THE FIVE COLLEGES OF OHIO

COMMITTEE REPORTS

26 April 2017

DOCUMENTS

Academic Committee
Operating Committee
Information Technology Committee
Library Committee

20 April 2017

To: The Five Colleges of Ohio Board
From: Chuck Stinemetz, Ohio Wesleyan Provost, on behalf of The Academic Committee
Re: Transition Report

As reported in December 2016, the Academic Committee is involved in a range of collaborative Five Colleges of Ohio activities, the most important of which are the Mellon Grant for Language Enrichment with The Ohio State University and the Teagle Grant for Curricular Coherence with Allegheny College. In addition, we are interested in continuing to support and explore a number of priority programs that are listed at the end of this report.

At the Academic Committee meeting in February 2016, he transition questions posed by the board were discussed. This paper provides a summary of our collective answers.

1. What are the opportunities and challenges on the horizon for the Ohio Five?
        As the board is aware, all higher education institutions are facing a number of new challenges which will require careful thought and focused work. The academic committee identified three areas where we believe we can address these challenges as a group.
- First, our committee is convinced that the Ohio Five can be an organization that advances the reputation of all five institutions without losing the special appeal of individual institutions. We have certainly seen this in recent years through the funding of academic initiatives and hope that this might in turn develop into a positive factor for attracting prospective students.
- Secondly, we all recognize that the demographics of the nation our changing and that our institutions will need to strive to attract and retain a more diverse student body. This will be a challenge for our institutions. We could greatly benefit from the physical collaboration of our students and faculty.
- Lastly, we continue to see the evolution of pedagogical approaches that utilize greater technology and place a greater emphasis on project-based work as opposed to classroom lectures. The greatest asset of the Ohio Five is the creativity of our faculties and staff. The continuation of opportunities for faculty and staff to interact is both a positive resource and a cost-effective way to encourage and insure that our faculty and curriculum continue to develop.

2. What does the Academic Committee need from the Ohio Five board?
        The committee currently pursues items of interest to the group with only limited input from the Ohio Five board. We would value the board sharing with us how we can better align with the board's priorities. At the same time we would hope that there is some opportunity for feedback to the board from both our committee and the other committees on the feasibility and costs related to realizing

goals set by the board. As part of these efforts, we believe one of the most important roles the board can provide is to help us coordinate and support collaboration between the various committees through either supportive or more direct means.

3. What transition and planning processes would be most helpful to the Academic Committee?

We expect that we should continue to meet on the same schedule for the next year with Sarah and then begin to rethink how our time can best be used. Toward that end, we would encourage Sarah to visit other successful consortia and help us incorporate some of their best practices into the Ohio Five. Ultimately, we believe that the Academic Committee could develop the capacity to plan, schedule, and run meetings without the Director so her time could be better used in other capacities. Our committee would also value knowing if the new Director has been charged by the board with specific objectives for the next five years. Finally, we would also recommend that the board convene a meeting with our committee where the main agenda item is a discussion of what it means for the Ohio Five to reach the next level and how we might focus our work toward that goal.

Academic Committee Priority Activities

1. Mellon Grant for Languages with OSU (4 calendar years, 2015 - 2018) In 2017: evaluation of postdoc program and faculty activities, ongoing and new faculty projects, support for fellows and mentors, fall colloquia.

2. Teagle Grant for Curricular Coherence with Allegheny (4 calendar years, 2015 - 2018) In 2017: campus activities, assessment, six-college workshop.

3. Ongoing and New Activities
   a.   Course Sharing and Cross Registration (Language examples: Quechua course from OSU to Oberlin, German course from Denison with OSU)
   b.   Diversity Initiative Proposal (Site visits to colleges with exemplary diversity programs and a workshop for faculty and students.)
   c.   Faculty Development Programs (Digital scholarship, disciplinary groups, mid-career faculty, senior faculty with younger faculty, writing op-eds, book proposals, grants.)
   d.   HLC Accreditation Interest Group
   e.   Student-Centered Programs (Dance Ohio Five, Legal Studies Summer Conference, Admissions/College Prep, Classical World Languages Conference)

The Five Colleges of Ohio
Operating Committee
April 2017 Progress Paper

Submitted by committee chair Mark Kohlman (Kenyon) on behalf of David English (Denison),
Mike Frandsen (Oberlin), Lauri Strimkovsky (Ohio Wesleyan), and Dee McCormick (Wooster).

