Interim Recommendations from Academic Task Force Working Groups

Working Group Name: Research and Library
Specific Issue: Office of Research

Working group #3 was specifically asked to consider a merger of the Office of Research with the Graduate College as a "savings-oriented planning exercise." To this end, we obtained the suggested background information including budget and staffing.
We asked for annual activity reports for staff in both units and these were generously provided. We have selected 8 of the 29 possible comparator schools based on enrollment, external funding, competition for students, and whether they had a law library. These are Akron, Kent, Toledo, BGSU, OU, Miami, Memphis and Louisville. Data collected did not generally indicate that CSU's *current* staffing is out of line.

Nonetheless, in line with our task of considering "a merger of the Office of Research with the Graduate College as a "savings-oriented planning exercise", we propose the following.

1. Consider merging the Office of Research with the Graduate College under the leadership of a Dean for Research and Graduate Studies. This is only a variation in title from the organization of CSU circa 2005.

2. Consider hiring an Associate Dean for Research in line with the current Associate Dean for Graduate Studies (of the Graduate College).

3. Determine the actual return on investment/need for <u>both</u> a Coordinator of Graduate Recruitment and the already vacant Director of Graduate Recruitment.

4. Consider incorporating the duties of the Manager of the Graduate Student Resource Center with the duties of the Associate Dean of the Graduate College with assistance from the Graduate student services specialist and the administrative coordinator serving the unified unit.

5. Consider splitting the cost for a Manager of IT Services with another unit.

6. We are hesitant to propose any more consideration of merging regularly funded positions in light of the fact that funds available positions could disappear and these duties will then need to be absorbed by the remaining regularly funded staff. We have heard that SPRS, which has somewhat recently taken on post-awards work, may be understaffed with respect to helping all faculty who wish to be helped.

7. Explore the return on investment for the budget allocated to travel, institutional memberships, subscriptions, and a research magazine.

Benefits
The Office of Research and the Graduate College are often lead by one person. Indeed, such was the case for many years at CSU. These units have many naturally overlapping interests as graduate student research and stipends are often paid by external funds. Moreover, research performed by graduate students is a necessary component of their thesis and dissertation work and often serves as preliminary data for grant proposals. Enough specialized work is available to require one Associate Dean for Graduate College specific duties and a similar Associate level position for Research Office specific duties.

Potential savings

Up to $330,000.

Potential negative consequences: Possibly none since this configuration previously existed.
Any points of coordination or overlap with the recommendations of other Working Groups or Task Forces: Possible overlap with working group #1, but this has already been discussed with the Chair of working group #1.

Specific Issue: Reimagine Libraries

Working Group #3 was asked to consider library “consolidations or economies” given the presence of two distinct libraries on campus – the main library and the law library. We were further charged with considering other efficiencies that could create savings while ensuring student success and maintaining faculty research capacity appropriate for CSU’s identity as a student-centered research institution. To these ends, we obtained the suggested background information including budget and staffing data for both libraries, provided both by HR and the libraries themselves, as well as detailed data on library resources and staff roles from both of the CSU library directors (who are members of the working group).

We gathered data for comparator universities to inform recommendations. Six comparators are in Ohio (University of Akron, Bowling Green State University, Kent State University, Miami University, Ohio University, and University of Toledo) and two are outside Ohio. The two institutions outside the state (University of Memphis and University of Louisville) were selected due to their presence in CSU document listings as comparator universities, reasonably similar enrollments to CSU, and because they have law schools. We also looked at Wayne State’s law library for reasons detailed in Option #1. Generally, the comparison exercise revealed that CSU’s main library is operating on dramatically leaner budget than any of its peers. It appears unwise to further cut staffing or materials budgets for the main library. The options below suggest ways to create efficiencies while maintaining baseline services.

	Enrollment	Law Enrollment (FT and PT)	Law School Rank
Cleveland State University	16,327	409	102
University of Akron	18,730	416	141 (tie)
Bowling Green State Univerity	17,540		
Kent State University	28,122		
University of Louisville	21,431	357	99
University of Memphis	21,458	347	141 (tie)
Miami University	19,933		
Ohio University	28,446		
University of Toledo	20,304	278	136
Wayne State University	27,053	419	83

Note: Data from U.S News & World Report, 2019-20

Preliminary Recommendation: Option #1

Preliminary Recommendation #1: Leverage and enhance collaborative relationships between main and law libraries to improve student and faculty success and create opportunities for efficiencies.

<u>Benefits of Option #1</u>

A largely autonomous law library (with a separate director and budget control held by the law school/college) is required by the American Bar Association for accreditation of the law program (note: ABA requirements are detailed at the end of this document, after all listed options). However, some law libraries have shared staff positions between main and law libraries and other forms of collaboration. This includes CSU, where the main and law libraries already collaborate to keep a shared online catalog that is maintained by a single systems librarian who is on the main library staff. The law library's OhioLINK subscription also is the result of inter-library collaboration at CSU. Librarians in the two libraries collaborate regularly when research topics overlap. These existing relationships and networks provide a basis to expand and enhance collaborations, perhaps in ways that create meaningful cost savings, and certainly in ways that would optimize student and faculty outcomes.

For example, enhanced collaboration would allow for improved resources for the CSU community (e.g. research guides, tutorials/seminars, etc.). It also would likely lead to savings through successful expansion of shared materials, subscriptions, and even staffing, when appropriate and feasible. The libraries already look for these sorts of opportunities, given their declining budgets in recent years, but the library directors agree that additional informal collaboration (e.g. teamwork between librarians) is certainly feasible, and more formal collaboration (e.g. shared staff lines and/or memberships) should be explored.

