

Seton Hall University
eRepository @ Seton Hall

University Libraries Reports

University Libraries

2020

**Seton Hall University Dean of Libraries Annual Report FY:
2019-2020**

Seton Hall University Libraries

Follow this and additional works at: https://scholarship.shu.edu/lib_reports

Dean of University Libraries

Annual Report AY: 2019-2020

Executive Summary

“To ask why we need libraries at all, when there is so much information available elsewhere, is about as sensible as asking if roadmaps are necessary now that there are so very many roads.” Jon Bing (1944-2014. Norwegian writer and law professor)

To say the least, it has been a remarkable year with to the closure of the campus and then the libraries in March due the pandemic. Rather than belabor the point, reference to the pandemic’s effects will be made when discussing key services and data points below.

- The University Libraries completed a **new strategic plan, fully aligned with the University’s** own near-final draft strategic plan (4-21-20). This process began with @ 47 one-on-one meetings with the Dean, a **communications workshop**, and continued with a successful dialogue throughout our **library program review** (submitted to the Faculty Senate in December) – all informing our **fifteen-member committee** comprised of **faculty** (tenured, untenured, term/lecturers), **staff and administrators**. The Libraries’ first-ever strategic plan was completed in six weeks in 2012: progress and differing circumstances called for a longer process and thoughtful conversations this time. Like the University, we look to continue progress on our Objectives – for instance generating out of this process a new Technology Plan – despite the conditions generated by the pandemic.
- **The Libraries are used. Full-text downloads still numbered over 500,000 for the year**, despite the truncated schedule (data gathering ended in April). The **number of course sessions taught and students reached this year increased** despite the pandemic, driven by **nearly-doubled graduate sessions**, and **remote sessions comprising nearly 20% of our total** – forwarding a longstanding Objective to **increase our presence with graduate students and in online courses**. These developments were (literally) deemed impossible a short time ago. Under Professor Brooke Duffy’s strong leadership, Assessment moved forward as well this year and **Research Data Services were begun** in Spring with over 2000 webpage uses and over three dozen users given in-depth help in a

highly truncated year. **Our pandemic guide pages totaled almost 15,500 uses** when the data were gathered, **IHS subject guides were used 46,000 times**, and the **University Libraries' web pages totaled about 472,000 uses** this year (an increase). Under Professor Kaitlin Kehnemuyi's strong leadership **Interlibrary Loan fulfilled almost 15,500 requests** this year while **increasing our fulfillment rate for other institutions well over 50%** in the last two years; **47,250 physical items were used** in the Library (34,500 checked out, in-house use is robust). There were **390,000 visits** to the Library in a shortened year – **proportional to prior years'** visit totals of over 550,000.

- As called for in our strategic plan, the University Libraries **increased our outreach**: a revived **newsletter**, and new **social media** and **blog** presence with recent focus on **anti-racism** (readings/films, a Juneteenth page highlighted in a University e-mail message, marking #BlackBirdersWeek and Caribbean American Heritage Month) **and the pandemic** (quality of life and research resources); the Library hosted the **O'Brien Capital Markets Colloquium** in cooperation with the Stillman School; following Columbia University Libraries we worked with vendors to **brand licensed resources as Seton Hall**; Special Collections and the Gallery designed the **Covid-19 Personal Narratives Project** for the Seton Hall community to record and share pandemic experiences and hosted an **Art+Feminism wikithon**; this unit also received a small **grant** from the Classical Association of the Atlantic States to complete **cataloging of the D'Argenio Collection of (Roman) Coins and Antiquities** resulting in a **Google Arts & Culture Exhibit**; lastly, the Gallery received grant funding for a **notable exhibition** – **"Gregory Coates: Sheer Audacity"** – the focus of a **standing-room-only "Black Art Collectors" symposium** before the pandemic shutdown. Led by Special Collections, the Libraries produced, for the first time, **several large-scale grant applications** (pending: NEH, IMLS) and were successful on several smaller ones.
- The **IHS library partnered with the School of Medicine on a Covid-19 Best Practice Elective** to comb through best evidence in the emerging research literature after clerkships ended the spring semester. **70 reports were produced, all authored by students** with review and coaching by Dr. Jeff Boscamp and the IHS librarians. Additionally, the IHS library scaled up library **integration into the SOM's Patient Presentation Problem Based Curriculum** via feedback on weekly student research presentations on information management, citation skills, and appraisal of the literature as well as **support for the SOM Information Mastery Curriculum**. The IHS library's **outreach efforts** via an **art installation project** in the library involving SOM students' input and **teaching area high school students** interested in a career in medicine were notable, as well as: **HMH signed a two-year extension of the MOU for University Libraries' support of all three colleges** on the IHS campus, and a separate one year agreement was signed with **HMH's Center for Innovation and Development**.

