

Council on Libraries and Information Technology
November 30, 2007

Minutes

Present: Daniel Avorgbedor, Joseph Branin, Karen Bruns, Michael Hemmelgarn, Meri Meredith, Kenneth Pearlman, Greg Smith, Les Tannenbaum, Kathleen Wallace, Michael Veres

Absent: Theodore Bauer, Fritz Graf, Roy Joshua

Guests: Joanne Dehoney, Celeste Feather, Bob Kalal, Kathy Bindewall

1. Budgets

Office of CIO – Bob Kalal reviewed the budget transparency document for the Office of the CIO, including OIT and TELR. This document is attached to these minutes and should be posted on the OAA web site soon. Cybersecurity concerns may prompt more centralization of campus IT. There may be budgetary implications for the Office of the CIO as some responsibilities are centralized. No concrete amounts are known at this time. 76% of CIO budget is for staff now as training and support costs far outweigh the hardware costs. OSU IT expenditures are substantially below those of most university peers. A new data center will need to be requested from capital funds in the next few years. Since budget does not compare favorably to peers, how do we fare in terms of services offered? OSU is doing a pretty good job with what we have, but others are doing more. For example, the percentage of high tech classrooms is lower than at peer campuses and even at other schools in the Ohio. OAA has been fairly responsive to new funding requests when money is available. The college deans agreed to cover the cost of installing and supporting a centralized OSU Wireless network outside the usual tax rate, and those funds will become part of the permanent allocation. The colleges largely could support this activity due to changes in the telephone system that decreased expenditures for that service. OSU Wireless is designed to cover centralized gathering and study spaces. Colleges are responsible for getting wireless access in the office areas.

Libraries – Joe Branin reviewed the budget issues facing the Libraries. The budget transparency document is attached to these minutes and should be posted on the OAA web site soon. The Libraries have been fairly successful in terms of collections support and OAA has been very supportive. The Libraries are not planning to request additional funds for collections for next year. The primary concern is for facilities, even in spite of the Thompson renovation. Space is still limited, and additional storage space is badly needed. The Libraries is moving to change its budget strategy to reduce the emphasis on collections and more on service initiatives.

2. NSF Grant Proposal Report

Progress is on track for submitting a proposal by the Jan. 18 deadline, but many partnerships have been established with groups in Ohio and the Pacific Northwest National Lab.

3. Report on Faculty Council and Steering Committee Meetings

Faculty Council requested more information about cybersecurity so Mike Veres and Karen Bruns met with them on Nov. 29. The concerns seemed to be mostly about what was or was not appropriate for them to do in the course of their normal routines.

Karen and Joe Branin will attend the Steering Committee meeting this afternoon to discuss the CIC Author's Rights Statement that this Council endorsed in October.

4. Future Meetings

December 14 meeting will focus on student issues, such as file sharing and textbooks.

THE OFFICE OF THE CHIEF INFORMATION OFFICER

Innovative and Reliable Academic and Administrative Technology and Infrastructure

August 17, 2007

This overview of the Office of the Chief Information Officer (CIO) budgetary environment is intended to make the sources and uses of CIO funds transparent to the university community as a part of the Office of Academic Affairs transparent budget process.

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I. Office of the Chief Information Officer

Who We Are □□

The **Office of the Chief Information Officer** encompasses CIO core services, plus the Office of Information Technology, and Technology Enhanced Learning and Research, and employs 360 staff and 250 students. The organization consists of the following:

Chief Information Officer Core Services

The core CIO Office provides IT leadership, policy-making, planning, communications, innovation, outreach, cybersecurity, emerging technologies, project management, and

technology support services, and oversees the operations of the Office of Information Technology (OIT) and Technology Enhanced Learning and Research (TELR). The CIO office also maintains liaisons with many university entities including the Research Computing Advisory Committee, the CIO stakeholder group of college and business unit representatives, University Libraries, Legal Affairs, University Internal Audit, University Relations, and the University Senate Council on Libraries and Information Technology governance committee.

Office of Information Technology

OIT has the larger staff, budget base, and revenues of the CIO's two operating units. OIT provisions, operates, and maintains the university's wired and wireless networks, telephone systems, central e-mail system, and web servers; supports the university's administrative systems for human resources, finance, grants, research, students, and alumni; and offers many technical services in support of eLearning and classroom activities. All are mission-critical, utility-grade communication, collaboration, and business and academic infrastructures for the entire university community.

