565
Fall '15	3	\$472	\$453	\$395	96	126	368	665	2	Fall '15	\$79,800	\$135,936	\$171,234	\$438,450	\$825,420
Spr '15	3	\$472	\$453	\$395	104	230	224	500	14	Spr '15	\$296,250	\$147,264	\$312,570	\$282,030	\$1,038,114
Fall '14	3	\$472	\$453	\$395	132	231	369	534	5	Fall '14	\$316,395	\$186,912	\$313,929	\$443,190	\$1,260,426
Spr '14	3	\$463	\$445	\$387	120	227	530	431	15	Spr '14	\$250,196	\$166,680	\$303,045	\$632,745	\$1,352,666
Fall '13	3	\$463	\$445	\$387	99	265	450	473	10	Fall '13	\$274,577	\$137,511	\$353,775	\$534,060	\$1,299,923

										<p>NOTES: PSO totals represent approximate amount returned to UA by State of Ohio, approximately 50% of undergraduate tuition through Spring 2015. New PSO/CCP guidelines reduced this amount to \$40/credit hour for Fall 2015 going forward subject to future increases (\$41.57).</p>									
KEY																			
<p>Avg CR - Average Credits Calculated Per Class. Majority of courses are 3 credits. Some classes vary more or less, but "3" used for calculations as average is consistently approximate at "3".</p> <p>UAG TuIt - Graduate Tuition Rate Per Credit Hour for On-Campus Student (UA rate)</p> <p>OCG TuIt - Graduate Tuition Rate Per Credit Hour for Off-Campus Student (only includes students paying UA tuition)</p> <p>FSUG TuIt - Undergraduate Tuition Rate Per Credit Hour for Off-Campus (Far-Site) Students. (UA Rate)</p> <p>UA Gr Enroll - UA Graduate Enrollment (Social Work ONLY)</p> <p>OC Gr Enrl - Graduate Enrollment at Off-Campus Sites (Does not include CSU Social Work students who pay CSU tuition - @ 200-300 students per semester)</p> <p>OC UG Enr - Undergraduate Enrollment at Off-Campus Sites Incl SW UG on campus.</p> <p>PS/CP - Off-Campus PSEOP/CCP Enrollment</p> <p>Comb Enr - Students in Courses That Have Both a Graduate and Undergraduate Section Number (Calculated only at Undergraduate Rate)</p>																			
<p>NOTES: : For purpose of calculations, "3" used as standard course credit load. (Avg CR)</p> <p>: Students enrolled in combined graduate/undergraduate courses are calculated at the undergraduate rate.</p> <p>: Any undergraduate student enrolled at a PSEOP Far-Site for a PSEOP class calculated at PSEOP rate (rare instances)</p> <p>: CBA Graduate courses charge a higher rate of tuition. Calculated at lower standard UA graduate rate.</p> <p>: General Calculation for Graduate/Undergraduate Tuition On-Campus includes General Service Fee, Facilities Fee with Tech Fee for Grad ONLY.</p> <p>: General Calculation for Graduate/Undergraduate Tuition Off-Campus includes only General Service Fee and Tech Fee for Grad ONLY.</p> <p>*** Tech Fee applied only to graduate tuition rate as it is only group that receives fee "across board".</p>																			
<p>FALL 2013 FORWARD TOTALS INCLUDE CONNECTIONS TAKING PLACE BETWEEN WAYNE/MCUC/LAKEWOOD/OTHER SITES SUPPORTED BY UADL BUT NOT CONNECTING TO MAIN CAMPUS.</p>																			
<p>BEGINNING IN FALL 2015 AND GOING FORWARD, COLLEGE CREDIT PLUS REPLACED PSO. NEW STRUCTURE ONLY YIELDS UA \$40/CREDIT HOUR. CALCULATION IS AT AN ASSUMED AVERAGE OF \$120 FOR A 3 CREDIT HOUR CLASS, ACTUAL AMOUNT ESTIMATED TO BE SLIGHTLY HIGHER DUE TO 4 CREDIT HOUR GOVERNMENT AND POLITICS COURSE.</p>																			
<p>BEGINNING IN FALL 2016 SOCIAL WORK PARTNERSHIP ENDED WITH CSU. COURSES OFFERED TO UA LOCATIONS (LAKEWOOD PRIMARILY). THOSE TOTALS INCLUDED IN "OFF CAMPUS" TOTALS IN ADDITION TO THE "ON-CAMPUS" TOTALS TRADITIONALLY COLLECTED.</p>																			

Electronic Services

Services

The Electronic Services department includes the functional areas of Acquisitions, Cataloging, Electronic Resources, Collections, Library Systems, and Library Web Services. Our mission is to serve our students, faculty, staff, and the greater Akron community by acquiring, processing, and managing information resources in a variety of formats. We provide the infrastructures and expertise that facilitate discovery of and access to library materials, in order to support the successful transformation of information into knowledge.

Critical Partners

- Other UL units: Access Services, Research and Learning Services, Archives,
- Other UA Libraries: Law, Wayne,
- Other UA units: Campus IT, Campus Web, Purchasing, Accounts Receivable, General Counsel
- Outside of UA: OhioLINK, OhioNET, EBSCO, numerous vendors, Innovative Interfaces, regional partners (NEOMED, Kent, Youngstown, Cleveland State), and Northeast Ohio Depository.

Our Customers

- Students, faculty, staff, community members,
- Access Services, Research and Learning Services, Archives, Law, Wayne, Northeast Ohio Depository.

Key Performance Analysis

UL Electronic Services is responsible for the purchase, installation, and maintenance of public workstations at UL locations (Bierce, Science, and Archives).

Public Workstations 2018			
	Bierce	S&T	Archives
Dell	52	42	3
iMac	9	9	

Electronic Services keeps a number of yearly statistics from different sections. Footprints allow staff and patrons to open tickets for technological issues (for Library Tech) and problems with UL online tools (the catalog, the Web site, and so on). We encourage the use of tickets to track issues for statistical purposes, so this does not include patrons and staff members who give verbal feedback.

Footprints for Library Tech

Year	Tickets Open & Closed
2013-2014	585
2014-2015	488
2015-2016	431
2016-2017	411
2017-2018	315

Footprints for Electronic Resources

Year	Tickets Open & Closed
2013-2014	22
2014-2015	51
2015-2016	34
2016-2017	30
2017-2018	19

The following statistics demonstrate usage for materials purchased, processed, cataloged, and mostly selected, by Electronic Services, beginning with electronic journal downloads.

Articles Downloaded		
Year	Total Downloads	Total Platforms
2013-2014	933,611	20
2014-2015	1,042,423	20
2015-2016	1,072,952	30
2016-2017	993,787	42
2017-2018	1,054,063	62

Downloads by E-book chapter show the overall increase in usage of books online.

Chapter Downloads		
Year	Total Downloads	Total Platforms
2013-2014	237,035	4
2014-2015	386,975	13
2015-2016	441,719	12
2016-2017	246,375	19
2017-2018	301,217	16

Electronic books, journals, and streaming video purchased by both UL and OhioLINK and processed by Electronic Services.

Electronic Resources			
Year	E-journals	E-books	Video
2015-2016	137,924	41,473	27,953
2016-2017	27,075	187,146	9,108
2017-2018	18,809	209,688	50,038

Print resources purchases have declined in recent years, but many are still purchased and processed by Electronic Services. We also catalog UA Electronic Thesis and Dissertations, but that workflow is determined by class size, how quickly the graduate school can process material, and priorities in the Cataloging Department.

Other Resources				
Year	Print Books	Print Serials	Sound Recordings	Video
2013-2014	5645	71	535	568
2014-2015	3560	81	1211	1437
2015-2016	2039	110	518	386
2016-2017	6944	667	454	394
2017-2018	852	207	393	48

For detailed information on the Collections budget, please see Collections section in the Financials overview.

The constricting budget does not mean that there is less for Electronic Services to do. As resources move to mainly electronic the workflow and processes become more technical and complicated. As personnel retire and are not replaced, Electronic Services is leaner and more skilled than ever before. The chart below shows the personnel in departments at other Ohio and/or MAC universities. Electronic Services at UL covers a wide array of responsibilities at other universities. Systems, IT, and Web are often separated from the more traditional Acquisitions, Cataloging, and Electronic Resources. Collections, added to Electronic Services in December, is also usually its own team versus being one faculty member as UL has. Although UL is not at the bottom of the staff listings, we do not rank well amongst our MAC companions.

Institution	Employees in Electronic Services
University of Akron	13
Bowling Green University	14
Cleveland State University	10
Kent State University	19
Miami University	15
Ohio State University	68
Ohio University	24
University of Cincinnati	17
Western Michigan University	21
Northern Illinois University	28
Eastern Michigan University	7
Central Michigan University	15
Ball State University	30
Wright State University	13
University of Toledo	10

Brief Assessment

Strengths: The Department's largest asset is its staff. Because of the experience, knowledge, and networking of the staff. Electronic Services does an excellent job moving resources from purchase to accessibility to maintenance. This includes the creation and maintenance of the library's' Web presence and the purchase and maintenance of the public PCs, Macs, and laptops.

Challenges: The largest challenge is dealing with decreasing enrollment, which means less fee money from tech and collections. The downturn in enrollment, along with the increasing inflation of our resources, means hard decisions have to be made about what resources to cancel and how much we can allot for replacing circulating laptops and public PCs and Macs. Succession planning for highly skilled personnel and cross-training are also challenges.

Opportunities: Doing more with less is often seen as a way to innovate under pressure, and we have created new workflows, especially in Acquisitions and Systems. We also have new opportunities to collaborate with our regional and OhioLINK partners in order to pool resources.

MakerStudio

Services

The Bierce MakerStudio provides students, staff, and faculty a space to build, create and design through various means of technology that may not be available elsewhere on campus. Most notably, we provide free personal and academic 3D printing. Staff and student workers also provide instruction, generally by live in-class activities. Other services include a fully stocked craft room with supplies, equipment and materials to create projects, both for academic and personal purpose; a Virtual Reality space for both testing of new technologies and introducing students to this new and upcoming technology; and the One

Button Video Studio where users are able to record studio quality video with in-house green and blue screen with a professional lighting setup.

Critical Partners

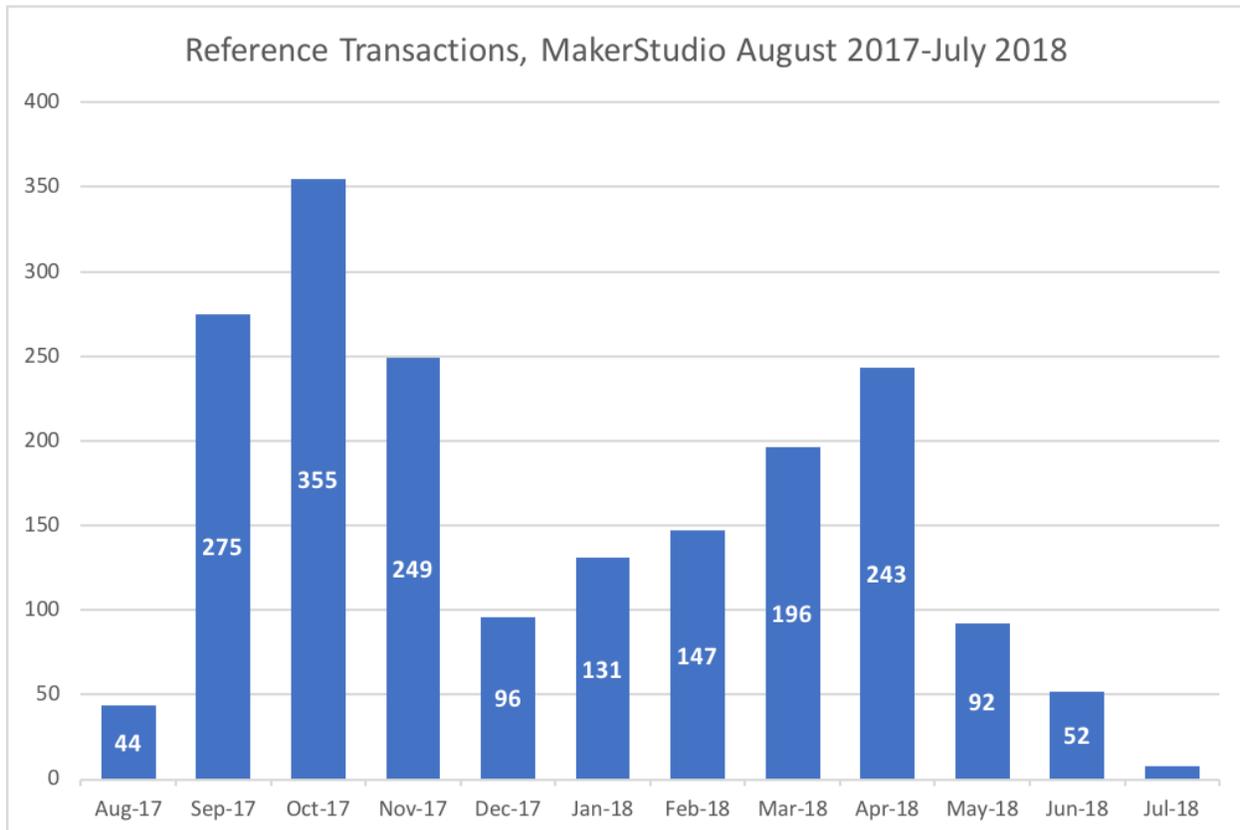
- Summer@Brown
- HAkron
- International Center, specifically international student orientation
- Summer Bridge Program
- Patricia Vinyard (Anthropology)
- Dr. Jordan Renna (Biology)
- Dr. Janna Andronowski (Biology)
- Dr. Lis Regula (Biology)
- Dr. Francis Broadway (Education)
- Mrs. Karen Plaster (Education)
- Theatre Department
- STEM
- 3D4E
- LeBron James Family Foundation College of Education
- The Source – Department of Student Life
- Institute of Teaching & Learning
- Student Success Steering Team
- Office of Admissions (tours)
- Office of the University Registrar (Akron Experience)
- EX[L]
- Think Tank to Shark Tank
- Zip Assist Office
- Choose Ohio First
- Akron Public Schools

Our Customers

- Undergraduate students
- Graduate students
- Staff and Faculty
- Zip Assist Office
- Choose Ohio First
- Akron Public Schools

Key Performance Analysis

We track classes, groups, tours, and partnerships each semester by using the LibGuides platform. We also track with use of the MakerStudio calendar, the number of sessions we perform each year. We have catalogued 3D print submission data, both academically and personally, for the past 4 years.



Brief Assessment

Strengths: The MakerStudio has proved to be a popular new service as evidenced by the impressive number of partners and users. Our extensive collaborations form a network of campus partners that use and appreciate the MakerStudio.

Challenges: The MakerStudio depends heavily on continued investment to keep the facility modern enough to be relevant to student projects. If the equipment begins to age out of usability, it will not be useful for curricular purposes which would sap the vitality of the space.

Opportunities: Partnering with the MakerStudio allows students the opportunity to take ideas and concepts from class and turn them into physical objects, presentations, interactive displays, and so on. This experiential learning center is poised to expand and work with many departments and academic programs.

Research and Learning Services

Services

Research and Learning Services supports the mission of UL by providing materials, training, and information to all members of the UA community with a focus on student information literacy outcomes.

Research and Learning Services faculty's core work is a provision of instruction, reference, and collection development for the university. Our faculty also do original research and are involved with professional organizations in order to stay current and push forward the field of librarianship.

Staff in Research and Learning Services manage the User Support Services desk, providing reference assistance for students, faculty, and community members at Bierce Library, supervise student assistants, provide all Government Documents collection management and representation at the state level, and assist Access Services with maintaining approximately 103 open hours at Bierce Library. Priorities include providing scholarly research assistance to students with referral to faculty librarians upon need or request for additional expertise. User Support Services and the Reference Desk are managed by 3 full-time staff, all of whom share in managing reference assistance at the User Support Desk during heavy usage hours by students and faculty, approximately 35 hours a week. One full-time staff is responsible for the Government Documents collection, which includes cataloging, physical maintenance, expert reference assistance, and state level representation. The remaining 2 full-time staff assist with course reserves, interlibrary loan, and Circulation Desk responsibilities.

