



## MEETING OF THE FACULTY SENATE

### AGENDA

May 1, 2024

**3:00 PM – Student Center Ballroom**

- |       |                                                                                                                                                                                                                                                                                                                                                   |                                    |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| I.    | Approval of the Agenda for the May 1, 2024 Meeting                                                                                                                                                                                                                                                                                                | Anup Kumar                         |
| II.   | Approval of the Minutes of the Meeting<br>A. April 3, 2024                                                                                                                                                                                                                                                                                        | Anup Kumar                         |
| III.  | Report of the Senate President                                                                                                                                                                                                                                                                                                                    | Anup Kumar                         |
| IV.   | Report of the President of CSU                                                                                                                                                                                                                                                                                                                    | Laura Bloomberg                    |
| V.    | University Curriculum Committee<br><b><u>Approval Items</u></b><br>B. Consent Agenda (see attached)                                                                                                                                                                                                                                               | Michele Heath                      |
| VI.   | Admissions and Standards Committee<br><b><u>Approval Item</u></b><br>C. Permanently extending the waiver of ACT/SAT requirement for undergraduate admission (see attached)                                                                                                                                                                        | Michael Wiitala                    |
| VII.  | University Faculty Affairs Committee<br><b><u>Approval Item</u></b> (see attached)<br>D. Recommendation for a Revision of Personnel Policies 3344-16-07<br>Second reading                                                                                                                                                                         | Gary Dyer                          |
| VIII. | Budget and Finance Committee                                                                                                                                                                                                                                                                                                                      | Deborah Smith                      |
| IX.   | Library Committee                                                                                                                                                                                                                                                                                                                                 | James Marino and<br>Hannah Pearson |
|       | <b><u>Presentation and Requested Feedback—please review prior to meeting</u></b>                                                                                                                                                                                                                                                                  |                                    |
|       | E. Collections Priority & Strategy FY24-FY25 (preliminary report—see attached)<br>The library would like faculty feedback on the following areas:<br>The resource tier system, tier definitions, and the make-up of each tier.<br>The Minimal Viable Collection – definition and make-up<br>FY25 Budget Strategies<br>Long Term Budget Strategies |                                    |
| X.    | SGA Report<br>• SGA Election Results                                                                                                                                                                                                                                                                                                              | Anastasia Hunt                     |

- SGA year-end accomplishments
- Statement regarding Mohammed Abdul Arfath (see attached)

XI. Report of the Provost and Chief Academic Officer	Nigamanth Sridhar
XII. Question Time	Anup Kumar
XIII. New Business	Anup Kumar
XIV. Adjournment	Anup Kumar

Academic Steering Committee

Judy Ausherman  
Laura Bloomberg  
Brooke Conti  
Gary Dyer  
Michele Heath

Carole Heyward  
Dana Hubbard  
Chandra Kothapalli  
Anup Kumar, Chair  
Liz Lehfeldt

Janterria Matthews  
Bruce McClain  
Kevin Mueller  
Anne Price  
Aaron Severson

Albert F. Smith  
Deborah Smith  
Nigamanth Sridhar  
Michael Wiitala



**FACULTY SENATE--MEETING MINUTES**  
**April 3, 2024**  
**3:00 PM – Student Center Ballroom, third floor**

**PRESENT: Faculty Senate Officers** A. Kumar, D. Hubbard, and A. Smith; **Faculty Senators** J. Ausherman, M. Baumgartner, B. Binnie, J. Bolt, A. Borosov, S. Brockhaus, B. Browning, M. Buckley, B. Conti, D. Davisson, B. Ekelman, C. Heyward, J. Jenkins, E. Lehfeldt, K. Mansour, J. Matthews, B. McClain, B. Nagy, H. Pearson, A. Price, R. Raimer, E. Rauschert, T. Runner, A. Severson, D. Smith, J. Sola, A. Sonstegard, M. Volk, R. Whitbred, N. Zawahri, and N. Zingale; **Administrative and Corresponding Members** L. Bloomberg, J. Gordon, M. Gruys, A. Kersten, B. Kosteas A. Hunt, K. Neuendorf, T. Nikitina; **Ex Officio Limited Members** G. Dyer, M. Heath, S. Rose, and M. Wiitala.

**OTHERS**

**PRESENT:** Zoom indicated a peak of 182 participants.

Senate President Kumar gaveled the meeting to order at 3:00 p.m.

I. Approval of the Agenda

A motion was made by University Curriculum Committee chair, Michele Heath, to amend the agenda with a discussion item, School of Education and Counseling Reorganization - Levin College of Public Affairs and Education; Ad Hoc Proposal. She noted that the committee had met earlier in the day and approved the additional item for the discussion agenda. The revised agenda was approved by voice vote.

II. Approval of the Minutes of the February 28, 2024, Meeting

The minutes of the February 28, 2024, meeting were unanimously approved by voice vote.

III. Report of the Senate President

Senate President Kumar provided updates on several Senate and University matters, including that Provost Sridhar and his dog had been injured when they were struck by a car and that the Provost was in the hospital with a possible concussion. President Kumar noted that the University would be addressing its budgetary challenges and that University President Bloomberg would discuss these.

IV. University Curriculum Committee

Committee Chair Michele Heath brought a consent agenda from the committee. The consent agenda was approved with one abstention. (**Report No. 33, 2023-2024**)

- Prelicensure BSN Admission Requirements - 1110 - Fall 24

- Accelerated BSN On Line - 1110 - Fall 24
- Physical Education and Sport (Exercise Science), B.S. in Ed. - 1110 - Fall 24
- Applied Social Research, Accelerated Master's BA/MA - 1110 - Fall 24
- Public Safety Management, B.A. - 1110 - Fall 24
- ANT - 340 - Phonetics and Phonology
- College Requirements - 1110 - Fall 24
- Communication, Accelerated Master's BA/MACTM - 1110 - Fall 24
- Environmental Studies, B.A. - 1110 - Fall 24
- Environmental Studies, MA - 1110 - Fall 24
- Journalism and Promotional Communication, Accelerated Master's BA/MACTM - 1110 - Fall 24
- LIN - 340 - Phonetics and Phonology
- Nonprofit Management, Accelerated Master's BA/MNM - 1110 - Fall 24
- Occupational and Physical Therapy in the Schools, Graduate Certificate - 1090 - Spring 24
- Organizational Leadership, B.A. - 1110 - Fall 24
- Program Evaluation in Educational and Youth-Serving Organizations, Graduate Certificate - 1110 - Fall 24
- Public Administration, MPA - 1110 - Fall 24
- Public Management Certificate - 1110 - Fall 24
- Public Administration, Accelerated Master's BA/MPA - 1110 - Fall 24
- SWK - 390 - Field Practicum I
- UST - 510 - Proposal Writing
- Urban Planning and Development, Accelerated BA/MUPD - 1110 - Fall 24
- Urban Planning and Development, MUPD - 1110 - Fall 24
- Urban Studies, MS - 1110 - Fall 24
- CVE - 426 - Preliminary Design
- Economics Minor - 1110 - Fall 24
- Linguistics Minor - 1110 - Fall 24
- Linguistics, B.A. - 1110 - Fall 24
- CVE - 427 - Capstone Design
- ENG - 241H - H:Introduction to Fiction Honors
- IST - 480 - Data Visualization for Business Intelligence
- Health Sciences, Accelerated Master's BS/MS - 1110 - Fall 24
- Business Analytics, B.B.A. - 1110 - Fall 24

### **UCC Discussion Agenda**

- Digital Humanities - 1110 - Fall 24

Following explanation of the major by Dr. Shelley Rose, and discussion of concerns about enrollment and resources, the Digital Humanities program was approved unanimously.