Technology Enhanced Learning and Research

TELR is a growing CIO operating unit increasingly essential to the university's teaching, learning, and research enterprise. In addition to supporting Carmen, the university course management system, TELR provides many eLearning services including providing the academic community with innovative instructional and new media support, and researching and assessing new and emerging learning and knowledge management technologies. TELR staff members are national leaders in developing eLearning policies and guidelines, building eLearning business cases, and managing academic technology projects.

Core Values □

Our core values—accountability, teamwork, integrity, excellence, and respect—guide us as we interact in many venues with faculty, students, staff, customers, partners, vendors, and the public.

Mission □

Our individual offices embrace these core values and maintain complementary mission statements that, while differing in details, all focus on the objective to improve the teaching, learning, research, and administration of the university through the innovative applications of technology, enhanced by sound leadership, policy development, and coordination.

Vision

Our collective vision is captured best in the vision of PlanIT, the Information Technology Strategic Plan:

The Ohio State University will be recognized among its peer institutions as a premier

provider of infrastructure, services and support to facilitate the innovative use of technology for teaching, learning, research, and outreach, as envisioned in the Academic Plan.

Goals □

Provide reliable, collaborative, and visionary **technology leadership** that considers emerging technologies and reflects the needs of the diverse university community.

Deliver responsive, efficient, and effective instructional and administrative **technology services** to university constituents.

Enable and support a dependable, scalable, and cost effective **technology infrastructure** for the university enterprise.

Fiscal Philosophy □

The Office of the Chief Information Officer's fiscal philosophy is tailored to support Ohio State's Academic Plan through sustainable and flexible funding of the PlanIT Strategic Information Technology Plan initiatives. The philosophy is founded on the principles of fiscal responsibility, accountability, transparency, and broad consultation. Moreover, the Office of the CIO is committed to first reallocating internally and partnering with other units to fund new or expanding services, when possible, before requesting additional resources. Recent examples of these reallocations include:

- We reallocated funds to share support for a new University Archives Electronic Records Archivist in University Libraries. This new position recognizes the challenges the modern enterprise system, database, and electronic messaging environment brings to areas such as compliance and records retention. This archivist will help better prepare the campus and information systems for the new and changing regulatory and compliance climate.
- We reallocated funds to perform a professional independent external Security Penetration Test on mission critical enterprise systems and facilities. This test helped to assure that the university is effectively working to safeguard enterprise system information assets.
- We reallocated funding to support development and implementation of new high-speed networking facilities in collaboration with the CIC and OSCNet. These facilities, including a citywide fiber optic ring in Chicago, will decrease the costs of future connectivity to advanced networks and improve current reliability and capacity.
- We reallocated funds to provide encryption software for campus computers. This software will help protect the university from exposure or disclosure of sensitive data on laptop computers and portable devices as well as desktop computers in less secure locations.
- We reallocated funds to remove Social Security Numbers from student advising reports and class rosters before fall quarter 2007. This will help to protect our students from identity theft and personal information exposure.

II. Components of the Office of the Chief Information Officer Budget

Budget Source Environment □

The Office of the CIO budget is drawn from a number of sources. The largest source is general funds provided by the university as Permanent Budget Authority (PBA) for ongoing operations and as one-time cash for short-term needs and projects. Sources also include earnings revenue for charge-back services such as telephones and non-instructional technology support, grant funding through the OSU Research Foundation from private and government organizations for research and outreach projects, discretionary funding and endowment income through University Development from private donors, and interest on earnings operation cash balances..

General Funds Operating Budget Sources

During the past several years the university has increased the Office of the CIO General Funds PBA allocation annually. Much of this growth is due to a change in the operating funds approach for university enterprise systems. The legacy enterprise systems were funded by the systems owners as earnings operations, while the newer PeopleSoft systems are supported by the university through general funds and governed by the systems sponsors. Thus with each legacy conversion or significant PeopleSoft system enhancement, the Office of the CIO General Funds PBA allocation increases. In addition, the annual growth includes operating funding for new enterprise systems such as Carmen, eReports, and the Data Warehouse as well as additional annual funding to support the physical learning environment and Budget Guidelines increases. Annual Office of the CIO PBA changes and sources since FY2003 are shown in the following PBA history table. Current General Funds cash enterprise project allocations are reflected under budget uses in Section III.