Critical Partners

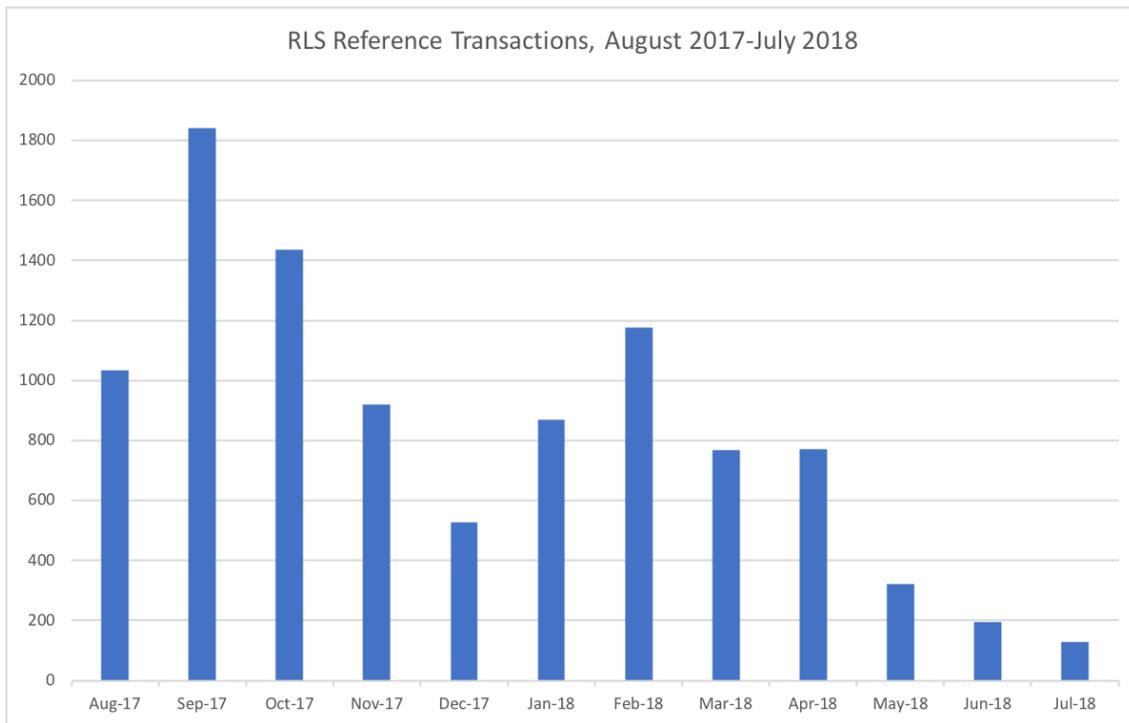
- Design & Development
- International Center, specifically international student orientation
- Summer Bridge Program
- Director of Assessment (Office of Academic Affairs)
- Coordinator of General Education
- Institute of Teaching & Learning
- Student Success Steering Team
- Office of Admissions (tours)
- Office of the University Registrar (Akron Experience)
- EXL (fake news event)
- OhioLINK
- NorthEast Research Library consortium
- Other University of Akron Libraries: Includes all Bierce Library departments, Science & Technology Library, Law Library, Wayne Library, Archives
- Academic units: To support course assignments, student and faculty research requirements
- State Library of Ohio: To support Government Documents collection and reference assistance

Our Customers

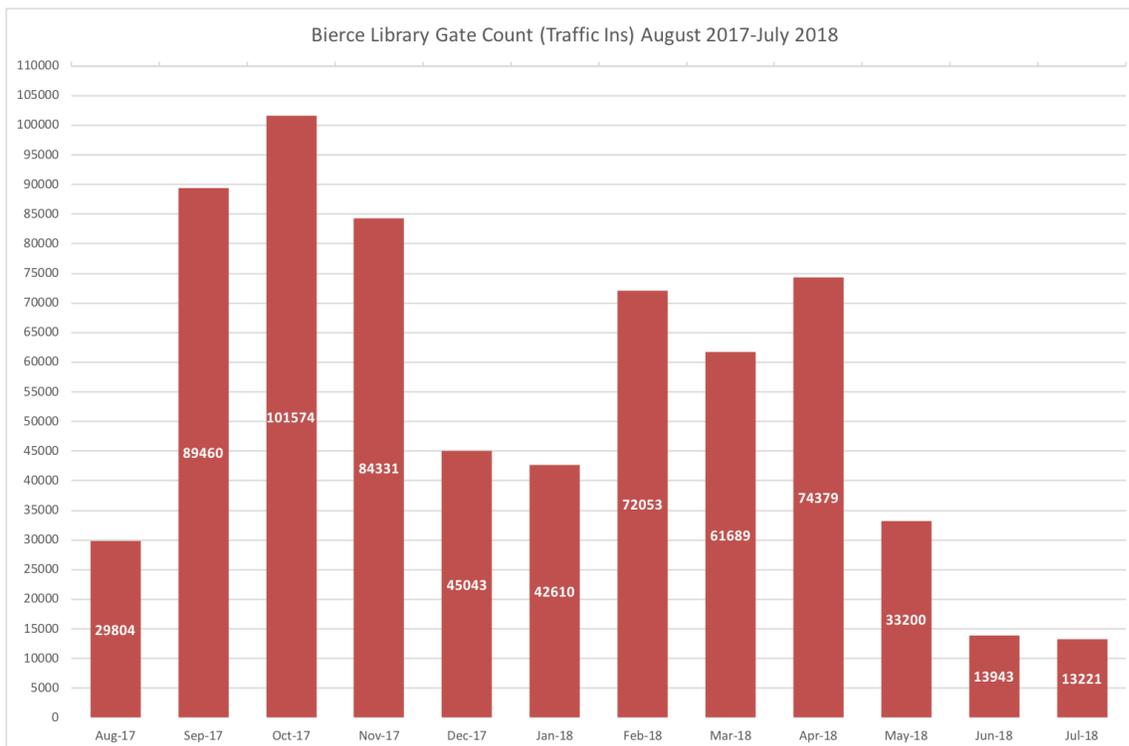
- Students and faculty in the departments we serve as liaisons
- New international students (twice a year)
- Summer Bridge students (40-50 each summer)
- Various faculty and staff through ITL workshop (attendance and frequency vary)
- Akron Experience students (varies)
- General student and faculty population in attendance at outreach events, such as Rethinking Race, Banned Books, Disability Awareness, March Madness, Pre-Finals activities
- Research and Learning Services provides instruction for courses in the Buchtel College of Arts and Sciences, College of Business Administration, the LeBron James Family Foundation College of Education, and Williams Honors College.
- University of Akron students and faculty
- University of Akron academic departments
- Community groups/individuals

Key Performance Analysis

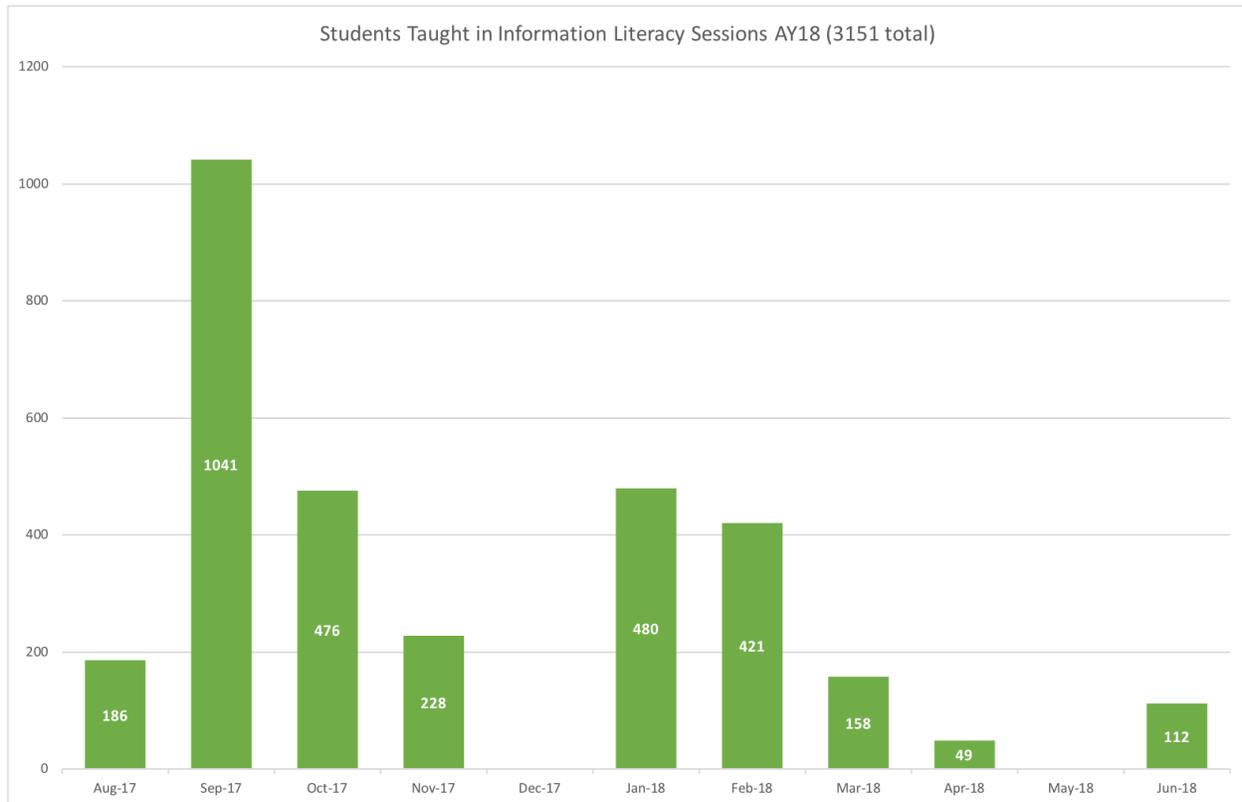
Reference question statistics:



Gate Count:



Instructional Statistics:



Brief Assessment

Strengths: Research and Learning Services strengths include a dedicated staff and faculty with deep knowledge of University of Akron Libraries digital and physical resources for student and faculty scholarly needs and participation in the Federal Government Depository program.

Challenges: Constant updating of current holdings and loss of high value and high-cost scholarly resources due to budget adjustments.

Opportunities: Streamlining service points to better reach student and faculty users and promoting online reference resources and virtual modes of assistance. We also have a tremendous opportunity to embed systematic information literacy in the general education program through collaboration with and the support of the Office of Assessment.

Science and Technology Library

Services

The Science and Technology Library houses the print collection for the university's STEM programs as well as providing a place for students to meet, collaborate, and create. Staff at the Science and Technology Library are responsible for selecting the print and electronic holdings for the university's STEM programs and providing instruction to STEM majors in navigating today's complex electronic

information ecosystem. Faculty subject librarians do original research and keep up with the rapidly changing information environment through active participation in service organizations and by attending professional development opportunities. Staff of the Science and Technology Library also provide scanning and retrieval for Interlibrary Loan materials for scholars locally and nationally. The S&T Library provides a variety of seating options, including individual study carrels, group study tables, café booths, and upholstered lounge chair seating. The library is technology enhanced with both fixed, laptop, and iPad computers and Mediascape stations available for student use. Numerous Ethernet ports and wireless connectivity support library computers and students' personal computers. The library provides scanners, individual group study rooms with static and interactive whiteboards, and a learning studio with projectors and interactive whiteboards. A tutoring center for engineering students is also in the library.

Critical partners

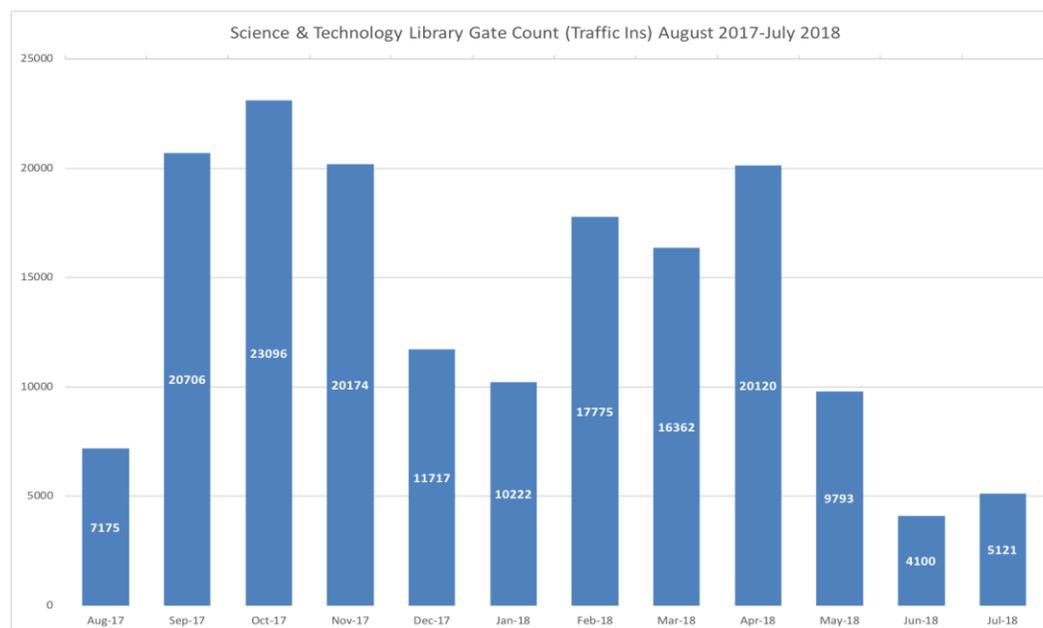
- IDEAs Tutoring Program
- College of Polymer Science and Polymer Engineering
- College of Engineering
- College of Health Professions
- Akron Global Polymer Academy
- Akron STEM High School
- Barberton High School
- Women in Engineering

Our Customers

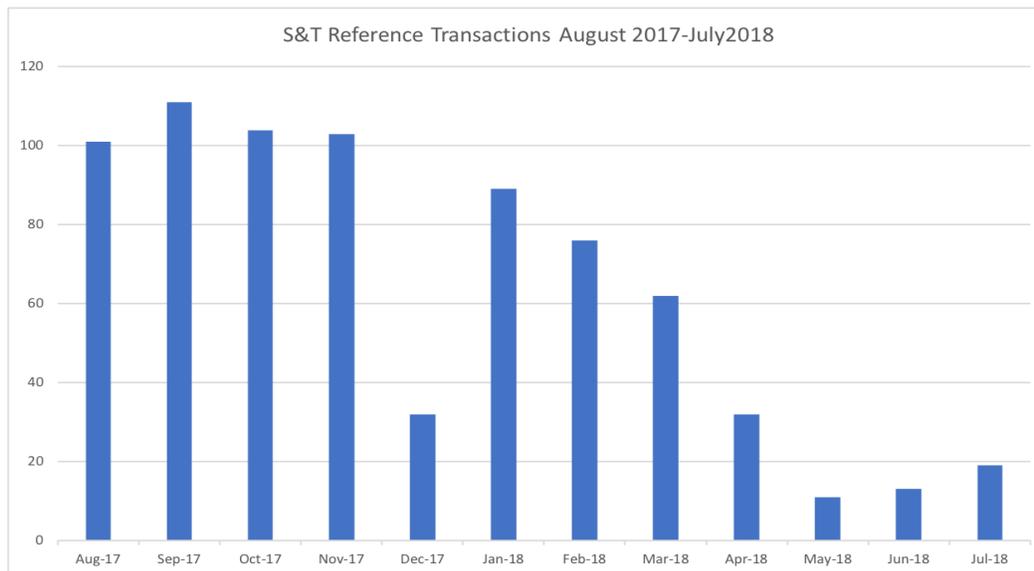
Our patrons are primarily undergraduate students (86%) in the second third or fourth year of their degree program. Students who do use the library tend to be heavy users, with 32% reporting they use the library several times a day. When surveyed the overwhelming majority of students in the library were working on academic projects. The students we surveyed were mostly STEM majors, with only about 10% of users being outside the STEM fields.