- Personnel developments: Prof. Lisa DeLuca was promoted and tenured this year, and Prof. Marta Deyrup transitioned from Technical Services to become our Outreach and Humanities Librarian. Dr. Lauren Harrison returned (again), this time as our interim Business Librarian, and the Library welcomed Prof. Chelsea Barrett as our permanent Business Librarian in January. I would like to personally thank Dr. Harrison for her flexibility and help over the last three years; we will miss her. Ms. Brianna LoSardo transitioned to being the Archdiocesan Archivist for the Archdiocese of Newark and Ms. Samah Alshrief joined us in February in a split position supporting Research Data Services and Interlibrary Loan. Both Meghan Muccilli (Secretary) and Patrick McCall (Records Management and Digital Specialist) joined us in November. Unfortunately, Ms. Muccilli was “bumped” through the Local 153 layoff process by another bargaining unit member, as was weekend Circulation Clerk Ms. Tyamba Taylor-Lamie. The Libraries lost Ms. Denise D’Agostino and Ms. Eva Cheng-Lee to layoffs. Prior to that 20 staff and administrators had been furloughed.

Dean’s Activities (selected, 2019-2020)

University and Professional Service

- University Budget Committee
- RCM/Anaplan Committee
- Group B3 – Strategic Planning and Contingency (Covid-19 response)
- Group B4 – Program Viability (Covid-19 response)
- HICT- Technology/Communications group
- Student Work Study Task Force
- NSSE Substitute – Provost’s ad hoc group
- Teaching, Learning & Technology Roundtable (TLTR)
- Copyright Committee (TLTR), co-chair
- Ad hoc Rank & Tenure advising groups (Profs. Snow, Balkun)
- New Jersey Office of Homeland Security and Preparedness (NJOHSP) active shooter session
- Pennsylvania Academic Library Consortium, Inc. (PALCI) Membership Committee
- CRRRA (Catholic Research Resources Alliance) Board Member & Governance Committee

Publications

Buschman, John. Forthcoming. “*Libraries Are Doing Just Fine: It’s the ‘Public’ Aspect of Libraries That Is Threatened.*” *Canadian Journal of Information and Library Science*.

Buschman, John. 2020. “A Political Sociology of the Beall’s List Affair.” *Library Quarterly*, Volume 90 (3): 298–313. <https://doi.org/10.1086/708959>

Buschman, John. 2020. "Education, the Public Sphere, and Neoliberalism: Libraries' Contexts." *Library Quarterly* 90 (2): 154–61. doi:10.1086/707671