Office of the Chief Information Office PBA History	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
PBA Balance at end of previous Fiscal year	18,996,136	20,986,646	23,713,948	25,941,240	27,898,321
Annual Budget Guidelines Increase	499,110	632,448	489,298	422,404	962,948
PBA Balance at the beginning of fiscal Year	19,495,246	21,619,094	24,203,246	26,363,644	28,861,269
FY2004 Changes					
E-Learning Implementation Support	296,150				
PeopleSoft FY04 Support	500,000				
FY04 Technology Tuition Set-Aside	695,250				
FY2005 Changes					
PeopleSoft Human Resources & Financial Systems Operation		500,000			
Enterprise Level Course Management System - Carmen		751,400			
Improved Learning Environments/Classrooms		48,600			
University eReports support		180,000			
OSU Research Foundation PeopleSoft Maintenance		237,725			
OSU Research Foundation PeopleSoft Staffing		184,379			
FY 2004 Technology Tuition Setaside		192,750			
FY2006 Changes					
Service Additions-Archiving and Data Warehouse			249,000		
Service Additions-Campus Wireless Assessment			500,000		
OIT transfer to Office of Business & Finance (RMSIA) for eReports Hyperion Site License			(115,856)		
Office of Business and Finance (Business Operations) transfer to OIT to support one programmer			58,000		
OSURF Grants Management System Continuing Support			1,000,000		
Office of Enrollment Services and Undergraduate Education transfer to OIT to support mission-critical servers moved to KRC			46,850		
FY2007 Changes					
PeopleSoft Support-Develop Adm				250,000	
PeopleSoft Support-Endowment				250,000	
PeopleSoft Support-HR				873,577	
CIO Cyber Security Part 1 of 2				70,000	
Data Warehouse Support				91,100	

PBA Balance at end of Fiscal Year	20,986,646	23,713,948	25,941,240	27,898,321	28,861,269
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Notes:

- *Table does not reflect new annual rate allocations requested for FY08.*

III. Uses of the Office of the Chief Information Officer Budget

General Funds Operating Budget Allocations

The Office of the Chief Information Officer General Funds Operating Budget for FY08 is apportioned among working areas, functions, and enterprise projects as shown in the following table. The enterprise project section includes two areas reflecting cash deficits. These deficits are primarily due to unreimbursed expenses incurred on behalf of the OSU Research Foundation during the PeopleSoft 8.4 Financials and Grants Management Upgrade, Integration and Conversion project. A smaller portion of this deficit is due to the FY05 unfunded university purchase of 51 new PeopleSoft modules at a substantial discount in advance of Student Information Systems development and the purchase of a university enterprise Oracle database site license in support of the PeopleSoft Systems. The university is gradually eliminating these deficits through annual cash allocations.

FY2008 Office of the CIO General Funds Cash Budget	FY2008 Budget Allocation		FY2007 Carry Forward	FY2008 Beginning Cash
	PBA	Cash		
CIO FY2008 011000 General Funds Budget				
Chief Info Officer (CIO) Core	\$1,963,665	\$1,963,665	\$449,167	\$2,412,832
CIO IT Business Services	\$264,150	\$0	\$0	\$0
CIO IT Human Resources	\$255,855	\$0	\$52,820	\$52,820
CIO Student Information Systems Development Support	\$153,520	\$153,520	\$0	\$153,520
Technology Enhanced Learning and Research (TELR) - Administration, Operations, Digital Union	\$2,073,100	\$2,073,100	\$643,278	\$2,716,378
Office of Information Technology (OIT) Administration	\$345,560	\$0	\$0	\$0
OIT Operations	\$8,437,640	\$8,656,890	\$342,153	\$8,999,043
OIT Applied Technology Services	\$6,001,730	\$6,435,095	\$989,467	\$7,424,562
OIT Enterprise Networking	\$940,590	\$954,820	\$0	\$954,820
OIT Applications Development & Support	\$4,988,310	\$5,149,770	\$815,438	\$5,965,208
OIT Partnership Management	\$1,006,200	\$1,043,460	\$6,000	\$1,049,460
Enterprise Projects:				
Data Warehouse Archiving	\$350,180	\$350,180	\$1,096,125	\$1,446,305
Human Resources Upgrade			\$273	\$273
Carmen Upgrade			\$164,141	\$164,141
Student Information Systems			\$3,783,448	\$3,783,448
Procurement System			\$121,887	\$121,887
PeopleSoft Financials 8.9 Upgrade			\$200,000	\$200,000
OSUWireless	\$514,680	\$514,680	(\$71,877)	\$442,803
PeopleSoft Financials 8.4 Upgrade			(\$5,819,666)	(\$5,819,666)
PeopleSoft-Oracle Enterprise Licenses			(\$2,952,209)	(\$2,952,209)