Key Performance Indicators

Gate Count:



Reference Transactions:



Brief Assessment

Strengths: The Science and Technology Library draws strengths from the many students who appreciate the quiet and contemplative atmosphere. The library has a dedicated user base due substantially to location, being more modern than Bierce Library, and having more natural lighting. We have also benefited from collaboration with the College of Engineering.

Challenges: Keeping the library attractive and modern without the outside IDC funds that used to come from the ACS Rubber Division will present a problem. Some of the facility is starting to age due to high use and there are not adequate funds to both maintain and update the space.

Opportunities: By basing advising and tutoring with the library, we hope to better expose students and faculty to the resources and expertise we offer.

University of Akron Press

Services

The University of Akron Press provides a full range of publishing services to the campus, to the region, and to scholars and poets worldwide. These services include developmental editing (assistance with the revision of manuscripts); peer review; copyediting; book design; printing; ebook conversion; marketing; and distribution. The UA Press also provides generous consulting services to members to the community, on and off campus, at all stages of the planning of a publishing project. These services are prioritized, generally, in the order in which they meet the immediate goals, listed above.

The University of Akron Press also manages the University's institutional repository, IdeaExchange@UAkron. The repository is a powerful and flexible platform on which we can publish a wide range of materials with stable URLs and outstanding search engine optimization. More and more units on campus are availing themselves of the storage and publishing capabilities of the repository.

Critical Partners

- University of Akron partners include:
- Ray C. Bliss Institute of Applied Politics (publication of Bliss Institute series books)
- Cummings Center for the History of Psychology (publication of books on the history of psychology)
- History Department faculty (publication of books in the Ohio History and Culture series)
- English Department faculty (publication of books in the Akron Poetry and Poetics series)
- College of Law faculty (publication of books in the &Law series; publication of the Akron Law Review in the repository)
- Honors College (publication of Honors Theses in the repository)
- Provost's Office (publication of faculty vitae in the repository)
- Design by Nine (for sesquicentennial book projects)
- College of Polymer Science (*Chains of Opportunity*)

Other institutional partners - UA Press has published books in partnership, or has recently consulted on the subject of publishing books in partnership, with the following:

- Academy of American Poets
- Akron Beacon Journal
- Akron Children's Museum
- Akron Roundtable
- American Chemical Society, Rubber Division
- Barbara Schmidt (Ohio Ballet)
- Cleveland State Poetry Center
- Exchange House (North Hill)
- First Merit Bank
- Holden Arboretum
- Ianmori International Center for Excellence and Ethics at Case Western Reserve University
- International Institute (North Hill)
- Lake View Cemetery
- NCCAkron
- Ohio Archaeological Council
- Ohio Association of Economists and Political Scientists
- Ohio Bar Association
- Ohio Bicentennial Commission
- Ohio Humanities Council
- Sisler McFawn Foundation
- Stan Hywet Hall and Gardens
- Steere Enterprises
- Summit County Historical Society
- Summit County Metro Parks
- Thomarios Company
- Thomas J. Emery Memorial Foundation
- Tuesday Musical
- Universitätsverlag Gottingen
- West Point Market
- West Side Market (Cleveland)
- Western Reserve Historical Society
- Western Reserve School of Cooking

Other institutions of higher education

University presses specialize in scholarly and creative publications for which the author desires or requires peer review. With peer review, these publications can satisfy review, tenure, and promotion criteria for faculty authors. Institutions of higher education without a university press have long been

criticized as "free riders" on this system of academic credentialing. Some institutions bristle at the thought that they spend money to credential the faculty of other schools, while others regard the dissemination of their brand through the RTP process -- as a seal of high quality -- as a thing of significant value. In a real sense UAP partners with other institutions when we finish, certify, and market the quality of scholarly or creative production by their faculty. In Spring 2018, a NEOMFA intern tracked down all of the poets and scholars that have been published in the University of Akron's Poetry and Poetics series. She found that this segment of our authors -- constituting perhaps a quarter to a third of all of authors -- were currently employed at more than 150 different institutions of higher learning, throughout America and abroad. We have not undertaken this research project for the authors of our other list, but this would likely reveal several hundred additional institutions of higher learning whose faculty has been published by The University of Akron.

Our Customers

Each year our books have thousands of buyers and a much larger number of readers, especially through libraries. Our books are read locally, nationally, and internationally, as library holdings of our publications show. To cite one typical example, the OCLC's WorldCat catalog reports that our 2016 collection of political science essays, *Culture, Rhetoric, and Voting: The Presidential Election of 2012*, is available electronically through more than 500 library catalogs worldwide. Print copies of our 2017 National Book Award finalist, *The Book of Endings*, are now in 311 libraries across 45 states and 7 countries including Australia, Canada, Switzerland, Hong Kong, and Singapore. A very large and worldwide number of people use our books.

We do not have great data about individual buyers of our books, in part because the major wholesalers, such as Amazon, do not share this information with publishers. We do have great data about users of the repository, however, and it paints a picture that suggests what mapping of book users would look like. In the last five years, there have been nearly a half-million downloads of content posted in our repository; readers come from 21,884 unique institutions spread over 214 countries. The top institutions downloading our content, after the University of Akron, are the Lockheed Martin Corporation; Taiwan Academic Network; New York University; University of North Texas; University of Texas at Austin; Ohio State University; University of Illinois; University of Tromso; and Harvard University. The top countries are the United States; India; United Kingdom; Canada; China; France; Germany; Australia; Korea; and the Philippines. The repository's dashboard also suggests that we have readers all over the state of Ohio.



Chart: Readers of repository content over the last five years.

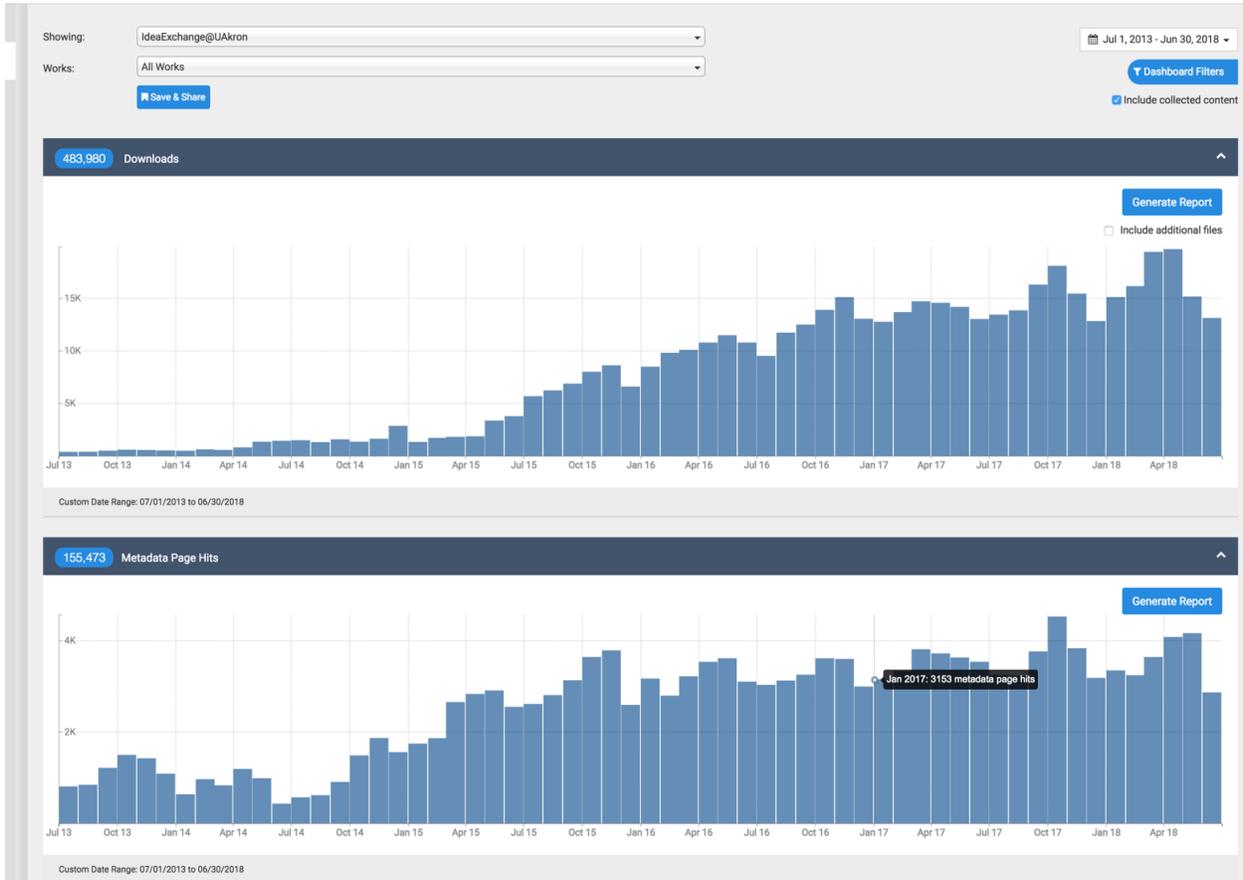


Chart: Downloads of repository content over the last five years.

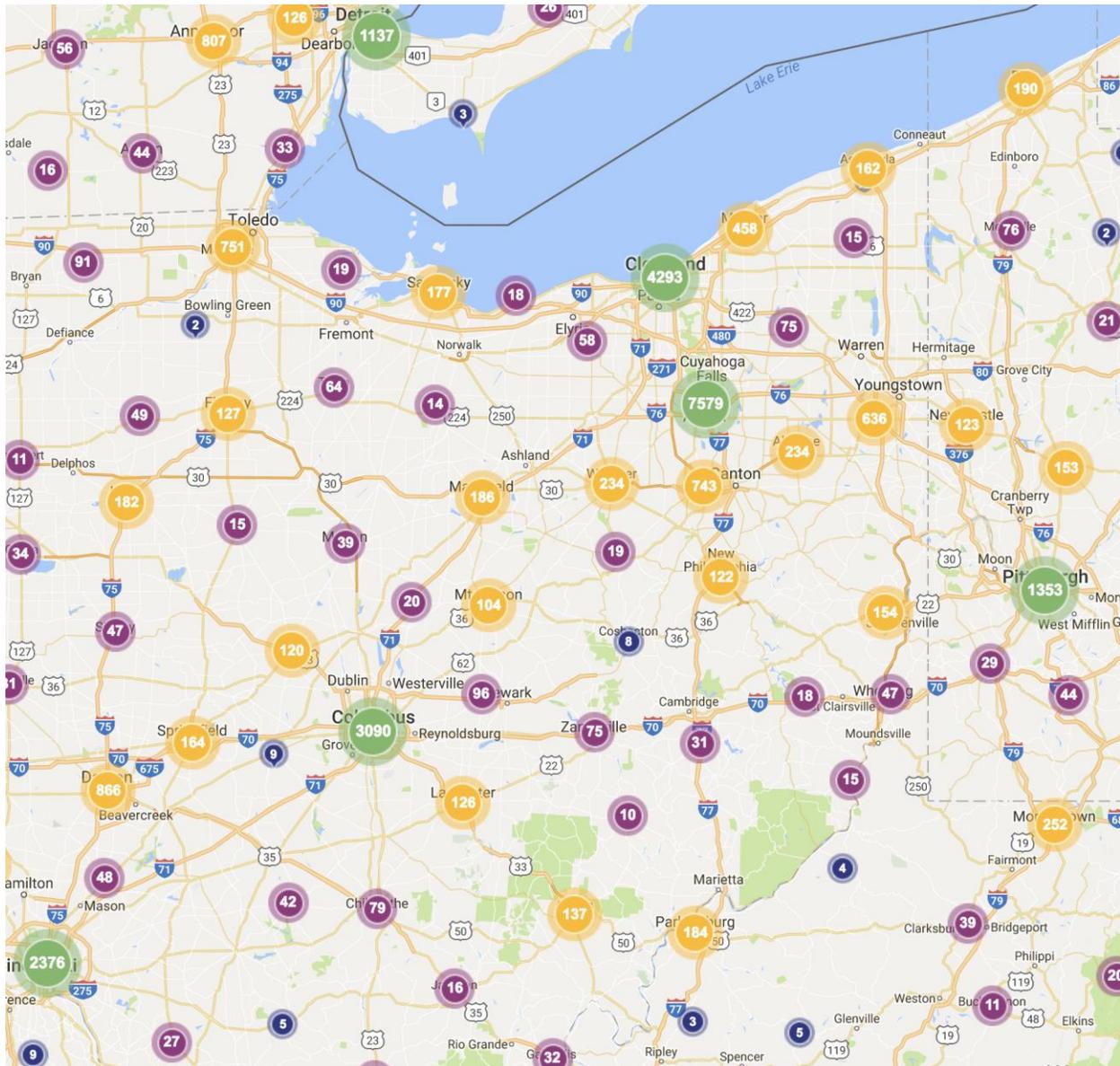


Chart: Readers of repository content over the past five years.

As for the service of students, we hire students and provide internship opportunities as much as we can. At present, it appears that we can have about six students working eight hours a week at most. Our capacity is constrained by the capacity of our small staff to provide the required mentorship. It takes about one hundred hours to train student assistants to the point where they can work independently and contribute without much oversight. We are also constrained by the number of workstations available for student use (2 Macs and 2 PCs; much of the real bookmaking work can be done only on a Mac). With our second-year graduate assistant, we implemented a tiered mentoring strategy that was very effective. We observe a large difference in higher-level writing abilities between undergraduates and graduate students. The second-year GA was able to mentor first- and second-semester undergraduate student assistants effectively, freeing up valuable time for the staff to focus on making books.

Students come from programs in the humanities, music, graphic design, and marketing. There is a great deal of demand for student assistantships.

The director of the Press would like to create publishing programs at UA and has been looking at models on other campuses. We likely need to recruit more faculty, across disciplines, to provide the mentoring capacity needed to make such a program successful, particularly at the undergraduate level.

Key Performance Analysis

An important metric for the Press is book titles published. The Press is thirty years old and we have over 200 titles published and still in print. A major goal is to steadily add new titles that will sell immediately and for many years on the backlist. If we try to publish too many books, there's a serious risk of losing a great deal of money (because it becomes necessary to outsource work at a rate that is not commensurate with increased sales). Increasing title production is a common mistake among struggling university presses. So the goal is steadily publish titles and to publish titles of enduring quality.

Titles per fiscal year, FY14 to FY18

	Total	Scholarly	Poetry	Trade	Service
FY14	10	3	2	2	3
FY15	9	2	2	3	2
FY16	8	3	3	1	1
FY17	9	2	3	1	3
FY18	11	3	5	1	2

"Scholarly" books of those that receive two external reviews and contribute to one of the few disciplines in which the Press has built up a history of excellence. (These areas correspond to our series: political science; the history of psychology; Ohio history, esp. Northeast Ohio history; and poetics, which is scholarly essays about poetry). "Poetry" books are single-volume or collections of poetry. "Trade" books are books, usually of regional interest, on subjects we do well and in areas that are typically too regional for the attention of major commercial publishers. "Service" books are books that we have done a publishing service contract. Early books in this time period appear to have been selected haphazardly; one title failed peer review but was then published under the author's imprint, at his expense. Newer service books have been more deliberately chosen and include our partnerships with the Akron Roundtable, First Merit bank, and the Sisler McFawn Foundation. Also note that some titles straddle categories. Our book on this history of Ohio State football, published in the fall of 2016, came to the Press because we have a small but significant backlist of football history titles. It is as scholarly a history of college football as is published, but this has been marketed and counted, here, as a trade book.

Units sold and net revenue are important metrics. Here is the information as we gather it from the dashboard provided by our distributor, Bookmasters of Ashland, Ohio:

FY	Unit Count*	Sales minus returns (net)
13-14	7252	79,367.28
14-15	6287	79,084.67
15-16	5337	68,702.40
16-17	5212	59,880.29
17-18	6170	78,755.85

The "units sold" number here does not include digital books. Most of our titles are sold in print and digital forms. For some reason, the dashboard does not include EPUBs and EPDFs as units when they are sold. We believe that digital sales are about 12% to 18% of all sales, with the number trending upward. "Sales

minus returns" does include ebook sales. The decline and return of total sales through Bookmasters does correspond with the total number of books made.