- School of Education and Counseling Reorganization - Levin College of Public Affairs and Education; Ad Hoc Proposal

On behalf of the committee, Professor Heath proposed that three education departments in the Levin College of Public Affairs and Education be merged into a school. Senator Karla Hamlen Mansour, speaking also for other senators from education departments, expressed concerns about the process by which this proposed merger had been developed. She stated that this had been a mandate from the provost, who never met directly with faculty to discuss this. She stated that the faculty had voted on a leadership structure for a new school, but not on the merger itself. She noted that the education senators were in favor of the merger and say it is potentially beneficial, they were nevertheless very concerned about the process by which it came about.

There was a lengthy discussion about the process, which included education senators making the point that the Provost had not provided a rationale for the merger. The motion effectively merging the education departments into a school of education was approved.

V. Admissions and Standards Committee

Dr. Michael Wiitala, Chair of the Admissions and Standards Committee, proposed approval of changes to admissions procedures for the Occupational Therapy Doctoral program (in Curriculog) and an update to the Academic Reassessment Policy that included provisions for students who change majors (**Report No. 34, 2023-2024**). Both were approved.

VI. Report of the President of CSU

University President Bloomberg commented on the Provost's health and the celebration of faculty that had taken place the day before the Senate meeting. Using a set of slides, President Bloomberg devoted most of her report to organizational resilience and financial stability. (**Report No. 35, 2023-2024**)

President Bloomberg reviewed briefly the consultation project that was conducted by EY Parthenon to make recommendations concerning stabilizing finances and making investment to strengthen the institution. She identified five potential areas of investment to strengthen the CSU experience and six areas in which savings might be achieved. President Bloomberg said that the University is currently too big for its projected enrollment so that we had to manage to a smaller size.

President Bloomberg stated that the budget had to be reduced by \$40 million for the next fiscal year, and that she expected that part of the savings would be through a separation incentive program for faculty and staff. President Bloomberg said that we would continue to market who we are, focusing on the idea that our primary purpose is to serve our students and our region, but that there will be reductions in staff and faculty.

President Bloomberg answered questions, and stated that two town halls were being scheduled for April 16 and May 2; more answers would be available at those times.

VII. Ad Hoc Committee on Core Curriculum

Dr. Shelley Rose provided an update concerning development of the Core Curriculum. She called attention to the handbook developed by the Core Curriculum Committee and the weekly newsletter distributed by the Director of the Core Curriculum; noted some adjustments that had been made to how requirements were specified or must be described in proposals; and urged faculty to consider applying for opportunities to work on the core curriculum during the summer.

VIII. University Faculty Affairs Committee (UFAC)

UFAC Chair Gary Dyer presented for second reading, on behalf of the committee, a change in policy for distinguished faculty awards. The proposal is that all full-time faculty with at least six years of service be eligible for all distinguished faculty awards. This was unanimously approved.

Professor Dyer also presented for second reading proposed changes to the following university policies: 3344-12-10: Policies pertaining to courtesy appointments; 3344-13-01-A: Bylaws of the Faculty Senate to define college faculties; 3344-13-03-B-4: Student Members of Standing Committees; 3344-13-03-F-2: The Admissions and Standards Committee; 3344-13-03-A-7 and 3344-13-03-J: Diversity and Inclusion Committee; 3344-13-03-N-1: Academic Technology Committee; and 3344-13-02 The Faculty Senate (pertaining to dates for apportionment and Senate elections). These were approved. **(Report No. 36, 2023-2024)**

Professor Dyer presented for first reading proposed changes to the personnel policies concerning part-time employment for retired faculty (3344-16-07). These were approved to receive a second reading. **(Report No. 37, 2023-2024)**

IX. Budget and Finance Committee

Committee Chair Deborah Smith reported on the recent meeting of the Planning and Finance Advisory Committee, of which the Committee is a part and at which the Committee had the opportunity to obtain information from David Jewell, Senior Vice President and Chief Financial Officer.

Professor Smith noted first that the Budget and Finance Office was continuing to work on making quarterly reports more accessible. Using a slide, Professor Smith shared the budget report that Mr. Jewell had presented to the Board of Trustees; this compared the fiscal year 2024 budget to the preliminary fiscal year 2025 budget. Professor Smith explained projected changes from FY 2024 to FY 2025 in revenues and expenses. **(Report No. 39, 2023-2024)**

X. Student Government Association (SGA) Report

SGA Director of Marketing and Technologies spoke about a survey conducted by SGA on textbook accessibility. She reported that 568 responses had been received. Survey respondents were asked whether they would prefer to pay various flat fees (as in the proposed course materials equity access model) or to (essentially opt out of that program to) buy materials on their own. Her conclusion was that any proposed equity access arrangement did not make intuitive sense. She advised that the University should proceed slowly, should get additional input from students and faculty, and that open educational resources and coursewise inclusive access be considered. Ms. Hunt said that the equity access model could be attractive to some students but that the vast majority of students would be disadvantaged. **(Report No. 38, 2023-2024)**

Senate President Kumar interjected that at the previous week's meeting of the Academic Steering Committee, the Provost had said that for the time being, an equity access arrangement would not be pursued further.

Ms. Hunt reported that SGA was providing free feminine hygiene products in all female rest rooms in the Student Center and had conducted a successful drive to collect such products. Ms. Hunt noted that SGA elections would take place on the next day.

XI. Graduate and Professional Students Association (GPSA) Report

GPSA President Tatiana Nikitina reiterated previous concerns about the limited number of options for dining on campus and noted that Graduate Student Appreciation Week would be the following week.

XII. Question Time

Senator Judy Ausherman expressed concerns about attempts by the Undergraduate Student Success Committee connect to the Division of Student Belonging and Success, and stated that if there were going to be ex officio members of Senate committees, those ex officio members should participate in shared governance. Senate President Kumar reported that the Student Life Committee had recently met with the Vice President for Student Belonging and Success and had produced a report about it that would be shared with the Academic Steering Committee. President Kumar noted that it was essential that ex officio committee members had to work with committees, and that the basic idea of shared governance was that ex officio members had to go to committees and get feedback and, ideally, the buy-in of committees, many of which also include students.