Recap of Activities: Current and Upcoming
1. Ongoing Activities
   a. Procurement
   a. Risk Management / EIIA Insurance
   b. HR Group focused on best practices, travel visas, background check contract
   c. Safety and Security: best practices, training
   d. EH&S: best practices, Vertere chemical inventory system
   e. Summer Conferences
   f. Facilities/Maintenance

2. Future Activities
   a. Process Improvement: pilot program at Denison
   b. Title IX: shared investigative position / office
   c. EH&S: shared compliance position, auditing site visits, training for managers
   d. Back office functions
   e. Energy purchasing (natural gas, electric)

Opportunities and Challenges

The main challenge for the consortium is identifying the collaborative efforts that will move the
five colleges through the next 20 years. The library services collaboration can and should remain
the foundation of the work the consortium does. Identifying the next big collaborative effort,
achieving buy-in across the colleges, and implementation of the whatever the initiative is will be
the biggest challenge moving forward. The opportunity that presents itself now is the shifting
reality of how we will need to operate moving forward. The need to contain costs, find
innovative ways to provide new and updated student and academic programs, and control the
expansion of administrative support offer areas for future collaboration.

From an internal perspective the operating committee has discussed the need for more
collaboration across committees to facility planning and implementation of projects. We expect
to develop a component of our regular meetings as cross-committee discussions to generate new
ideas and improve communications across all groups.

Transition and Planning

Looking at the next year as we transition to new leadership it will be important to establish a clear and functional working relationship between the new director and the committee. Understanding the charge the new director is given from the presidents will enable the committee to support the director in her efforts and plan for future initiatives that meet the goals of the presidents. To that end, initial meetings between the director and the committee might serve as an opportunity for both parties to develop the parameters under which they will work moving forward.

The strategic planning process should serve as a tool to articulate the goals and objectives of the presidents for future collaboration and the charge to the director. With clear short and long-term goals and objectives identified the committees can evaluate initiatives, identify needed resources and plan for new implementations. The strategic plan should provide a clear statement of commitment to large and small initiatives that can be used to support these efforts across all five colleges.

The Five Colleges of Ohio CIO Update - April 2017
Submitted by:
Dena Speranza, Denison University
Ron Griggs, Kenyon College
Brian Rellinger Ohio Wesleyan University
Ellen Falduto, The College of Wooster

Our Context & Summary

The application and impact of Information Technology in education continues at a rapid pace. This phenomenon presents several opportunities and challenges for The Five Colleges.

The annual EDUCAUSE "Top 10 Issues Report" provides insight as to current thinking about pressing issues relating to IT in higher education and to identify opportunities and threats in the technology landscape. It is one external resource that informs our strategic planning for IT. This year's report is "all about student success:" how can technology aid in advancing student success and completion? How can we apply technology in teaching and learning in ways that reflect innovations in pedagogy? This year, we "flip" our traditional context: the operational, technological, and financial are no longer our first thoughts; rather, they are "foundational issues" considered within a "student success" framework. We are encouraged to think about the issues of "effective leadership," "data foundations," and "IT foundations." as they contribute to advancing our missions as residential liberal arts institutions.

Students are the core of our institutional missions. Students entering our schools today are "digital natives." They have never known a world without the Internet, cell phones, or computers. Their expectations for technology are high, but often lack proficiency in effective use of technologies. Our new faculty and staff also comprise a generation with very different needs they bring with them into the workforce. It is relatively easy for us to assist our students in developing their digital skills in the spirit of a liberal arts education. It is also relatively easy to assist our faculty in introducing technology in teaching, research, and student learning. Yet, it is far more difficult to identify and implement those applications of technology that address the issue of affordability without fundamentally changing the distinctive character of our institutions as residential liberal arts colleges.

Our continually evolving technology foundation naturally presents challenges. Cybersecurity is becoming increasingly difficult, intrusive and expensive. We are being driven to the "Cloud" by our core software providers who are providing cloud-only models and enticing us to move to this platform by only enhancing their cloud versions or announcing elimination of support for onsite applications.

Digital disruptions in the marketplace are virtual and fluid: think about how smartphone apps have dramatically changed our personal lives -- the same is happening in education as well. While each disruption is a short-term challenge, disruptions give us opportunities to innovate. We innovate best when we are ready, which drives the need for us to develop agile teams, financial and human resourcing of our organizations that provide room for innovation, and IT organization and campus cultures that are curious, willing to take prudent and strategic risks, can tolerate a bit of ambiguity.

