USF LIBRARIES
UNIVERSITY OF SOUTH FLORIDA®

Annual Report
FY2016-2017

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EXECUTIVE SUMMARY

Mission of the USF Libraries

The USF Libraries strengthen and enhance the teaching, learning, research and service missions of the University by delivering exceptional and innovative services; employing robust information resource management and delivery strategies; and establishing rich partnerships to drive creation and dissemination of new scholarship for our knowledge-driven global environment.

SWOT Update

The Library continues in an active state of transformation. We are focusing on enhancements in five areas: facility improvements, textbook affordability, digital learning services, research support, and distinctive digital research collections. Our goals require additional internal organizational changes and reallocation of funds previously held to cover the cost of collection obligations, primarily journal subscriptions. We also need to obtain new funding to advance our goals, primarily in collections but additional personnel resources must compliment the investment.

Strengths: organizational agility; commitment to mission; renewed clarity vis-à-vis our goals/objectives; broad consensus around strategic directions; realized benefits from judicious "risk".

Weaknesses: weak assessment protocol (linked to decision support challenges); minimal stability in the library materials budget; impact of deteriorating/dysfunctional state-level support and coordination (FALSC and the SUS Council of Library Directors); diminished support in the staff pay plan; level of IT support/cooperation on goals.

Opportunities: new capacity for external funding; increased digital skills sets in personnel; ROLES project outcomes; new partnerships (e.g. Tampa Bay History Center).

Threats: loss of or "flat" library materials support (funding); lack of clarity surrounding the potential for future Student Tech Fee awards and ORI support; state-level resource cancellations; loss of senior personnel (2) to retirements in 2018.

Financial Overview

FY 2015-16 (Final) = $11,791,241

External Funding, $51,265
Personnel, $4,849,645
Materials, $5,974,444
Operating, $915,887
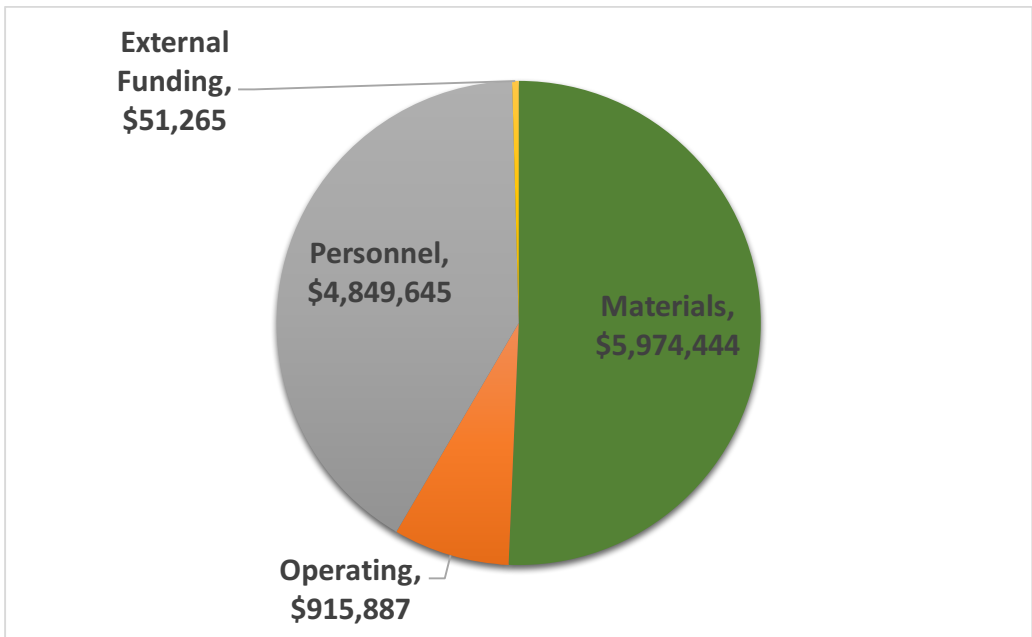
FY 2016-17 (Projected) = $12,707,290