XIII. New Business

There was no new business.

XIV. Adjournment

There being no further business, and following a motion, the meeting was adjourned at 5:10 p.m.

Respectfully submitted,

Albert F. Smith  
Faculty Senate Secretary

Consent Agenda 4/24/2024

Applied Communication Theory and Methodology, MACTM - 1110 - Fall 24

Applied Predictive Modeling, Graduate Certificate - 1110 - Fall 24

BIO - 448 - Biogeography

BIO - 450 - Evolutionary Biology

Biology, Accelerated Master's - 1110 - Fall 24

Business, Accelerated MBA Program, Online - 1110 - Fall 24

Business, Executive MBA Program - 1110 - Fall 24

Chemistry, Accelerated Master's BS/MS - 1110 - Fall 24

Communication Minor - 1110 - Fall 24

Counseling, Chemical Dependency, Graduate Certificate - 1110 - Fall 24

Economics, B.A. - 1110 - Fall 24

Global Business, Graduate Certificate - 1110 - Fall 24

Global Sustainable Business Practices, Graduate Certificate - 1110 - Fall 24

Health Sciences, Accelerated Master's BS/MPH - 1110 - Fall 24

Journalism and Public Relations, Accelerated 4+1 BA/MACTM - 1110 - Fall 24:

Journalism and Public Relations, B.A. - 1110 - Fall 24

Marketing Analytics certificate - 1110 - Fall 24

Marketing Analytics, Graduate Certificate - 1110 - Fall 24

Mathematics, MS - 1110 - Fall 24.

MKT - 607 - Product Management

MKT - 608 - Global Marketing

MKT - 640 - Field Experience Abroad

Property Management Major, B.A. - 1110 - Fall 24

Psychology, MA - 1110 - Fall 24

Software Engineering, Graduate Certificate - 1080 - Fall 2

Software Engineering, MSSE - 1080 - Fall 23

SWK - 302 - Human Behavior and Social Environments – Micro





# Enrollment Management & Student Success

To: Admission & Standards Committee  
From: Janet Stimple, Interim Vice President, Enrollment Management  
CC: Cristina Sanchez Wayton, Director of Admission  
Date: 4/17/2024  
Re: Permanently extending the waiver of ACT/SAT requirement for undergraduate admission

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As many details concerning the impact of not requiring standardized tests remain in flux, a significant number of CSU's peer institutions and competitors have already announced extensions or changes to their testing policies, including the following:

- **Ohio 4-year Public**
  - Ohio State University
    - Test Optional through Fall 25
  - Ohio University
    - Permanent test-optional policy
  - Kent State
    - Permanent test-optional policy
  - University of Akron
    - Permanent test-optional policy
  - University of Cincinnati
    - Unknown
  - University of Miami
    - Unknown
  - University of Toledo
    - Permanent test-optional policy
  - BGSU
    - Requesting Permanent test optional policy

With many of our peer Ohio public institutions moving to a Permanent test-optional policy or remaining test optional for the 25/26 cycle the potential to be out of step and disadvantaged in attracting and enrolling new students compared to our peers is a major concern. I would recommend the Admissions and Standards Committee consider permanently extending the waiver of ACT/SAT for undergraduate application requirements with the following stipulations:

1. Honors Program can be permitted to make its own determination on ACT/SAT requirement
2. CSU would continue to require demonstration of English Language Proficiency via testing for International student applicants

I am happy to discuss further, and am available for any questions the committee may have.

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**3344-16-07 Retirement.**

- (A) **[Formerly “G.”]** For full-time faculty members who retire with at least ten years of service, the university shall automatically continue **to provide** the following services: e-mail, internet access, library privileges, use of a Viking card, parking, and recreation. Those services shall be offered under the same terms and conditions as **they are offered** to regular faculty. Each year by April first, a notice shall be sent via e-mail to which the faculty member shall respond affirmatively **in order** for services to be continued for the next year. A second e-mail shall be sent notifying retired faculty of the imminent termination of these services in the event that no affirmative response is received. After this second notice, services shall be terminated if the faculty member fails to respond affirmatively.
- (B) **[Formerly “A.”]** A full-time faculty member at Cleveland state university with at least ten years of service who retires under the regulations of the state teachers retirement system or under an approved alternative retirement plan (ARP) may elect, at the faculty member’s sole option, to continue part-time employment at CSU for a period of three years following retirement.
- (C) **[Formerly “B.”]** **A faculty member who chooses this option will be assigned up to nine credit hours of teaching, or its equivalent in administrative service, in each of the three academic years (not including summer).** Employment may consist of, per academic year ~~(not including summer):~~
- (1) A maximum of nine semester credit hours of teaching;
  - (2) A maximum of the equivalent of nine semester credit hours of teaching performed as administrative service; **or**
  - (3) Any combination of **teaching or administrative service** ~~paragraphs (B)(1) and (B)(2) of this rule up~~

to the equivalent of nine semester credit hours of teaching.

**When choosing post-retirement part-time employment, the faculty member must specify at that time how many credit hours of work (teaching or its service equivalent) are being claimed. The extent to which the faculty member's post-retirement work will be composed of teaching or service will depend upon CSU needs. The combination of administrative service and teaching may vary over the three-year period.**

- (D) **[Formerly "C.]"** Faculty **who** may elect to engage in post-retirement employment ~~for up to three years after retirement and~~ shall be compensated at the summer salary rate specified in the relevant section of the current collective bargaining agreement. ~~Retiring faculty who wish to teach in the fall semester, shall, by April first of the previous spring semester, notify their chair or director in writing of their intent to retire and to exercise post-retirement employment. Retiring faculty who wish to teach in the spring semester, shall, by May first of the previous spring semester, notify their chair or director in writing of their intent to retire and to exercise post-retirement employment.~~
- (E) **[Formerly "D.]"** Administrative service may be performed at the discretion of the provost and/or dean in consultation with the department chair or school director and with the concurrence of the retiring faculty member. ~~The combination of administrative service and teaching may be allowed to vary over the three year period.~~
- (F) **[Formerly "E.]"** The courses to be taught and/or the type of administrative service, and the semester(s) of employment service, shall be determined annually by the department chairperson or school director and the dean in consultation with the faculty member.
- (G) **[Formerly "F.]"** A full-time faculty member at Cleveland state university with at least ten years of service who retires under the regulations of the state teachers retirement system or an approved alternative retirement plan **(ARP)** and who elects to continue part-time employment at CSU ~~for a period of three years following retirement may only~~ **must** cash out their sick leave at the time of retirement,

**or forfeit their sick leave.** Sick leave, ~~which is not cashed out,~~ may not be used during the post-retirement employment period pursuant to this article.