Not all of our books are sold through Bookmasters, however. Most are but not all. At the start of this lookback period, for example, our books were for sale in the General Store in Quaker Square, which was closed in FY15. For FY19 we have books for sale in the Northside Marketplace. We hope to do good holiday sales and later, event sales in this new location.

We also sell books at the annual conference of the Association of Writers & Writing Programs, which is a major venue for literary publishers to showcase their titles before directors and students in MFA in Creative Writing programs. We know from anecdotal and visual evidence (that is, we see this with our own eyes) that we sell more books than most university presses who set up, usually in a more extravagant fashion (larger table, etc.). There is a synergy in our series and people who arrive to buy a title from one poet often buy two or three titles.

AWP Sales	
Year	Total
2013	\$601.00
2014	\$609.79
2015	\$631.76
2016	\$1,066.98
2017	\$1,080.00
2018	\$1,540.00

No doubt the bump in 2018 sales -- the conference takes place in late March -- had something to do with the very positive buzz the Akron Series achieved through having a title be a National Award Finalist in fall 2017.

Another metric that we track are the number of submissions to the Akron Poetry Prize.

Year	Submissions	Subtotal	Fees	Total
2013	384		n/a	\$9,600.00
2014	342		n/a	\$8,550.00
2015	505	\$12,625.00	\$1,131.20	\$11,493.80
2016	466	\$11,650.00	\$1,043.84	\$10,606.16
2017	605	\$15,125.00	\$1,355.20	\$13,769.80
2018	688	\$17,200.00	\$1,541.12	\$15,658.88

In 2015 submissions were moved to the Submittable platform. While there are fees associated with the use of this very popular platform for managing poetry contests, it clearly led to an increase in submissions and revenue. All revenue from the Akron Poetry contest goes into a poetry account and is then used to subsidize, improve, and grow the Akron Poetry Series.

Brief Assessment

Things are going well at the Press.

Strengths: We have returned to a good level of book production and more important, we continue to improve the quality of the books. We have a good and growing reputation in the community; we look forward to partnering with David Lieberth and the Summit County Historical Society in the production of another eight or so books on the history of significant area businesses before the city's bicentennial in 2025.

Challenges: We are challenged by the fact that there is much more demand for internship and work opportunities at the Press than we are able to support. The loss of our graduate student means we will struggle to develop experienced student employees capable of helping us to supervise and mentor the younger and one-semester student employees. We are challenged by a lack of marketing dollars and labor. Print ads are expensive and do not yield much in the way of additional book sales. Julie Gammon, our marketing manager, has been tremendous in a part-time, volunteer capacity. The Director needs to step up his work, however, in the area of direct marketing to customers and friends of the Press.

Opportunities: The continued success of key University partners (the Bliss Institute, the Center for the History of Psychology) bodes well for continued excellence in our related series. The continued growth and success of the Akron Poetry Prize will support the successful publication of more poetry titles. We will continue to take advantage of advances in print-on-demand technologies to reduce manufacturing outlays and support small-batch printing of books with very local or specialized demand, such as student-run journals and affordable educational resources. We expect growth in opportunities to support students and faculty in the creation of new publications to showcase student work, reduce textbook costs, and improve the quality of education at UA. Our evolving partnership with the Summit County Historical Society looks to create as many opportunities to provide publishing services to the community as we will be able to fit into our schedule. The University's upcoming sesquicentennial will be the occasion of great UA Press books; preparation for the sesquicentennial has opened our view to a number of potentially great collaborations with other University units. The great interest among students across many disciplines indicates potential support for publishing courses and perhaps a publishing program, at least at the certificate level.

Equipment and Technology

Access Services			
Circulating Equipment		Learning Studio & Mobile Lab Equipment	
Dell laptops	170	Dell laptops	90
MacBook Pro	25	Chromebooks	60
DSLR camera	5	Mobile carts	4
Cyber-Shot camera	10	Department Equipment	
Camcorder	7	Top down scanner	1
Go Pros	2	ADF scanner	2
Graphing calculator	30	Microform reader/printer	3
Scientific calculator	19	SenSource People Counter	2

Archival Services	
Hardware	Software
Desktops	CONTENTdm
Laptops	BePress
Overhead Scanners	Zasio
Flatbed scanners	Scanning software
Microfilm scanners	
Large format scanners	
Digital cameras	
Playback equipment	
Projectors	
Server space	
External hard drives	

Audio Visual Services	
Hardware	Software
Desktops	Extron Enterprise
Video/Audio bridging equipment	
Video swithing equipment	
Video projectors	
Audio mixers	
Amplifiers	
Microphones	
<i>Equipment spans five campuses and over 300 spaces</i>	

Computer Based Assessment & Evaluation	
Hardware	Software
Testing workstations	Windows server
Backup workstations	IIS with Cold Fusion Server
Scantron: Scanmark 6500	ASP.NET Applications
Scantron: Insight 4 ES	SQL Server DB Backend
	Questionmark Perception 5.4
	MaplesoftTA: Math Placement Testing
	Accuplacer: Writing.Reading.Computer Placement Testing

Design & Development Services	
Hardware	Software
iMacs	Adobe Creative Cloud
MacBook Pros	Apple Final Cut Pro X
Sony A7III cameras	Articulate Storyline
video/photo lighting equipment	External storage
microphones	
digital audio recording devices	
<p>DDS also manages a new Learning Glass studio used by faculty to record lectures. The studio includes a large 4' x 6' sheet of glass that allows faculty to write notes, equations and drawings as they would on a whiteboard while facing the camera/audience. This glass is coupled with a video camera, microphone, lights and, hardware necessary to combine multiple streams of video. The switching hardware can create video overlays and also record a lecture to a storage device for easy upload to a streaming service.</p>	

Distance Learning Services	
Hardware	Software
Desktops	SMART tools
Video bridging equipment	Bridget data tools
Video switching equipment	
Video projectors	
Flat screen displays	
AMX interactive instructor panels	
Audio mixers	
Amplifiers	
Microphones	
<i>Equipment spans five campuses and over 300 spaces</i>	

Electronic Services is responsible for all public computers for Bierce, Science, and Archives and staff computers for all of UL. Electronic Services often moves technology removed from the public spaces in the library to other spaces, such as moving the outgoing public workstations to CBAE.

Public Workstations				
	Bierce	Science	Archives	CBAE
Dell	52	42	3	92
iMac	9	9		

Staff Workstations						
	Bierce	Science	Archives	UA Press	CBAE	DL
Dell	74	7	15	4	7	12
iMac	4	3		4		

MakerStudio Equipment		
Hardware		Software
3D Printers	5	3Doodler Create
iMac work stations	4	Adobe Creative Cloud
Studio in a Box	1	
Arduino and Raspberry Pi's	2+	
36" HP large format printer	1	
Cricut machine	1	
Singer sewing machine	1	
Laminators	2	
Button maker	1	
Sticker maker	1	
Canon Printer	1	
Polaroid printer	2	
Polaroid camera	1	
Soldering stations	2+	
HP Sprout (3D scanner)	1	
HTC Vive VR headset	1	
One Button Studio	1	
360 Cameras	2+	
4K DJI Mavic Pro Camera Drone	1	
Parrot Swing Drone	1	
Google cardboard	3	
Dremel	1	
Electric drill	1	

Science & Technology Library			
Circulating Equipment		Learning Studio	
Dell laptops	12	Dell laptops	24
iPads	20	SMART boards	2
Calculators	n/a	Projectors	2
Mini-projector	1	LCD screens	2
Public Equipment			
MediaScape learning systems	2		
Brody Worklounges	2		

University of Akron Press	
Hardware	Software
PC computers	Adobe Creative Suite
Mac computers	Publishing software

Space

University Libraries spaces include Bierce Library, Science & Technology Library, Archives, Computer Based Assessment & Evaluation, Distance Learning, Audio-Visual Services, University of Akron Press, and Design & Development. Our spaces span the University from Polsky to Leigh Hall and include one free standing building and space in 5 other campus buildings. Our services such as distance learning and access to library resources extend to all main campus buildings and regional campus locations.

Strengths

The strength of University Libraries facilities is in our continuous assessment and adaptation of our current instruction, learning, study, and relaxation student and staff spaces. We strive for flexibility, accessibility, and access to technology and resources that support learning and instruction.

Challenges

Challenges include facilities in need of additional space, updates, renovation, modern furnishings, and enhanced wireless and power access.

Opportunities

- Complete long-term facilities plan that includes upcoming capital improvements and increases accessibility to all library spaces
- Investigate cost and interest in creating a late night secure study room
- Assess duplication of testing procedures and potentially co-locate services from Computer Based Assessment & Evaluation and Counseling & Testing Center
- Acquire additional space for faculty consultation with Design & Development for course development
- Relinquish space in the Science & Technology Library to locate Engineering Tutoring and Advising
- Add additional lab in Computer Based Assessment & Evaluation to support testing that uses Respondus Monitoring.

Trends and Future Plans

The University Libraries uses our current strategic plan to move us forward. Our strategic directions are enduring, and our objectives and action items for the current 2-year plan will keep us on point until the end of 2020. That being said, as we agree on new ideas that fulfill a strategic direction and should become a near-term priority—such as suggested by this administrative activities report—our plan is designed to be adaptable enough to incorporate these new objectives.

Trends and potential changes thus identified for this report that is not already included in the strategic plan can easily be integrated into the plan; it was intended to be adaptable.

Archival Services

Archival Services, for example, is severely challenged by understaffing. In the next 3-5 years, they intend to follow professional best practices in processing and preservation to address a backlog of unprocessed materials, as well as to continue to digitize and create metadata for digital collections in order to *optimize discovery and access* to primary sources. They will also be engaged in significant *outreach and collaboration* activities as they become involved in more projects and accept increasing responsibilities related to the University's sesquicentennial approaching in 2020 and the City of Akron's bicentennial in 2025. Succession planning and related *professional development* activities are planned in preparation for eventual retirements in the unit.

Trends in archives nationally include increased demand for more digitized materials, technical challenges associated with the proper historical preservation of digital resources (i.e., not just a "backup" copy), and similar challenges in records management for the university as a whole particularly the increase in born-digital records. Archival Services is responding to these trends by:

- Continuing to seek grant funding and other financial sources to digitize and create metadata for digital records to make them available in our digital archives.
- Developing a robust digital preservation plan through deeper collaboration with UA's Information Technology Services, adoption of professional best practices, and continued professional development in this area.
- Receiving training in the management of electronic records, including born-digital and digitized analog, university and non-university records, and archival and non-archival records. Archival Services has also created a white paper making recommendations on the management of the university's born-digital records and conducted a survey and made recommendations on software options for the proper management of UA's digital records.

Access Services

The loss of a faculty department head for the Research and Learning Services department resulted in a reporting structure that splits the RLS faculty and staff between two assistant deans. Changes in **Access Service** includes the recent merging of staff from RLS into Access Services, forming a single public service oriented department intended to be nimble. Until this merger, there were four separate service points in Bierce Library, necessitating large amounts of staff hours to manage multiple desks. One service desk has been eliminated and Access Services is working to cross train student assistants and the Library Specialist Staff equally on the remaining service points. This cross-training initiative is an excellent example of the libraries using *professional development* for all levels of staff, including students, to make the organization function more efficiently. In the near future, Bierce Library should have two service points, one that offers robust library assistance and research expertise, and one for technology assistance and support of public printing/scanning and the technology-enhanced learning studios.

Access Services has increased training of student assistants in skills that are generally assigned to staff level personnel at other academic libraries. Specialized training will be increased in Interlibrary Loan, Course Reserves, Opening/Closing the library, Government Documents, and Reference assistance. Preparation is underway to assess our current student training program to increase consistency in customer service across the entire University Libraries operation. Our end goal is to have highly skilled student assistants who provide excellent customer service to our University students. This *professional development* for our student employees also provides them with skills that are directly transferable to their careers.

Access Services is responsible for the delivery of InterLibrary Loan, document delivery, and Course Reserves services, all of which are fundamental to the University Libraries mission. They work closely with Collection Management to budget strategically for the costs associated with these services, but as we increase *discovery & access* to information while at the same time lose purchasing power for our own collections, these costs continue to rise. InterLibrary Loan and Course Reserve services can cost approximately \$80,000/year for licensing, copyright, software, and hardware (minus staffing cost). Through *outreach & collaboration* we will make academic departments and programs more aware of the costs and to look for more affordable solutions, but exploring cost sharing with academic colleges who most heavily use InterLibrary Loan and Course Reserves will become a critical conversation in the near future.

With respect to trends in Access Services and ways in which the libraries should consider better use of our *facilities & space*, integrating IT Help Desk support more fully into the main library public service point is certainly an area for exploration. Increasing the availability of multipurpose use spaces in the library is a huge opportunity as physical collections and the space they use are reduced. The current strategic plan includes the creation of a master facilities plan, which will provide for effective use of space should we raise the resources required for renovations. The largest barrier to this is the lack of a renovation budget.

Access Services is also interested in better use of assistive technologies such as language translation earbuds, braille printing, screen readers, and text enlargers, to increase *academic engagement* and *discovery & access*, and improve *facilities & spaces* by providing the same level technology service to all patrons without barriers. This includes creating physical spaces that accommodate students of various abilities to meet individual need without isolating them in "accommodation rooms."

Audio Visual

Technology changes so rapidly that the **Audio Visual Services** team must always be conscious of current end-user needs and research new technologies to meet UA learning outcomes. Doing so ensures reliable connectivity and state of the art teaching spaces, resulting in a superior final product to showcase UA courses.

In today's higher education spaces AV seamlessly touches all layers of the infrastructure to generate greater efficiency, optimization, wellbeing and sustainability. Audio Visual Services will continue their excellent record of *outreach & collaboration* to ensure that students and faculty have the highest quality tech-enhanced *facilities & spaces* possible given the limitations of the budget available. The future trend for AVS units is to incorporate the tools, technologies, resources, and practices that contribute to effective learning outcomes; UA's students' *academic engagement* is supported and enhances by tools and technology provided to the classrooms by AV Services. In the near future, AVS might develop a committee of stakeholders throughout the university to address needs and concerns as they arise from individual colleges, and determine the technology that is cost effective and meets the user's needs in the long term.

Computer Based Assessment & Evaluation

Currently, there are a number of test environments and services on campus, primarily split between the Division of Student Success and **Computer Based Assessment & Evaluation**. Discussions began in Summer 2018 to determine if there are better, less confusing, and more efficient ways to provide the wide variety of testing students need. Possible outcomes include co-location of services, which would require a redesign of *facilities & spaces*, and redistribution of responsibilities. In addition, any near future reorganization in University Libraries will of necessity affect CBAE, as there is potential for an academic assessment service that can and should extend well beyond management of testing in a proctored environment.

More immediately, however, trends in computer based testing include increased use by faculty of publisher-provided ancillary materials such as test banks, which in some cases could require assistance by CBAE for set up in a secure testing environment and monitoring of test takers. However, through *outreach & collaboration* with faculty, departments, Design & Development Services, and the university's Director of Assessment, CBAE will encourage faculty to adopt other strategies for student assessment and for monitoring student test taking that are not dependent on the CBAE's aging *facilities & spaces*. That being said, UL is working on better equipment refresh plans for all units, with CBAE being one that is in most need. Until such a time as budgets will allow for completely new equipment, CBAE will refresh on the roughly same cycle as the Bierce and S&T Library Learning Commons through reuse of the machines that are replaced in the libraries.

CBAE and Design & Development services will also partner with the Institute for Teaching and Learning and Faculty Senate to facilitate faculty's transition to a commercial, cloud-based course evaluation system to replace the aging system developed in-house that is currently in use. Faculty should also be encouraged to view, and trained how to use, course evaluations as a mechanism for improving teaching and student learning outcomes, including use as an early intervention tool for assessing students' *academic engagement* in time to adjust the course accordingly.

Design and Development Services

Renaming **Design & Development Services** to eLearning Services would help ensure that the unit's services are more clear. This will help faculty, staff, and students know who to contact when they need assistance with online and hybrid courses. This is in line with other suggestions for renaming departments in response to questions raised in completing this administrative activities report.