<u>Potential savings associated with Option #1:</u> unknown

<u>Potential negative consequences of Option #1</u>: none

<u>Any particular facilitators or obstacles to the implementation of Option #1:</u> none

Any points of coordination or overlap of option #1 with the recommendations of other Working Groups or Task Forces: None

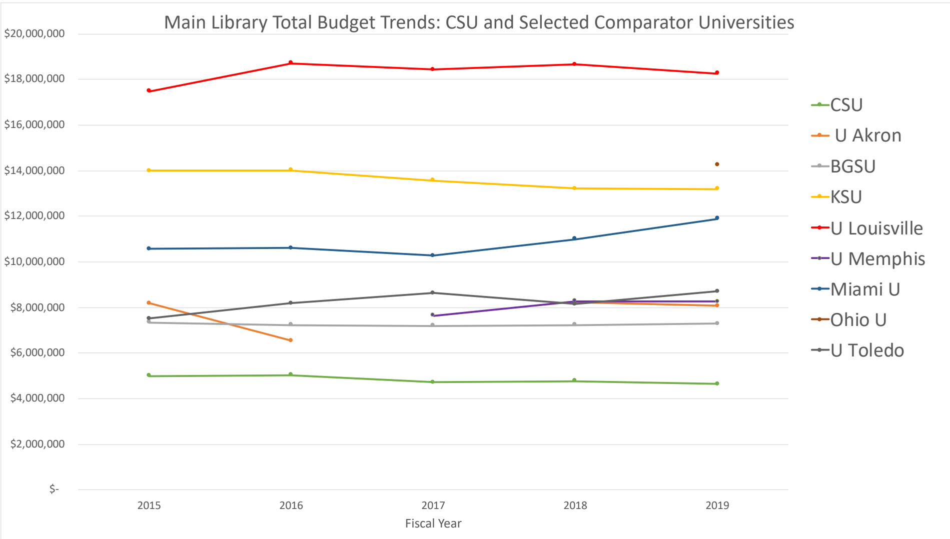
Note: Appendix at the end of this document details law library accreditation requirements and provides information on the nine “semi-autonomous” law libraries that do exist in the United States.

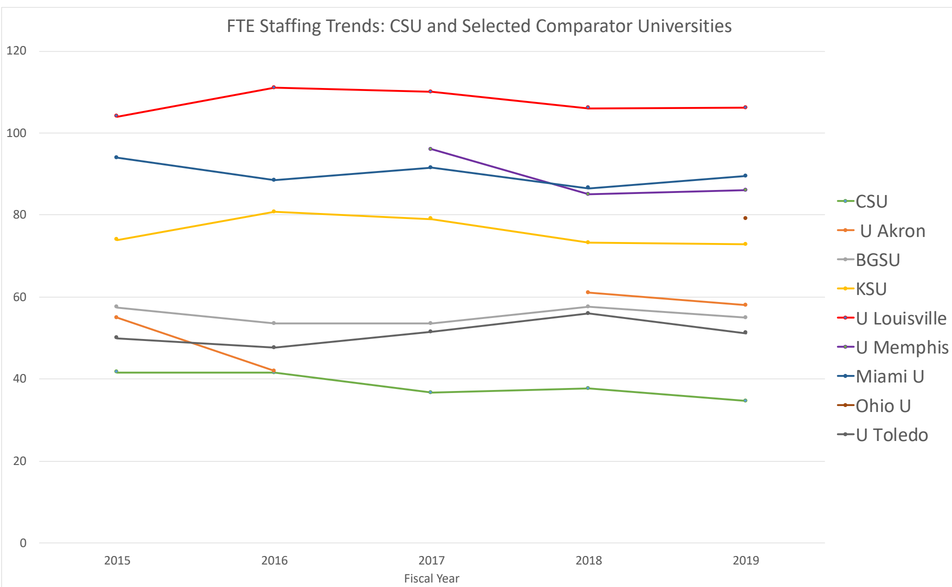
Preliminary Recommendation: Option #2
Continue review of main library staffing and budget necessary for meeting the needs of students and faculty. Consider maintaining staffing level and materials budget at the main library and investing in strategic resources.

Benefits of Option #2

The fiscal year 2020 total budget of $4,297,677 was the smallest of recent years, and it is substantially smaller than any of the comparator universities examined. CSU’s main library staffing is also dramatically lower than any comparator university. See charts below for illustration. The working group cast a wider net, searching for any main library among all comparators to CSU in recent CSU documents, and we were unable to locate any library among them with a smaller budget. While CSU also has the smallest enrollment of the universities in the comparison exercise, the gaps in library funding are far greater in magnitude than the gaps in enrollment (e.g. BGSU enrollment is 7.5% higher than CSU, but its library budget is 57% larger). In order to maintain capabilities appropriate for a main library at a student-centered research university, the staffing should be held at the 32.5 FTE budgeted for this year and materials budget should be maintained or preferably increased for inflation to account for annual membership/subscription increases.

CSU main library salary and fringe for staff (32.5 FTE according to HR 8/7/20 report) in fiscal year 2020 is $2,872,642; non-personnel budget is $1,492,035. Placeholders are kept for five currently vacant positions (1 associate director, 1 social/behavioral sciences librarian, 1 systems/emerging tech specialist, and 2 library media technology assistants). These five vacancies do not include three additional staff lines (two in Digital Design Studio, 1 in User Services) that were lost through the 2020 buyout. The librarian for social sciences position is important to fill as soon as possible to achieve absolute minimum student and faculty support.





The library is open 85.5 hours during a typical week, with longer hours before and during final exams. The library has averaged more than 500,000 visitors annually over the past several years. There are staffed service desks for reference, user services (circulation), Digital Design Studio (media and makerspace), special collections, and digital production.

A glance at a day in the life of the library helps explain the need for maintained staffing: The library has operations on the first, second, third, fourth, fifth, and eighth floors of Rhodes Tower. The library's circulation manager opens the library at 7:30 AM. The user services desk also opens at 7:30, and the reference desk opens at 8. Both desks remain open until closing time (10 PM), although staffing will change periodically during the day. The busiest part of the day runs from 9 AM to 4 PM, with the peak around noon. On a busy day, the number of visitors to the library will exceed 3,000. In the 5-day span of December 2-6, 2019, the library saw 14,880 visitors. Special Collections opens to the public at 1 PM and is open till 5 PM and by appointment. In the afternoon, the evening staff arrive and the morning staff start to head home. Staffing is lighter in the evening. Over the course of the day, nearly the entire current library staff (now 27.5, given vacancies) will have worked in the building.