- (H) A faculty member may discontinue **part-time post-retirement employment** by appropriate and timely notification of the department chairperson or school director. ~~The provost or dean may discontinue participation in the administrative services by appropriate and timely notification to the retired faculty member.~~ The faculty member shall retain the option of increasing the teaching credit hours to remain within the limits as specified in paragraph ~~(B)~~ **(C)** of this rule.
- (I) Regulations, rules, and policies of the state teachers retirement system or approved **ARP alternative retirement plan** are beyond the scope of these personnel policies and shall not, under any circumstances, be subject to the grievance provisions of these policies.

Policy Name:	Retirement.
Policy Number:	3344-16-07
Board Approved:	07/28/2020
Effective Date:	08/15/2020
Prior Effective Dates:	04/20/2014

# COLLECTIONS PRIORITY & STRATEGY FY24-FY25: PRELIMINARY REPORT

APRIL 24<sup>TH</sup>, 2024

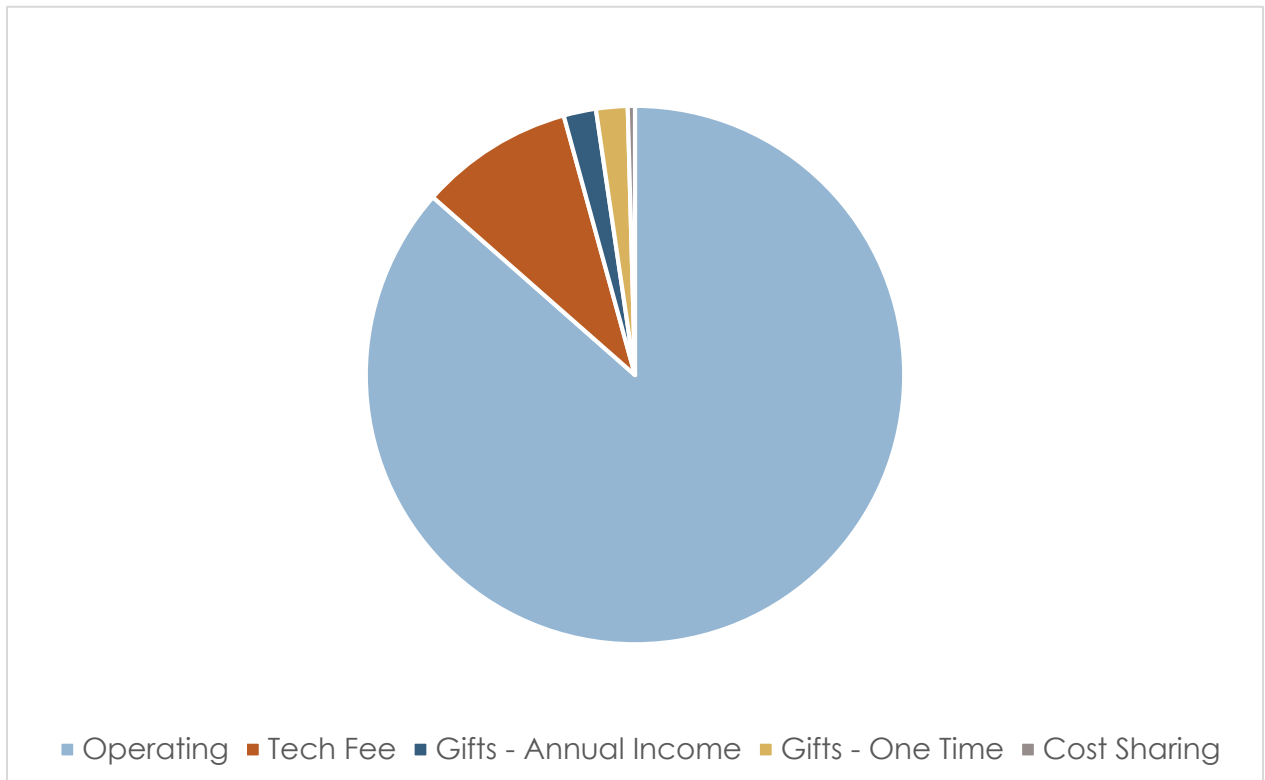
This is a preliminary report subject to further revision pending librarian and faculty feedback. Projections/estimates are updated on a continual basis and may change.

## SUBSCRIPTIONS OVERVIEW

There are four main sources of funding for the library's subscriptions: the operating budget as allocated by the university, Tech Fee, cost sharing with outside departments, and gifts and endowments.

The library estimates we will spend \$1,465,028 on subscriptions in FY24.

## FY24 FUNDING SOURCES



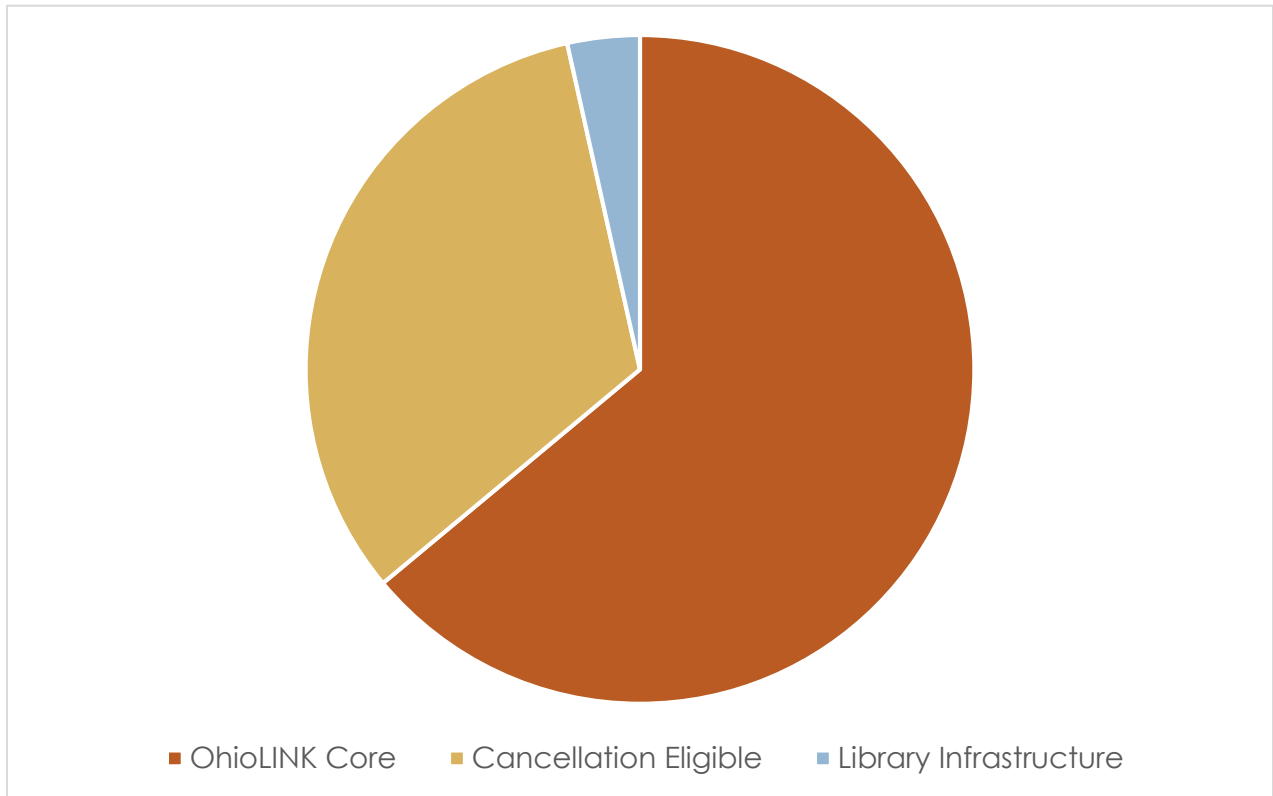
The majority of the library's collections budget supports core OhioLINK subscriptions that we are required to maintain as a member institution participating in the Electronic Journal Center. OhioLINK subscriptions provide significant savings for the university both in terms of the cost of the subscriptions themselves and in terms of the staffing required to manage those subscriptions.