Collectively, we:
- are committed to our institutions and the promise, potential, and value of our residential liberal arts educational experience.
- believe that information technology can support advancing our institutional missions and visions.
- believe that technology is a critical enabler for transformation and change, especially as we focus on student success.
- all face similar challenges in varying degrees and are committed to seeking collaborative approaches to address them.
- may find times of opportunity, and are equally committed to explore opportunities collectively.
- are keenly aware of the public focus on the "costs" of higher education, the question of the value of a liberal arts degree, and the need for well-stewarded IT resources (regardless of our individual institutional human and financial resources).
- are challenged by and excited for the future of technology on our campuses.
- recognize that as CIOs, we must be senior strategic partners to ensure our institutions are optimally leveraging information and technology for strategic success.
- commit to focus our discussions and email exchanges around these topics as we seek opportunities to collaborate and innovate.

We share the following update for the incoming Executive Director and the Board.

Update
Recent Accomplishments and Ongoing Activities
1. IT Security
   a. Disaster recovery and collaborative backup services
      i. Collaboration between Kenyon and OWU for network backups over the wire nightly. DR testing annually between sites. Wooster collaborates in a similar manner w/ Kalamazoo College.
   b. EIIA and cybersecurity insurance

    c. Exploration of third-party services risk-monitoring and review services with our GLCA colleagues (in process)
2. Procurement
    a. Shared or coordinated contracts (HP computers, software licenses, printer fleets)
    b. SciQuest implementation and use
        i. OWU moving to contract module currently
3. System Hosting
    a. CONSORT Library Server
        i. Hosted and managed by Denison
        ii. Consultation about virtualization
    b. Vertere and ChemWatch hosted at Wooster
4. Teagle Curricular Cohesion Grant
    a. Exploration of and creation of mapping/guiding applications
    b. Support for ePortfolios
5. Sub-team Collaborations
    a. Instructional Technologists and Media Services groups from each campus meet and have discussions online, resulting in shared expertise. Recent topics and activities have included best practices in classroom support for technology use, the future of our learning management systems, discussions with Ohio Five librarians on the intersections of educational/instructional technology and digital scholarship and opportunities for greater collaboration, demonstration of emerging classroom media technologies
6. Expertise sharing
    a. Denison and Wooster educational technologists partnering to advance faculty interest in and use of 3D technologies
7. Membership Collaborations
    a. InfoComm membership for Media Services staff across all institutions

Next Opportunities / Goals
1. Investigate opportunities for further collaboration and savings using Sciquest (purchasing) data
2. Coordinate hardware purchasing cycles to combine volumes and improve pricing (HP, Apple, others)
3. Create a "Dashboard" of accomplishments
4. Increase cross committee/group collaboration
    a. CFO's and CIO's to discuss common goals and potential initiatives
    b. Library and CIOs to discuss future technologies planning
    c. Look for ways to share resources

      d. Joint engagements with consultants, training, and pulling together teams to innovate and problem-solve

5. Continue to evolve the committee and formally document its purpose, objectives, and responsibilities (develop a "charter"); look to other IT collaborations for examples (such as the New York 6)
6. Investigate shared high-end resources such as cybersecurity experts and data scientists
7. Welcome Oberlin's new CIO; facilitate his orientation to the Ohio Five; seek new collaboration opportunities

How the Five Colleges' Board Can Assist Us

The Five Colleges' Board can assist the Information Technology Committee as it seeks to strengthen, individually and collectively, the Five Colleges member institutions through technology initiatives. We welcome a conversation with the Board in the future, but for now, our thoughts include:

- We seek guidance from the board on collaborative and innovative opportunities that would help shape our committee's conversations. We welcome insight into the Board's perspectives on the opportunities and challenges for the Consortium.
- We are good listeners and thinkers, as are many of our other Ohio Five colleagues. Our task of identifying collaborative technology opportunities could benefit from greater knowledge and understanding of discussions and activities across the Five Colleges' committees. We ask that the Board encourage open and more complete sharing of committee notes, minutes, activities, proposals, projects, etc. and sharing of Board meeting discussions, as appropriate.
- Encourage more cross-committee meetings and discussions.
- We need to shift the conversation from cost savings/reduction to prudent investment and revenue generation. Our focus on cost savings, while important and often necessary, is wearing on our teams and seeming to preclude upside opportunities of investment and entrepreneurial revenue generation. What upside and revenue generation ideas might we consider?
- Encourage us to seek grant opportunities to pilot new applications of technology, collaborative approaches, or to address challenges facing IT organizations (such as ensuring that we can sustain and evolve staff expertise or piloting alternatives to traditional learning management systems).
- All successful technology endeavors have a "champion." We ask that the Board be willing to champion our collective and individual technology initiatives, especially those that will mean significant change at our institutions. Our individual IT organizations have different philosophies as to the role of the IT organization on our respective campuses: at some, IT plays a support role; at others it takes a leadership role in technology and change initiatives. In