External Funding, $508,690
Personnel, $4,794,372
Materials, $6,616,019
Operating, $788,209
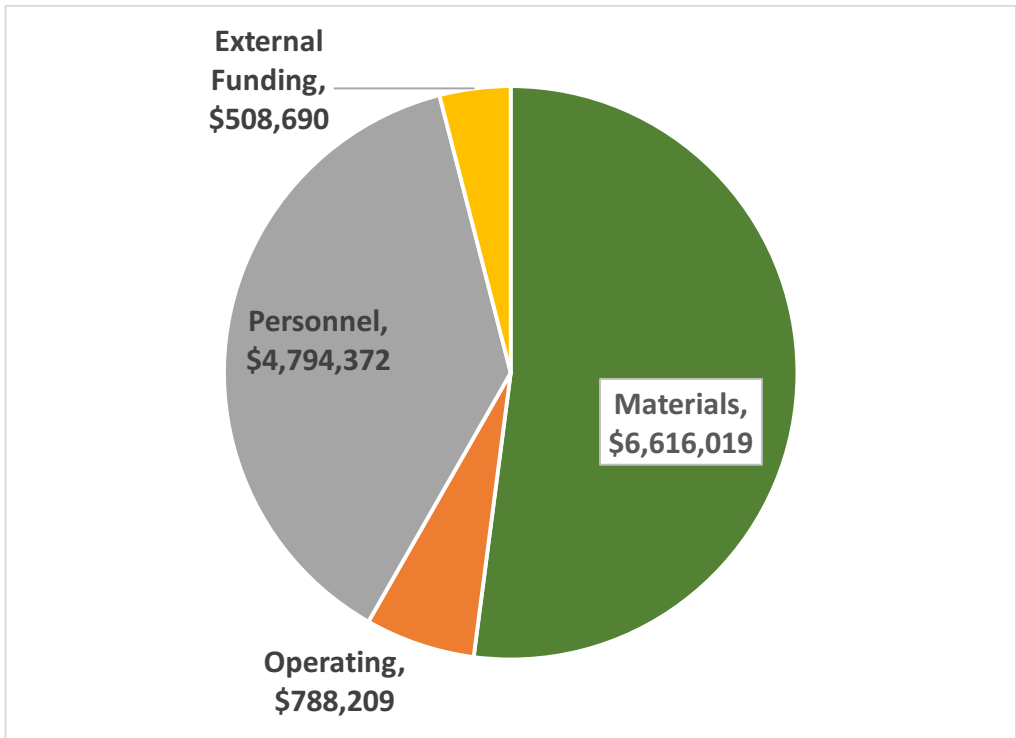
Breakdown of Library Materials Expenditures

The following charts reflect the distribution of library materials expenditures by format for the period 2013-14 through the current fiscal year as of April 2017.