This does result in some rigidity when making cancellation decisions, however, as OhioLINK core resources can only be cancelled by a consortial committee vote.

Library infrastructure is another category of collection expense that cannot be cancelled without significant degradation or elimination of library services – such as cataloging, or Engaged Scholarship, our institutional repository.

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### FY24 EXPENDITURE BY TYPE



### RESOURCE PRIORITIZATION

The library evaluates its subscriptions annually to ensure we provide a collection that:

- Maintains the level of coverage required for institutional and program accreditation.
- Contributes to student success by supporting student learning, classroom engagement, research assignments, and library instruction.
- Provides essential resources for faculty research.
- Is cost effective.

Based on the results of the library's internal prioritization process, cancellation eligible resources have been categorized into four levels of retention priority.

## FULCRUM RESOURCES (7)

"Fulcrum" resources are critical resources that support a broad number of disciplines and the core curriculum, are expansive in scope, and provide excellent return on investment. Loss of any of these resources would be incredibly detrimental to the entire university's ability to educate students.

- JSTOR
- Web of Science
- Mental Measurements with Tests in Print
- IEEE Journal package (Electrical Engineering & Computer Science)
- Social Sciences Full Text
- Academic Complete eBook Package
- Films on Demand

While the IEEE Journal package may appear to be an exception, this resource supports a number of new integrated degrees, areas of research investigating the use of technology in health and medicine, and programs exploring technological advancement in the business and information sectors.

## TIER 1 RESOURCES (20)

Tier 1 Resources are mission critical resources that, while incredibly important to the university, may support a narrower range of programs, may be more limited in terms of scope, or are, for whatever reason, under-utilized or expensive in terms of cost per use. In some cases, the university is expected to have access to these resources as a matter of course, regardless of how much they are used. Loss of these resources would be moderately detrimental to the university as a whole's ability to educate students, may negatively impact the ability of specific programs to meet accreditation requirements, or may represent a catastrophic loss for specific programs or colleges.

- |                                                                        |                                                                   |
|------------------------------------------------------------------------|-------------------------------------------------------------------|
| • Nexis Uni                                                            | • American Society of Civil Engineers (ASCE) Journal Package      |
| • ProQuest Dissertations & Theses                                      | • Grove Music Online                                              |
| • Artstor                                                              | • American Society of Mechanical Engineers (ASME) Journal Package |
| • Oxford Reference Premium                                             | • New England Journal of Medicine                                 |
| • Kanopy                                                               | • Issues & Controversies                                          |
| • MathSciNet                                                           | • New York Times                                                  |
| • Journal of the American Medical Association                          | • Swank                                                           |
| • IEEE Proceedings Package (Electrical Engineering & Computer Science) | • Journal of the American Planning Association                    |
| • Wall Street Journal                                                  | • Science                                                         |
| • Naxos Music Library                                                  |                                                                   |
| • Nature                                                               |                                                                   |

## TIER 2 RESOURCES (18)

Tier 2 Resources are generally important to at least one program, but are not broadly applicable to the university as a whole. Resources in this tier may be new and not yet fully integrated into the curriculum or faculty research workflows. The scope of these resources may be fairly limited and only address one or two disciplines. Loss of these resources would likely minimally impact the university as a whole's ability to educate students, but could represent a significant loss to specific programs and colleges.

- Health Affairs
- Genetics
- Proceedings of the IEEE
- Music Index
- NBER Working Papers
- IBISWorld
- Wiley Cochrane Library
- Standard & Poor's NetAdvantage
- Health & Psychosocial Instruments
- International Political Science Abstracts
- Housing Policy Debate
- DSM-V (Possible New Acquisition)
- America's Historical Newspapers
- Music Therapy Perspectives
- Journal of Occupational Therapy
- Production and Operations Management
- Checkpoint
- ReferenceUSA

## TIER 3 RESOURCES (7)

Tier 3 resources provide some value to specific programs or faculty, but do not address the needs of campus as a whole. In some cases, resources may be losing relevance due to age or changes to programs, research focus, and student enrollment. Resources may not fit the university's needs well enough to justify continued support. Further consideration and analysis are warranted before renewing these subscriptions for FY25. Loss of these resources would be minimally detrimental to the university as a whole and do not represent a significant loss to specific programs or colleges. They can be considered "nice-to-haves."

- Public Administration Abstracts
- Augmentative & Alternative Communication
- Past Masters
- ACS Guide to Scholarly Communication
- Black Scholar
- Defining Gender
- Gale Virtual Reference Library

## CANCEL FOR POOR FIT/PERFORMANCE (1)

This resource does not currently fulfill any of the library's strategic collections priorities and has a record of poor cost per use.

- Women Writers Online



## THE MINIMUM VIABLE COLLECTION

Given the budgetary challenges facing the university, the library has defined a “minimum viable collection” that can be thought of as the absolute minimum collections expenditure Cleveland State can put forward without compromising its ability to function as a public urban research university.

The library considers the minimum viable collection to include library infrastructure, OhioLINK Core resources, Fulcrum Resources, and Tier 1 Resources.

## FY24 BUDGET STRATEGIES

The library has employed, or will employ, a number of strategies this fiscal year to reduce subscription expenditures while maintaining a collection of the appropriate scope and quality for an urban research university.

An in-progress summary of the library's FY24 strategic collection management initiatives is available [here](#).