Total 011000	\$27,295,180	\$27,295,180	(\$179,556)	\$27,115,625
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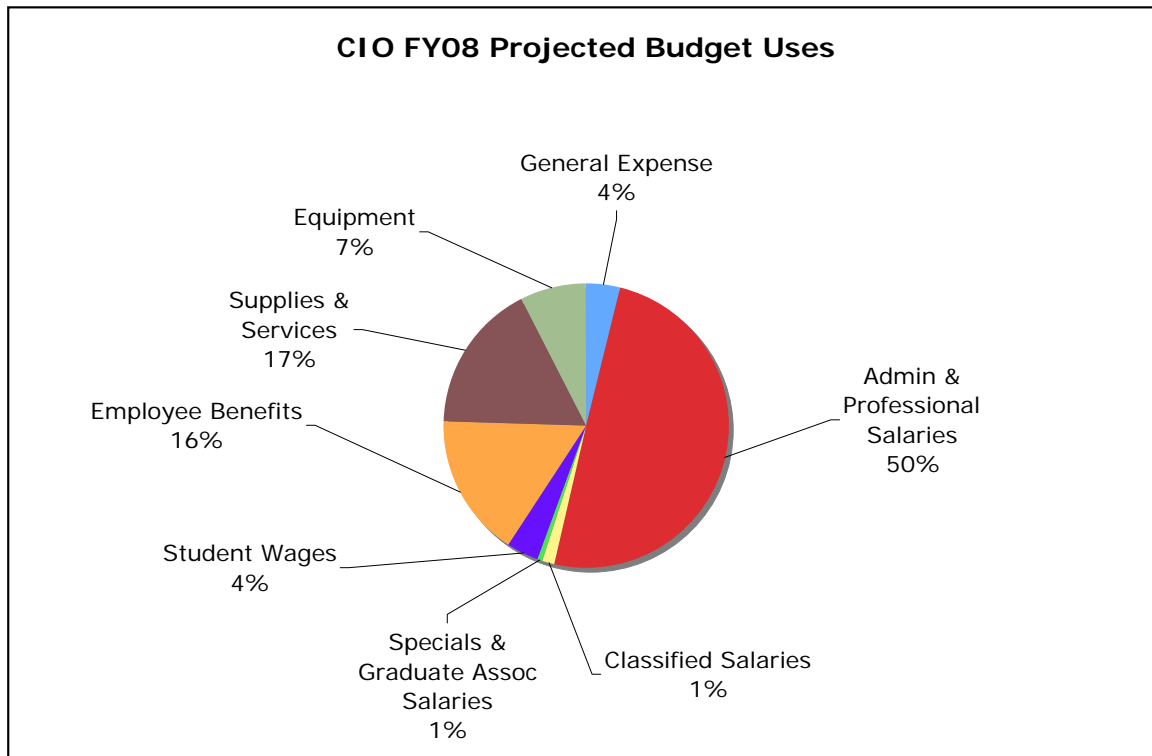
CIO FY2008 Other General Funds Budgets				
General Funds Support of Earnings Operations	\$1,207,785	\$1,207,785	\$0	\$1,207,785
General Funds Budget Only Reserve	\$308,359	\$308,359	\$1,672,804	\$1,981,163
Graduate Fee Authorization	\$49,945	\$49,945	\$0	\$49,945
Release Time			\$45,400	\$45,400
TELR Research Fund			\$492	\$492
Total Other Funds	\$1,566,089	\$1,566,089	\$1,718,696	\$3,284,785
Total CIO	\$28,861,269			\$30,400,409

Notes:

- Table does not reflect new annual rate or cash allocations requested for FY08.
- Table does not include earnings operations except for General Funds support of Earnings.
- Table does not include discretionary/development funds.
- Table does not include Ohio Board of Regents Instructional Equipment funds.
- CIO Business Services and CIO Human Resources are primarily supported through per-FTE cost distributions to other CIO, OIT, and TELR units and areas.