DDS engages in extensive *outreach & communication* specifically to help increase *academic engagement* and facilitate student success. They will reestablish a faculty-led e-learning strategy and advisory committee that institutionalizes support for e-learning. Faculty often state that they would like administration to espouse support for e-learning.

In the near future DDS will be engaged in:

- Helping to develop a new Low-residency Master's in Applied Politics
- Helping to develop a Competency Based Education (CBE) version of MSW
- Helping to develop a CBE version of Master's in Assessment
- Assisting faculty in the College of Health Professions to refresh existing courses and develop new courses
- Helping the College of Business scale up its online course offerings
- Developing a science course with a lab so students can obtain entire online degree at UA. A science lab is the only course students cannot take online

- Lowering the cost of learning for students through promotion of affordable learning initiatives across campus
- Improving accessibility by adding captioning to all new videos in development, and continually monitoring for lowest costs in captioning software and services.

The 2018 Changing Landscape of Online Education CHLOE2 report by Quality Matters and Eduventures, a multi-year study of changes in online education, indicates that “One consequence of the presence of [instructional design] support in course design is a higher degree of student-to-student interaction in the resulting courses, one of the most widely accepted best practices in effective online learning.” DDS will continue to provide individual consultations as well as professional development opportunities for groups of faculty and staff across the university community in order to broaden their impact as widely as possible, especially given the small staff of instructional designers.

Competency Based Education (CBE) is another trend monitored closely by DDS, who also helps in the development of CBE courses. CBE focuses on what students know and can do. Student progress is not measured by the amount of time spent in a classroom. Instead, student progress is measured by actual demonstration of competencies — competencies that have been developed in partnership with business and industry. Since CBE programs are often offered online, they fit the lives of today’s students, more than 75% of whom are either over age 25 or are going to school part-time while attempting to balance work, family and college. CBE programs hold promise for enhancing student learning, reducing time to degree, improving affordability and allowing students the flexibility that they need to combine learning with job and family responsibilities. (Competency-based Education, Ohio 9th Report on the Condition of Higher Education in Ohio, https://www.ohiohighered.org/sites/ohiohighered.org/files/uploads/board/condition-report/2016-Conditions-Report_FINAL.pdf)

There is plenty of interest in CBE among the colleges and universities in Ohio. Twenty-one out of 37 public institutions are in the process of planning or implementing CBE programs. Of the colleges and universities that reported they were not currently planning or implementing a CBE program, the vast majority indicated that they may consider developing a CBE program within the next five years. (Competency-based Education, Ohio 9th Report on the Condition of Higher Education in Ohio, https://www.ohiohighered.org/sites/ohiohighered.org/files/uploads/board/condition-report/2016-Conditions-Report_FINAL.pdf)

Distance Learning Services

Another renaming suggestion inspired by this report is to change **Distance Learning Services** to Interactive Video Distance Learning (IVDL) so that the services are clearer and better differentiated from those provided by Design & Development Services (or eLearning Service, if they are renamed as suggested).

Distance Learning Services designs and builds standardized plug and play Interactive Video Distance Learning (IVDL) booths/rooms for faculty to teach live WebEx courses to remote locations. DL Services design and support ensures reliable connectivity, superior course delivery via video, and results in a better final product within which UA can showcase courses.

Future plans include concentrating efforts to increase awareness of College Credit Plus (CCP) course delivery from UA. This would result in increased matriculation of this population. Little or no investment is required to increase numbers of enrolled students, and the return would be in the tens of thousands of dollars per year. The Fall 2017 survey demonstrates that when UA CCP students were asked “if the DL CCP experience had improved their perception of the University of Akron?” 64% responded positively. In the same survey, when CCP students were asked “would you be interested in a course delivered to the

desktop that allowed real-time interaction versus a traditional taught course?" 73% answered they would be interested in enrolling in UA's synchronous CCP desktop class.

The State of Ohio promotes CCP courses as saving high school students and their families thousands of dollars. CCP classes taught by a university faculty with the same rigor as those taught to freshmen on campus prepares that high school student for success when they enroll full time at a university. The University of Akron is poised to offer synchronous UA CCP courses throughout the State of Ohio presently with our DL technology. Little or no investment is required at this time.

Similar to Design & Development Services, Distance Learning Services recommends that a synchronous IVDL e-learning strategy and advisory committee that institutionalizes support for synchronous learning be reestablished, and that its work be part of the University Strategic Plan. It is important that the university administration and leadership team understand how this mode of delivery can maximize course offerings to all UA campuses, as well as corporate and international partners. IVDL can be used to build enrollment, increase retention, and establish new relationships with corporate partners.

Electronic Services

Electronic Services, which includes Web and IT services along with more "traditional" library departments like Cataloging and Acquisitions, is constantly changing. Year to year software, hardware, rules and regulations change and the department adapts to the changes. The biggest changes Electronic Services struggles with are staff load, particularly as the number of staff decreases, and increasing costs. Most recently, for example, moving the library catalog system, called Sierra, to the cloud was necessitated by the ways the vendor plans to maintain services in the near future. The costs associated with the software, the hosted service, and the end of a multi-year 50% discount thus increased alarmingly for Sierra. Other software necessary for the work of the department also rise annually, which is a challenge. Sierra and related services such as OCLC are paid for and managed by Electronic Services for all of the University of Akron Libraries, including Law, Wayne, and the Center for the History of Psychology Archives without charging back to those units or requiring cost sharing.

Although the trend has been building for years, electronic library resources are outpacing print resources. Continuing *professional development* education and flexibility is extremely important for Electronic Service employees, as the skills needed to process electronic resources are constantly changing. Collections budgets continue to drop at many universities as the costs of resources rise, so cost-sharing with academic departments and other universities (outside of OhioLINK) is a trend that is happening across the higher education landscape.

Research and Learning Services

Research and Learning Services (RLS) recently shook up references services to become more nimble in terms of staffing and to free librarians from many hours of scheduled "on call" time. Faculty libraries are currently reevaluating the traditional "just in case" reference staffing model to determine if there are more efficient ways to provide, and even improve, reference service provided by faculty. Student employees are being cross-trained for both reference and circulation work, which should improve service at both access points.

Possibly the biggest challenge RLS faces is achieving our ultimate goal to provide exceptional information literacy training to every student. RLS will need to engage in improved *outreach & collaboration* with individual teaching faculty and departments, as well as the general education program and the Director of Assessment, to develop a robust and effective programmatic approach to information literacy instruction. This will require greater access to teaching faculty and the building of more collaborative relationships in

order that faculty librarians can share their expertise and pedagogically relevant resources in design and assessment of the the general education curriculum. One possibility is greater use of a team approach pairing faculty librarians with instructional designers for assistance in course design. UL knows, and a growing body of research in the library literature shows, that we can improve information literacy outcomes and prove the results with assessment data, clearly increasing the level of *academic engagement*.

Although electronic journals are a settled format and greatly preferred, ebooks have several challenges and adoption has plateaued over the last few years. Academic ebooks are very expensive compared to print books, but have some advantages (after-hours access, accessibility for those with visual disabilities) and disadvantages (inherently better experience for wealthy students with nice computers, publisher limits on printing). Overall students still generally want a physical book, while preferring electronic resources for specific use cases. Without comprehensive hardware accessibility among students, electronic books cannot be a sole solution. Challenges for libraries include providing perpetual access to up-to-date content, managing effective *discovery & access* to ebooks, and providing hardware for student use outside of the physical library.

Open educational resources is an important and growing trend in higher education, and one in which the UL is fully engaged as part of our Affordable Learning Initiative. High quality, low- and no-cost textbooks for basic courses appear in well-curated and peer-reviewed venues (such as OpenStax). Facilitating faculty adoption of these low cost works is a true benefit to students burdened by the high cost of textbooks from commercial publishers. The recent merger of Design & Development Services into the University Libraries has resulted in a stronger, team-based approach to Affordable Learning that pairs strategic collection management with instructional design services to help teaching faculty find better ways to reduce the cost of content for students in their courses.

Our MakerStudio has had a successful launch with many promising faculty collaborations around campus. The success of this space will depend on supplying students and faculty with modern technology to fill their needs and to create new pedagogical opportunities. With a nationwide trend towards higher education being more jobs focused, the type of experiential learning enabled by the MakerStudio will become more important.

Science and Technology Library

Many specialty libraries have been lost or consolidated at other institutes over the last few decades. However, these have tended to be highly specialized. Multidisciplinary STEM libraries have been revitalized by the library maker movement. Should this trend continue, and if the MakerStudio at Bierce has continued success, then having a MakerStudio in the Science & Technology Library should be considered.

Engineering tutoring has been successfully embedded in the Science and Technology Library, leading to an increase in the number of tutoring session. With the new engineering advising center opening adjacent to the library, it opens the possibility of increased cooperation with the College of Engineering.

University of Akron Press

The University of Akron Press will continue to refine its processes. It is important to maintain a good level of book production without resorting to excessive outsourcing. Observations of the amount of labor required to publish a book has led to a significant tightening of standards and expectations on authors. When the current Director began in late 2015, the Press had a number of manuscripts that needed far more attention by the staff of the Press than they should have. The Director has been very active as titles are acquiring in making sure that authors understand and respect our expectations. We do not have the resources to revise works for size or do much in the way of permissions work. We are also shifting from

works that are high labor and low sales to works that demand less work and sell better. In the area of poetry, for example, we are no longer publishing anthologies of poetry and we are increasing the number of single-author collections.

We will continue publish only in areas of strength. The growth in the reputation of the Akron Series in Poetry will support the expansion of our single-author collection program. The poetry series editor estimated that of the almost 700 manuscripts were received in 2018, eighteen were of very high quality. There is no need to waste resources assembling unpopular and labor-intensive collections when we have so many great single-author collections at hand.

The Press is enjoying the steady growth and success of the Bliss series, and we look forward to continuing to publish in this area. We will do more football history books as we find them.

We will continue to reach out across the University, seeking partnerships and collaborations. Planning for the University's sesquicentennial has accelerated our interaction with relevant units, such as the Design by Nine group in the Myers School of Art.

We will continue to encourage, nag, and prod University faculty to complete affordable textbook and educational resources projects that they can be observed daydreaming about. The Press will continue to promote the institutional repository as an outstanding digital platform for the publication of student work. When we publish high-quality student work, it is win-win-win: it is good for our taxpaying region as well as the world, who receives the dissemination of the knowledge we create; it is good for the University and its units, which get to showcase the high-quality learning we provide; and most of all it is good for the student, who exits the University with work product, of which they are proud, on the first page of the Google search results discovered by prospective employers.

We will continue to be available to the community for consulting and publishing services. In this age of social media, everyone publishes. The next phase will be more people wanting to publish *well*. There will be increasing interest in truly durable forms of publication as well. We are more than twenty years into digital publishing and still we have no archival forms of digital publication.

With respect to general trends, book sales are good, overall, nationally. People love books and will continue to love them. The problem for publishers, however, is that the barriers to publication have lowered to a point where there is rather unbridled growth in the number of books published. We're told by industry experts that libraries have three times the choices that they had only ten years ago. So while book sales are flat, the market continues to fragment. Our sales and revenue numbers should be regarded in this context.

We expect there will be growing demand for publishing services on campus and in the community. We will meet this demand in three ways. Some projects are not appropriate for us to undertake; this has always been the case. We will continue to develop a network of others who can help, when we must decline. That said, we will do what we can ourselves. Because we are refining our processes and always striving to make wiser decisions about projects we take on, we expect we'll be able to do more, or at least continue to operate at our current high level. Finally, we are doing our best to train others to help themselves. In the areas of student and faculty publishing, for example, the goal is not to provide publishing services so much as it is to train students and faculty to do this for themselves. The desire for distinctive, affordable textbooks will continue to grow. More faculty will be authoring their own course materials in more polished and finished forms.

Appendix A- Strategic Plan

Appendix B- Personnel Chart

Appendix C- Organizational Chart

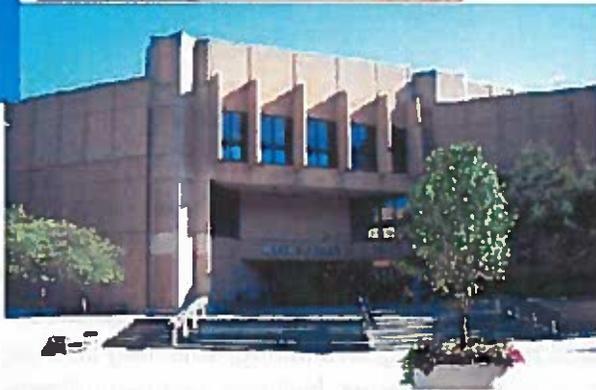
Appendix D- Financial Table

Appendix E- DDS Courses in Development

- Appendix A- Strategic Plan
- Appendix B- Personnel Chart
- Appendix C- Organizational Chart
- Appendix D- Financial Table
- Appendix E- DDS Courses in Development



The University of Akron
University Libraries



Strategic Plan
FY2018-2020

Our Mission

University Libraries provides resources, services, and expertise to support and enhance teaching, learning, and research.

Our Vision

To be known and valued as a collaborative partner essential to the educational and research processes, and fundamental to the success of the university community. As an intellectual asset for the campus, our creativity and adaptability will foster innovation in services, teaching and learning, technology, and resources.

Our Values

Student empowerment
Inclusiveness
Service

Accessibility Statement

University Libraries strives to provide multiple means of engagement, multiple means of action and expression, and multiple means of representation for all patrons. University Libraries is committed to producing, evaluating, selecting and acquiring, whenever possible, resources, content, services, programs, facilities, and technologies that are accessible to all and compliant with the Americans with Disabilities Act, Section 504 and Section 508, as amended, of the Rehabilitation Act of 1973.

Our Future: Strategic Directions

1. Academic Engagement

Partner with the University of Akron community to foster student success, inspire intellectual inquiry, promote scholarship, and disseminate knowledge.

- 1) Create virtual and physical spaces that support the continuum of learning from initial knowledge exploration through final scholarly communication.
- 2) Capitalize on the strengths of University Libraries by creating an infrastructure which increases internal knowledge and external outreach.
- 3) Partner with faculty and students to support not only discovery of and access to our collections, but also aid in the management of scholarship by helping them to preserve and disseminate new knowledge.

2. Outreach & Collaboration

Cultivate relationships with the campus and the community to increase engagement with University Libraries.

- 1) Align with university colleges, departments, centers, and offices to promote services and resources that support teaching, learning, and research.
- 2) Foster local and regional community partnerships.
- 3) Develop internal and external communication and marketing strategies.

3. Facilities & Spaces

Provide inclusive, barrier-free physical and online environments for teaching, learning, and research that are responsive to the needs of the university community.

- 1) Study current space use and activities to inform a plan for the most effective use.
- 2) Develop long-term plans to renovate outdated spaces and align with University and professional expectations.
- 3) Develop a philosophy and strategy for designing, managing, and continuously improving an integrated online presence.
- 4) Respond to user demands for new technologies and tools through assessment and refinement of existing portals, platforms, and virtual services.

4. Discovery & Access

Optimize and increase the discovery of and access to services, resources, technologies, and scholarship.

- 1) Assess and combine our collective skills and resources in innovative ways in order to integrate and maximize our services.
- 2) Enhance the user experience by reducing barriers and improving access to all University Libraries services, collections, resources, and technologies through a coordinated approach.

5. Professional Development

Invest in ongoing workforce development of all University Libraries employees to enhance expertise, effectiveness, and engagement.

- 1) Create clear pathways for communication and sharing of job-specific knowledge and expertise.
- 2) Foster a culture of continuous professional development across the entire University Libraries workforce.