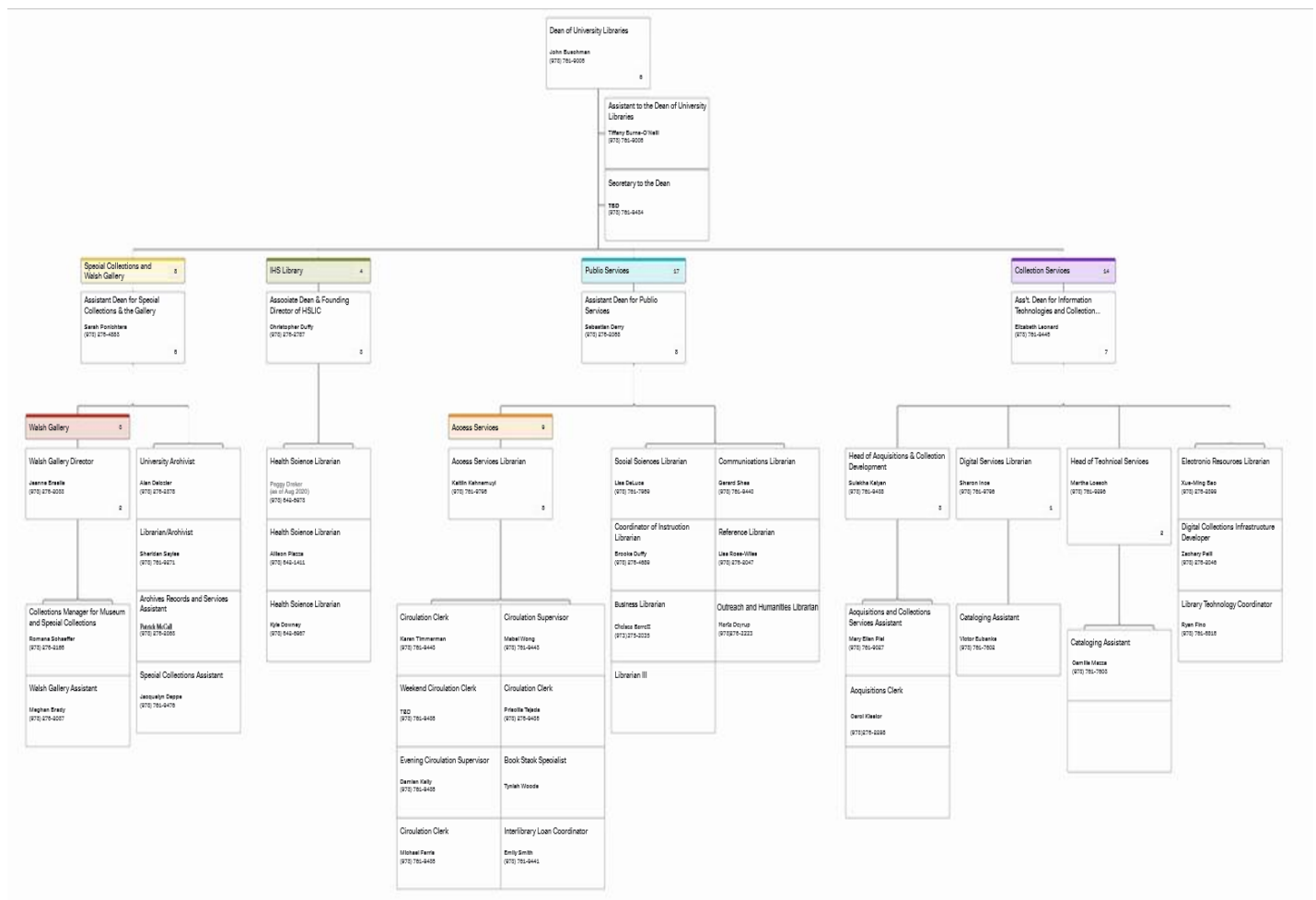
Buschman, John. 2020. "The Public Sphere without Democracy: Some Recent Work in LIS." *Journal of Documentation* 76 (3): 769–83. doi:10.1108/JD-06-2019-0115

Among Seton Hall faculty author article downloads from our Institutional Repository, I have 12,333 – with Fr. Frizzell very nearly the same amount.

Professional Meetings

- VALE Members' Council Meetings, Feb. 7, 2020, Mercer Co. Community College, June 4, 2019, virtual.
- ITHAKA: Next Wave 2019 Meeting, Dec. 4, 2019, New York City.

Organization Chart



Progress on Library Strategic Plan Objectives

We came into 2019-20 Academic Year with three major goals for the (from the 2019 Deans' Retreat to finish out our old strategic plan):

1) Complete our new strategic plan (3-year horizon) while simultaneously working to improve communication within the library: work with HR to schedule communication workshop for all library employees.

Done: see executive summary, first bullet.

2) Refresh/augment/improve services to our public, especially to online and distance students: Develop a coherent outreach plan centered around services and marketing targeting online students; refreshed website; improved use of technologies in teaching and learning; creation of self-serve learning objects; target library instruction consistently across all majors.

Substantial progress: see executive summary, first, second and third bullets.

3) Further development and implementation of data services: form committee, work with TLTC/IT and creation of formal plan; develop and implement infrastructure (data repository) to effectively support faculty with large data processing and storage needs and preserve data, in accordance with grant making entities and other institutional, state, federal requirements.

Very good progress made (halted by the pandemic): see executive summary end of first bullet, midpoint of second bullet, new personnel note.