General Funds Operating Budget Expense Projections

Projected uses of the Office of the Chief Information Officer FY08 General Funds Operating Budget by expense type include over 70% staffing costs as illustrated in the FY08 overall projected use chart below.



IV. Value Added to the University through the Office of the Chief Information Officer Budget

We use the Chief Information Officer's budget to add value to the university's teaching, learning, administrative, and social environment guided by the PlanIT Information Technology Strategic Plan in support of the Academic Plan. We add this value in the forms of reliable and innovative infrastructure, economies of scale, and improved teaching and learning resources. And we work to ensure the timeliness and relevance of this effort through regular updates to PlanIT informed by campus-wide consultation and participation.

A sampling of recent examples of added value provided through the Office of the CIO budget includes:

- TELR and OIT enhanced learning resources for students and instructors by upgrading Carmen to Desire2Learn 8.1, thereby improving ADA compliance, course download processes, and reporting capabilities.
- TELR collaborated with University Libraries to move electronic course reserves into Carmen providing more reliable operation and more secure access to copyrighted materials.
- OIT improved the physical learning environment for students and instructors by designing a new integrated classroom control system and by completing physical renovations and/or electronic system installations and upgrades in over 50 university classrooms since spring of last year.
- OIT, working with partners including the Office of Enrollment Services and Undergraduate Education and the University Treasurer, is improving the university administrative and business environment by implementing new modern and flexible Student Information Systems to replace the aging and difficult to maintain legacy systems.
- OIT is leveraging economy of scale and improving the university's recovery posture by providing hosting services for mission-critical distributed servers and disaster recovery facilities at the 24x7 safe and environmentally controlled Kinnear Road Center.
- OIT improved campus communications capabilities with the OSU Wireless data network, now serving over 25,000 community members through almost 3,000 access points in 38 Residence Halls and in student gathering areas located in over 70 other campus buildings. As a part of the project TELR developed materials and sponsored sessions on pedagogical issues and applications for the mobile learner.

- TELR partnered with University Libraries to empower university community members by facilitating access to new media technologies for teaching, learning, research, and outreach by developing and expanding the Digital Union. In the words of a prominent and innovative faculty member: “The Digital Union puts a human face on technology...”.
- OIT improved research and instructional resources by collaborating with the College of Engineering and the Ohio Supercomputer Center to obtain a campus-wide license for MATLAB. This product provides a high-level language and interactive computing environment that enables users to perform computationally intensive tasks faster than with traditional programming languages such as C, C++, and Fortran.
- OIT collaborated with the Office of University Relations to improve the university’s ability to search its own online resources by installing Google search engines to power the internal university web search facility.
- OIT and TELR are working with University Relations to increase access to the university’s scholarship and to the knowledge created by Ohio State by establishing an iTunes U site.
- TELR has enhanced the undergraduate experience and supported faculty researchers by providing faculty-undergraduate student research partnerships with summer student stipends and team multimedia support through the Research on Research (R2R) program for four summers.
- OIT collaborated with University Libraries to improve the student learning environment by designing the new Sullivant Hall Learning Commons with innovative study spaces and equipping them with leading-edge technical resources.
- OIT is collaborating with the Office of Enrollment Services and Undergraduate Education and the Office of Human Resources to improve the safety of campus community members by eliminating Social Security Numbers from common student reports and securing Social Security Numbers in transmission to business partners. The Office of the CIO and OIT are also improving campus community members’ security through encryption software for laptop and desktop computers and portable storage devices.
- The Office of the CIO is improving the campus information and infrastructure security by collaborating with the campus community to develop and implement institutional data protection and exposure policies and computer security standards.

More comprehensive information on Office of the CIO initiatives, projects, and achievements that add value in the campus environment is available on the web in the [Office of the Chief Information Officer 2006 Annual Achievement Report](#), the [PlanIT Strategic Information Technology Plan Executive Summary](#), and the [Digital Union 2007 Achievement Report](#).