Dept	Full/Part	Reg/Temp	Job Funct	Title	Duties
Audio Visual Services	F	R	CP	Mgr, AV&Distance Learning Svcs	Manages the group responsible for planning, designing, and developing effective instructional materials and courses; and implementing quality standards for all courses.
Audio Visual Services	F	R	STA	Electronic Technician	Researches new and existing technology for campus renovations and new builds, Designs and installs numerous projects yearly customized for each unique department or unit using the space. Depp understand of equipment manuals and remote diagnostic software. Responsible for Extron programming of every TECH classroom on all campuses. Provides wiring drawings and infrastructure pathway designs for outside architects of new building construction. Provides support and service of AV equipment to all academic and non academic units campus wide. Prepares and maintains databases, spreadsheets for report and details of system operation.
Audio Visual Services	F	R	STA	Electronic Technician Sr	Researches new and existing technology for campus renovations and new builds, Designs and installs numerous projects yearly customized for each unique department or unit using the space. Depp understand of equipment manuals and remote diagnostic software. Responsible for Extron programming of every TECH classroom on all campuses. Provides wiring drawings and infrastructure pathway designs for outside architects of new building construction and renovations. Provides support and service of AV equipment to all academic and non-academic units campus wide. Prepares and maintains databases, spreadsheets for report and details of system operation.
Audio Visual Services	F	R	STA	Coord, Classroom Svcs	Supervises the delivery and operation of AV equipment through the entire Akron Campus. Provides troubleshooting of various equipment for faculty staff and students. Hires and trains student assistants, POC for off campus AVS requests. First line of support for more than 200 TECH classrooms on Main Campus. Operational Hours 80 hours per week.
Audio Visual Services	F	R	STA	Coord, Classroom Svcs	Supervises the delivery and operation of AV equipment through the entire Akron Campus. Provides troubleshooting of various equipment for faculty staff and students. Hires and trains student assistants, POC for off campus AVS requests. First line of support for more than 200 TECH classrooms on Main Campus. Operational Hours 80 hours per week.
CBAE	F	R	STA	CBA & Eval Testing Asst	Manage day-to-day operations of testing labs by enforcing lab policies and procedures, hiring and training student workers, and ensuring equipment is functional. Administer the placement assessment testing software, registering new users, troubleshooting the software, providing reports, and ensuring efficient placement assessment testing service to faculty and students.
CBAE	F	R	STA	CBA & Eval Testing Asst	Manage day-to-day operations of testing labs by enforcing lab policies and procedures, hiring and training student workers, and ensuring equipment is functional. Administer the placement assessment testing software, registering new users, troubleshooting the software, providing reports, and ensuring efficient placement assessment testing service to faculty and students.
CBAE	F	R	STA	Sr Technology Support Analyst	Provide technical support for the testing lab, including installation, testing, monitoring and troubleshooting hardware and software used for University of Akron and outside vendor assessment systems. manage the University of Akron course evaluation system, to include scheduling, providing technical support to instructors and students, extracting and reporting data, monitoring the online assessment evaluation system, and planning for new technologies to update the evaluation system. In addition to technical support of evaluation systems, this position will provide assessment software support for the CBAE office and off campus distance learning sites.
Design and Development Services	F	R	CP	Sr Inst Des & Strat Init Coord	Build instructional objectives, and sequences content within each instructional unit to promote logical learning. Design instructional strategies and evaluation instruments. Specify instructional delivery methods to support instruction and learning activities. Develop assessment that is congruent with the evaluation components and the related objectives.
Design and Development Services	F	R	CP	Mgr, Design & Development Svcs	Manages the group responsible for planning, designing, and developing effective instructional materials and courses; and implementing quality standards for all courses.
Design and Development Services	F	R	CP	Sr Multi-Media Producer	Assist in the design and development of web courses. Create and produce audio, video and, multimedia content. Evaluate multimedia software and technology to advise faculty/staff on new media for instruction or development. Instruct in the proper use of technology. Assesses ADA compliance of web based courses, distance learning courses and university websites. Assist faculty and staff with the development of ADA compliant web content.
Design and Development Services	F	R	CP	Instructional Designer	Build instructional objectives, and sequences content within each instructional unit to promote logical learning. Design instructional strategies and evaluation instruments. Specify instructional delivery methods to support instruction and learning activities. Develop assessment that is congruent with the evaluation components and the related objectives.
Design and Development Services	F	R	CP	Sr Multi-MediaProd-AppInstSp	Assist in the design and development of web courses. Create and produce audio, video and, multimedia content. Evaluate multimedia software and technology to advise faculty/staff on new media for instruction or development. Instruct in the proper use of technology. Assesses ADA compliance of web based courses, distance learning courses and university websites. Assist faculty and staff with the development of ADA compliant web content.
Design and Development Services	F	R	CP	Instructional Designer	Build instructional objectives, and sequences content within each instructional unit to promote logical learning. Design instructional strategies and evaluation instruments. Specify instructional delivery methods to support instruction and learning activities. Develop assessment that is congruent with the evaluation components and the related objectives.
Distance Learning	F	R	CP	Coord, Dist Learn Prog Dev	Serve as liaison concerning a variety of issues between faculty, university departments, students, and high school personnel (Principals, School Counselors, Curriculum Directors, and Technology Personnel). Provide training regarding classroom functionality, hardware and software changes, and pedagogical approaches related to technology tools. Collect historical and statistical data.
Distance Learning	F	R	STA	Electronic Technician	responsible for repair and maintenance of all classroom facilities and installation of 35+ facilities across five campuses. Maintains an equipment data repository for DL classroom hardware.

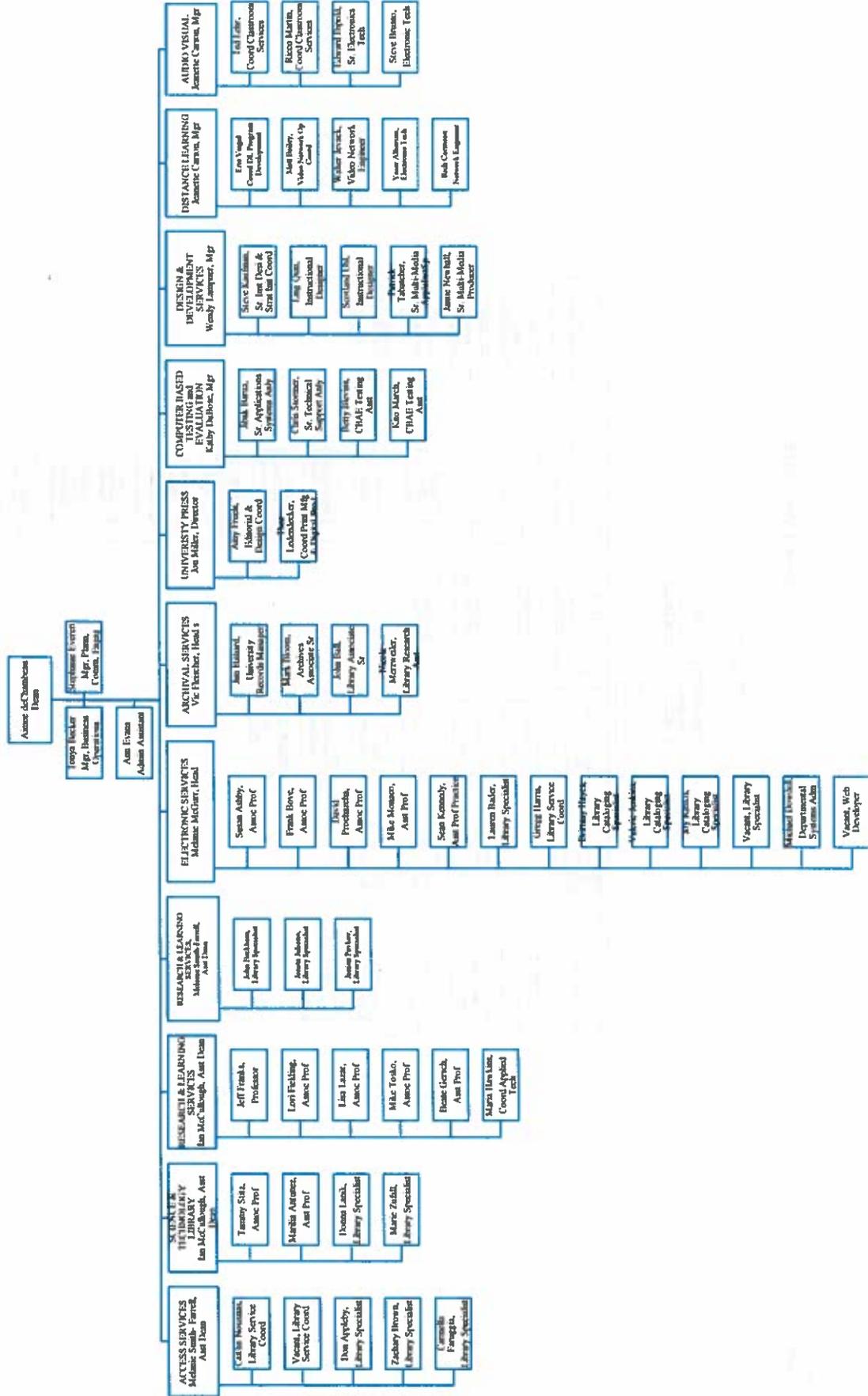
Distance Learning	F	R	STA	Coord, VNOG	Monitor TMS and Codian Multi Conferencing Units. Manage the VLAN and collaborate with networking services on changes and updates to network infrastructure. Hire and supervises student assistants. Manages DL PC's and computer units that are independent of networking services computers, supports classroom interactiva software tools, researaches latest technologies and software, manages WebEx host accounts and provides first line of support for DL WebEx clients.
Distance Learning	F	R	STA	Network Engineer	Responsible for video network connectivity, POC for Cisco equipment maintenance contracts, manages and troubleshoot network hardware issues, manages login accounts and provides first line of support for DL WebEx clients. Provide d hardware support to users during evening and weekend classes.
Distance Learning	F	R	STA	Video Network Engineer	responsible for Extron and AMX programming code for DL and AV hardware. Designs and provides electronic wiring design for all new and existing DL classroom facilities Upgrades obsolete equipment with latest and research solutions to streaming DL technologies.
UL Access Services	F	R	STA	Library Specialist	Manages technology equipment lending, inventory, and record editing; provides technical support and booking mediation for mobile technology labs and library classrooms; assists library patrons with library access, information, and financial hold resolution at Blerce Library public service desks; interprets and applies University Libraries policies; building manager; schedule covers library opening shifts
UL Access Services	F	R	STA	Library Specialist	Performs all hiring, scheduling, training, mentoring, and discipline procedures for student assistants in Public Services; Supervises all stacks maintenance of the standard circulating collections in Blerce Library; responsible for updating safety, security, and accessibility procedures and technology; assists and instructs patrons in the use of library owned materials and information-seeking skills at Blerce Library public service desk; interprets and applies University Libraries policies
UL Access Services	F	R	STA	Library Specialist	Maintains the Media, Periodicals, Microform, and Curriculum Center collections; manages all public printing, copying, scanning, and microformat readers/printers; manages mail operations; assists library patrons with library access and information-seeking skills at Blerce Library public service desks
UL Access Services	F	R	STA	Library Service Coord	Administers, maintains, and troubleshoots Interlibrary Loan service and system; Provides copyright services to faculty; supervises interlibrary loan functions at branch libraries; interprets and applies University Libraries policies, represents UL at the state level for resource sharing; reports statistics
UL Access Services	F	R	STA	Library Service Coord	Blerce Library evening supervisor; manages all service points and student assistants after 5pm; manages University Course Reserves service and system; integrates library owned and purchased resources into courses via Brightspace; provides copyright services to faculty; interprets and applies University Libraries policies; performs closing and security procedures
UL Archival Services	F	R	CP	Archives Associate Sr	Arranges and describes archival collections; provides historical research assistance and records for patrons; maintains archival database; prepares and installs historical exhibits; digitizes collections and creates metadata work; works with Head of Archival Services on retention and disposal of archival records; assists in planning and overall operation of archives; trains and supervises student assistants; manages department in Head's absence; gathers and organizes statistics and prepares reports.
UL Archival Services	F	R	CP	University Records Manager	Under the head of Archives, develops, implements, and administers a campus-wide records management program including recommending and maintaining records retention and disposition schedules for university records both in paper and digital format; provides leadership and direction for the program including establishing appropriate goals and objectives and providing oversight of appropriate records management practices to ensure compliance with state and federal laws and with internal policies; developing and enforcing standard operating policies, procedures and guidelines for the creation, storage, retrieval, classification, and destruction of records in all formats, including electronic; provides advice, consultation, and training to departments on records management and oversee and maintain the records management database; responds to information inquiries regarding campus records, including student records, and assisting the archives with other projects as needed.
UL Archival Services	F	R	FAC	Assoc Prof, Bibliography	Directs and administers the University Archives, Special Collections, and Records Management programs. Provides leadership, supervises, and directs the work of three full-time and one part-time staff in the areas of processing, preserving, digitizing, cataloging, and providing access to the collections. Promotes the collections to the university and scholarly community including students, staff, faculty, administrators, alumni, donors, and community partners. Teaches bibliographic instruction or information literacy sessions and workshops to students and classes. Works closely with the Dean in fundraising and donor relations. Oversees the university's records management program.
UL Archival Services	F	R	STA	Library Associate Sr	Assists patrons by retrieving archival records, assists and instructs patrons in the use of archival materials and information-seeking skills; interprets and applies archives policies, standards and procedures; assists with the processing (organization and inventorying) and preservation of archival collections; provides support in a variety of areas including archives reference, processing, cataloging, digitization, and preservation.
UL Archival Services	P	T	STA	Library Research Asst	Duties include processing and preserving archival collections; answering reference enquiries by phone, email, and in person; digitizing archival materials; creating metadata; uploading digital collections to online repository, and other duties as assigned)
UL Dean's Office	F	R	CP	Mgr, UL Business Operations	Manage budgetary, personnel and administrative services. Provide support to dean and department heads. Use independent judgement in matters dealing with policies and procedures. Supervise, train and assign duties for students in Dean's office.