endorsing collaborative IT projects, the Board should be mindful of these differences and support the success of IT projects as appropriate for each campus.

Executive Director Transition
We welcome Sarah Kahrl and supporting her transition. We have worked well with Susan Palmer, and appreciate her consistent support of and participation in our planning sessions and meetings. We also welcome Ben Hockenhull (new CITO at Oberlin). We are planning an in-person meeting to be scheduled in early summer to get acquainted and begin orienting Sarah and Ben. We encourage Sarah, as time and travel permit, to visit our individual campuses to gain a deeper understanding of our contexts, environments, teams and areas of specialization.

For the year ahead, we will identify preferred methods for communication, collaboration, and meeting frequency. We will also review our intended goals for the year and discuss ways to move forward on these goals.

Library Committee Report for April 2017 Board Meeting

Submitted by BethAnn Zambella (Denison University) on behalf of Amy Badertscher (Kenyon College), Alexia Hudson-Ward and Alan Boyd (Oberlin College), Dee Peterson (Ohio Wesleyan University), Gene Wiemers (College of Wooster), and Ben Daigle (Five Colleges of Ohio).

Executive Summary

Currently, the Library Directors are working on several initiatives under the umbrella of Digital Scholarship:

- A formal request for an extension to the Mellon Grant, "Digital Collections: from Projects to Pedagogy and Scholarship," moving our end date from June 2017 to June 2019
- ILiADS, the Institute for Liberal Arts Digital Scholarship, which will be held at the College of Wooster in August 2017
- Cross-campus workshops (such as a Consortial Faculty Workshop on Omeka, held on several campuses), a student "hackathon," and a Digital Humanities Symposium at Oberlin

We are also focused on Digital Preservation, Institutional Repositories, refreshing the OH5 Website, and staffing issues. We are looking at staffing from the perspective of changes in leadership at Oberlin, the College of Wooster, and Ohio Wesleyan, as well as at the Ohio Five consortium itself. We are taking strategic action as personnel changes occur in our individual libraries, such as developing and titling positions with new digital and data competencies, for example, "Digital Initiatives Librarian," "Discovery Services Librarian," and "Social Science and Data Librarian." Please see the full report for details.

We see several opportunities and challenges on the near horizon, including a next-generation library system (to replace III Sierra, in collaboration with OhioLINK); ensuring a robust infrastructure for our current library systems; supporting low-to-no-cost textbooks and other open access initiatives; investigating shared print collection possibilities; considering the possibilities a new library at Kenyon might offer the consortium; developing records management collaborations; and considering the next steps for our digital scholarship initiatives.

As we consider how the board might help us with these ventures, we hope you can offer a sense of direction and perhaps simply a restatement of the fundamental commitment each school brings to the consortium. We would also like to see enhanced encouragement and support for cross-committee collaboration.

We have invited Sarah Kahrl to join our bi-weekly google hangouts and begun the work of transition planning. The library directors would like to spend some time doing futures planning for the libraries before we begin other cross-committee initiatives, but need time to do that. We wonder if there is a template for all committees that might help us launch that work.

We believe in the value of the Ohio 5 consortium to leverage both financial and human resources. The consortium doesn't just save its members dollars, it supports grant applications and grant management, helps us make effective use of human resources, enhances networking potential, and promotes group problem-solving, collaborative learning opportunities, and professional development. The consortium allows us to conceive of and carry out projects that no one organization could tackle alone, for example, digital preservation. We all benefit from having a central person to coordinate consortial systems, support strategic projects and also keep an eye on emerging trends, as well. In that role, Ben visits each campus regularly and builds the relationships and communication channels that help catalyze change.