## ELIMINATE INEFFICIENCIES/ADMINISTRATIVE COSTS

By making strategic changes to purchasing methods, correcting vendor errors, and leveraging consortial discounts, the library saved the university \$9,280 in FY24. Of that savings, \$6,680 was applied to the library's budget, while the remainder was seen by outside departments.

## PRICE NEGOTIATIONS

Whenever possible, the library negotiates with vendors to reduce costs. This year, collections negotiations saved the university \$18,906 with additional savings in future years – \$1,106 in FY25 and \$1,585 in FY26.

## LEVERAGE ONE-TIME INSURANCE & GIFTS FUNDS TO COVER OPERATING CUTS

In FY24, due to university cost savings measures, the library's subscription budget was cut by \$74,251. While the library was able to make up a significant portion of that loss with strategic collection management decisions, the remaining short fall of ~\$28,000 will be covered with one-time gift funds. The operating book budget was also eliminated entirely in FY24 and was supported by funds from a one-time insurance pay out instead.

Unfortunately, the availability of these gift funds is limited, and while the library may be able to smooth over shortfalls in the near term, it is unlikely we will be able to avoid significant resource cancellations beyond FY25. If the university applies additional budget reductions to the library, we may see significant cancellations in FY25 regardless.

## FY25 BUDGET STRATEGIES

Due to the current level of uncertainty around future budget cuts, the library began preparing for FY25 collections budget shortfalls in Fall 2023. Some of the following strategies have already been employed, while others are still under consideration. As of April 2024, if these budget strategies are successful, no cancellations will be required in FY25, however, the library may still choose to make cancellations to support long-term collections budget health.

### KANOPY PERPETUAL ACCESS (COMPLETED)

The library has licensed individual films from Kanopy by faculty request for course use for a 1-year or 3-year term since Fall 2019. Kanopy recently began offering perpetual access licenses for select titles without an additional hosting fee. By using one-time funds to purchase perpetual access license for staple titles in FY24 (where available), the library should see a savings in both licensing costs and staff time in future years.

By spending \$9,000 this fiscal year, we will avoid ~\$4,000 in licensing costs annually. This investment also ensures that critical titles are available to support faculty instruction, regardless of the library's future budget outlook.

### CONVERT LARGE EBOOK PACKAGE TO PERPETUAL ACCESS (UNDER CONSIDERATION)

The library is currently considering converting our ~250,000 title Academic Complete eBook package from a subscription to perpetual access. This conversion would target highly used titles for purchase under perpetual access licenses and jettison the remaining content. Of the approximately quarter million titles in the package, only 3,524 have been used from July 1, 2023 to March, 31, 2024. The library can convert the ~145 titles that make up 66% of usage for that period with a one-time investment of ~\$32,500.

Librarians are currently considering whether or not to move forward with this strategy and at what level of investment if so.

If the library proceeds with this conversion, elimination of this subscription package would save the university ~\$40,000 to ~\$42,000 annually, while maintaining access to the content most used on our campus regardless of the library's future budget outlook.

### CANCEL WOMEN WRITERS ONLINE (UNDER CONSIDERATION)

The library will likely cancel our subscription to the database Women Writers Online in FY25 for poor fit and poor performance pending faculty feedback. The cost savings would be \$972.

### CANCEL TIER 3 RESOURCES (UNDER CONSIDERATION)

The library should carefully consider whether to renew Tier 3 resources in FY25. The total cost of these resources is estimated to be \$6,190. The library will solicit faculty feedback before making any final cancellation decisions.

### RIGHT SIZE CHECKPOINT SUBSCRIPTION (UNDER CONSIDERATION)

After consulting with Thomson Reuters and a member of the Accounting faculty, the library will likely cancel access to two of the three Checkpoint modules in our subscription. The two modules under consideration for cancellation are minimally used. Maintaining a subscription to the 3<sup>rd</sup> module, RIA Academic Advantage Library, will allow the library to continue supporting current tax accounting courses while saving the university ~\$7,500 annually. The library will collect additional feedback from College of Business faculty prior to making a final decision.

### LEVERAGE ONE-TIME GIFTS FUNDS TO COVER OPERATING CUTS (UNDER CONSIDERATION)

If operating and tech fee funds are held constant from FY24 to FY25, the library estimates a budget shortfall of between ~\$37,000 and ~\$74,000 next year – contingent on the successful implementation of other strategies and price increases that are at or below projected levels. The library could potentially use one-time gift funds to cover the shortfall, however, this is not sustainable in the long term.

The library may also choose to support book purchasing with one-time gift funds in FY25. In FY24, the entire operating book budget was cut and replaced with one-time insurance payout funds due to university cost saving measures.

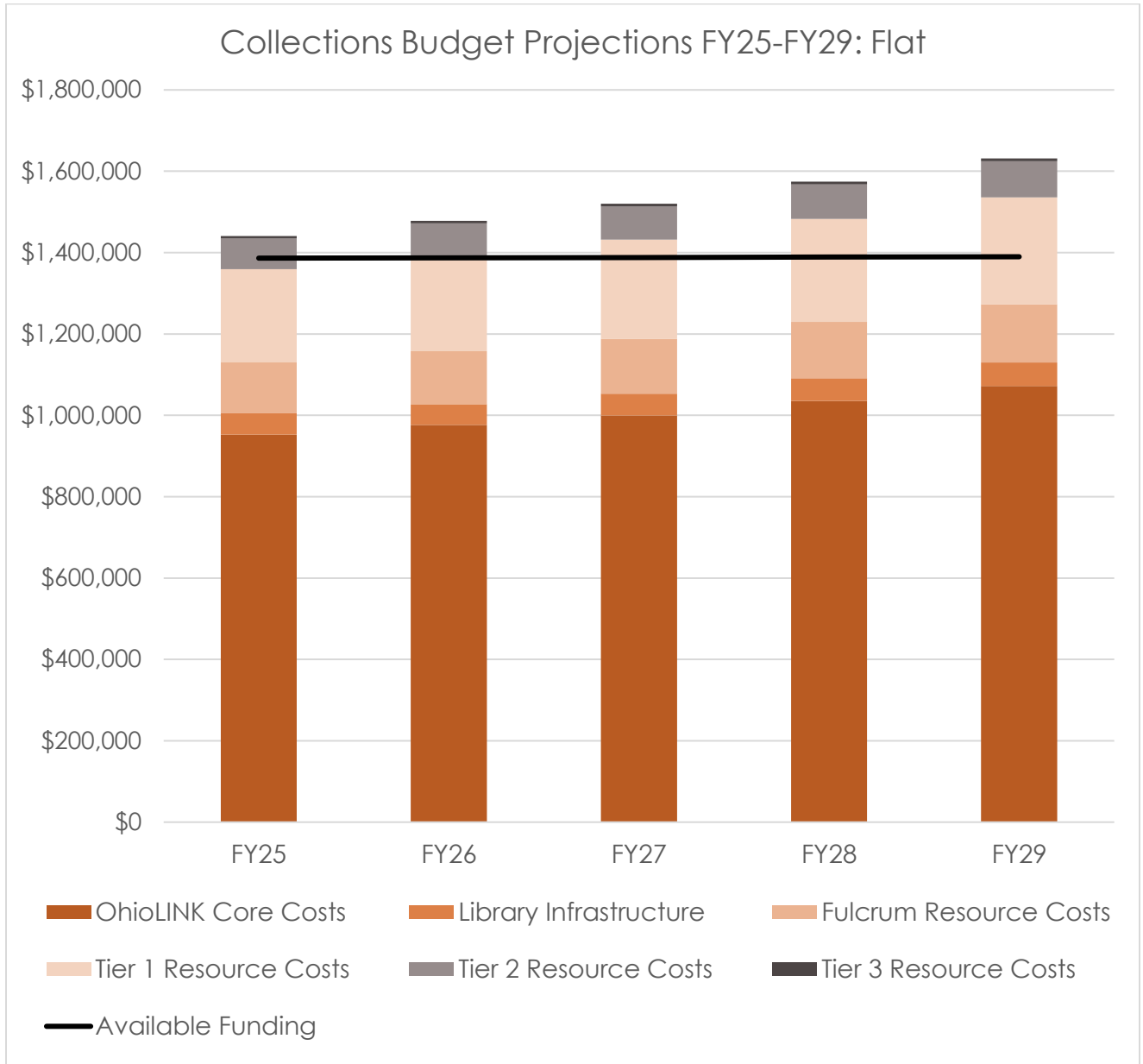
### LONG-TERM COLLECTIONS BUDGET OUTLOOK