University Libraries: Supporting Research, Teaching and Learning

This overview of the budget authority for University Libraries is intended to make the sources and uses of funds transparent to the university community.

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I. University Libraries Mission and Fiscal Philosophy

To be a world-class library system by providing outstanding information resources and services in support of research, teaching, and learning.

a. The Libraries Mission

The Ohio State University Libraries are committed to meeting the diverse and changing information needs of the university's students, faculty, and staff, and to participating in resource sharing programs throughout Ohio and the world. The Libraries' facilities, collections, services, instruction, and scholarship contribute to the university's attainment of excellence in teaching, research, and service. To these ends, the Libraries collect, create, organize, manage, preserve, and provide access to information sources, and foster an environment conducive to academic inquiry, scholarly communication, creative achievement, and lifelong learning.

b. The Libraries Service Values

- **Learning**--Advocate learning as a primary library principle in all interactions, including support of decision making at all levels and encouragement of professional growth and development.
- **Meeting Needs**--Assess needs and provide service and/or needed resources, accurately and in a timely manner.
- **Respectful Interactions**--Exercise a positive attitude, appreciate differences, maintain confidentiality, and provide a supportive atmosphere for inquiry and effective dialogue/communication.
- **Stewardship**--Acquire, preserve, and protect human and information resources and maintain physical facilities to enhance the learning environment.
- **Creativity**--Take the initiative; be dynamic and innovative in meeting people's needs, being willing to take risks and maintaining the flexibility to adapt to changing circumstances.
- **Interdependence**--Collaborate within and among library units, and foster partnerships and outreach to the larger community to ensure/enhance successful operation and accountability.

c. The University Libraries Fiscal Philosophy

With its mission and service values as the foundation, the University Libraries' fiscal philosophy is to ensure integrity, accountability, foster quality and achieve the highest standards of service within our budgetary resources. All budgetary decision-making and fiduciary responsibilities in the University Libraries are carried out in accordance with the rules and regulations set out by the University, Board of Trustees, State of Ohio and the federal government.

II. University Libraries Operating Budget Process

The operating budgets for central support units such as the University Libraries are determined during an annual central budget decision-making process. The greater part of the operating budget, about 95% for the Libraries, is derived from a central tax, with supplemental funding coming from endowments (2%), Trademark and Licensing (2%), and earnings on library services (1%) such as fines and lost books, and copy services.

The University Libraries, as one of eight major operating units that report to the Office of Academic Affairs (OAA), submits its annual budget report (including external mandates, and/or service improvements requests) to OAA for an initial review. The provost and relevant staff compile one OAA budget report that is submitted to the Central Support Unit Subcommittee of the University Senate Fiscal Committee, the full University Senate Fiscal Committee, the Council of Deans, and the President's Cabinet for consideration.

III. University Libraries Fund Sources

In fiscal year 2007, the University Libraries' Present Budget Allocation (PBA) or general funds operating budget was \$24,863,752. The University Libraries also receives funds from its endowments, trademark and licensing, and earnings. The following table shows the breakdown of the University Libraries funds sources for fiscal years 2007 and 2006.

Table I - University Libraries Funds Sources: FY 2007 & FY 2006

University Libraries Funds	FY 2007	FY 2006	\$ Increase FY07 over FY06	% Increase FY07 over FY06
Present Budget Allocation (PBA)	24,863,752	24,341,165	522,587	2%
Indirect Cost Allocation	46,170	72,611	(26,441)	-36%
Additional Funds - Budget Request	-	390,000	(390,000)	-100%
Additional Funds - POM	1,835,801	-	1,835,801	0%
Endowment Income	2,343,670	583,748	1,759,922	301%
Board Of Regents - Depository	380,103	354,937	25,166	7%
Renovation Income	2,806,141	2,801,018	5,124	0%
Trademark & Licensing	407,705	340,586	67,119	20%
Earnings	323,626	502,966	(179,340)	-36%

IV. University Libraries Fund Uses

The University Libraries' budget can be divided into four broad categories of use: personnel (56%), acquisitions (29%), supplies and services (12%), and equipment (2%).