Projected Library Strategic Plan Goals/Objectives 2020-21

Précis of Goals in our new Strategic Plan (<https://library.shu.edu/library/mission>), with this year's Objectives (précis in parentheses):

1. Coordinated Outreach (e.g. branding, programming, social media, Institutional Repository)
2. Data Services (continue to develop)
3. Expand Our Digital Presence (e.g. technology infrastructure, user tools and input to shape them, greater intellectual control of collections)
4. Prioritize Instruction (e.g. reflective practice, online presence in courses, meet full spectrum of user needs)
5. Pursue Funding (e.g. Advancement relationships, grant opportunities, stewardship – of budgets and unique materials)

6. Diversity and Inclusion (e.g. partnerships to support, review hiring processes, promote values of justice and in inclusive collections content)
7. Strengthening Relationships (e.g. partnerships with vendors, with Instructional Designers, consortia)
8. Space in Support of our Programmatic remit (e.g. optimize physical/virtual teaching spaces, increase consultation spaces, enhance seating/group study rooms, accessibility)
9. Establish our Expertise (e.g. amplify SHU scholarship, high work/ethical standards for rare materials, gather user feedback for modifications)

Outcomes Assessment/Teaching: Executive Summary

Broadly, the University Libraries focused on two areas in Assessment in teaching-learning and in (technical) academic support work structures and gaps.

1) Instruction/learning outcomes – which had two main thrusts within it.

- Re-set of Instruction learning outcomes and pedagogical approach via revision of our first-year library instruction assessment tools mapped to new Student Learning Outcomes. Previous assessment instruments were written in a way that did not match responses. Questions now ask students to formulate their own research question based on an assigned topic, to develop keywords, and to run sample searches and to share their results, and then asked them to try changing keywords to see if results improved. These results are still being coded according a rubric and will need to be assessed over the summer. The Library faculty will adjust lesson plans and continue using these questions in pre and post assessment. Lessons learned: shorter, quantitative based assessment tools where possible to encourage student participation.

- IHS library embedding in the SOM curriculum. In Friday morning PPPC sessions assessment of learning outcomes is a critical component, observing student presentations across all small groups and setting expectations for information skills taught in HSS. Formalized IHS library role via developing an assessment rubric for each student, and systematically collect assessment data.

2) Assessment of services and technical work:

- Needs assessment of CON faculty in support of online teaching.
- Startup of Data Services with study of faculty needs (semi-structured interviews).
- Reference hours/data analysis of needs.
- Restructuring of Collections Services workloads/workflows.

Highlights: Library Faculty Data, Scholarship, Service

Library faculty are unique at Seton Hall: they fulfill a 12-month contract with tenure-track (and tenured) faculty responsibilities – excepting the four Lecturer positions. Within this structure, the Library faculty perform very well in the aggregate: approximately 11 unique peer-reviewed journal articles and/or book chapters, 2 monographs (one co-edited, written), along with a complimentary robust set of conference presentations and a very good record of service. University Libraries’ administrators are active and often co-authors with Library faculty – a very good indication of an *esprit de corps* in the organization, and that there is support for the full range of faculty responsibilities and an understanding and interest in those professional responsibilities among administrators (among the Lecturers as well).

Data:

8 Tenured: Bao, Delozier, DeLuca (as of 2020), Deyrup, Ince, Kalyan, Loesch, Rose-Wiles

4 Probationary (w/tenure application year): Barrett (Fall 2025), B. Duffy (Fall 2024), Kehnemuyi (Fall 2023), Shea (Fall 2022)

4 Term (all Lecturers) Downey (IHS/SHU), Dreker (as of August, IHS/HMH), Piazza (IHS/HMH), Sayles.

Scholarship/Service Highlights:

Bao, X.-M., “Chinese Corner Grant,” Sponsored by China Hanban, a National Office of Teaching Chinese Language, \$21,000.00. (2014 - 2020).

Barrett, Chelsea H. Member, Diversity Coalition. (May 19, 2020 - Present).

Delozier, Alan. Member, Presidential Investiture Committee. (September 11, 2019 - November 15, 2019).

Board of Advisors, Journal of Archival Organization. (2018 - Present).

DeLuca, Lisa. (2020). “Searching FOIA Libraries for Government Information.” *Government Information Quarterly*, 37(1).