I. Current and Upcoming Activities

Digital Scholarship Initiatives –feedback from students and faculty

Our goal from the beginning of the "Digital Scholarship: Projects & Pedagogy" grant was to involve students in digital projects in meaningful ways. As the grant initiative is pedagogically-centered, we were keen to transform student "work" into opportunities for students to self-consciously expand their knowledge. This isn't always possible, of course. To measure the degree to which we're trending in that direction, Jacob Heil created and administered a brief, informal, and anonymous questionnaire to the students who worked on digital projects in the first three years of the grant.

Participants added free-response comments such as the following:

> "OH5 Digital Scholarship research opportunities are an invaluable and under-appreciated element of the undergraduate education offered by the 5 Colleges of Ohio."

> "It was really exciting to work on a project in which I didn't feel constrained by the classroom. Students are required to use a certain program in a limited amount of time while balancing homework from other classes."

> "Given that this project was an Independent Study, I was most surprised by how collaborative this project ended up being…. As scholarship becomes increasingly collaborative it is incredibly valuable to learn how to work with others in a manner that not only facilitates the completion of a project, but allows us to grow and develop in ways that otherwise wouldn't be possible without their knowledge."

The grant has so far helped to facilitate 32 faculty projects across all five colleges, with faculty active in 30 different academic departments. There has been growing faculty interest in new and expanded projects, as well as participation in workshops and professional development opportunities.

To assess the participating faculty's interests and experiences with digital projects, as well as the libraries' role in digital scholarship projects and pedagogies, Jacob Heil and Ben Daigle distributed a questionnaire to 31 faculty who have either been awarded funds from the Mellon grant or had submitted a proposal at the time the survey was conducted.

Faculty members responded to our survey with comments such as:

> "I'm immensely grateful to the Ohio 5 Digital grant for enabling me to share this project broadly."

> "Could not have completed this stage without this help."

> "This was a fantastic opportunity to take risks with both teaching and digital writing; I know my TA, the students and I all benefited greatly."

ILiADS Leadership and Participation

Ohio Five representatives played central roles in the first two ILiADS—the Institute for Liberal Arts Digital Scholarship. The 2015 and 2015 events offered a chance for cross-functional teams of faculty, library staff, educational technology staff, and students to develop digital scholarship projects

together. ILiADS offers invested faculty multiple opportunities to engage with a community of practitioners from liberal arts institutions from around the country. Not only were the consultations with experts important for the development of individual projects, the environment helped broaden faculty members' sense of digital scholarship and pedagogy. Faculty from the Ohio Five, including Juan Armando Rojas Joo from Ohio Wesleyan and Greggor Mattson and Libby Murphy from Oberlin College, have taken their own projects to ILiADS to develop their ideas in collaboration with librarians and technologists.

ILiADS will be hosted this year at the College of Wooster in August 2017. Jacob Heil, Digital Scholarship Librarian at the College of Wooster, and Donnie Sendelbach, Director of Educational Technology Services at Denison University are serving on the ILiADS steering committee and are in the process of reviewing proposals for the upcoming institute.

DH Symposium at Oberlin College

The Innovation and Pedagogy Through Digital Humanities: Exploring Diversity Through Collaboration Symposium took place on Friday April 7, 2017 at Oberlin College. Assistant Professor of History Tamika Nunley spearheaded a partnership with the Department of History and the Oberlin College Libraries (OCL) for this event. OCL librarians Megan Mitchell, Eboni Johnson, and Jennifer Starkey were coordinating committee members. 65 people registered, and about 60 attendees made it to the event, despite a pop-up snow storm and last-minute cancellation by one of the keynote speakers. The event was very successful. We had colleagues from all over the state including a few public library directors. Each panel and keynote was remarkably interesting and spurred a great deal of conversation among attendees. Oberlin's VP of Communications and IT colleagues were also present for the symposium.

Consortial Faculty Workshops on Digital Scholarship Tools and Platforms

The Ohio Five Digital Collaborations Group, a consortial team of digital librarians and technologists have begun a series of faculty workshops focused on technologies and platforms that our faculty want to use in digital humanities projects. These workshops are led jointly by librarians, educational technologists, and faculty members with experience using these technologies in the classroom and in their research. We have found these workshops to be valuable as both a skill-building endeavor as well as a forum for faculty to share ideas with each other. We plan to continue these workshops with support from the Mellon Digital Scholarship grant.