Materials budgets in the main library are also dramatically lower than all of the comparator university libraries. See table below. The next smallest materials budget (at Bowling Green State) is nearly double that of CSU. Additionally, a scan of specific subscriptions and services at comparator main libraries revealed that CSU's main library is stretching its reduced budget and like its peers, maintaining most of the services and materials that are seen as most essential (e.g. Nexis Uni, PubMed, technology checkout/borrowing). However, some troubling cancellations (e.g. CQ Researcher, ICPSR) make it difficult for CSU to achieve its mission. Option 3 details a separate solution geared toward this problem.

University	Total materials/services expenses	Books (title count)	Books (volume count)	Books Digital/Electronic (title count)	Databases Digital/Elec.	Media Physical	Media Digital/Elec	Serial Physical	Serial titles Digital/Electronic
U of Louisville	$11,317,544	485,799	1,226,214	215,864	338	720,081	130,930	18,304	59,339
Ohio U	$5,827,799	1,825,326	2,306,971	1,306,170	553	261,853	126,761	113,450	70,542
Kent State U	$5,682,893	1,293,388	1,584,158	1,133,204	491	93,713	72,101	31,908	95,462
U of Memphis	$4,406,694	900,408	1,368,164	458,374	398	300,641	7,967	15,305	243,557
Miami U	$4,106,333	1,278,669	1,436,779	586,955	778	46,100	38,773	43,126	197,714
U of Toledo	$3,794,458	508,598	828,397	529,595	368	18,302	36,972	4,668	86,820
U of Akron	$3,167,633	790,559	1,085,451	1,517,755	336	124,997	155,314	22,651	132,603
BGSU	$2,835,125	828,808	1,662,031	242,747	317	330,816	35,471	471	91,866
CSU	$1,450,243	435,635	631,740	353,343	259	40,287	151,707	8,292	59,978

Michael Schwartz Library has formal collaborative relationships with other libraries through OhioLINK (academic libraries) and SearchOhio (public libraries) which allow our students easy access via the library's website to more than 45 million items at more than 100 libraries around the state. Interlibrary loan extends that reach even further. It is essential to maintain these memberships to keep students connected to critical resources.

<u>Potential savings associated with Option #2:</u> $0

<u>Potential negative consequences of Option #2</u>: Without adding more staff, the library remains under-resourced, as is evident in peer comparison exercise.
<u>Any particular facilitators or obstacles to the implementation of Option #2:</u> none

<u>Any points of coordination or overlap of option #2 with the recommendations of other Working Groups or Task Forces:</u> none

Preliminary Recommendation: Option #3
Create and formalize collaborative system between main library and Office of Research (or its reimagined successor) to make decisions about research-oriented memberships and subscriptions.

Benefits of Option #3

The library annually assesses memberships and subscriptions for their usage and value to the CSU community, leading to the dropping of some subscriptions to make way for new ones and/or pricier existing subscriptions due to rising rates. The main library has cancelled 59 resources since fiscal year 2015. These include subscriptions to digital collections of journal articles, periodicals, and newspapers (e.g. ProQuest Nursing & Allied Health Source, Oxford Islamic Studies; ProQuest Historical Newspapers), as well as databases and data repositories (e.g. ICPSR, Atla religious database, Earth, atmospheric & aquatic science database). The library regularly receives requests from faculty for currently unavailable resources. Faculty members typically request database memberships, journal subscriptions, digital collections access, and the like to support teaching and research activities. A current running tally includes 45 independent faculty requests, the costs (some one-time costs, some annual) of which, if all were fulfilled, tops $540,000. It is clear the faculty are frustrated by missing resources.

Some dropped subscriptions create barriers to learning and research activities among CSU students and faculty. For example, the ICPSR membership (which provides access to unique social science datasets, quantitative methods training, and support for statistical methods instruction) was cut at the end of FY2017. This membership is absolutely essential to the ability of quantitatively-oriented social scientists to do their work and to train students, especially graduate students, in quantitative methods. ICPSR membership has been restored, but only through a tenuous and unsustainable inter-college funding system that relies on junior faculty (a member of this working group) to collect usage data and plead for funding support each year. This membership should be moved back to the main library materials budget.

The collaborative system between the library and Office of Research would prevent this sort of problem by providing administrator/s in the Office of Research the opportunity to review proposed cancellations and seek faculty and student feedback. Often, the Office of Research might know offhand that a particular subscription is essential. In other cases, it may need to consult with the faculty who rely on the resource to determine how important it is to their work. While the library works to avoid cancelling such critical resources, it is less positioned to know exactly how some resources are used and to effectively solicit that information from faculty. The Office of Research is better positioned to do this.

Potential savings associated with Option #3: $0, though would make cuts in the future more efficient and likely to do less harm

Potential negative consequences of Option #3: creates new work for the Office of Research

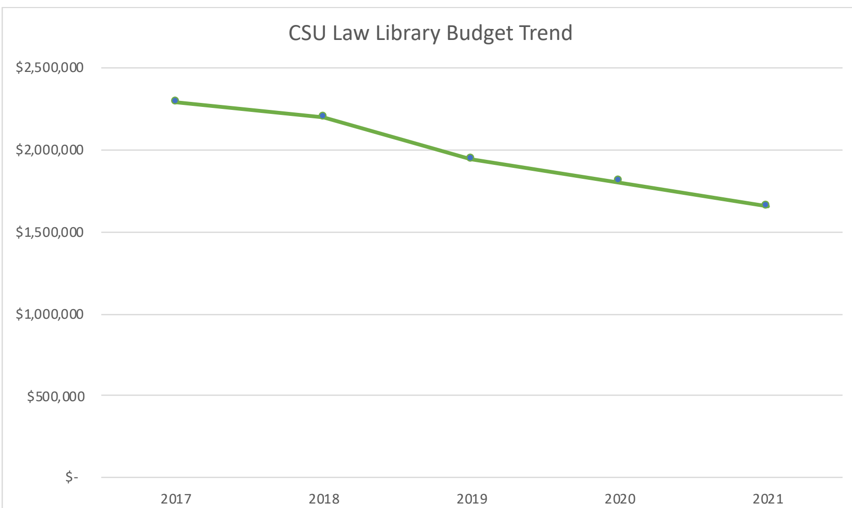
Any particular facilitators or obstacles to the implementation of Option #3: none

Any points of coordination or overlap of option #3 with the recommendations of other Working Groups or Task Forces: none

Preliminary Recommendation: Option #4
Continue review of law library staffing and budget necessary for meeting the needs of students and faculty. Consider maintaining staffing level and materials budget at the law library and investing in strategic resources.

