Kean University

Kean Digital Learning Commons

2021

Research Divisions Annual Assessment Results and Recommendations Report 2020-2021

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Keywords

Research Division Administrative Divisions Annual Assessment Results and Recommendations Report 2020-2021

2020-2021 Administrative Divisions
Annual Assessment Results and Recommendations Report

This report serves to provide a summary of results and recommendations for the Division. **Data from each individual unit is to be addressed:**

Division: Research[1]
Senior Vice President for Research[2], Jeffrey H. Toney, Ph.D., FSX

Section 1: Summary of the State of the Division

A. Overall Summary of the Year

Analyze and discuss the current year's data as compared to the previous years of collected data for each unit under your supervision with respect to individual unit strategic goals and the university's overall Strategic Plan, as it relates to your Division.

This past academic year, the Office of Research and Sponsored Programs (ORSP) and the Nancy Thompson Learning Commons (NTLC) have worked more closely together than ever before, with the goal of seamless integration of both operational and academic goals. Such close coordination is critical for the success of the university's goal of achieving R2 Carnegie designation of Kean as a doctoral granting, high research university. We have also coordinated closely with the Division of Student Success and Retention to better serve our students, including services such as tutoring, access to Open Educational Resources (OER) and writing support. Working with the Division of Financial Services, new cost centers have been established specifically for research support to improve tracking of all direct expenditures devoted to student and faculty research projects. Both NTLC and ORSP have a shared operational goal of achieving R2 Carnegie designation for the university. A key component of achieving this goal includes accurate and comprehensive analysis and reporting of all research expenditures.

ORSP has continued to enhance engagement with faculty to support submission of proposals for external funding for research including student involvement. The total grant funding received for fiscal year (FY) 2021 was $5,311,779. This amount does not include funds received from the Coronavirus Aid, Relief and Economic Security (CARES) Act from the U.S. Department of Treasury. Fifty-two proposals were submitted during fiscal year 2021 (FY21) of which 39

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[1]During most of the academic year 2020-21, the administrative units including ORSP and NTLC were organizationally part of the Division of Academic Affairs, up to March 2021 when the new Division of Research was established. Note that the recruitment and evaluations for faculty at Kean USA and at Wenzhou Kean University are described in separate reports.

[2] Senior Vice President for Research, effective March 1, 2021. My post-nominal honorary title "FSX" refers to Fellow of Sigma Xi, The Scientific Research Honor Society, effective 2021.

proposals were funded, representing an extraordinary 75% success rate compared to last year's success rate of 51%. Direct research support received from external funding awards accounted for approximately 30% of these funds. The remaining 70% was accounted for by external grant awards that supported education (non-research such as teacher professional development) and community engagement.

Six large-scale proposals were submitted: Three US Department of Education (USDOE) proposals, one New Jersey Department of Education (NJDOE) proposal, one National Science Foundation (NSF STEM) research Instrumentation proposal, and one Office of the Secretary for Higher Education (OSHE) proposal for student support. Despite the pandemic, during which we had anticipated a decrease in proposal activity as faculty invested more time and energy into the abrupt pivot to remote learning, our proposal activity actually remained on par with typical activity levels compared to the previous year. Note that the category "Others" listed in the Table below includes the ongoing NJ Fire Safety Grant, support for Premier Stages, EEO, Supplemental Instruction and the NJ Small Business Development Center, among others.

ORSP also established an academic goal this year to expand Kean University's new Center for Undergraduate Research and Fellowships (CURF) and to place ten students in externally sponsored research training programs at R1 Carnegie designated, doctoral granting, very high research activity, institutions by 2024. To jumpstart the later goal for the first year of this three-year plan, we placed a total of ten students at Rutgers, Princeton Universities and at MIT. Three of these students were supported by externally sponsored programs and seven were supported by Kean University.

The overall outcomes achieved this past year were exemplary, particularly given the significant loss of full-time staff due to retirement and resignations, resulting in a 50% staff reduction from six to currently three staff members in ORSP. Searches are ongoing for two positions.