Digital Preservation

The faculty grant project demonstrated the need to increase our knowledge and understanding of digital preservation: both preserving the digital content we are creating, and providing appropriate professional development for staff. In response, we formed the Ohio Five Digital Preservation Task Force to explore the feasibility of adopting a consortial approach to digital preservation. The Task Force examined current practices and plans to implement digital preservation initiatives both on our campuses and at other liberal arts institutions, attended training with Digital Preservation Outreach and Education trainer Jillian Carney from the Ohio History Connection, and explored a number of preservation systems. We also invited Meg Miner, a key participant in the IMLS-funded Digital POWRR (Preserving digital Objects with Restricted Resources) study, to consult with us on the group's charge. Miner facilitated discussions that helped us see that digital preservation is really a spectrum of activities, and while some digital content, particularly born-digital content and content containing sensitive material, might warrant a full range of preservation activities, other content, such as the sizable collections digitized for this and previous grants, was more suitable for management in

a shared digital preservation environment. Based on these standards, the group selected the open source, cloud-based system DuraCloud as a shared archival storage and preservation solution. We are currently implementing this system as a group and working together to identify and establish a shared memorandum of understanding expressing commitment to digital preservation for the materials under our stewardship. The work of the Task Force was completed with the submission of a Final Report submitted in March 2016, and members from the group have presented on this work at the 2017 LibTech Conference held at Macalester College in Minneapolis.

Institutional Repositories

The role of the institutional repository is central to the libraries' efforts to showcase our faculty scholarship and unique digital collections and promote visibility of that work among scholars and researchers outside our institutions. While Wooster and Kenyon have led the colleges in moving in this direction with Digital Kenyon and Wooster's Open Works, Ohio Wesleyan and Denison have also signed agreements with BePress and are in the process of implementing those repositories.

Refreshed OH5 Website

The website for the Five Colleges of Ohio received a much-needed makeover in the Fall of 2016, led by Associate Director of Consortial Library Systems Ben Daigle. In partnership with the new executive director and members of the other consortial committees, the libraries will participate in conversations about how we can leverage that platform to promote our accomplishments and tell the Ohio Five story.

Staffing

New directors at Oberlin, Wooster, and interim director at OWU

The library committee welcomed new Oberlin Library Director Alexia Hudson-Ward in July 2016. Alan Boyd, who served as interim, has retired and is now serving as a consultant. Due to a retirement program administered at Oberlin, the Libraries were restructured to address current and projected service needs and workflow management. Allison Gallaher was promoted to Assistant Director/Head of Public Services, responsible for the Circulation Department and "Core Reference Team" comprised of the following individuals: Cynthia Comer, Academic Commons Coordinator; Eboni Johnson, Outreach & Programming Librarian; Jennifer Starkey, Assessment & User Experience Librarian; Rosalinda Linares, Information Literacy & Special Initiatives Librarian; and Runxiao Zhu, East Asian Studies Librarian. With the exception of Runxiao, all of the Core Reference Team's positions are re-envisioned roles. An active search for the Conservatory Library Technical Services Librarian (an available position for the first time in 42 years!) is currently underway. The searches for the Associate Director and an Emerging Technology Librarian will resume in the upcoming months. The Head of Cataloging Position has been re-envisioned as the Head of Discovery & Metadata Services (Selina Wang). All of the branch librarians' job titles changed to "Head" (Alison Ricker, Deborah Campana, and Barbara Prior) to reflect the administrative aspects of their positions.

Gene Wiemers, formerly the Vice President for Information and Library Services at Bates College, joined the library committee in August 2016 to serve as the College of Wooster interim director, replacing Mark Christel. We're grateful to Gene for serving as an advisor and team player, and we're excited to welcome a new full-time library director in the summer of 2017. Official announcement will be made in May 2017. Julia Gustafson is standing in for Gene Wiemers from March through June 2017.

Dee Peterson has served as Interim Director of Libraries with CIO Brian Rellinger providing administrative oversight at Ohio Wesleyan University since the departure of Catherine Cardwell in June of 2016.