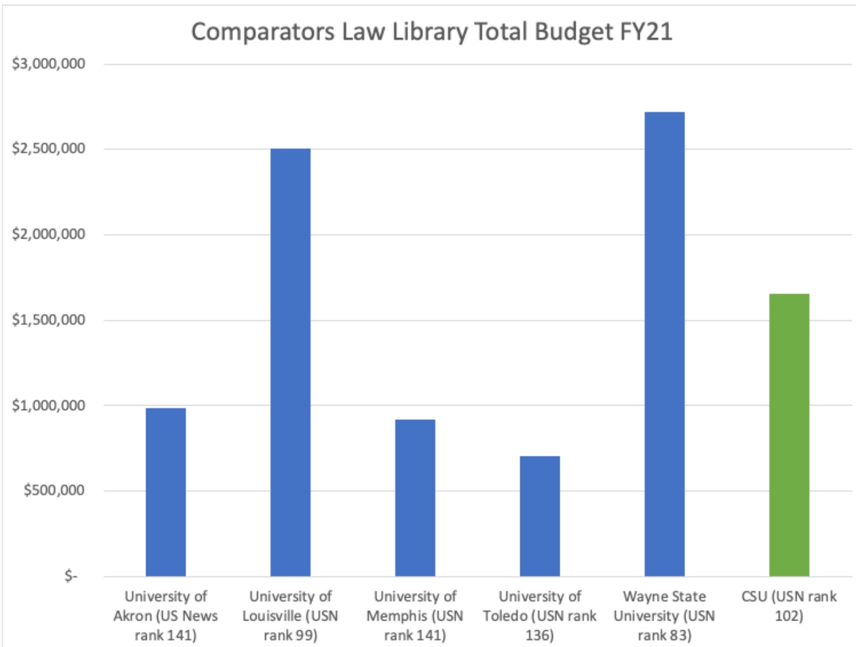
Benefits of Option #4

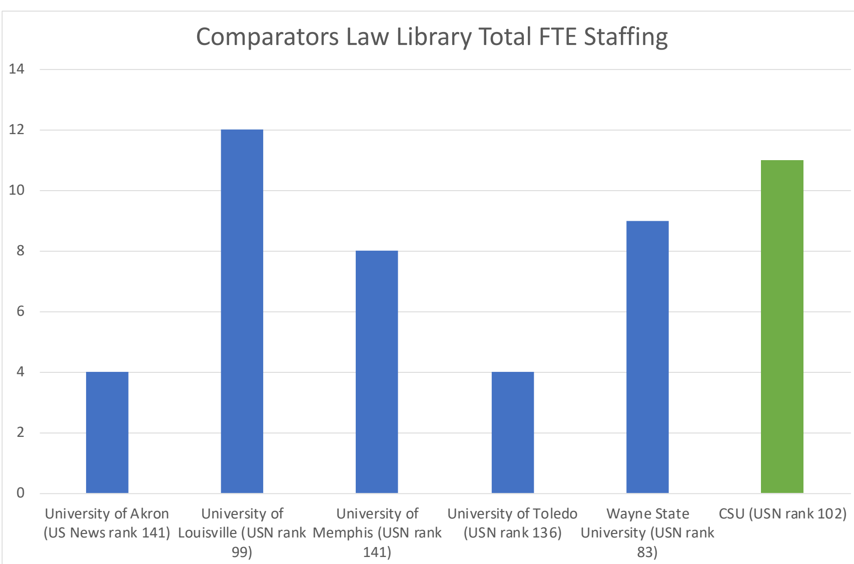
The law library is open to and used by the full CSU community, though of course, resources are focused on the law community. Therefore, maintenance of the staffing and resources of the law library benefits the entire university. In fiscal year 2020, CSU **law** library salary and fringe for staff (11 FTE: 1 faculty administrator (director); 10 staff) is $1,052,813; non-personnel budget is $601,871, according to HR report of 8/7/20. There are no vacant positions. The law library budget trend over time is provided in the chart below. It has declined since 2017, largely through personnel cuts which have averaged about one FTE reduction per year.



The law library currently has seven full-time professional librarians, including the director (who also teaches substantive law school courses); four of these librarians have both M.L.S. and J.D. degrees and the others have M.L.S. degrees, reflecting their specialized law-specific expertise. The library has lost 7.5 positions since 2013 (3.5 more positions were lost between 2008 and 2013). One position was surrendered intentionally, early in the tenure of the current law library director to flatten the management structure; each of the remaining positions were lost as cost-savings measures due to university-imposed budget cuts to the College of Law as a whole. New duties have been distributed to nine of the remaining staff members to continue the services and processes of the law library. Only three of these additions of duties resulted in new classifications with additional compensation.

Comparator law libraries showed a range of total budget size, several of which are smaller than CM Law's. However, Louisville, which is the most comparable law school in terms of national rankings, has a significantly larger law library budget. None of the comparator universities we examined that have law schools (Toledo, Akron, Memphis, and Louisville) have any joint structure between the main and law libraries. In fact, such joint structures are very uncommon due to accreditation requirements of separate, largely autonomous libraries. These requirements are detailed in the appendix. So, in addition to the four comparator schools with law programs, we collected data on Wayne State University's law library budget and staffing levels. Wayne State's law library has a higher degree of connection with the main library than do most universities, and is described as "semi-autonomous." The charts below show the comparator law library budgets and staffing for fiscal year 2021, except for Wayne State, for which data is from fiscal year 2020. Longitudinal data were unavailable in our short time frame, so trends for comparator budgets are not shown.





Maintenance of the law library's materials budget is also recommended, given substantial cuts in recent years. To manage budget cuts and create efficiencies, the law library has significantly cut its subscriptions. A recent tally of such cuts totals more than $330,000 in materials cancellations over the last three fiscal years.