Prior to the budget cuts in FY24, the library was already struggling with budget shortfalls due to inflationary pressures. Library subscriptions and books tend to experience a higher rate of inflation than the Consumer Price Index. This results in significant price increases on an annual basis. To put this in perspective, the collections budget reduction we received in FY24 was roughly equivalent to 3 years of inflationary pressure.

While our library fares better than most due to cost control measures put in place by OhioLINK and local practices, some level of annual price increase is inevitable.

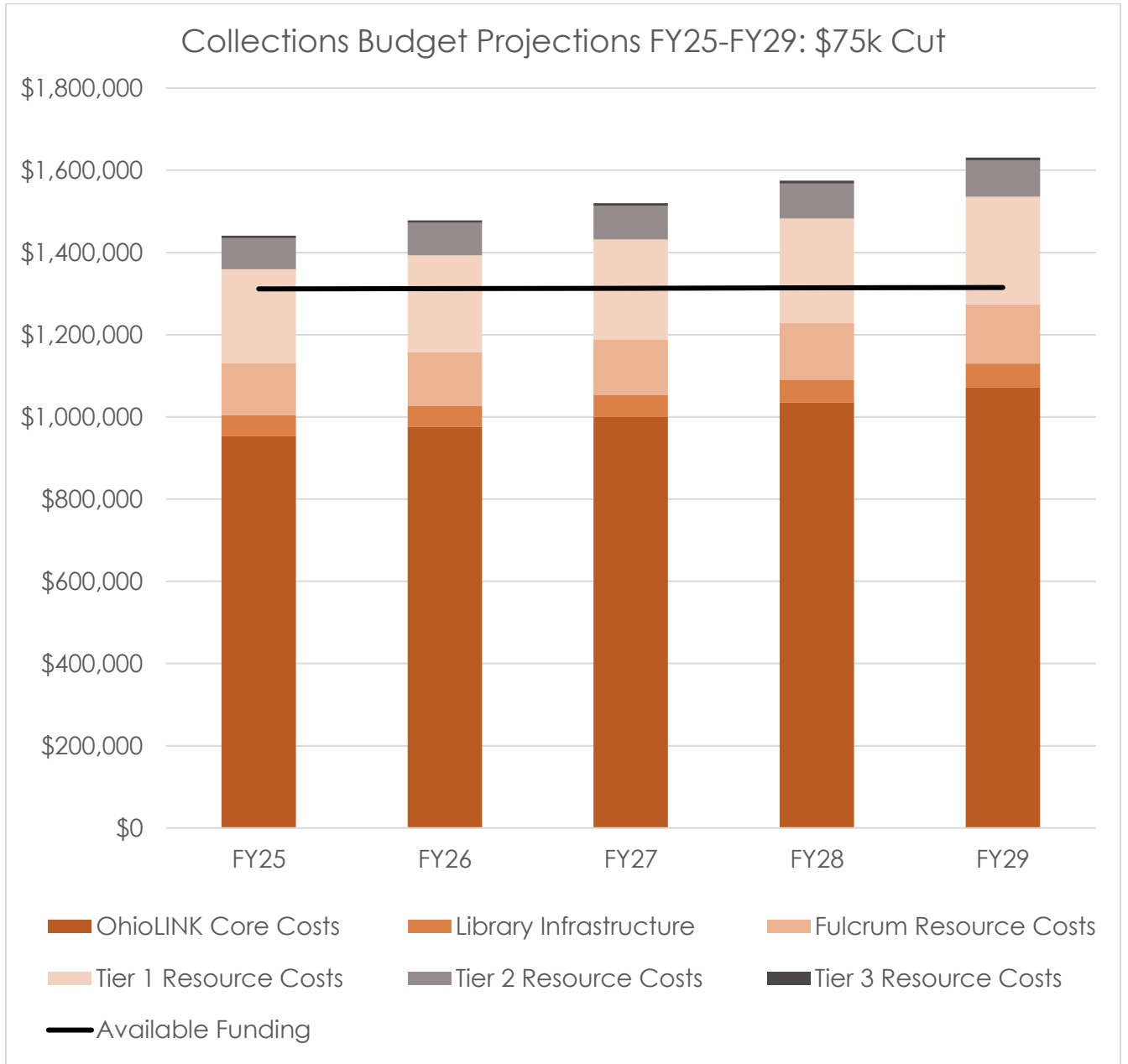
SCENARIO A: FLAT

If we project our current budget forward, and use one-time gift funds to offset shortfalls, we estimate the library will no longer be able to support the minimum viable collection by FY27 without additional intervention.



SCENARIO B: ADDITIONAL FY25 CUTS

If the library receives an additional cut of ~\$75,000 or more in FY25, we estimate we will no longer be able to fully support the minimum viable collection by FY26. Without intervention, the library will be forced to cut Fulcrum Resources by FY30.