External Funded Grant Awards Supporting Research and other Student Support				
Name of College	FY 2021		FY 2020	
	Funded	Amount	Funded	Amount
CBPM	5	$554,576	8	$2,088,830
CED	1	$150,000	4	$229,498
CLA	3	$167,681	0	$0
CSMT	18	$1,722,798	14	$1,644,717
MGC	1	$10,000	1	$0
NWGC	2	$8,000	2	$6,000
NJCSTM	1	$314,116	1	$7,500
Others	8	$2,384,608	11	$18,128,242 (CARES Act: $13,764,550)
Total	39	$5,311,779	41	$22,104,787

Internal Funded Awards Supporting Research				
	FY 2021		**FY 2020**	
Award Name	**Funded**	**Amount**	**Funded**	**Amount**
SPF	14	$199,500	11	$164,794
3 Minute Pitch	5	$40,200	0	$0
UFRI	6	$2,400	11	$4,370
FSG Fall	11	$17,613	8	$12,367
FSG Spring	0	$0.00	17	$29,907
RTR	14	$5,600	5	$2,000
FSG Covid 19	0	0	10	$18,881
Total	**50**	**$265,314**	**62**	**$232,319**

In 2021, Kean University hosted the annual Research Days event using a virtual platform. Kean students and faculty shared their research and creative projects as digital posters and pre-recorded videos. Jamie Metzl, one of the world's leading futurists, delivered a live Keynote Speech that included a question and answer session with our students and faculty. While the experience was different from Research Days past, the digital platform allowed for one of our biggest years ever in terms of participation. Total engagement this year was 1,434 students and 181 faculty mentors based on the main Union campus. A total of 2,026 students engaged in Research Days including Wenzhou Kean University.

Student engagement in research significantly enhances retention and graduation. We conducted a three-year study of 712 Kean students from freshmen year to graduation (2016-2019), comparing 356 students participating in Research Days and 356 students who did not, serving as a control group. Entering freshmen participating in faculty-mentored research projects showed an extraordinary 5-year graduation rate of 92%, more than double the rate of the control group[3] with similar demographics in both student groups.[4]

To support the university's goal of attaining R2 Carnegie designation as a doctoral granting, high research activity institution, this year's actual expenditures used specifically for research increased by 76%. This was a result of careful assessment of as many sources of support as possible, including internal and external funding as well as from the Kean University Foundation. Last year, the amount reported to the National Science Foundation (NSF) Higher

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[3] The Fall 2013 Cohort showed a five-year graduation rate of 41%. See: http://ir.kean.edu/irhome/PDF/EXACCT20.pdf (accessed March 21, 2021)
[4] Knezek, C., Morreale, P., Gannon, S., Chang, G., Toney, J.H., "A Culture of Undergraduate Research at a Diverse Public University Leads to Unprecedented Student Success," submitted for publication (under peer review).

Education Research and Development (HERD) survey was $2.232 M compared to approximately $3.92 M this year (note that the final amounts are not yet available). The minimum amount required to meet the R2 Carnegie designation standard is $5.0 M in research and development expenditures, so our current estimate that will be formally reported to the NSF HERD survey in early 2022 for FY21 is at approximately 80% of the R2 goal as defined in this category.

Student engagement in faculty research remained extremely high despite challenges of the pandemic, including participation in the university's annual Research Days and with the new Center for Undergraduate Research programs such as the Freshmen Research Initiative (FRI) and the Research Recruits Program (RRP) (see data below). Submitted research proposals that involved human subjects showed a significant increase of 60%, with 405 submissions this year compared to 253 the previous year. This demonstrates a high demand for conducting educational and social science research in particular, as well as other fields studied across the Nathan Weiss Graduate College.

Categories	AY* 2020	AY2021
CURF (FRI + RRP)	70	62
Submitted IRB Applications	253	405
Research Days (Student Participation)	1770	1434
Research Days (Faculty Participation)	180	181

*AY: Academic Year

B. Summary of Outcomes Assessment by Unit and resulting recommendations

For each individual unit, summarize the past Academic Year's outcomes assessment (from annual reports and unit reviews) including:

Based upon the outcomes assessment data described above, we recommend that recruitment of additional staff with the required skill sets to support an R2 Carnegie designated institution be a high priority. This could be considered as a closing the loop activity given the significant loss of 50% of the ORSP staff since last year.

We recommend expansion of CURF operations to enhance a culture of research, particularly in a traditionally non-research-intensive field. This will include specific programs to connect all Kean instructional sites, including Union, Kean Ocean, Kean Skylands and Wenzhou Kean. It will also include Research Recognition, a Research Network to broaden the scope of interdisciplinary research, streamlining research administrative procedures, expansion of student participation in faculty mentored research and Increased external and university funding for research.

Section 2: General Division-level Planning

Using the information analyzed, discuss the following:

- What does the Strategic Plan say we should do next?