The law library provides: (1) research and reference services by professionals trained in law and library science in support of the needs of the College of Law, Cleveland State University, alumni, and the surrounding legal and local communities; (2) access to information resources that support the law school's curriculum, centers, programs, and organizations; and (3) space for faculty and students to engage in collaborative work, quiet study, and innovative research using new and ground-breaking research products and techniques. The law library has a 50-seat computer lab, 25 group study rooms, a research instruction room, and a study center dedicated to Ohio legal materials.

The library provided or handled the following non-law related research through its staff and resources:
2016: 6 research sessions in non-law classes, 119 research questions from non-law CSU users
2017: 8 research sessions in non-law classes, 109 research questions from university users
2018: 9 research session in non-law classes, 118 research questions from university users
2019: 9 research sessions in non-law classes, 72 research questions from university users

Like the main library, the law library is a member of OhioLINK and OCLC, a global library cooperative headquartered in Ohio. The law library collaborated with the main library on OhioLink membership and maintains a separate OCLC membership. The law library provides access to 95 databases, including the largest legal databases of HeinOnline, Lexis Advance, ProQuest Congressional, and Westlaw. These subscriptions provide access to thousands of additional databases.

<u>Potential savings associated with Option #4:</u> $0

<u>Potential negative consequences of Option #4</u>: none

<u>Any particular facilitators or obstacles to the implementation of Option #4:</u> none

<u>Any points of coordination or overlap of option #4 with the recommendations of other Working Groups or Task Forces:</u> none

Preliminary Recommendation: Option #5
Hold vacant one or two of the existing main library positions (though *not* the social sciences librarian position) for the next budget year. Fill these positions in the 2021-2022 year.

<u>Benefits of Option #5</u>
Given severe and worsening budget problems at CSU in the pandemic, this temporary hold on one or two positions would create savings at a critical time. The library is already operating on a

staff of 27.5 (although struggling to be effective at this level), and therefore will be able to adjust in the short-term to this staffing reduction.

Enhanced collaboration between the law and main library and the main library and Office of Research would help in getting through this staffing shortage for a 1-year period.

Potential savings associated with Option #5: depends on number of positions held vacant and which position/s held vacant

Potential negative consequences of Option #5: CSU's main library is already quite dramatically under-resourced and under-staffed when compared to all peers. This option would increase the gap between CSU and its peers and increase workload on an already stretched staff. CSU's ability to maintain its identity as a research university focused on students may be threatened with further cuts to main library resources.

Any particular facilitators or obstacles to the implementation of Option #5: none

Any points of coordination or overlap of option #5 with the recommendations of other Working Groups or Task Forces: none

Preliminary Recommendation: Option #6
Obtain OCLC WorldShare Collection Evaluation (https://www.oclc.org/en/collection-evaluation/features.html#compare) to provide systematic comparison of CSU library collection to peers.

Benefits of Option #6

This will allow library staff to make well-informed decisions with respect to additional cuts of resources and/or subscriptions. Hopefully, in the future as the budget improves, it will allow for smart, targeted increases to materials, subscriptions, and membership that provide the best return on investment for the CSU community.

Potential savings associated with Option #6: $0, though would allow for better decision making if further materials cuts are required.

Potential negative consequences of Option #6: There is some cost for this service. Library Director David Lodwick is getting a quote.

Any particular facilitators or obstacles to the implementation of Option #6: none

Any points of coordination or overlap of option #6 with the recommendations of other Working Groups or Task Forces: none

Preliminary Recommendation: Option #7
As law library experiences future vacancies, consider holding vacant these positions until budget difficulties have improved.

<u>Benefits of Option #7</u>

Given severe and worsening budget problems at CSU in the pandemic, a temporary hold on any future vacancy in the law library would create savings at a critical time. The law library has adjusted to a loss of about 1 staff member per year in recent budget years. The library's staffing level is higher than most of the peer institutions examined here, although it is quite close to its closest comparators (and significantly lower than Louisville's).

Enhanced collaboration between the law and main library and the law library and Office of Research would help in getting through a staffing shortage on a temporary basis.

<u>Potential savings associated with Option #7:</u> salary and fringe for any vacancies that emerge and are held vacant

<u>Potential negative consequences of Option #7</u>: The law library has already absorbed 7.5 staff reductions since 2013. See Option #4. Further staffing cuts would result in reduced services, such as cuts to hours of operation.

<u>Any particular facilitators or obstacles to the implementation of Option #7</u>: none

<u>Any points of coordination or overlap of option #7 with the recommendations of other Working Groups or Task Forces</u>: none

Preliminary Recommendation: Option #8
Partner with public libraries to allow cancellation of some memberships/subscriptions that are available through public libraries.

<u>Benefits of Option #8</u>: This would create savings in materials budget.

<u>Potential savings associated with Option #8:</u> unknown, depends on which subscriptions, how many, etc.

<u>Potential negative consequences of Option #8</u>: The students would have to register with the other library and get a library card. Some would, but others might not, either because they didn't meet residency requirements or because they just didn't get around to it. The card would eventually expire. The other libraries would not necessarily welcome CSU students tagging along. Libraries generally pay a fee for access for their own users, or pay by the view; in either case, the other library's costs would increase. If there is a problem with access, or tech support is needed, CSU has no leverage with the vendor, since it is not a customer. If the other library

decided to cancel the resource in mid-semester, CSU would have no recourse. Likewise, for special functions like data mining, CSU has no standing to intervene on behalf of our users.

<u>Any particular facilitators or obstacles to the implementation of Option #7</u>: see above

<u>Any points of coordination or overlap of option #7 with the recommendations of other Working Groups or Task Forces</u>: none

Current Preferences of the Working Group among the listed options

1-4, 6

Questions on which the Working Group seeks feedback

- Can we get funding for the OCLC evaluation described in Option #6 to guide decision making? We are awaiting a quote from the vendor.

Additional information needed by the Working Group with respect to this issue

Additional Relevant Considerations

Appendix

Law Library Consolidation Restrictions per ABA Requirements

Accreditation standards of the American Bar Association (ABA) severely restrict options for increased joint operations between the main library and law library. They completely disallow a merger.

Under the standards for accreditation promulgated by the ABA, a law school shall have a law library (ABA Standard 601), that is within the law school facility (ABA Standard 702(a)(2)). The law school shall have the level of autonomy needed to "direct the growth and development of the law library and control its resources" (ABA Standard 602). Library policy shall be determined by the law library director, in consultation with the law dean and faculty (ABA Standard 602(b)) and the law library budget shall be "determined as part of, and administered in the same manner as the law school budget" (ABA Standard 602(d)).