UL Dean's Office	F	R	CP	Mgr. Ping Comm & Engmt-UL	Manages the planning and evaluation of programs, services, and goals for the University Libraries. Leads the Libraries' communications and engagement strategy by developing a shared vision for improving existing processes, modeling effective ways of communicating in a variety of media, and understanding user needs in order to align communications and engagement activities with the Libraries' strategic plan. * This person is on a VRWS.
UL Dean's Office	F	R	CP	Asst Dean, Pub Svs & Fac	The Assistant Dean directs 8 support staff who have the responsibility for the Circulation, User Support, and Media Tech service points in Bierce Library by providing assistance, information, access to resources, and technology lending to students and faculty; maintaining all circulating collections and Government Documents; providing safe and secure facilities to students, faculty, and community members; providing curriculum and research support through OhioLINK lending & borrowing, Interlibrary Loan, and Course Reserves; booking and technology support for instructor classrooms; and student assistant supervision. The Assistant Dean is responsible for facility planning, including establishing and updating emergency procedures, disaster plans, safety/security policies, accessibility updates; managing the Public Services operating and student assistant budget and the Interlibrary Loan budget; reporting statistics, collaborating with all other University Libraries units; representing University Libraries at the state level, and University Libraries strategic planning
UL Dean's Office	F	R	FAC	Dean, University Libraries	Provides vision and direction for the Bierce and Science & Technology libraries, University Archives, the UA Press and the Instructional services units. Manages the human, fiscal, and physical resources in a complex organizational setting. Builds cross disciplinary, innovative academic support services.
UL Dean's Office	F	R	FAC	Asst Dean, Res & Learn Svs	Physical Sciences Librarian, bibliographer for Chemistry, Chemical Engineering, Polymer Science, Polymer Engineering, Geosciences, Physics, Mathematics, and Statistics. Also responsible for supervision of S&T Library personnel and subject librarian faculty at Bierce Library and Coordinator of Applied Technology. Responsible for budget and space management of S&T Library and budget of RLS department.
UL Electronic Services	F	R	FAC	Assoc Prof, Bibliography	Administering, maintaining, and troubleshooting library systems (Sierra, ILLiad, and GOBI); managing the daily operations of UL Systems; coordinating equipment purchases, upgrades, installations, and replacements; loading patron records; reviewing, editing, and loading e-resource MARC records; administering and supporting the UL SharePoint.
UL Electronic Services	F	R	FAC	Assoc Prof, Bibliography	Coordinates and manages workflow and projects of Acquisitions. Manages EZproxy configuration, Sierra ERM resource records, and maintains access to library electronic resources. Also manages the Bierce Library Philosophy collection and provides information literacy and instructional support for the Philosophy Department.
UL Electronic Services	F	R	FAC	Assoc Prof, Bibliography	The Head directs the work of 5 faculty librarians and 8 support staff who have the responsibility for library acquisitions, bibliographic services, collections, management of electronic resources, maintenance of library systems and website, and installation and support of public and staff computing equipment.
UL Electronic Services	F	R	FAC	Asst Prof, Bibliography	Coordinates and manages cataloging projects; coordinates and prioritizes training and professional development for cataloging; catalogs materials.
UL Electronic Services	F	R	FAC	Assoc Prof, Bibliography	Cataloging (particularly music scores & recordings, print serials, foreign language resources, government documents, and microforms); OCLC cataloging services (including Connexion software and authorizations); staff version of local catalog (including importing and indexing).
UL Electronic Services	F	R	STA	Library Specialist	Ordering, receiving and payment of library materials, especially serials; troubleshooting and maintenance of records; gift receipt and acknowledgement, documentation, and replacement purchasing.
UL Electronic Services	F	R	STA	Departmental Systems Adm	Networking, hardware/software maintenance, support & installation. Maintaining and supporting CybraryN.
UL Electronic Services	F	R	STA	Web Dev Specialist	Develops and maintains the UL web site; maintains dotCMS, LibGuides, Wordpress, ILL WebPAC and related components of library web presence; acts as liaison to UA Web Team; provides web-related training for library staff and faculty.
UL Electronic Services	F	R	STA	Library Service Coord	Responsible for providing access to library electronic resources which includes maintaining the EBSCO e-Journal A-Z list, EBSCO EDS (discovery layer), administering the various user-interfaces to library electronic resources, and troubleshooting access to electronic resources.
UL Electronic Services	F	R	STA	Library Cataloging Specialist	Catalog/edit and export into the local library system, Sierra, Library of Congress and non-Library of Congress monographs, along with validated authority headings. Catalog/edit and download Curriculum Center materials and also print serials/periodical titles. Also responsible for hiring/training and supervising Student Assistants for the e-Services department. Catalog and provide accessible bibliographical records to our local database which will enable the general public to perform research or search for an item held in our libraries.
UL Electronic Services	F	R	STA	Library Cataloging Specialist	Monographic cataloging, multi-volume sets, archival items, gift books, and curriculum center kits. Database maintenance and quality control. P23 reclassification project. Basic repairs. Bookplates.
UL Electronic Services	F	R	STA	Library Cataloging Specialist	Track and monitor online access to subscription resources; cataloging for electronic resources, including e-journals, e-books, and databases; manage electronic resources in A-to-Z e-resource management system and the library's ILS
UL Research & Learning Svcs	F	R	CP	Coord, Applied Technology-UL	Manage and coordinate new technologies within Bierce Library, by providing consultative services to faculty, staff and students on appropriate use of digital media equipment for applied teaching and learning activities. Coordinate the scheduling, training, and maintenance of the multimedia equipment. Supervise and train assigned staff. Provide technical support, training, and demonstrations of equipment and technology to students, staff, and faculty. Maintain, coordinate and schedule repair of media equipment, technology-enhanced classrooms, and 3D printers/scanners. Act as a liaison between the Libraries and IT. Distance Learning and Audio/Visual. Provide direct services to users of technology and references resources.

UL Research & Learning Svcs	F	R	FAC	Assoc Prof, Bibliography	Bibliographer responsible for collections, instruction, and reference for programs in Art, Asian/Middle East Studies, Counseling, Gender Studies, Psychology and Sociology.
UL Research & Learning Svcs	F	R	FAC	Prof, Bibliography	Bibliographer responsible for collections, instruction, and reference for programs in Accounting, Anthropology, Archaeology, Business Administration, Business Technology, Economics, Finance, International Business, Management, and Marketing.
UL Research & Learning Svcs	F	R	FAC	Assoc Prof, Bibliography	Bibliographer responsible for collections, instruction, and reference for programs in Communication and Modern Languages.
UL Research & Learning Svcs	F	R	FAC	Asst Prof Pract, Bibliography	Coordinates the Information Literacy Program. Faculty member in charge of Collection Development including budget management, vendor negotiations, new resource selection, OhioLINK liaison, and stacks maintenance/weeding. Duties also include Affordable Learning initiatives such as promotion of open educational resources and the adoption of library materials into the classroom. Manages the Blerce Library Education collection (and Curriculum Center) and provides information literacy and instructional support for the College of Education. Affordable learning duties such as promotion of open educational resources and the adoption of library materials into the classroom.
UL Research & Learning Svcs	F	R	FAC	Assoc Prof, Bibliography	Bibliographer responsible for collections, instruction, and reference for programs in Arts Administration, Dance, Music and Theater.
UL Research & Learning Svcs	F	R	FAC	Assoc Prof, Bibliography	Bibliographer responsible for collections, instruction, and reference for programs in Associate Studies, Classics, English, History, Pan-African Studies, Political Science, Public Administration & Urban Studies, Public Service Technology and Social Work.
UL Research & Learning Svcs	F	R	STA	Library Specialist	Assists and instructs patrons in the use of library owned materials and information-seeking skills at Blerce Library public service desks; provides in-depth reference support to Interlibrary Loan, Archives, and UL Subject Librarians in person and through digital platforms; trains and supervises student assistants; performs opening and closing procedures; schedule covers library weekend shifts
UL Research & Learning Svcs	F	R	STA	Administrative Assistant	Provides assistance to supervisors in the administration of departmental programs and activities. Directs daily operations and exercises independent judgement in resolving issues or concerns related to departmental policies and procedures.
UL Research & Learning Svcs	F	R	STA	Library Specialist	Assists and instructs patrons in the use of library owned materials and information-seeking skills at the Blerce Library public service desks; Manages OhioLINK lending and borrowing; Provides support to Government Documents processing, Course Reserves, and primary student supervisor; performs opening and closing procedures
UL Research & Learning Svcs	F	R	STA	Library Specialist	Catalogs and edits Government Documents resource records; manages the Government Document physical collection; represents University Libraries at the state level for Government Documents; provides Government Document reference assistance to university students and staff; assists at the public services desks at Blerce Library; supervises student assistants; performs opening and closing procedures
UL Science & Technology	F	R	FAC	Asst Prof, Bibliography	Allied Health and Life Sciences Librarian, bibliographer responsible for collections, instruction, and reference for programs in Allied Health Technology, Biology, Child Life, Gerontology, Nursing, Nutrition & Dietetics, Public Health, Speech-Language Pathology & Audiology, Sport Science & Wellness Education
UL Science & Technology	F	R	FAC	Assoc Prof, Bibliography	Applied Science Librarian, bibliographer responsible for collections, instruction and reference for programs in Automated Manufacturing Engineering Technology, Civil Engineering, Computer Engineering, Computer Science, Construction Engineering Technology, Electrical Engineering, Electronic Engineering Technology, Engineering, Engineering Science Technology, Geographic & Land Information Systems, Manufacturing Engineering Technology, Mechanical Engineering, Mechanical Engineering Technology, Surveying & Mapping
UL Science & Technology	F	R	STA	Library Specialist	Hire, train, schedule, supervise, budget student workers. Coordinate circulation of library resources including processing print materials to be placed on course reserve. Provide direct user service; update information on digital signage. Maintain cash drawer and process deposits.
UL Science & Technology	F	R	STA	Library Specialist	Maintaining physical integrity of collections and maintaining database for quality control. Providing direct user service. Managing projects of collection analysis and evaluation for retention. Fulfilling Interlibrary Loan requests at the Science and Technology Library.
University Press	F	R	STA	Editorial & Design Coord	Editorial, design, production; social media; mentoring and supervision of students.
University Press	P	R	STA	Coord, Print Mfg & Dglt Prod	Editorial, production; business manager; mentoring and supervision of students.

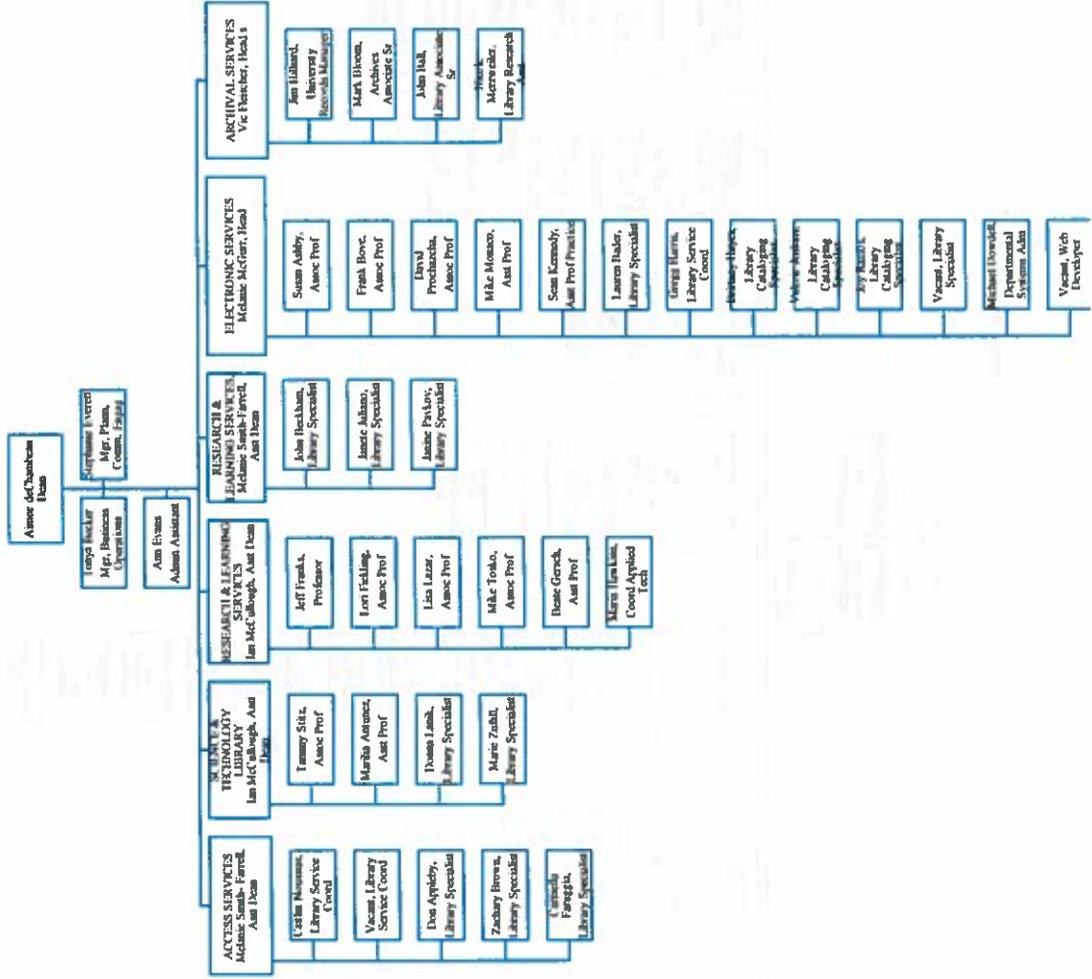
Organizational Chart
University Libraries

Revised March 2018



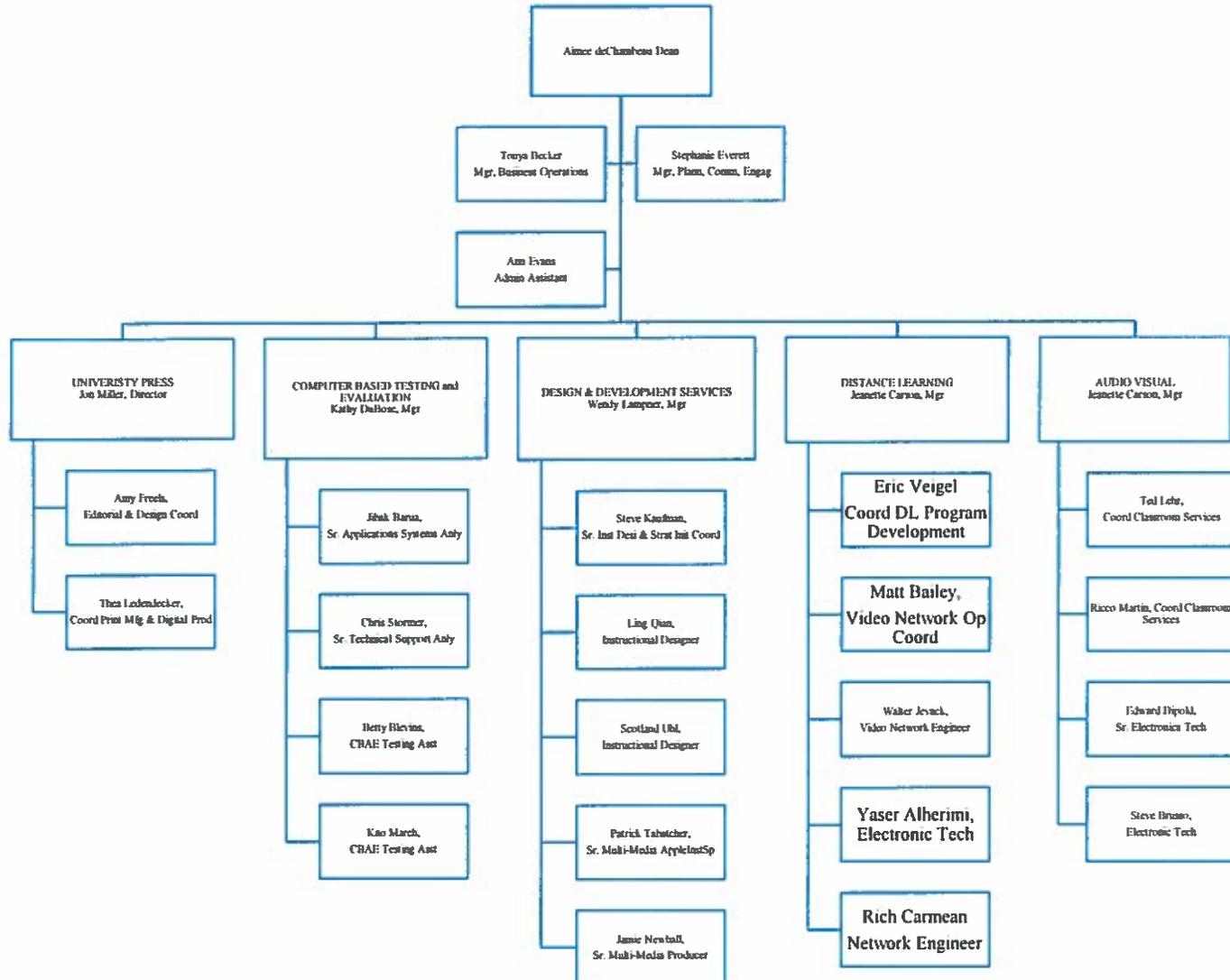
Organizational Chart
University Libraries