2013-14

2015-16

2014-15

2016-17 (APRIL 2017)
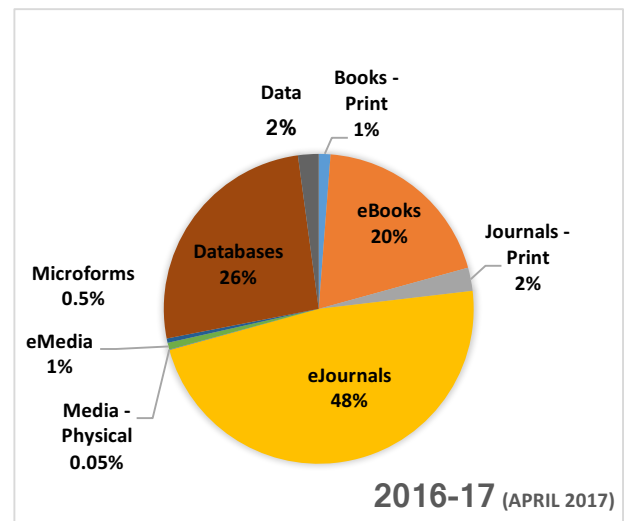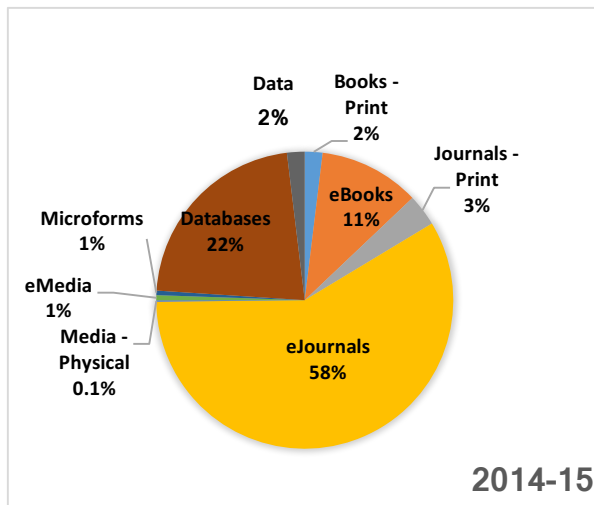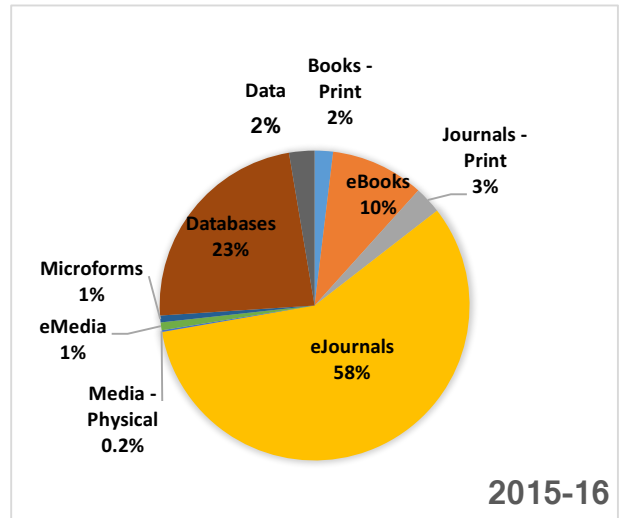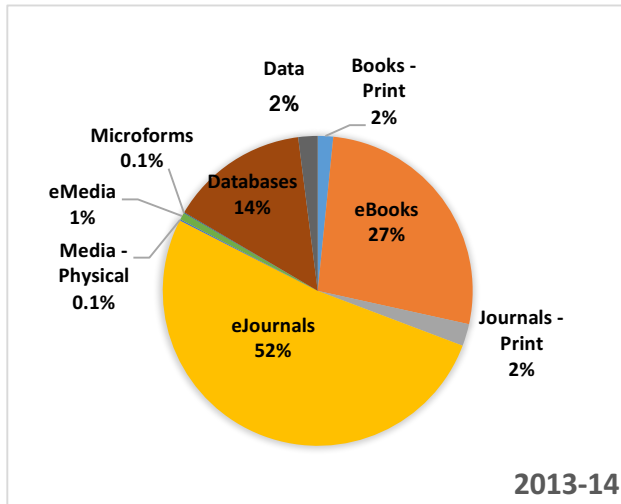
Based on an examination of the most recent five-year period of library materials expenditures, **88 percent** of the library's annual materials budget is used to continue subscriptions to databases, journals, data packages, and microforms. The remaining 12 percent of the budget is used to acquire monographs (print and digital) and physical media. The distribution of expenditures is an obstacle to strategic acquisition of materials that can serve as collection of distinction and to build-out or establish new collections to support emerging areas of research.

Foundation Account Portfolio

The following pie chart describes non-recurring available balances in five fund categories (fund categories are defined by the target expenditures). In 2017-18 the library will begin spending these fund balances to accomplish select library objectives.
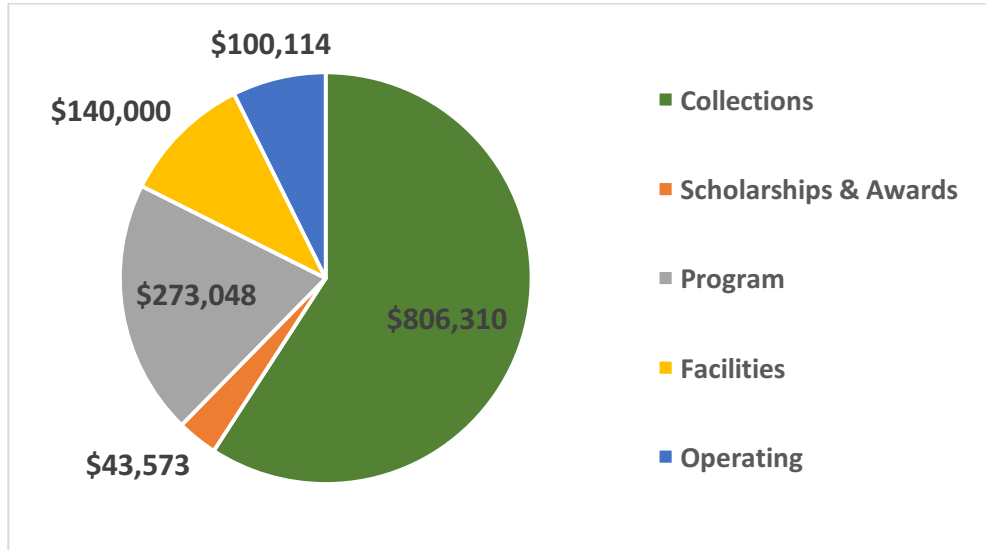
External Funding Activity