The law school shall have a "full-time director of the law library" whose main duty is managing the law library (ABA Standard 603(a)) and who's hiring and retention are determined by the law school (ABA Standard 603(b)). The director shall have security of faculty position, preferably with a law faculty appointment, unless there are "extraordinary circumstances"(ABA Standard 603(b)).

"The law library shall have sufficient staff in expertise and number" to provide services and resources appropriate to the law school (ABA Standard 604) and the director of the law library and law school dean are responsible for their selection and retention (ABA Standard 602(c)).

Because of these requirements, there are no ABA accredited law schools with libraries that are merged into the campus central libraries; all have separate facilities, library directors, budgets and staff. While there are, semi-autonomous academic law libraries, with dual reporting systems to both the law school and university libraries, these structures shift funding; there is no evidence that they decrease costs. At the Washington University at St. Louis, for example, the university libraries pay half the salary of the law library director, though she is required by the Standards to be a full-time in service to the law school. The university library, in that case, is also contractually responsible for a portion of the law library budget.

Interpretation 602-1 of the ABA Standards states a preference that the law school administer the law library but permits administration as part of the university libraries as long as the law school dean and faculty and law library director are "responsible for the determination of the basic law library policies, priorities, and funding requests." Under this interpretation, nine academic law libraries in the country, representing less than 5% of all academic law libraries, have a structure under which the law library administrator reports to the university library dean and the law school dean. With few exceptions, these structures can all be traced back to pre-1940s ABA Standards, before the Association of American Law Schools (through which we are also accredited, though not a required accreditation) encouraged its members to advocate strongly for autonomous law libraries, leading to reform that resulted in the reduction of 45% of law schools that were not autonomous then the number that remain.

At all nine semi-autonomous law libraries there are: 1) separate library facilities, with the law library being housed at the law school; 2) each has staff separate from the central library and; 3) whether the allocation of the law library budget comes through the law school or the university libraries, or directly from the Provost, once allocated, it is managed by the law library director and law school dean, who must be responsible for the requests for funding and administer the resulting budget as the law school budget is administered in order to be complaint with the relevant Standard.

Semi-autonomous law libraries are not permitted to be completely within the control of the university libraries. Their law library directors report to both the university library dean and the law school dean. To manage this relationship, the university library and the law school must enter a Memorandum of Understanding (MOU) that is reviewed by the ABA as a part of the regular reaccreditation process to ensure the expectation that the reporting relationship of the law library to the university library will be compliant with the ABA Standards.

The law libraries that are semi-autonomous, to varying degrees, are: Cornell University, Vanderbilt, University of Chicago, University at Buffalo, University of Oregon, Wayne State University, Washington University at St. Louis, the University of Utah and University of the Pacific's McGeorge College of Law. In examining whether their models are instructive for considerations of consolidating libraries at CSU, it is important to look at all library staffing and number of libraries at these schools. Each of these campuses maintain several libraries and have staffs that dwarf library staffing at CSU (Chicago: 5 libraries, 100+ staff; Cornell: 20 libraries, 300+ staff; Vanderbilt: 10 libraries, 100+ staff; Buffalo: 10 libraries, 100+ staff; Wash U: 12 libraries, 100+ staff; U Oregon: 8 libraries (2 off campus), 100+ staff, U of UT: 4 libraries, 200+ librarians[1]). Of course, none of these schools are considered our peers, but it is instructive that most schools where the semi-autonomous model survives are large, heavily resourced schools with extensive library systems. Our closest competitor on the list, Wayne State University, has approximately 100 staff and five libraries.

Only two law libraries have recently moved to semi-autonomous structures. One is not examined here because its multi-campus structure is vastly different than ours, likely including some redundancy due to proximity alone. The other, the University of Utah, moved only to a dual reporting structure for the law library director who now is jointly employed by the law school (80%) and university libraries (20%). This move has resulted in a shift of 20% of her salary dollars from the law school budget to the university library budget. No other budget was

[1] McGeorge College of Law at the University of the Pacific was recently added to the list of semi-autonomous libraries, however, because of the school's multiple campuses, I expect there are redundancies and did not include data for the school.

moved or eliminated and no other components of the law library are integrated with the central library.

Specific Issue: Research Centers and Institutes

Working Group #3 was tasked with considering where CSU should fit on the spectrum of research universities with regard to levels of institutional subsidy for search centers in the context of current financial constraints.

Accordingly, Working Group #3 used the Research Centers list on the CSU Office of Research webpage (https://www.csuohio.edu/research/research-centers) and added three additional newer centers that were not included in that list. We developed a questionnaire that we sent to the directors or coordinators of all centers for which we could locate a contact. We received completed questionnaires for 19 centers and analyzed this data to prepare our recommendations. Directors of 10 centers did not respond. Six centers on the list appear to be defunct, but this bears further investigation.[2] In addition, the Working Group did not include some other entities such as the Confucius Institute and training- and education-oriented centers in the College of Education and Human Services.[3]

The existing level of subsidy appears to have generated a good return on investment. In a few cases, the university has invested significant sums in initial funding for centers, and the returns have been commensurate with those investments. In fact, some investments produced extraordinary returns, most notably in the cases of the Center for Gene Regulation in Health and Disease and the Center for Human-Machine Systems. Therefore, we recommend the following:

1. Continue to invest strategically in centers that show the most promise of success in obtaining external funding. This need not mean large investments, but rather should be commensurate with the degree of success or promise, and with regard for the levels of external funding typically available for various disciplines. It may include startup or bridge funding, support for core personnel, or other investments.

2. Assess cost-neutral or moderate-return centers to determine if smaller institutional investments or pitches to external donors (e.g., foundations, private donors) might

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[2] The 10 centers whose directors did not respond (which may be a result of having made this request in summer when some faculty are away) were: Center for Health Law and Policy; Center for Advancements in Renewable Energy; Center for Research in Electronics and Aerospace Technology; University Transportation Center; Wright Center for Sensor System Engineering; Northern Ohio Data and Information Service; Ohio Center for the Advancement of Women in Public Service; Center for Healing Across Cultures; Center for Behavioral Health Sciences; and Center for Innovative Manufacturing. Six centers appear to be defunct: Center for Advanced Control Technologies; Center for Arts and Innovation; Everson Center for the Study of Real Estate Brokerage/Agency and Markets; Center for Leadership Development; Center for Nonprofit Policy and Practice; Communication Research Center.