    1. University Strategic Plan 2020-2025 **Goal 1**: To position Kean University as an academic focal point of ongoing and transformational post-secondary educational opportunities that prepare students to meet the current and future challenges of our world.
    2. Increase the success rate of external grant applications by continuing to provide support to faculty principal investigators.
    3. Target university resources to increase research activity and expand faculty-student research opportunities

In particular, the Strategic Plan guides us to focus on:

Steadily increase the number and diversity of tenured and tenure track teacher- scholar faculty

Increase the success rate of external grant applications by continuing to provide support to faculty principal investigators

Develop new internal funding mechanisms to support faculty research and creative works

Increase funding for Graduate and Doctoral Assistantships

To this end, we will further engage the Council of Deans, all Executive Directors and Chairs in the early stages of grant identification to improve planning the process of targeting funding that will advance our R2 objective. ORSP will continue to increase faculty research engagement through internal awards, including the launch specialized of in-house awards based on specific topics such as Diversity, Equity and Inclusion and Science, Technology, Engineering, the Arts and Mathematics (STEAM).

- Should we make any changes to this Strategy? Why? (please relate to your overall summary of outcomes for the year, as above)

No

- What actions will be taken to strengthen the units over the coming year?

We will continue to focus of recruitment of more staff to the ORSP team to help meet the growing needs of the university research community and ensure effective operations that align with R2 objective.

- Are there any other major changes indicated that should be made within your units?

No

- Are there any additional concerns or data that we should consider?

No

- Which of the above actions need to be supported with more resources

Each of the above recommendations will require more resources and promise to increase external funding that will more than offset the additional initial investments.

Section 3: Division Resource Needs

A. Staff Resource Needs

Discuss staff resource needs **using supporting data and a rationale** connected to Section 2 (General Division-level Planning), the university's Strategic Plan, and individual unit data.

ORSP serves the needs of the entire university community at Kean, whether it supports research, administrative needs, student support or professional development. Currently, ORSP does not have a grants pre-award team. This function is handled by part-time assistance, direct support by the Senior Vice President of Research and collaborative efforts by staff on an ad hoc basis. This approach is a stop gap solution and is not sustainable. In order to position the University as a focus for transformational research, increase external grant seeking efforts and to expand faculty-student research opportunities, we will continue to build our team and hire more staff who are experts in federal and government grants.

B. General Resource Needs

Discuss general resource needs **using supporting data and a rationale** connected to Section 2 (General Division-level Planning), the university's Strategic Plan, and individual unit data with respect to the following:

- Technology (e.g. administrative software, computers, etc.)
- Office Equipment/Supplies
- Facilities
- Special Projects
- Furniture, etc.
- Memberships, Training support, Conferences etc.
- Consultancies/Outsourcing requirements

Based upon the outcomes assessment data described above, we recommend acquisition of : laptops or iPads for CURF recruitment; Training support for IRB, External Grants, Post-Award and Student Research Engagement; Professional memberships in the National Council of University Research Administrators (NCURA), the National Association of Fellowships Advisors (NAFA); other Research/Grants/Consultants for Pre-Award support.

Section 4: Professional Development Needs

Staff development issues

Discuss staff development needs **using supporting data and a rationale** connected to Section 2 (General Division-level Planning), the Strategic Plan, and individual unit data where appropriate. (eg Assessment training, training in Datatel, Customer Service)

As we are collecting data for the NSF HERD survey, we have identified areas in need of improvement. We will provide additional post-award training to our staff and faculty to ensure they are properly trained to manage the post-award process and accurately record research expenditure data.

E.g. - Customer Service Training, Post-Award training

As the pandemic continues, the field of human subjects research continues to evolve. We plan to provide regular training on IRB regulations to our IRB reviewers and researchers to ensure that they adhere to federal guidelines.   This will include IRB training by HRP Consulting Group.

Section 5: Budget Request Line Items

Unit	Description of Resource Request	Page # Reference (for Rationale)	Quantity Requested (where relevant)	Unit Cost (where relevant)	Total Cost (to nearest dollar)	Strategic Plan Goal
ORSP	CURF Director	To support the significant increase of research activities between undergraduate students and faculty on campus and to build formal relationships with other higher education institutions, particularly R1 Carnegie designation, doctoral granting with very high research activity.	**1**		TBD	To position Kean University as an academic focal point of ongoing and transformational post-secondary educational opportunities that prepare students to meet the current and future challenges of our world. Steadily evolve to achieve R2 designation by the Carnegie Classification of Institutions of Higher Education as a doctoral university with rigorous research activity (e.g., publishing in peer-reviewed journals, book-publishing, grant-writing) that is directed at solving the problems of the future.
ORSP	Pre-Award Specialist	Increase the success rate of external grant applications by continuing to provide support to faculty principal investigators.	**2**		TBD	See above.
ORSP	Post-Award Specialist	To assist with project-specific management requirements such as financial reporting or invoicing. Reviewing all project expenditures,	**2**		TBD	See above.