The library has been very aggressive in seeking out new external funding opportunities that can be used to fund development of new, high-value digital research collections. We have successfully funded three FTE possessing very sophisticated skills that are difficult to obtain within the library community but are essential in developing the target collections.

To illustrate the 2016-17 activity around external funding, the following chart depicts current awards broken down into three broad categories of expenditure.

St. Petersburg Architecture 2
St. Petersburg Architecture 1
Fort DeSoto
Everglades
Stink Town
Anhinga Bone
Bear Lake
Cape Canaveral
Fort Pulaski
Ocmulgee
Congaree
C-IMAGE

$0 $50,000 $100,000 $150,000 $200,000 $250,000

Other   Personnel   F&A/Indirect
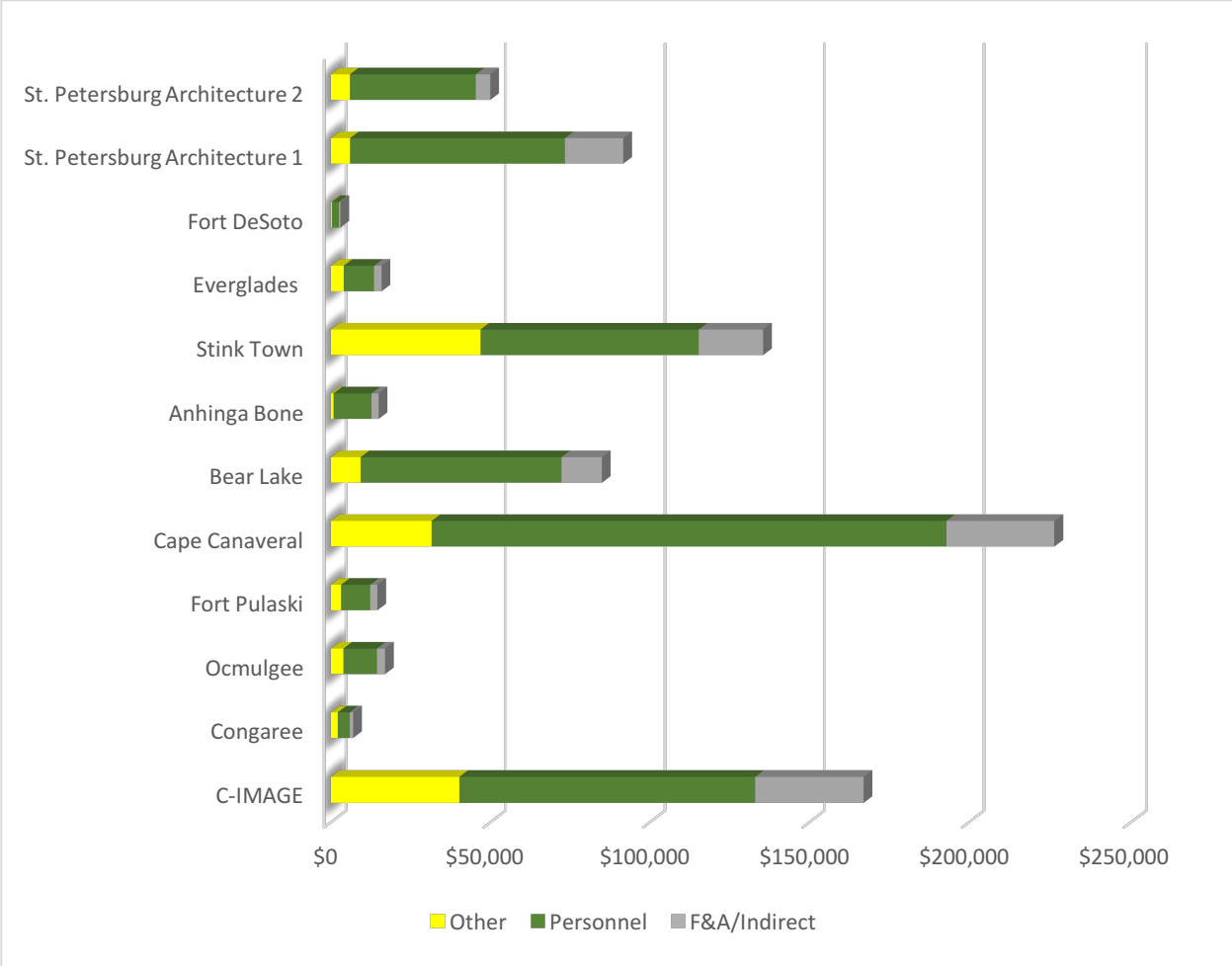
Staffing Overview