[3] Center for Educational Leadership; Center for Excellence in Education; Community Learning Center for Children and Youth, STEMM Education Center at CSU; Center for Educational Technologies.

leverage growth. Those that are cost-neutral should be retained but deprioritized for such interventions.

3. Centers that are defunct or have been inactive for five or more years should be removed from CSU webpages such as the list on the Office of Research page, and care should be taken to ensure that those that are active demonstrate their activity on their respective websites or pages.

4. Continue to invest strategically in faculty director course releases for research-productive centers to incentivize and support enhanced efforts to seek external funding.

5. Assess the functions of CSU-funded graduate assistantship time allocated to centers by departments or colleges. Assistantships that are part of a unit's mission to support student success or training, rather than only to "run" a center, warrant continued investment.

6. Bear in mind that external funding is only one measure of a center's merit. Others include service to students and/or the broader community and prestige and visibility for CSU.

Benefits: Overall, research centers bring in considerable sums of external funding as well as visibility. Those that the Working Group was able to survey range from cost-neutral to major returners of CSU investment. Most produced moderate to impressive returns based on those metrics the group could assess on a tight timeline. Centers concentrate and highlight innovation across the University and are inseparable from a vibrant research profile.

Potential negative consequences: These recommendations do not reduce University expenditures. However, we contend that strategically investing can produce savings overall, mainly in the allocation of center-specific hard-dollar investments, but also to an extent in course release time.

Any particular facilitators or obstacles to the implementation of Option #1: none

Any points of coordination or overlap of Option #1 with the recommendations of other Working Groups or Task Forces: Possible overlap with Working Group #1. A notable opportunity for multi-college collaboration that would enhance and define an area of interest in Law, Urban, and CLASS might be the Criminology Research Center. The working group recommends consideration of establishing a School of Criminology to house the research center, the undergraduate major, and an MA program in Criminology and Criminal Justice.

Questions on which the Working Group seeks feedback: As noted above, our analysis did not encompass all centers and institutes. We welcome guidance on whether additional centers and institutes that are not Research-oriented should be examined. Doing so might create a fuller picture of where and how CSU investments have accrued.

Additional information needed by the Working Group with respect to this issue: None at this time

Additional Relevant Considerations: The Research Working Group (Research Centers and Institutes subgroup) of the CSU 2.0 Academic Task Force analysis that informed the above recommendations follows as a point of reference. A spreadsheet and the individual completed questionnaires is also available upon request.

The following draws from completed questionnaires received for 19 of 32 known Research centers. Of these centers, 7 are in the Maxine Goodman Levin College of Urban Affairs, 3 are in the College of Liberal Arts and Social Sciences, 3 are in the Monte Ahuja College of Business, 2 are in the Washkewicz College of Engineering, 2 are in the College of Sciences and Health Professions, 1 is in the College of Education, and 1 is in University Engagement. Although the committee regrets that some centers did not respond and perhaps did not receive our request for information, which had to be executed with a tight turnaround time during the summer when some faculty may be unavailable. It is worth noting that the representation of the 19 centers is roughly proportional when compared to their distribution across the various units of the University.

The centers ranged from less than one year old to one (the Poetry Center) that dates to 1962, two years before CSU was chartered. The average center is 12 years old. If the Poetry Center (by far the oldest) is excepted, the average center is just under 10 years old.

External Funding

The questionnaire asked how much external funding each center received since 2016, inclusive of indirect costs. The 19 surveyed centers garnered $43,270,261 (or $2,277,382 per center) since August 2016, which represents an annual average of $8,654,052 (or $455,476 per center). One center alone, the Center for Gene Regulation in Health and Disease, obtained $18,784,054 since August 2016, 81% of it in external grants and 19% in philanthropic donor support. If this center, whose external funding is nearly 4 times that of the next highest-grossing center, is set aside, the average of 19 centers is $24,486,207 (or $1,360,345 per center) since August 2016, which represents an annual average of $4,897,241 (or $272,069 per center).

When viewed in the context of their respective colleges, the averages are as follows (with unit-level totals rounded to the nearest thousand):

Unit	Total	*n*	5-yr avg
College of Sciences and Health Professions	$18.784M	2	$9392K
College of Education	$ 4.862M	1	$4862K
Washkewicz College of Engineering	$ 4.958M	2	$2479K
Maxine Goodman Levin College of Urban Affairs	$12.466M	7	$1781K
Monte Ahuja College of Business	$ 1.515M	3	$ 505K
College of Liberal Arts and Social Sciences	$ 0.666M	3	$ 222K
University Engagement	$ 0.020M	1	$ 20K
Total	$43.270M	19	$2277K

In the Levin College of Urban Affairs, external funding over five years ranged from $543,301 in the Center for Population Dynamics to more than $3.9 million in the Center for Community Planning and Development. The other five Urban centers brought in between $1 million and $2 million in the same period.

Initial Support

The questionnaire asked whether CSU or an external funder made an initial investment in "hard dollars" and if so, in what amount. Note that the questionnaire did not ask center directors to account for any subsequent investments. This measure is an imperfect one but is intended to be simply a rough gauge of any startup support a center may have enjoyed.