New positions highlight digital competencies and digital scholarship

- At Wooster, Catie Newton was brought on as the Digital Curation Librarian while Jacob Heil, former Mellon Digital Scholar for the Ohio Five, transitioned into the newly created position of Digital Scholarship Librarian and Director of CoRE (Collaborative Research Environment).
- At Oberlin, Megan Mitchell has recently taken on the new Digital Initiatives Librarian role and been assigned a team of two members (Cecilia Robinson and Diane Kajganich); we also welcomed a full time Visual Resources Curator (Heath Patton) to the Libraries in March, 2017 (a transferred role from the Art Department).
- At Ohio Wesleyan, Eugene Rutigliano replaced Emily Gattozzi as the Digital Initiatives Librarian and Curator of the OWU Historical Collection.
- Other staffing trends include the shift of focus away from *searching* and towards *finding* library resources, and thus "discovery." Jennifer Bleiler joined the Kenyon team in Jan. 2017 as their first Discovery Services Librarian. Amanda Raab is the new Discovery Services and Cataloging Manager at OWU. Sarah Schaff was promoted to Discovery Librarian role at Denison in 2014.
- Nathan Wolfe, Kenyon's first Social Science and Data Librarian, arrived in Juny 2016, is making inroads with faculty and students in the world of data and data visualization.

Consortial staffing

We welcomed Matt McNemar as the Ohio Five Library Web Services Assistant in the summer of 2016 to assist with day-to-day maintenance of the library system. Matt has taken over responsibility for ensuring that data for electronic resources purchased by the libraries is discoverable, and he has assumed responsibility for first-level technical support for the system. Matt's contributions have afforded Ben Daigle, Associate Director of Consortial Library Systems, the opportunity to focus on additional consortial programs, assuming the role of co-Principal Investigator on our Mellon-funded Digital Scholarship Grant and leading consortia-wide discussions about the future of our library systems.

II. Opportunities and Challenges on the Horizon

Investigating Next-generation Library Systems

Spurred on partly by the statewide environmental scan of consortial integrated library systems led by OhioLINK in 2015, a handful of libraries in Ohio, including the Five Colleges, have continued to evaluate alternative library systems on the market in order to learn about potential advantages for their patrons and staff. The libraries in the Ohio Five have been customers of Innovative Interfaces for over twenty years, and it has been some time since we have evaluated other options. While no system is perfect, there have been some significant developments in recent years that are worth exploring. To that end, in fall 2016, we invited two of the leading vendors to visit with a large group of library staff representing all five colleges and to facilitate discussions about a variety of library work, spanning access services, collection services, public services, and discovery. The vendors led these discussions by asking a series of questions designed to understand how we use our current library system and discovery tools and what the user experience looks like for patrons. These sessions allowed the practitioners in the library, those who use the systems on a daily basis, to think about their work and see how that work might be different in a next-generation system.

Any new system we adopt must be done with the support of our OhioLINK consortial colleagues. OhioLINK has hired a consultant to conduct a risk analysis of the library technology market with a report due to the consortium this summer. Following delivery and discussion of that report, we will have a better understanding of the leanings of our larger consortial partners. If there is a sense that the OhioLINK consortium is likely to pursue implementation of a new statewide system, the Ohio Five will likely participate in that initiative. If OhioLINK decides not to pursue that direction, the Ohio Five Libraries will consider our options for adopting a more modern library system with support from OhioLINK. This will be an important strategic decision we will need to make within the next 2-4 years.

Developing More Reliable Infrastructure for Current Library System

The CONSORT libraries are invested in the physical hardware required to power the shared library system. That hardware requires replacement every 4-5 years.

The library servers run as standalone machines. As such, they are susceptible to a single point of failure. If one of them experiences a failure, the library system is unavailable until the physical machine can be restored. If a disaster occurs and the system needs to be restored from a backup, data not saved to the backup can be lost.

A virtual server environment is much less vulnerable to single points of failure. If a physical machine suffers a hardware failure, the virtual server running on that machine can be easily migrated to another machine running in the same cluster, similar to dragging a file from one folder to another, allowing productivity to continue while the hardware issue is addressed. The library system is a strategically important one for the colleges, and it's clear that improvements must be made to better ensure continuity of service when inevitable hardware issues arise. Migrating to a virtual environment is a reasonable next step as we seek to replace or refresh the hardware it runs on.

We are collaborating with our IT colleagues at Denison and Kenyon and are in the process of evaluating both virtual environments on-premises and cloud-based environments in Amazon Web Services. Ben Daigle, Associate Director of Consortial Library Systems, has been coordinating this evaluation closely with Denison's Digital Infrastructure Manager Alexandr Ablovatski and Kenyon's Director of Information Technology Services Niranjan Davray, along with our representatives at Innovative Interfaces and Amazon Web Services.

Low-To-No Cost Textbooks and Other Open Access Initiatives

The Open Textbook Network (OTN)promotes awareness and advocacy of open textbooks. OhioLINK recently committed to a consortial membership and will proceed with a train-the-trainer model. BethAnn was part of the planning committee responsible for recruiting consortial trainers who will present at regional training workshops for all member institutions. OWU Libraries have already begun informal discussions about OTN consortial participation and similar initiatives with interested faculty and student government representatives.