Current challenge
Faculty numbers are similarly low, but we must first bolster staff numbers to provide adequate support for incoming faculty to ensure retention and facilitate faculty productivity.

Faculty & Administrative Employee Research & Creative Activity

Publications
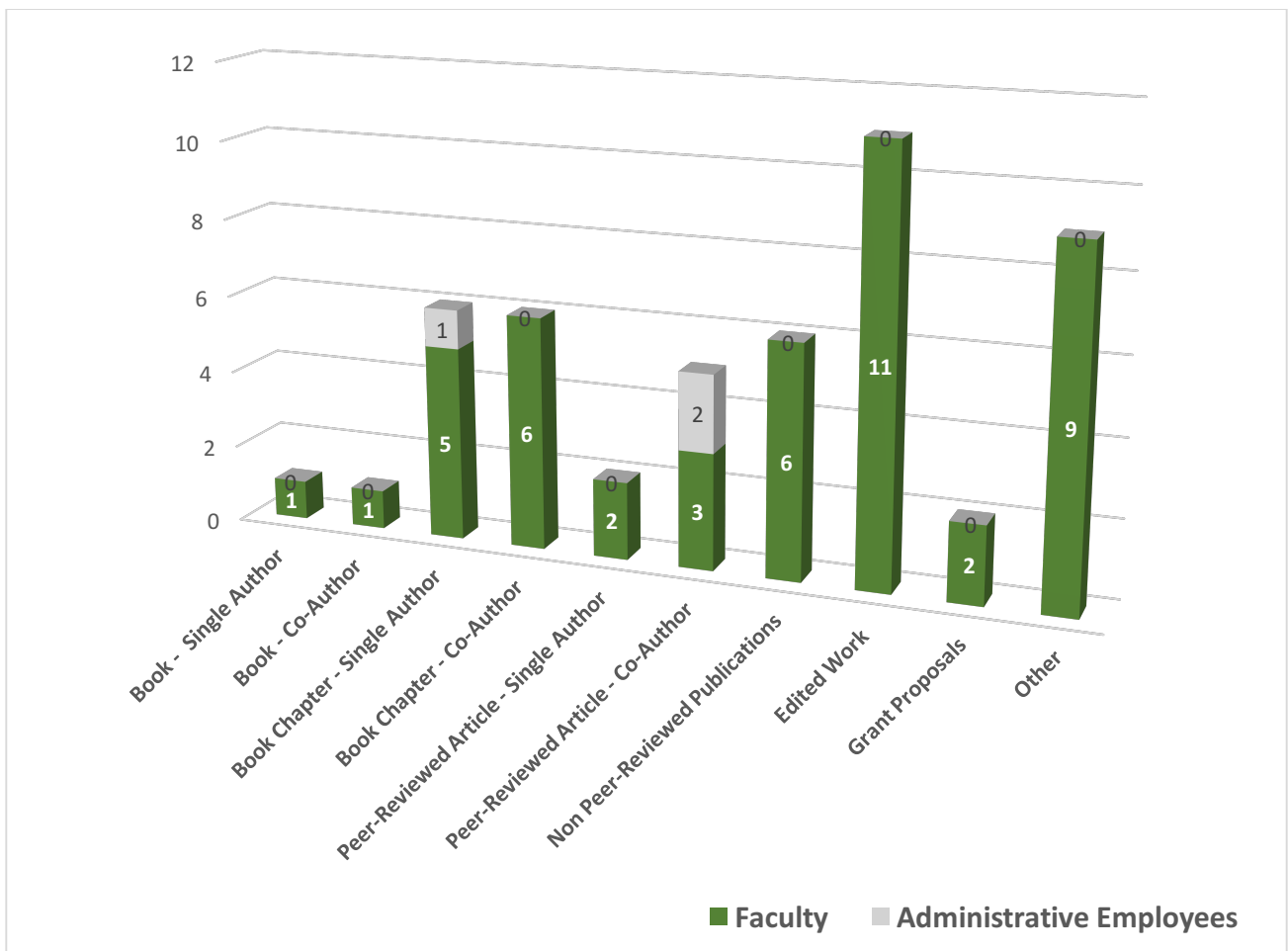
Other Professional Contributions