		including Facilities and Administrative cost charges, on a routine basis (typically monthly), and ensuring accuracy and compliance with ORSP and university guidelines.				
ORSP	ORSP Program Coordinator	Promotes connections between faculty and students, encourages mentorship, and educates the Kean community about research opportunities for all students and faculty. Collaborate with CURF staff and campus partners to engage a diverse array of student applicants. Conduct targeted outreach to underserved populations and engage diverse faculty and staff partners in identifying, educating, and mentoring students from underrepresented backgrounds. Collaborate on recording and producing reports on student research engagement and grant/internal award activities Collaborate on planning and implementing Research Days event.	**2**		TBD	See above.

TBD: To be determined based upon job descriptions and titles in coordination with Human Resources.

The **Nancy Thompson Learning Commons** (NTLC) has diversified its services provided to the Kean Community over the last year and implemented new workflows to accommodate hybrid learning. Learning Commons has implemented a 24/7 chat service, online ticketing system, virtual research consultations, peer virtual tutoring, virtual workshops, and more to support the needs of our students.

The NTLC held its inaugural virtual Open Educational Resources conference that attracted more than 1,000 attendees and offered 22 different sessions with 36 speakers from 14 Universities. Our Keynote Speaker was Prof. Krishna Rajagopal, currently Acting Vice President of Open Learning at MIT.

The NTLC enhanced the NTLC's website and Online Computer Library Center (OCLC) user interface to allow students easy access during remote learning necessitated beginning March 2020 due to the pandemic. During the last year, the database views per user increased 36%, from 3.47 to 4.73.

The NTLC has implemented Digital Commons, an Open Access database developed by Elsevier publishing for all the available content. Since its implementation, approximately 1,600 documents have been posted, and Digital Commons has received over 4,000 views and 8,000 documents were downloaded. Documents identified as evidence for the university's Middle States Commission on Higher Education (MSCHE) Self Study are available in Digital Commons.

Beginning September 2020, NTLC published our student academic journal Kean Quest using the Digital Commons platform. Considerable interest in Kean Quest articles has already been demonstrated by a total of 3,919 downloads from users representing 100 different countries. The top 10 countries include the United States, Hong Kong, Canada, United Kingdom, India, Australia, Japan, China, Germany, and Turkey. Google and Google Scholar were the top referrers (2,204) for the article downloads.

Our Digital Collection has been increased to more than 400,000 academic books. The NTLC has added 150 Open Educational Resources (OER) databases to the OCLC. More Databases allows the Kean community to access OER content without leaving Kean's internal resources. Kean offered more than 700 course sections during Fall 2020 and more than 880 sections during Spring 2021, obviating the need for students to purchase textbooks for these courses.

The NTLC has collected data over the last three years and has determined the need for additional support and better communication to attract more freshmen students to use our resources including tutoring. During Fall 2020 and Spring 2021, the NTLC implemented a new plan that helped attract 46% more freshmen students in AY 20-21 compared to the previous

academic year. Unfortunately, NTLC observed a decline of 72% in unique student users in AY 20-21 compared to AY 19-20.

The NTLC applied for the College Reading and Learning Association (CRLA) certification in AY 20-21 and has now achieved this important milestone. The NTLC is implementing a tutor-training program, a full-scale assessment plan, and a bibliography of all materials to be used in training. The NTLC has added more services to support the Kean community, including Enhance Graduate Services, Reading Services, and faculty writing support. These services are added to provide students and faculty with a one-stop service for all their learning support needs.

The NTLC has provided academic support to more than 666 students for a combined 2,240 hours during 2,788 visits from July 1, 2020, to June 30, 2021. The NTLC provided 246 workshops attended by a total of 1,293 students and 1,624 faculty members. The workshop topics included Blackboard, Library Instruction, Information Literacy, ADA Technology, MS Office, Google Suite, writing, mathematics, time management, strategies for test-taking and exam anxiety. Specifically, Blackboard workshops were offered to students, faculty and staff separately due to the diverse nature of user experiences. A participant satisfaction survey demonstrates that 78.3% of participants were either moderately or extremely satisfied with the workshop they attended.