Committee Member, Digital Measures Task Force (Provost’s Office). (September 2018 - June 2019).

Balkun, M. (Co-Principal), **Deyrup, M.** (Co-Principal), “Integrating Digital Humanities into Undergraduate Education,” Sponsored by Booth Ferris Foundation, Private, \$29,700.00. (August 2019 - July 2020).

M. Balkun & **M. Deyrup** (Eds.), *Transformative Digital Humanities: Challenges and Opportunities*. Routledge.

Deyrup, M. (2019). *Librarians’ Guide to Writing for Professional Publication*. Santa Barbara, CA: ABC Clio/Libraries Unlimited.

Co-chair, Program Review Committee, Senate. (2015 - 2021).

Chair, University Rank and Tenure Committee. (2019 - 2020).
Senate Executive Committee, Senate. (2018 - 2020).

Downey, K. J. (Health Sciences Librarian), **Piazza, A.** (Health Sciences Librarian), **Duffy, C.** (Associate Dean), Medical Library Association, "Building a Faculty Research Publications Database Using LibGuides," Online. (May 2020).
HSLANJ Nominating Committee, Health Sciences Library Association of New Jersey. (March 2020 - Present), IT Committee Chair. (2017 - Present), Communications Committee. (2016 - Present).

Duffy, Brooke, Maluski, K., Levitan, G. (in press). "Framing the Guides: Transforming LibGuides Creation through Conceptual Integration with the ACRL Framework." *Envisioning the Framework: A Graphic Guide to Information Literacy*. Association of College and Research Libraries.
Council for Student Success Committee
Great Minds Forward Committee

Ince, Sharon B. Visiting Scholar, New York University, Steinhardt. (2019).

Ince, S., Hoadley, C., Kirschner, P. A. (in press). "Research Workflow Skills for Education Doctoral Students and Postdocs: A Qualitative Study." *Journal of Academic Librarianship*.

Ince, S., Hoadley, C., Kirschner, P. A. (2019). "The role of libraries in teaching doctoral students to become information-literate researchers: A review of existing practices and recommendations for the future." *Information and Learning Sciences*, 120(3/4), 158-172.

Ince, S., DeLuca, L., Leonard, E., Shea, G. (in press). "Research Data Services on a shoestring: Leveraging Undergraduate skill sets". *College and Undergraduate Libraries*.

Member, Senate IT committee. (2018 - Present).

Co-Chair, Data Management & Data Services. (2017 - Present).

Member, Graduate Senate Committee. (2016 - Present).

Member, Provost's Graduate Advisory Board. (2016 - Present).

Kehnemuyi, Kaitlin, Larsen, S. (2020). "Shadow ILL Services: How Scholarly Pirate Websites and Hacking affect ILL." *Journal of Interlibrary Loan, Document Delivery & Electronic Reserve*.

Board of Advisors, EZBorrow Advisory Council. (August 2019 - Present).

Piazza, Allison. Library Marketing and Communications Conference, "Accidental Partnerships: Making Your Serendipitous Collaborations More Strategic," Hyatt Regency at the Arch, St Louis, MO, United States. (November 13, 2019).

Member, Phase 2 Curriculum Sub-committee. (2019 - Present).

Member, Phase 1 Working Group. (2018 - Present).

Committee Member, Health Sciences Library Association of New Jersey/Communications Committee. (October 1, 2018 - Present), Professional Recruitment and Retention Committee. (June 1, 2016 - May 31, 2019).

Rose-Wiles, Lisa, Shea, G., Kehnemuyi, K. (2020). "Read in or check out: A further analysis of circulation and in-house use of print books." *Journal of Academic Librarianship*, 46(5). <https://www.sciencedirect.com/science/article/pii/S0099133320300604>

Committee Member, Grievance Committee. (September 2018 - Present).

Chair, University Libraries Program Review Committee. (September 2018 - September 2019).

Shea, Gerard, Derry, S. (2019). "Academic Libraries and Autism Spectrum Disorder: What Do We Know?" *Journal of Academic Librarianship*, 45(4), 326-331.

Committee Member, University Research Council. (October 2019 - Present).

Chair, Academic Facilities Committee. (June 2018 - May 2020).

University Libraries' administrators are active and often co-authors with Library faculty:

Sebastian Derry (see with G. Shea above)

Duffy, Christopher. Distinguished Service Award, New York-New Jersey Chapter of the Medical Library Association. (October 2019).