Legend: ■ Faculty ■ Administration Employees

Category	Faculty	Administration Employees
External Grants Funded (PI)	6	
External Consulting	3	
Conference Presentations - Invited (National/International)	37	
Conference Presentations - Invited (State/Regional)	9	
Conference Attendee	46	
Webinars - Insructor/Developer	1	
Webinars - Co-Instructor/Developer	1	
Professional Leadership Position - National/Internationsl	17	
Professional Leadership Position - State/Regional	10	
Position at National or International Level	25	
Other	15	

Faculty and Staff Awards

In 2016-17, library faculty received two awards:

- Librarian Claudia Dold was awarded a **2017-18 Fulbright U. S. Scholar** grant to work with the students and faculty of the Al Quds University in the Palestinian Territories.
- Dean Todd Chavez was recognized as the **Jean Key Gates Distinguished Alumnus** by the faculty of the USF School of Information.

In 2016-17, staff member Jonathan Rodriquez-Perez was recognized for his exceptional contributions to the university through the **Outstanding Staff Award**.

GOALS, 2016-17

The table below illustrates the linkage of the USF Libraries goals to PBF, Preeminence, and ARL Investment Index metrics. Internally, the library organizes metrics performance metrics around three themes: 1) Student Success, 2) Research Support, and 3) Organizational Fitness.

USF LIBRARY GOALS, 2016-17	USF GOALS				PERFORMANCE BASED METRICS				BOG PREEMINENCE METRICS							ARL METRICS					
	Goal 1: Student Success	Goal 2: Research & Innovation	Goal 3: Economic Engine	Goal 4: Financial Mgmt.	Metric 1	Metric 3	Metric 5	Metric 9	Metric A: Freshman GPA/SAT	Metric B: Ranking	Metric C: Freshman Retention	Metric D: Graduation Rate	Metric F: Research Expend.	Metric G: Research Expend. (non-Med)	Metric L: Endowment	Total Library Expend.	Library Materials Expend.	Professional Staff Salaries	Total Staff FTE	Distinctive Services	Collections of Distinction
STUDENT SUCCESS THEME																					
1a-1. ROLES improves instructional program	•				•		•	•			•	•								•	
1a-2 Launch new digital technology training program	•	•			•		•				•	•								•	
1a-3. TAP enhancements	•			•		•	•	•	?		•	•				•	•	•		•	
1b-1. Enhanced support for Education Abroad	•				•	•	•				•	•								•	
1b-2. Enhance support for Education Abroad	•				•	•	•				•	•								•	
1c-1. DMC micro-credentialing program	•		•		•	•	•		•		•	•								•	
1d-1. Revise and relaunch GA program with School of Information	•		•		•	•	•			•						•		•	•	•	
1d-2. New internship opportunities	•		•	•	•	•	•		•		•	•				•				•	
RESEARCH SUPPORT THEME																					
1c-2. Cloud-based Web GIS for classroom and research support	•	•		•	•		•				•	•	•	•		•	•			•	
2a-1. Create two new high-value, distinctive research collections	•	•		•	•		•			•			•	•		•	•				•
2b-1. Launch a cost-effective service supporting externally funded research.		•		•						•			•	•		•				•	
2b-2. Transform the Allen papers and the Audubon Warden reports into an online digital archive and database	•	•		•						•			•	•		•	•				•
2b-3. Contribute to the Global Food Sustainability Knowledgebase (GFSK)		•	•	•						•			•	•		•	•				•
ORGANIZATIONAL FITNESS THEME																					
4a-1. Complete budget reengineering and associated reorganization				•												•	•				
4a-2. ROI-driven plan for librarian assignment and program evaluation				•						•						•		•			
4b-1. Establish collaborative fundraising strategy	•			•						•					•	•					
4b-2. Increase external funding	•	•		•						•			•	•		•	•	•	•		
4b-3. Launch an internal mini-grant program to encourage and incentivize librarians				•						•			•	•		•		•			