In response to Kean's recent Town Hall, in which a student suggested that the University make access to academic resources easier during remote learning, we responded by updating the website to make it easier for students to book an appointment. In addition, a single-sign on has been implemented to the TutorTrac platform to make the login process easier and for cybersecurity purposes. As a result of our revised communication plan using multiple channels such as email, text messaging, Advise alerts, flyer distributions and remote class appearances, a 200% increase in freshmen visits and appointments during Fall 2020 was observed, compared to Fall 2019. During Fall 2020, 32% of all student visits to academic support online services (Writing, Speaking, and Tutoring) were freshmen.

The NTLC implemented the Visualization and Immersive Studio (VISER) with collaboration of multiple units on campus to support educational and research initiatives both inside and outside of the classroom. Since its implementation, the NTLC hosted a virtual OER conference within this space, held weekly book reading for students, multiple student, faculty and staff meetings, and prepared for its first theatrical presentation.

The Tau Sigma National Honor Society, devoted to celebrating the academic achievements of transfer students, was established during Spring 2020 at Kean, inducting 84 inaugural members as well as four student officers. Programming includes social engagement, academics, career and wellness and overall connection within the transfer community. During Spring 2021, an additional 295 students were inducted with five student officers leading the chapter.

B. Summary of Outcomes Assessment by Unit and resulting recommendations

NTLC used CSI and MYSA data to identify students interested in receiving support services such as tutoring, writing, and public speaking. Twelve communications through Advise and fourteen communications were sent to a range of different student, professor, and support partner groups. During the Fall 2019 CSI communication, 329 students showed receptivity to learning support services (Mathematics, Tutoring, Writing) out of which 29 students made appointments for services. Similarly, 472 students specified receptivity to learning support services on MYSA and 38 students made appointments. A student engagement rate of less than 10% shows an area in need of improvement. We will continue to explore strategies to enhance student awareness and engagement in the wide range of student support services offered by the NTLC. All student support services were affected by the COVID-19 pandemic; the mode of support services impacted in-person student attendance, which fell significantly from the previous year. It has also affected the views and access to resource databases.

Recommendations

The NTLC plans to collaborate with faculty and advisors to be able to offer incentives for students to utilize more NTLC resources. Some of the strategies that need to be implemented include embedding tutors into courses via the Immersive Tutoring initiative, co-training faculty, and tutoring staff to build affinity and cooperation, as well as installing a student referral system for professors and instructors. The NTLC has implemented additional opportunities to reach out to students that include phone and text messages. These direct measures of contact are expected to attract students as well as strengthen bonds between tutors and their students. The NTLC has implemented a data collection system to provide an accurate representation of the efforts and to gauge effectiveness. The NTLC will establish protocols for a systematic approach to better understand students and take proactive actions to support students in a variety of ways including:

- Ongoing outreach to students through multiple platforms such as Advise, social media, CougarLink, and University Relations.
- A communication plan is being developed to promote relevant services to each class year (i.e., freshmen, sophomore, junior or senior status).
- A bi-weekly e-mail survey will automatically be sent to follow up on students' perception of success related to tutoring.

The NTLC will continue to collaborate with key stakeholders to provide student support to

programs such as EEO, EOF, and the Kean Scholars Academy (KSA). The NTLC is implementing a ticketing system for all Learning Support Services to provide student support services as promptly as possible.

Section 2: General Division-level Planning

Using the information analyzed, discuss the following:

- **What does the Strategic Plan say we should do next?**

NTLC is focusing on Goal 1 (Objective A.1), Goal 2 (Objective A.1), and Goal 3 (Objective A.1) to support Kean's mission to achieve R2 designation, engage students in active learning and supporting student success.

Related to the NTLC's goals and objectives, specifically included in Goal 3 are:

- Develop and promote University expectations for standards of student service for faculty and staff, including division-specific guidelines for those standards
- Provide faculty and staff with a broad range of professional development opportunities to continuously improve pedagogical practices and research skills and implement best practices to enhance the delivery of student support in and out of the classroom
- Establish a Teaching and Learning Center to reinforce and expand opportunities to learn and share new and innovative teaching technologies
- Develop programs that support the unique needs of nontraditional and special- needs students
- Promote learning communities and provide all students with the opportunity to participate in at least one learning community before they graduate

- **Should we make any changes to this Strategy? Why? (please relate to your overall summary of outcomes for the year, as above)**

No

- **What actions will be taken to strengthen the units over the coming year?**

The NTLC has defined the following objectives for the upcoming academic year AY 21-22.