Kelly, S., Zavotsky, K. E., Delany, E., Pagani, C., **Duffy, C.**, Haqq-Stevens, E., Young, M. "Motivation and personal challenges while enrolled in higher education: The pathway to becoming a baccalaureate nurse." *Journal of Nursing Education and Practice*, 7(11), 14. <http://dx.doi.org/10.5430/jnep.v7n11p14>.

Committee Member, School of Medicine Phase 3 Steering Committee. (2019 - Present).

Voting Member, Phase 1 Curriculum Sub-Committee (SOM). (October 2018 - Present).

Voting Member, Medical Education Committee (SOM). (June 2018 - Present).

Vice President, Health Sciences Library Association of New Jersey (HSLANJ), Princeton, NJ. (April 2020 - Present).

Chairperson, New York/New Jersey Chapter of the Medical Library Association, NJ. (October 2018 - Present).

Task Force Member, Health Sciences Library Association of New Jersey. (May 2018 - Present).

Board of Advisors, EBSCO Health Advisory Board, NJ. (April 2018 - Present).

Board of Directors, Health Sciences Library Association of New Jersey, NJ. (April 2018 - Present).

Board of Advisors, National Network of Libraries of Medicine (NNLM), Mid-Atlantic Region – Academic Special Advisory Group Member. (March 2018 - Present).

Leonard, Elizabeth. (2019). Career Conversations (column) in *Reference and User Services Quarterly*, 58(3), 58(4), 59(2).

Leonard, E., Ince, S. (2019). "Case Study on Change Team." *Change Management for Library Technologists: A LITA Guide*. Lanham, MD: Rowman & Littlefield.

Member, Digital Accessibility Committee. (May 2018 - Present).

Ponichtera, Sarah. (2019). "Louis Zukofsky: Building a Poetics of Translation." In *Geveb*. <https://ingeveb.org/articles/louis-zukofsky-building-a-poetics-of-translation>.

Administrator Development

This was largely conducted through the process of strategic planning: participation, debriefings, research, support.

Program Review

Submitted to the Faculty Senate this year, the process was discussed in the first bullet in the Executive Summary. The faculty document states the next review is in 2025. In brief:

- Strengths: a clear sense of mission, provision of essential services to all programs and the academic mission of the University; a dedicated faculty who are responsive and effective to students, faculty, and administration alike; a substantial increase in usage, and instruction.
- Weaknesses: under-resourced compared to peers; there are limits to taking up new initiatives due to this; a need for a strategic investment plan developed in collaboration with the Provost.

Since it is a program review, my response (August 2019) to the report, internal/external reviewers, and Library faculty exchange with the external reviewer was a focus on key programmatic developments:

- the new SOM/IHS library dominated the last years covered and highlighted the quality of our years of development and preparations in hiring, resources, technology.
- the development of Special Collections' and their contributions to preservation of University assets, stewardship of space/resources, and as drivers of technology upgrades and planning.
- perspective was offered on budget, staffing/workload, the new library system and initiatives, concluding with positive action addressing some of our needs and incorporating the productive recommendations to inform strategic planning discussions.

Table of Contents (from 2/12/20 Burton e-mail):

Public Portion:

Executive Summary **done**

Organizational Chart as of 19/7/1 **done**

Status of Goals and Objectives for the Present Year **done**

Projected Goals and Objectives for the Next Year **done**

Activities and Results of School Strategic Plans and Seton Hall's Strategic Plan **done**

Outcomes Assessment **Executive Summary provided – in terms of academic instruction, this year was in flux/re-set and the process interrupted; in terms of services, primarily gaps and needs assessments; none fit well into the Excel sheet this year.**

This section should include an executive overview from the Dean, identifying strengths and gaps
Detail should be provided on techniques utilized and use of outcomes data; please see and employ the chart