Personnel, which is the largest category, includes more than 400 FTE staff who work in 20 library facilities on and off campus. The Libraries staff is comprised of 63 librarians, 35 administrative and professional employees, 155 civil service employees, and 450 student assistants. These staff select and order library material; catalog, store, and preserve library material, and assist faculty and students in the use of library materials and facilities through instruction and reference services.

Acquisition funds are used to purchase books, journals, and other forms of scholarship and information that are used by students and faculty in their learning, teaching, and research. Acquisition funds are traditionally divided between one-time purchases for monographs and standing orders for continuations such as journal, newspaper and reference tool subscriptions. In recent years, acquisition funds use has become much more complicated and sophisticated with consortial purchasing through OhioLINK and the CIC Library Initiative and with a broader range of collections to support that include print and digital assets, unique special collections, and more informal scholarly works such as learning objects, scientific data sets, and working papers.

Supplies, services and equipment make up a smaller portion of University Libraries fund use, but are never the less vitally important. As the Libraries become more information technology dependent, costs for networking, software and computer device purchases and upgrades must be supported. Library facilities—and their associated costs—are also undergoing a period of substantial change as space is reassigned and redesigned for more computer-based information services and active learning work areas.

The following table summarizes the use of the University Libraries funds in fiscal year 2007 and 2006.

Table II - University Libraries Funds Uses: FY 2007 & FY 2006

General Funds PBA	FY 2007	FY 2006	\$ Increase FY07 over FY06	% Increase FY07 over FY06
Personnel				
Faculty	3,827,039	3,705,076	121,963	3%
IT Support Payroll	435,301	304,324	130,978	43%
Administrative & Professional	2,456,143	1,902,552	553,591	29%
Classified Civil Service	4,484,786	4,754,754	(269,968)	-6%
Student Assistants	2,409,559	2,277,990	131,569	6%
Benefits	4,079,000	3,746,681	332,319	9%
Acquisitions				
Monographs	3,040,042	3,331,157	(291,115)	-9%
Continuations	5,179,063	6,273,477	(1,094,414)	-17%
SIS Assessment	125,944	-	125,944	100%
Supplies and Services	1,912,279	1,767,876	144,403	8%
OIT Equipment	315,492	305,488	10,004	3%
Equipment	335,340	121,905	213,435	175%
Rent	1,660,018	-	1,660,018	100%
Transfers to University Arch for Renovation	6,006,311	3,673,652	2,332,659	63%

V. Value Added to the University through the University Libraries' Budget

The Ohio State University Libraries uses the budget to provide a physical and virtual environment with information resources and services that support the life-long and active learning needs of students and the research productivity of faculty. The Libraries selects and acquires appropriate records of knowledge, creates and organizes efficient tools for retrieval, and preserves these resources for future use.

Progress toward achieving this mission and proof of value added by the University Libraries' budget have been demonstrated as the Libraries:

- Planned and implemented the major renovation of the Thompson Library;
- Collaborated with OIT to improve the learning environment by building the new Sullivant Hall Learning Commons that integrates library services and leading edge technology.
- Led master planning efforts for improving learning space in the Science and Engineering Library;
- Developed and implemented study space in the old Long's Bookstore (Study Space Along High—SPAH);
- Partnered with the Office of Technology Enhanced Learning and Research (TELRL) to assist in activities at the Digital Union in the Science & Engineering Library;

- Worked cooperatively with OhioLINK and CIC libraries in order to maximize services and acquisitions;
- Implemented enhanced document delivery and interlibrary loan program;
- Collaborated with the Office of Technology Enhanced Learning and Research (TELRL) to move electronic course reserves into Carmen to provide more reliable operation and secure access to copyrighted materials;
- Partnered with the Office of the CIO on the Knowledge Bank project, an enterprise-wide digital content repository;
- Led efforts with OSU:Pro; a web-based faculty and staff information system to collect and track professional activities;
- Migrated journal collections from print to electronic formats for better access and economy;
- Cooperated closely with the Office of the CIO, University Press, and academic units for scholarly communication issues;
- Provided active leadership and participated in OCLC, OhioLINK, ARL, and CIC;
- Led cooperative library-wide efforts in education, research, and knowledge management, supporting such programs as Targeted Investments in Excellence, OSU Course enhancement grants, OSU:Pro, and cooperatively sponsored copyright speakers.