Only 8 of 19 centers reported having received such support.[4] Of those, 5 received startup support in "hard dollars" from the University. The Center for Urban Education director did not know what the amount of CSU's initial investment was in 2010 but asserted that the amount had been fully expended prior to his assuming directorship in 2014. Of the 3 that received a known amount of internal startup funding, the amounts ranged from $15,000 to $740,000. The 5 hard-funded startups, in descending order of investment, were:

1. Center for Human-Machine Systems (Engineering) $ 740,000
2. Center for Applied Data Analysis and Modeling (Urban) 56,500
3. Center for Gene Regulation in Health and Disease (Sciences) 25,000
4. The Diversity Institute 15,000
5. Center for Urban Education unspecified

Of those receiving external startup funds, the initial amounts ranged from $50,000 to $1 million. It is worth mentioning that the questionnaire may have elicited some inaccurate responses. Notably, the Sales Center (Business) reported no initial investments but included annual gifts of $200,000 from Bernie Moreno, raising the question whether the first $200,000 would not be counted as an "initial" gift. Based on the limited overall instances of initial support, CSU invested most heavily in the Center for Human-Machine Systems (Engineering),

[4] Note: According to the Office of Research, a sixth center, the Center for Behavioral Health Sciences, received an initial investment in March 2017, but we received no response from this center, so it is not listed above.

while the largest external support at startup ($1 million) was found in the Centers for Outreach and Engagement (Business), which is actually an umbrella for several smaller units, and the Center for Gene Regulation in Health and Disease (Sciences). Apart from the $740,000 invested in the Center for Human-Machine Systems (which in turn brought in more than $3.5 million, or a 482% return on investment), there appears to be little significant savings to be had by looking at initial investments. There has been no notable loss on investments of this type and in any case they are rare.

Director Release Time

The questionnaire asked whether center directors receive CSU-funded course release time. Several directors have had either externally funded course releases or a combination of internally and externally funded releases. This report does not capture that data, but the questionnaires make it possible to estimate the broader instance of releases (although it is important to note that some directors may not have offered that information as they were asked only to report CSU-funded release time).

In only 5 of 19 did center directors or other administrative personnel receive CSU-funded course release time in 2019-20, and 6 of 19 centers have one or more members who will receive CSU-funded release time in 2020-21. The range of total credit hours of releases in 2019-20 was 4-9 hours, while the range for 2020-21 is 3-9 hours.

Non-faculty Salaries

The questionnaire asked whether centers have any CSU-funded personnel salaries. Only 4 of 19 centers reported such support. The questionnaire did not ask for amounts, but some centers reported amounts, which this report withholds (though they are in the individual questionnaires). In only one case was an entire position funded by the University: the Facilities Manager in the Center for Gene Regulation in Health and Disease.

Space

The questionnaire asked whether centers have dedicated space at the University. A couple of centers reported spaces off campus, but these are not captured herein. The vast majority, 16 of 19 centers, have dedicated space on campus. The space ranged from a single office (in 5 centers) to a 5,000-square-foot lab in the Center for Human-Machine Systems (Engineering). Only two other centers have more than 1,000 square feet of dedicated space: the Center for Rotating Machinery Dynamics and Control (Engineering) and Center for Outreach and Engagement. In the case of the former, it brought it nearly $1.4 million in external grants in 5 years, while the latter, though bringing only half as much funding, also has substantial recent external support (namely a $1 million initial gift from Tony Asher). Eleven of 16 centers had between one and four offices, as well as storage space in some cases. The three centers with no dedicated space are the Center for Gene Regulation and Disease, the Center for Refugee and Immigrant Success (established in 2019), and the Center for Applied Data Analysis and Modeling (established in 2020).

Graduate Assistantships

The questionnaire asked how many CSU-funded non-teaching graduate assistantship hours per week supported center activities in 2019-20, expressed as an average from both semesters. Only 5 of 19 centers received such support (and some additional ones use external funding for assistantship support). Those that did receive support of this kind reported between 20 and 60 hours of GA time per week (33 hours average). Two of the centers were in Urban, two in CLASS, and one in Business, suggesting that this is a practice that may be viewed differently in various parts of the University. The Poetry Center had 60 hours of GA time; the Center for Outreach and Engagement had 40; the Center for Public History + Digital Humanities had 26; the Center for Public and Nonprofit Management had 20; and the CSU T.E.C.H. Hub had 20. As examples, the CSU Poetry Center (Dept. of English) and the Center for Public History + Digital Humanities (Dept. of History) use graduate assistants as an integral part of serving as teaching laboratories. In the Poetry Center's case, GA positions support the running of this nationally known center but also are critical to the NEOMFA consortial program (CSU, Akron, Kent, YSU), while the CPHDH's GA positions enhance the CSU Museum Studies specialization in History. It appears that cutting allocations of GAs to centers, while possibly permitting more GA time to be redirected to conventional instructional support (with its known ROI), also undermines some areas of the University that bring other benefits to the campus community.

Advisory Boards

The questionnaire asked whether centers have an advisory board and, if so, how many members it has and whether some or all of the members are external to CSU. Nine of 19 centers have an advisory board, and 8 of these 9 have at least some external members, although one of these reports that it does not have a general board but rather project-specific boards. This report includes this one example because it is a large external board and seems suggestive of a pattern of regular engagement with the broader community. The centers with advisory boards average between 8 and 9 members, but the overall range is 4-14 members. Two additional newer centers, founded in 2019 and 2020, are charged with creating advisory boards, which they are in the process of forming at this time.

Student Engagement

The questionnaire asked if centers engage CSU students beyond those who may fill GA or paid positions supporting center operations. It also asked for an estimate of the number of average students engaged per year and comments on the nature or kinds of engagement. Of all the questions on the questionnaire that requested quantitative data, this one produced the greatest unevenness of reporting, perhaps not unexpectedly. "Engagement" is a vague term that can be variously interpreted, and it may range from direct to indirect engagement. The following figures, then, should be used only as a very rough guide. Quality of engagement and outcome are harder to quantify, and it would be problematic to assume that one center that reports engaging 1,000 students annually is necessarily providing more benefit to the University than one that reports engaging 75 students.

With these caveats in mind, the questionnaires showed that 14 of 19 centers claim to engage CSU students with one additional newer center planning to do so in the near future. Those that engage students reported the number engaged between 2 and more than 2,000. Omitting the qualifiers "more than," "plus," "approximately," or "about," and omitting those centers that claimed "many" students engaged or said that they engaged students but offered no estimate of numbers, we end up with 10 of 19 centers reporting some quantity, and of these we find an average of 379 students engaged per center. The two outliers are both in Business: the Sales Center and the Centers for Outreach and Engagement. If we also set those aside, perhaps the following is a better indicator of the average number of students engaged by "most centers." That figure (for 8 centers) is 99 students engaged per center.