Innovations in Teaching **done with Assessment**

Enrollment Data **N/A**

Faculty Data **done**

Faculty Scholarship and Service – use Digital Measures output **done**
 Faculty and Chair/Administrator Development **done (primarily through the University Libraries' strategic planning process)**
 Institutional Program Review and Accreditation (s) **completed and submitted this year**
 Program Review Calendar **TBD – completed under an extension**
 Annual Updates to Program Review **N/A**
 Accreditation Calendar and Status **N/A**
 Collaboration with Others (i.e. other institutions) **Primarily consortia as part of normal operations**
 Advancement Activities (donor meetings, alumni events, giving rates) **Small grants, library initiated; much larger federal grants initiated by Special Collections during the covid hiatus**
 Outreach to:
 high schools and high school students **see 4th bullet: IHS Library**
 Facilities and Equipment **late in the year covid adjustment: 5 temporary classrooms; earlier: completion of the long-awaited distribution of electrical power on floors 2-4 and Group Study Rooms whiteboard painting of one wall (both long requested by students)**
 Changes in Academic Programs (Program Status) **N/A**
 Major Events/Conferences **N/A**
 Dissertations and Theses approved (listing) **N/A**
 Appendix 1: Board bullets submitted 2018-19
(Not included last year)

University Libraries

May 29, 2019

- The Walsh Gallery (University Libraries Division of Special Collections and the Gallery) received two small-but-important grants from the Classical Association of the Atlantic States and Ron D'Argenio (Board of Visitors – Seton Hall Law, M.A. '76, J.D. '79) to finish the cataloging and documentation of the D'Argenio Collection of Ancient Coins and Artifacts. The Collection has been described as “a select collection that clearly portrays the great Greek city-states, the Hellenistic kingdoms, the Roman Republic and Empire, and lastly the Byzantine Empire. It reveals history and art in a well-conceived way, through its coins and small antiquities.”
- Early in May, the University Libraries' Institutional Repository (housing electronic copies of Seton Hall dissertations, faculty scholarship, and university publications) surpassed 3 million downloads. It was only in July of 2018 that the Repository passed 2.5 million downloads, so usage – along with the collections housed there – is increasing rapidly: over 625,000 in just one year.
- In late 2018 the University Libraries were recognized for their technological progress by the Rethinking Resource Sharing (RSS) Innovation Award Committee “for their process of innovating across all library services” with an Honorable Mention in this year's award cycle.

University Libraries

March 12, 2020

- Black Art Collectors Panel Discussion held in the Gallery and Special Collections, Tuesday, February 18th, 2020, around the Gregory Coates exhibition “Sheer Audacity,” in

collaboration with Atim Annette Oton, a Nigerian-born, American and British educated designer turned curator and owner of Calabar Gallery in Harlem. Panelists included Derek Ware is an economics professor and Roger C. Tucker III is the Director of Tucker Contemporary Art. It was standing room only.

- Special Collections & The Gallery mounted “Breviarium Romanum and the Origin of Seton Hall’s Rare Book Collection.” Seton Hall owns a rare copy of the Roman Breviary (ca. 1650), the book containing the public or canonical prayers, hymns, psalms, and readings for everyday use, especially by bishops, priests, and deacons of the Catholic Church. The volume’s title page was engraved by Jean-Baptiste Nolin (c. 1657–1708), who was a French cartographer and engraver.
- Student users of the main Library are enjoying two major upgrades: electrical distribution along the walls above carrel-height on the 3rd and 4th floors, and whiteboard-painted group study rooms. Both of these have been requested by the students for a few years.

Appendix 2: Assessment charts, including use of results **N/A**

Proprietary Section (accessible to faculty and SHU employees)

FY19 Budget Data incorporating Basic Expense 3-year summary from Provost’s Office

I do not have a 3-year summary from the Provost’s Office, but here is my overview data from Anaplan:

	FY17	FY18	FY19	FY20
61 Salaries & Wages	(2,316,633)	(2,409,569)	(2,520,792)	(2,406,800)
6891 - Fringe Benefits	(917,519)	(963,001)	(1,015,945)	(804,419)
6897 - Tuition Remission	-	-	128,011	-
68 Fringe Benefits	(917,519)	(963,001)	(887,934)	(804,419)
60 Labor	(3,234,152)	(3,372,570)	(3,408,726)	(3,211,219)
7110 - Office Supplies	(10,400)	(11,000)	(10,000)	(0,000)
71 Operating Expenses	(1,562,671)	(1,636,527)	(1,727,385)	(1,600,076)

Direct Personnel cost per credit by College program **N/A**

Faculty Outside Employment (as per Faculty Guide article 7.9) **none, save teaching a SHU course occasionally.**