- o Objective 1 - Collaborate with faculty and facilitate their use of state-of-the-art technologies for classroom instruction, research, and data analysis to support active learning
- o Objective 2 - Provide additional academic and scholarly support through subject-matter-expertise and collaboration with other institutions on developing OER content supporting research, learning, and teaching at Kean University
- o Objective 3 - Implement a co-training model for faculty and tutors to align tutoring and classroom instruction at Kean University
- o Objective 4 - Update security protocols to achieve 24/7 physical access to the building to promote and encourage learning in a safe environment.

- Objective 5 - Introduce new workflows and spatial navigation to enhance equity of access to resources and meet the evolving academic, research, and professional needs of the Kean community
- Objective 6 - Collaborate with the Kean community to bring cultural events, works of art and performances into NTLC to support Diversity, Equity and inclusion.

- Are there any other major changes indicated that should be made within your units?

The facilities are recommended to be modified to better support the goals of the NTLC, such as renovations that include a welcoming front area with improved lighting and space. It is also important that we provide a clean and newer work space for NTLC employees that will require new carpet and updating furniture.

- Are there any additional concerns or data that we should consider?

There has been a reduction of close to 50% of full-time staff in NTLC due to resignations and retirements. Therefore, we recommend the recruitment of additional staff to continue to serve the Kean community to provide a world class education. We recommend that the NTLC recruit more information specialists to support research and associated support staff that understand and possess the required skill sets to provide the needs of 21st-century learners. We recommend that tutors serving all units on campus be certified. There is a need for standardization of the tutoring appointment system, and the NTLC recommends using the TutorTrac system for all appointments for any tutoring on campus.

- Which of the above actions need to be supported with more resources?

  - Objective 1: Requires several digital platforms that support active student learning in the VISER facility
  - Objective 2: Requires more staff to support our initiative
  - Objective 4: Requires financial support to install cameras and enhance security
  - Objective 5: Requires financial support for facilities renovation

Section 3: Division Resource Needs

A. Staff Resource Needs

Discuss staff resource needs **using supporting data and a rationale** connected to Section 2 (General Division-level Planning), the university's Strategic Plan, and individual unit data.

See above recommendations.

B. General Resource Needs
- Technology (e.g., administrative software, computers, etc.)
  - We recommend acquiring a platform such as Visible Body software for virtual anatomy, particularly useful for courses using the VISER facility.
  - We recommend an assessment of the need for updated computers for students use at the NTLC
  - We recommend acquiring additional assistive technology to promote equitable access to all users including those with disabilities.
- Office Equipment/Supplies
- Facilities
  - To support achieving Objective 5, we request support to refurbish the front office to be more welcoming to the Kean community.
- Special Projects
- Furniture, etc.
  - In order to promote a healthy, safe, and clean work environment, we recommend acquiring additional furniture for staff.
- Memberships, Training support, Conferences etc.
- Consultancies/Outsourcing requirements

Section 4: Professional Development Needs

Staff development issues

Discuss staff development needs **using supporting data and a rationale** connected to Section 2 (General Division-level Planning), the Strategic Plan, and individual unit data where appropriate. (eg Assessment training, training in Datatel, Customer Service)

We recommend additional professional development support for the NTLC staff to learn more about OER, ACRL, and related topics.

- **Library Services**
  - OCLC Wise (Natural Reflection of Community through resources)
  - Library Management System
  - WorldCat Discovery
  - Collection Manager
  - WorldShare ILL
  - WebDewey
- **Repository**
  - Digital Commons
  - Google Drive
  - One Drive
- **Google Suite**
- **Microsoft Suite**
- **Customer Services**
- **Administrative**
  - **Finance Management**
  - **Library Management**
  - **Resource Management**
  - **Workflows**

Section 5: Budget Request Line Items

Unit	Description of Resource Request	Page # Reference (for Rationale)	Quantity Requested (where relevant)	Unit Cost (where relevant)	Total Cost (to nearest dollar)	Strategic Plan Goal
NTLC-T/W/S	CRLA	Objective 3 page 3	Shared subscription	$400/year	$400/year	3
NTLC-Operations	Security Cameras/ID swipes	Objective 4 page 3	Cameras: 31 ID Swipes: 18	Cameras: $56,475 ID Swipes: $56,938	$113,413	6
NTLC-Digital Services	VISER Equipment	Objective 1 page 3	TBD	Software: $10-15,000 Hardware: $10-15,000	$25,000	3
Total	-	-	-	-	$138,813	-