OWU is working with interested student government reps to place a select number of textbooks on print reserve in the library. Currently, the OWU Libraries have been asking faculty to place personal or instructor copies on print reserve as copyright allows.

Collection Analysis and Shared Print Possibilities

The Executive Director of OhioLINK is interested in having the Ohio Five or OPAL consortium serve as a proof-of-concept for how shared print materials could work for the rest of the consortium. Such a study would use OCLC's Sustainable Collection Services (SCS) to analyze and inform decisions about how we might divide up responsibilities for purchasing or holding print titles across the consortium.

New Library Building at Kenyon

Kenyon's Library Planning Committee is deep in the design phase of this project, which will require the entire library to evacuate the current building. The new library building will house a variety of student services, such as the career development office, academic advising, writing center, registrar, student support, accessibility services and more. During the construction phase, we will offer services in temporary buildings. We will house the collection in a storage building, designed for the collection and future art storage, on Kenyon' campus. Once the new building is open, there will be potential to house a shared print collection (i.e. from other libraries in the consortium) in the storage building.

Next Steps for Digital Scholarship Initiatives

The libraries have seen growing interest among faculty in opportunities to participate in digital scholarship. Attendance at library-led Omeka workshops for faculty, our offer of support to attend the Digital Humanities Summer Institute, and additional grant proposals submitted by Ohio Five faculty all point to a growing culture of digital scholarship.

The majority of faculty projects have been pedagogical in nature, and as a result, have not been exceedingly costly to fund. This bodes well for the sustainability of this initiative, and it has also resulted in a surplus of funds available to support more faculty projects. One of our key findings from our work with this initiative is that faculty have many and varied initiatives competing for their time and attention, and that more than any other resource, faculty projects require time.

The libraries will be eager to discuss future collaborations with the academic committee if digital scholarship continues to grow among the faculty at the five colleges.

The libraries are in the process of requesting an extension to the Andrew W. Mellon *Grant Digital Collections: From Projects to Pedagogy and Scholarship* that includes a set of proposed activities which, if approved, will sustain our current initiative through 2019 with an increased focus on faculty development. We have received a positive response from Mellon to our intent to pursue an extension, and we are in the process of preparing the formal request.

Sundry Items

Miscellaneous items that remain on our to-do list:
- Nascent records Management initiatives at Denison and Oberlin, including collaboration between the Archivist and Business Office at Denison, have led us to wonder what we can learn and share about those initiatives across the OH 5.
- We hope to put more emphasis on group team-building and data-driven decision-making.

III. What the Committee Needs from the Board

The library committee would benefit from a sense of direction from the board; perhaps this is just a restatement of the fundamental commitment to the consortium.

We can always use encouragement and support for more cross-committee collaboration--for example, with IT folks around issues like virtual servers, digital preservation, records management. With the Operating Committee and Christine around procurement, renewals, contracts, etc. With the Academic Committee re: digital initiatives, open textbooks and OERs, intellectual property, etc. We would like to see a meeting of all the "grant" groups, such as Digital Scholarship, Teagle, Languages, etc.

As our members proceed at different rates of innovation, with changing leadership, how does the board view the advisability of pursuing projects that are individual, yet coordinated, versus all-in joint projects?

IV. Transition and Planning Process

We have already invited Sarah Kahrl to join our bi-weekly google hangouts and begun the work of transition planning. The library directors would like to spend some time doing futures planning for the libraries before we begin other cross-committee initiatives, but need time to do that. We are also wondering if there is a template for all committees that might help us launch that work. We are re-thinking what "library representation" means: the chair of the library group, all of the directors, Ohio Five staff, more staff members from the five libraries?

V. The Value of the Consortium

We believe in the value of the Ohio Five consortium to leverage both financial and human resources. The consortium doesn't just save its members dollars, it supports grant applications and grant management, helps us make effective use of human resources, enhances networking potential, and promotes group problem-solving, collaborative learning opportunities, and professional development. The consortium allows us to conceive of and carry out projects that no one organization could tackle alone, for example, digital preservation. We all benefit from having a central person to coordinate consortial systems, support strategic projects and also keep an eye on emerging trends, as well. In that role, Ben visits each campus regularly and builds the relationships and communication channels that help catalyze change.