Revised March 2018



Organizational Chart
University Libraries

Revised March 2018



Course #	Course Name	Faculty Name	Description	Who	Status
3650_320_001_4171	Social Inequalities	Balfour Ishy	Develop full online course	Wendy	Completed
7500_201_412_4173	Bath to Rock	Daniel McCarthy	Convert to 5 weeks, correct video links, edit credit discussion, and special topics on YouTube	Scott	Pending user responses (one module at a time)
3400_253_401_402_4173	US History since 1877	Gregory Wilson	New course creation.	Steve, Wendy & Scott	Completed
WC-600_201_770_4173	Bath to Rock	Suzanne Blain	Content from 18 weeks to 6	Chris D	Completed
4160021	Basic Stats	Art Laurens	Content from 18 weeks to 6	Steve K & James	Completed
4160607	Calculus	Art Laurens	Content from 18 weeks to 6	Patrick	Completed
4161513	College Algebra	Jerry Obelwe	Copy course materials and update WebEx widget link from 770	Patrick	Completed
WC-3450_145_771			Convert course materials and update WebEx widget link from 770	Patrick	Completed
7300_318_301	Science of Nelson	Pui-Yang Liu	Convert course materials and update WebEx widget link from 770	Patrick	Completed
3700_303_401_4173	RM to Political Thought	James McHugh	Checking course for errors	Patrick	Completed
WC-3400_128_778_4173	Introduction to Ethics 770	Dimitra Getso	Review release conditions, copy to adjunct sections, fix adjunct errors	Scott	Completed
4160263			Review release conditions, copy to adjunct sections, fix adjunct errors	Scott	Completed
4167500	Introduction to Ethics 771	Dimitra Getso	Review release conditions, copy to adjunct sections, fix adjunct errors	Scott	Completed
4164071	Communication Theory 001	Andy Ramon	Ramp up new course for Fall 2017	Slave	Completed
4164635	2740.120 Medical Terminology - Development	Kristina Kair	Adopting new textbook from Elsevier. Having issues with publisher integration due to license agreement. Was able to download last banks through ExamView. Pointing over content that doesn't require authentication into the course.	Slave	Completed
4164037	2740.121 Study of Disease Process - Development	Kristina Kair	New course set up. New textbook.	Slave	Completed
4178463	Essentials of Management Tech 401	Patricia Spencer	New course set up. Development from the ground up.	Slave	Completed
4187282	Corp Social Responsibility & Leaders 003	Petecia Spencer	New fully online course. Modifying content from previous instructor, Mary Williams	Slave	Completed
4162020	Adv Clinical Pharmacology 800	Marilyn Pankowski	Overhaul of content design. Recommended implementing the DQS template, which are in now using to reorganize course content.	Slave	70% done. She's cleaning up the textbook, content, and overwriting content/objects.
4161923	Pharmacology and Adverse Effects 801	Marilyn Pankowski	Overhaul of content design. Recommended implementing the DQS template, which are in now using to reorganize course content.	Slave	85% done. She's cleaning up the content
4161933	Child & Adolescent Health 1800	Linda Kerr	Overhaul of content design. Recommended implementing the DQS template, which are in now using to reorganize course content.	Slave	85% done. She's cleaning up the content
4161919	Child & Adolescent Health 1801	Linda Kerr	Overhaul of content design. Recommended implementing the DQS template, which are in now using to reorganize course content.	Slave	85% done. She's cleaning up the content
4167809	Counseling: Theory & Practice 800	Margaret Mearns	Overhaul of content design. Recommended implementing the DQS template, which are in now using to reorganize course content.	Slave	85% done. She's cleaning up the content
4167842	6000.600 Prof. Orient & Ethics	Margaret Mearns	Fall 2017 updates (textbook, dates) - F2F course	Slave	Completed
4167765	6000.601 Prof. Orient & Ethics	Margaret Mearns	Fall 2017 updates (textbook, dates) - F2F course	Slave	Completed
4167785	6000.602 Prof. Orient & Ethics	Margaret Mearns	Fall 2017 updates (textbook, dates) - F2F course	Slave	Completed
4168119	College of Business Administration Graduate	Sue Turley	Creating graduate waiver exams for 5 courses. All test banks have been updated and formatting cleaned up. Sue is making sure the questions are appropriate for the level of the course.	Slave	100% done. Instructor needs to upload content.
6500_695_401_4173	Organizational Strategy 401 Online Bible	Scott Bible	Converting the course for Dalmeida Mulherpe to Scott Bible. Final time teaching fully online.	Slave	Completed
4179020	Human Behav & Social Environ 1481/681/682	Michelle Thornton	Assisting with course ramp up for Summer. Using embed code to provide links to podcasts/general questions.	Slave	Completed
4166953	Commercial Bank Management 001	Bhanu Balasubraman	Assistance with getting fully online course ready for Fall 2017	Slave	90% done. Need to update Respondus Monitor pw for all quizzes/exams for Fall
4190010	Financial Statement Analysis 001/801	Bhanu Balasubraman	Assistance with getting fully online course ready for Fall 2017	Slave	80% done. Need to set dates with Bhanu course wide.
4166945	Summer Workshop Series	Chris Crull	Assistance with getting fully online course ready for Fall 2017	Slave/Patrick	Completed. Patrick updated all the module banners.
4166128	International Student Online Orientation	Nicola Kille	Assistance with getting fully online course ready for Fall 2017	Slave/Patrick/Wendy	5% - needs content / integration with McGraw
4167003	Legal & Soc Environ Business 481	Suzanne Gradisher	Needs assistance with switching away from WileyPlus to McGraw Hill Connect. Reached out to her in early July, but have not heard back once we created the development sheet. I think she is reviewing content, but I don't see anything updated to her yet.	Slave	Completed
4166900	Government & Business 481	Suzanne Gradisher	Needs assistance with switching away from WileyPlus to McGraw Hill Connect. Reached out to her in early July, but have not heard back once we created the development sheet. I think she is reviewing content, but I don't see anything updated to her yet.	Slave	Completed
4166955	Insurance Operations 001	Jill Baco	Needs assistance with switching away from WileyPlus to McGraw Hill Connect. Reached out to her in early July, but have not heard back once we created the development sheet. I think she is reviewing content, but I don't see anything updated to her yet.	Slave	Completed
4166164	Financial Accounting - Development	Melanie McCoskey	Needs assistance with switching away from WileyPlus to McGraw Hill Connect. Reached out to her in early July, but have not heard back once we created the development sheet. I think she is reviewing content, but I don't see anything updated to her yet.	Slave	5% - needs content / integration with McGraw
4167073	Process Analysis & Cost Mgmt	Il-Woon Kim	Needs assistance with switching away from WileyPlus to McGraw Hill Connect. Reached out to her in early July, but have not heard back once we created the development sheet. I think she is reviewing content, but I don't see anything updated to her yet.	Slave	Completed
4167187	Cost Management and Control	Il-Woon Kim	Needs assistance with switching away from WileyPlus to McGraw Hill Connect. Reached out to her in early July, but have not heard back once we created the development sheet. I think she is reviewing content, but I don't see anything updated to her yet.	Slave	Completed
4168136	Light in Map-ABLE Environments	Jada Whitmore	Needs assistance with switching away from WileyPlus to McGraw Hill Connect. Reached out to her in early July, but have not heard back once we created the development sheet. I think she is reviewing content, but I don't see anything updated to her yet.	Slave	Completed
4168117	Interior Design Theory	Jada Whitmore	Needs assistance with switching away from WileyPlus to McGraw Hill Connect. Reached out to her in early July, but have not heard back once we created the development sheet. I think she is reviewing content, but I don't see anything updated to her yet.	Slave	Completed
4161891	Psych Hlth/HB-Cross, APN III	Diana Marshall	Needs assistance with switching away from WileyPlus to McGraw Hill Connect. Reached out to her in early July, but have not heard back once we created the development sheet. I think she is reviewing content, but I don't see anything updated to her yet.	Slave	Completed
4162031	Adv Mental Health Assessment	Diana Marshall	Needs assistance with switching away from WileyPlus to McGraw Hill Connect. Reached out to her in early July, but have not heard back once we created the development sheet. I think she is reviewing content, but I don't see anything updated to her yet.	Slave	Completed

5550_327_001_4181	4211552	4181	Exercise Leadership	Jule Juvenoc-Heltzel	Rebuild & update storyline presentations for increased compatibility with HTML5 and mobile devices	Patrick and Pat	Completed
5550_327_002_4181	4211548	4181	Exercise Leadership	Jule Juvenoc-Heltzel	Rebuild & update storyline presentations for increased compatibility with HTML5 and mobile devices	Patrick and Pat	Completed
3700 ugnd extd exam	3030504	0001 ongoing	Political Science - Undergraduate Ext Exam	Jim Sperling	Add students for Spring 2018, setup Spring 2018 ext exams	Patrick	Completed
3700 ugnd extd exam	3030706	0001 ongoing	Criminal Justice - Undergraduate Ext Exam	Jim Sperling	Add students for Spring 2018, setup Spring 2018 ext exams	Patrick	Completed
3002_201_001_4181	4218982	4181	Pan-African Studies	Chris Opoku-Agyeman	Setup final exam	Patrick	Completed
3002_201_002_4181	4218978	4181	Pan-African Studies	Chris Opoku-Agyeman	Setup final exam	Patrick	Completed
3470_260_501_4183	4239928	4183	Basic Statistics	Mark Fridline	Conversion for new textbook	Wendy	Completed
2040_241_501_4183	4241714	4183	Technology & Human Values 501	Susan Wynn	Refresh	Wendy	Completed
WC-2420_103_701_4187	4244761	4187	Essentials of Management Tech 701	Sandy Coyner	Conversion for new textbook	Linq	In progress
5550_449_501_502_4183	4261854	4183	Org & Adm for Health Care Prof	Stacey Buser	Refresh	Wendy/Patrick	Completed
ecrt Training	4235286	ongoing	ECRT Training	Christie Rodgers	Create new screen capture training videos. Might host them on a Brightspace page.	Scott	Editing videos
8200_230_402_4183	4237028	4183	Nursing Pharmacology 402	Marilyn Perkowski	Help with editing exams and setting up special access for a student to take exam at sessions hall	scot	Done
5550_330_501_4183	4238518	4183	Exercise and Weight Control Summer I	Laura Richardson	Video Assignment help	scot	done
8200_607_481_4183	4236812	4183	Policy Issues in Nursing 481	Eileen Fleming	Helped with gradebook for summer. Will need follow up appointments for getting course online for future semesters.	Scott	In-progress
8200_685_801_4187	4245331	4187	Child and Adolescent Health Nursing	Joseph Foley	New nursing faculty needs help getting oriented with Brightspace. Needs additional help getting online course ready for Fall	Scott	in progress
3080_417_517_581_4183	4263106	4183	Leadership and Decision-Making	Chris Opoku-Agyeman	Merge sections, import publisher materials, import exams, setup modules based on syllabus and, setup gradebook.	Patrick	Completed
3400_251_410_411_4183	4263201	4183	U.S. History Since 1877 410411	Gregory Wilson	Reorganize to 5 weeks, modify dates, redo gradebook, migrate Panopio, update Respondus setting	Scott & Wendy	Completed
2420_311_DEV		DEV	Introduction to computers and application design	Frank Singletary	From Workshop		
2420_420_DEV		DEV	from to business in the global environment	Frank Singletary	From Workshop		
3980_516_DEV		DEV	Public Personnel Management in the Public Sector	Francis Doanetpor	From Workshop		
		DEV	Law School Orientation Development	Mary Cooke	From Workshop		
2010_042		DEV	Online Basic Writing	Michelle Miller	From Workshop		
		DEV	Medical Terminology	Scott Kaister	From Workshop		
		DEV	Introduction to Database Management	En Chang	From Workshop		
8200_662		DEV	Clinical Psychopharm	Diana Marshall	From Workshop		
2800_310		DEV	National Electric Code and Electrical System Design	Greg Herstine	From Workshop		
7600_310		DEV	Newswriting Across Media	Christopher Kappeler	From Workshop		
5200_325		DEV	Early childhood practicum	Gloria Hobor	From Workshop	Steve	
6500_304		DEV	Business Statistics	Matthew Brann	From Workshop	Steve	
8200_610		DEV	Advanced Assessment	Wanda Casky	From Workshop		
8200_690		DEV	Spring Clinical Management I	Marilyn Perkowski	From Workshop		
1870_250		DEV	Humanities Honor Colloquie 002: The Culture of the British Country House	Melanie McGurr	From Workshop		
4400_483_583		DEV	Power Electronics I	Malk Ebeuk	From Workshop		
2010_082		DEV	College Reading & Study Skills	Daniel Buttermore	From Workshop	Steve	
3300_111_581		4187	English Composition I	James Wallace	From Workshop		
2290_150		DEV	Plan Reading	Paul Rawlings	From Workshop	Steve	in progress
6500_651		DEV	Organizational Transformation	Sheri Schulte	From Workshop	Steve	
6500_304_MASTER		DEV	Business Statistics	Kevin Bliser	From Workshop		
2420_263_DEV		DEV	Professional Comm & Presentation	Raushyn Boyd	From Workshop		
7600_325_DEV		DEV	Intercultural Communication	Vernice Maher	From Workshop		
7750_402		DEV	Social Work Practice II	Michelle Thomson	From Workshop		
7600_106		DEV	Introduction to Public Speaking	Kalia Evans	From Workshop		
2420_420_501_4183	4241838	4183	Human Resources Development 501	Paty Spencer	New book, Course overhaul for new content	Steve	In progress
2420_311_501_4183	4241848	4183	Corp Social Resp/ity & Leaders 501	Paty Spencer	Course refinement based on last semester feedback	Steve	In progress
7600_384_001_4187	4246803	4187	Communication Research 001	Andrew Rancor	Face-to-face course, wanting to get organized similar to an online course	Steve	
7600_384_DEV	4218922	DEV	Communication Research - Development	Andrew Rancor	This will be the fully online version offered in Spring 2019	Steve	
6400_655_501_4183	4237908	4183	Government & Business 501	Suzanne Gradisher	This course is being prepped for QM Review	Steve	
8200_336_DEV	4041003	DEV	8200 336 Concepts of Professional Nursing MASTER - QM REVIEW	Pamela Bonnett	Prepping course for QM Review	Steve	Met QM Standards - Review complete
7750_427_DEV	4219927	DEV	Human Behavior in the Soc. Envr. I - Development	Michele Thomson	New online course scheduled for Fall 2018 - aligning to accreditation	Steve	In Progress - set to be complete by Aug 1
2600_235_801_DEV	4260002	DEV	Construction Inspection Development	Joe Eckarte	New online course for Fall 2018	Steve/Linq	In Progress
6200_610_501_4183	4237938	4183	Process Analysis & Cost Mgmt 501	Il-Woon Kim	Course prep for Summer 18	Steve	completed
6200_301_401_4183	4237972	4183	Cost Management and Control 401	Il-Woon Kim	Course prep for Summer 18	Steve	completed
6200_610_500_4187	4249097	4187	Process Analysis & Cost Mgmt 500	Il-Woon Kim	Course prep for Fall18	Steve	in progress
6200_301_800_4187	4249155	4187	Cost Management and Control 800	Il-Woon Kim	Course prep for Fall18	Steve	in progress
6200_301_001_4187	4249157	4187	Cost Management and Control 001	Il-Woon Kim	Course prep for Fall18	Steve	in progress
3250_201_DEV3	4199946	4187	Principles of Macroeconomics - Development	Suchanta Ghosh	Course prep for Fall18	Steve	in progress
2780_106_500_4187	4256045	4187	Anal & Phys for Allied Hlth I 500	Kristine Kraft	Course prep for Fall18	Steve	in progress
2780_107_500_4187	4256027	4187	Anal & Phys for Allied Hlth II 500	Kristine Kraft	Course prep for Fall18	Steve	in progress
3350_100_505_4187	4253755	4187	Introduction to Geography 505	Meera Chatterjee	Course prep for Fall18	Steve	completed
3350_275_506_4187	4253739	4187	Geography Cultural Diversity 506	Meera Chatterjee	Course prep for Fall18	Steve	in progress
3350_275_505_4187	4253743	4187	Geography Cultural Diversity 505	Meera Chatterjee	Course prep for Fall18	Steve	in progress
3350_275_004_4187	4253745	4187	Geography Cultural Diversity 004	Meera Chatterjee	Course prep for Fall18	Steve	in progress
5100_200_003_004_4187	4262041	4187	Introduction to Education 003/004	Valerie Santor	New online course offering gradebook and quiz set up	Steve	Scheduled first meeting
4400_307_401_4183		4183	Basic Electrical Engineering 401	Malk Ebeuk	gradebook and quiz set up	Linq	done
7750_276_501_502_503_4183		4183	Introduction to Social Welfare	Baomei zhao	Webex set up and copy content	Linq	done
7750_276_001_4187		4187	Introduction to Social Welfare 001	Baomei zhao	re-design the course	Steve/Linq	in process
3850_100_551_4183		4183	Introduction to Sociology 551	Juan Xi	set up a new course	Linq	Done
neo_achieve	4263502	0001 ongoing	NEO Achieve	Nancy Lupi	Create new site for use with a grant to facilitate communication and dissemination of information for grant cohorts. Bulk enroll students from grant.	Patrick	in progress
3300_566_401_801_902_4183	4260429	4183	Linguistics and Language Arts 3e	Wei Zhang	Provide assistance to GA on creating HSP presentations and assist with creating new Storyline presentations. Add example videos of previous student presentations to site as streaming video	Patrick	in progress