Student Success Theme

1a. Student Success

1a-1. The year-long ROLES (Re-envisioning Our Library Engagement Services) project will produce substantive improvements in library instruction and research services in three dimensions: 1) alignment with curricular goals, 2) delivery, and 3) "market penetration."

- Early project findings have resulted in a new framework for performance expectations of liaison librarians and have been used to reconfigure assignments to academic departments based on curriculum and faculty/student data.
- Data from the project demonstrate that instructional sessions correlate positively to improved classroom performance; results were consistent with findings communicated in the professional literature.

1a-2. The CVAST-USF Libraries collaboration will enhance digital learning through workshops in digital learning technologies and methods including photogrammetry, text and data mining, 3D modeling and printing, and geospatial analysis.

- Library faculty developed a pedagogical design and prototyping process for digital learning workshops in a) GPS, b) text analysis, and c) the "Digital Thread" (includes photogrammetry, modeling, and 3D printing). Two of the three topical workshops have been piloted and all three will launch in fall 2017.

1a-3. The USF Libraries' Textbook Affordability Program (TAP) will 1) increase the level of faculty participation in affordability efforts in targeted academic programs (TBD), 2) increase the number of students and courses impacted, and 3) improve the ROI of the overall program.

- Developed the E-Books in the Classroom + database (466,000 titles valued at $38 million) to facilitate faculty adoptions of library resources in lieu textbooks at no cost to students. In the 20 days since launch (3/28/17), 25 faculty adopted content that will save students an estimated $50,000.
- Joined the Online Textbook Network (OTN); first SUS institution to do so.
- Expanded the contribution of the "E-books for the Classroom" strategy:

E-books for the Classroom	Ebook Costs	Students	Benefits	Years	Avg Savings	Avg Cost	ROI of Avg
TOTAL 2011 to March 5, 2015	$100,630	13,900	$1,071,455	4	$267,864	$25,158	1065%
March 6, 2015 to June 30, 2015	$1,259	366	$33,849				
July 1,2015 to June 30, 2016	$17,200	4,523	$292,856				
TOTAL 2011 to June 30, 2016	**$119,089**	**18,789**	**$1,398,160**	5	$279,632	$23,818	1174%
July 1, 2016 to March 31, 2017	$14,260	4012	$230,883				
TOTAL 2011 to March 31, 2017	**$133,349**	**22801**	**$1,629,043**	6	$271,507	$22,225	1222%

- The "Textbooks on Course Reserve Program" experienced a 39 percent increase in usage over 2015-16. From July 2016 to present, 136,641 students enrolled in 3,119 course sections were served by the collection.

1b. Global Engagement
1b-1. In collaboration with USF World, librarians will develop and promulgate a virtual tool to support students engaged in education abroad. The tool will both connect the students to the USF Libraries' services and collections and direct them to library resources that may be proximate to their destination.
- Collaborated with College of Education faculty to develop and carry out a three week study abroad program in England and Ireland in May of 2017.
- Conducted an information needs assessment targeting student Global Ambassadors who have completed study abroad programs.

1b-2. In collaboration with USF World and teaching faculty, the Library will develop a flexible online learning module that can be incorporated into education abroad courses broadly.
- The results of the information needs assessment obviated the plans to create the module as originally planned.

1c. Experiential Learning
1c-1. The Library will formalize experiential learning through the Digital Media Commons and create a non-credit certificate appropriate for inclusion on the academic transcript.
- Collaborated with Career Services in their Career Readiness Program using digital badging.
- Created a pilot project to test the viability and success of a fall/spring 2017-2018 workshop series, open to all students, to obtain either a bronze, silver, or gold badge in Digital Media Creation. Successful completion of a badge will also prepare a student to succeed in obtaining Adobe certifications.
- The Library's Digital Collections partnered with CVAST to host content created by students enrolled in a history seminar learning to employ 3D scanning tools and methods. This also elevated an existing humanities collection using current technology to bring 2D images to life as 3D objects in the digital repository.