## ABOUT THE PROJECTIONS

These projections assume the following:

- Tech Fee funding is maintained but flat.
- Cost sharing continues as is.
- Our resource portfolio and tier designations do not change. We expect there will be some changes to the make-up of resource tiers annually, but the nature of these changes is difficult to predict more than a year or two in advance.
- There are no changes to the OhioLINK core resource portfolio. Some changes over the next 5 years are to be expected given the current enrollment crisis.
- One-time gift funds are not included in the "Available Funding" line. The library has not yet determined how one-time gift funds will be split between subscriptions, books, and other expenses beyond FY24. We do anticipate using some one-time gift funds to soften the impact of FY24 budget cuts in FY25 and potentially FY26.
- The library implements all described FY24 and FY25 budget strategies, except the cancellation of Tier 4 resources – the impact of which would be negligible.

## POTENTIAL LONG-TERM BUDGET STRATEGIES

In addition to short-term strategies for FY24 and FY25, longer-term strategies will be required to maintain collection health for as long as possible.

### CANCEL TIER 2 & TIER 3 RESOURCES IN FY25 (UNDER CONSIDERATION)

By pre-emptively cancelling Tier 2 and Tier 3 Resources the library could extend its ability to support the minimum viable collection using one-time gift funds for another 1 to 3 years. If there are changes to OhioLINK Core resource portfolio, this may be unnecessary, or at least premature.

### EXPLORE OUTSIDE FUNDING SOURCES (FEASIBILITY UNKNOWN)

The university could explore supporting library resources with indirect costs from research grants. The feasibility of this option is currently unknown. There may be regulatory and legal restrictions that make this impossible.

Gifts and donations, while helpful and deeply appreciated, are typically not a practical source of funding for academic libraries. Alumni are far more likely to support their former college or athletic team – no one graduates from, or "belongs" to the library per se – we function more like a utility. The library also has little capacity to develop and maintain relationships with donors.

The availability of other outside funding sources is unknown as of April 2024.

## ADDITIONAL CONSIDERATIONS FOR COLLECTIONS BUDGET PLANNING

The library would like stakeholders to keep in mind the following limitations as we explore ways to reduce costs while maintaining a minimum viable collection.

### PRICING STRUCTURES

Pricing for library resources comes in a wide variety of cost models that are more or less transparent depending on specific vendor practices.

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#### STATIC VERSUS VARIABLE PRICING

Static pricing is the same for all institutions regardless of size or type. It is fairly uncommon in the academic market, especially for subscriptions.

Variable pricing is set, at least in part, by institution or program size, and/or by institution type with research-focused and medical institutions expected to pay more.

The library purchases resources that fall under both models. Reduction in enrollment levels will not result in a savings on resources with static pricing, but may be used to leverage savings for resources with variable pricing.

The library began renegotiating pricing for some resources using an FTE of 11,000 in FY23.

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#### HOW LIBRARY COSTS SCALE

Library resource costs typically scale in a step-wise, rather than linear, fashion with some exceptions.

As an example, a subscription to the DSM-V has tiered pricing. Cleveland State is a Tier 5 institution by APA Publishing's definition as a "Doctoral/Research institution without a medical school – 10,000 to 24,999 FTE." This puts our 2024 list price at \$8,474. Our enrollment would have to drop below 10,000 FTE to qualify for the next lowest list price of \$7,292 – a savings of about 14%.

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#### LACK OF TRANSPARENCY IN PRICING

Vendors may not share their costs models with libraries. While small, not-for-profit publishers often have fairly transparent (although rigid) pricing structures, large for-profit publishers generally do not make their pricing structures available to customers. Pricing is heavily influenced by historical spend, and the current characteristics of the institution may have little impact on cost.

### STAFFING

There are really only two places the library can absorb budget cuts – salary and collections.

If historical practices apply, library salary savings from the 2024 voluntary separation incentive program, if any, will be put toward the university's budget deficit. They will not be applied to the library's budget.

The library is already significantly understaffed compared to other institutions in Northeast Ohio. Layoffs would compromise the library's ability to perform basic functions and would likely force us to further cut hours, reduce reference service availability, reduce instructional capacity, and lower service quality.

At this level of staffing, it may also be difficult for the library to implement larger scale collections strategies. There is essentially less than 1 librarian FTE available to coordinate collections management initiatives and acquisitions, negotiate pricing and license terms, and maintain our electronic resources.

#### COLLABORATION & COST SHARING

The library already maximizes its capacity for cost sharing through its membership in OhioLINK, OhioNET, and other organizations. As OhioLINK members, we work constantly with other institutions to identify new areas for savings and investment.

Cost sharing is not always possible due to market conditions, vendor licensing terms, and organizational capacity – both locally and at other consortial institutions.

#### OHIOLINK CORE RESOURCES ARE NOT ENOUGH

OhioLINK Core resources are curated to serve the baseline needs of all members – which include not only state universities like ourselves, but also community colleges, the Cleveland Clinic and other medical libraries, and technical schools.

While OhioLINK resources are absolutely critical and make up the foundation of our collections, these resources cannot meet all of Cleveland State's needs and are not meant to. Allied health programs, engineering, and specialized research areas are just some example of needs that are not fully met through OhioLINK resources.

Additionally, the decline of print acquisitions and licensing limitations on eBook lending across all institutions means that the ability of OhioLINK lending to supplement our local monograph collection will decrease as time goes on.



April 11, 2024



**Cleveland State University,**

It is with heavy hearts that the Student Government Association shares that former CSU student, Mohammed Abdul Arfath, was found dead on April 8, 2024. According to CSU's student publication, the Cauldron, Arfath was announced as missing on March 7, with multiple students sharing his information to spread awareness.

We would like to express our condolences to Arfath's family and anyone who is currently affected by this terrible tragedy. We call all CSU students who are feeling a sense of overwhelming grief, anger, and/or worry to utilize our on-campus resources listed below.

SGA wants all students on our campus to feel safe and for the related departments at CSU to help assure student safety. We also hope that the CSU administration and related parties provide more clarity on the situation and how affected students can stay safe and heard during this time.

**CSU Police:**

Phone: (216) 687-2020

[police@csuohio.edu](mailto:police@csuohio.edu)

**C.A.R.E.:**

Phone: (216)-687-2048

[MagnusACTS@csuohio.edu](mailto:MagnusACTS@csuohio.edu)

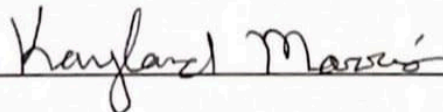
**CSU Counseling:**

Phone: (216)-687-2277

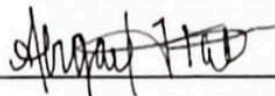
Once again, SGA empathizes with the individuals affected, our office in SC217 is always open to any student who needs any assistance.

**Signed,**

**President Kayland Morris**

A handwritten signature in black ink that reads "Kayland Morris". The signature is written in a cursive style and is positioned above a horizontal line.

**Speaker Abigail Habegger**

A handwritten signature in black ink that reads "Abigail Habegger". The signature is written in a cursive style and is positioned above a horizontal line.