1d. Career and Graduate School Readiness
1d-1. The Library will reengineer and reestablish our graduate student program with the School of Information. The new program will closely track the SI's career preparation objectives (awaiting final approval from the ALA Committee on Accreditation).
- This goal was not met.

1d-2. The Library will design and launch two new internship opportunities open to undergraduate students outside of the School of Information.
- Supervised six undergraduate internships providing training in the following areas: a) librarianship, b) strategic use of social media, c) archival processing, d) rare books management, and e) website design and management.

Research Support Theme

1c. Experiential Learning

1c-2. In collaboration with USF IT and the School of Geosciences, the Library's GIS Unit will migrate course support services into a cloud environment and enhance support WebGIS teaching and learning.

- Completed the technical portion of the migration to Amazon Cloud Services, the first entity on campus to move to this cloud environment. A cloud-based environment supports academic programs, improves access to the ArcGIS suite of services, and creates a more robust data storage capability for our students and faculty.

2a. Student Research, Innovation and Creative Activity

2a-1. In collaboration with CVAST, the USF Libraries will create two new high-value, distinctive research collections to support classroom teaching. These collections will 1) create opportunities for student engagement in their creation and 2) enhance proficiency with a range of emerging digital tools and research methods.

- The library worked with Drs. Rachael Opitz and Davide Tanasi to add two new 3D collections to the digital repository, providing students from two different disciplines the ability to examine and manipulate rare objects in a virtual learning environment anytime, anywhere.

2b. Faculty Research, Innovation and Creative Activity

2b-1. The Data Management Unit will formalize and launch a cost-effective service supporting externally funded research.

- Goal postponed pending a resolution to the campus-wide data storage challenge. Nonetheless, the team contributed standards-compliant data management plans for 13 grant proposals.

2b-2. The Library will process and transform the Allen papers and the Audubon Warden reports (acquired in 2014) into an online digital archive and database that reveals the "hidden data" for researchers across the globe.

- On February 23, 2017, the Library held a public event "Savior of the Whooping Crane: Robert Port Allen" (47 attendees) to announce the launch of the new collection (http://digital.lib.usf.edu/rpallen). The collection is accompanied by a new method of presentation that enhances the value of the material to students and researchers at all levels of expertise (see http://www.arcgis.com/apps/MapJournal/index.html?appid=c13de800a9f444079a2e2d4a4c628284; also http://usflibrary.maps.arcgis.com/apps/Cascade/index.html?appid=4495bbed3b57478f9e74988ef29cc86b).

2b-3. The Library will contribute to the creation of the Global Food Sustainability Knowledgebase (GFSK) funded through the Patel College of Global Sustainability.

- This project has been delayed in its launch.

Organizational Fitness Theme

4a. Financial Management, Operational and Resource Efficiencies

4a-1. The Library will complete its budget reengineering process. This is a critical first step to ensuring the Library's fitness in an RCM environment.

- The Library initiated a new, expanded budget management unit that consolidates all fiscal and payroll functions in a single operational team. This required reassigning fiscal staff associated with resource purchasing, transferring of the payroll processing, and developing internal knowledge and capacity necessary to manage external funding, particularly third party payments and the oversight of grant funds.

4a-2. The ROLES program will generate the Library's first ROI-driven plan for librarian assignment and program evaluation in the Library.

- The Library has linked services/programs to ROI measures that accurately (and appropriately) convey the value of the library to the colleges. These efforts have resulted in the analysis of labor cost and the re-engineering of funding for temporary employees.

4b. Fundraising

4b-1. In collaboration with the USF Foundation and the Provost, the USF Libraries will establish a more collaborative fundraising strategy that can leverage college or departmental fundraising to the benefit of all participants. The traditional approach of fundraising directly for the library has not generated the anticipated results.

- Increased participation in the Faculty Staff Campaign from 57 percent in 2016 to 92 percent in 2017.

4b-2. In collaboration with CVAST, the Library will increase its level of external funding through more aggressive pursuit of grants.
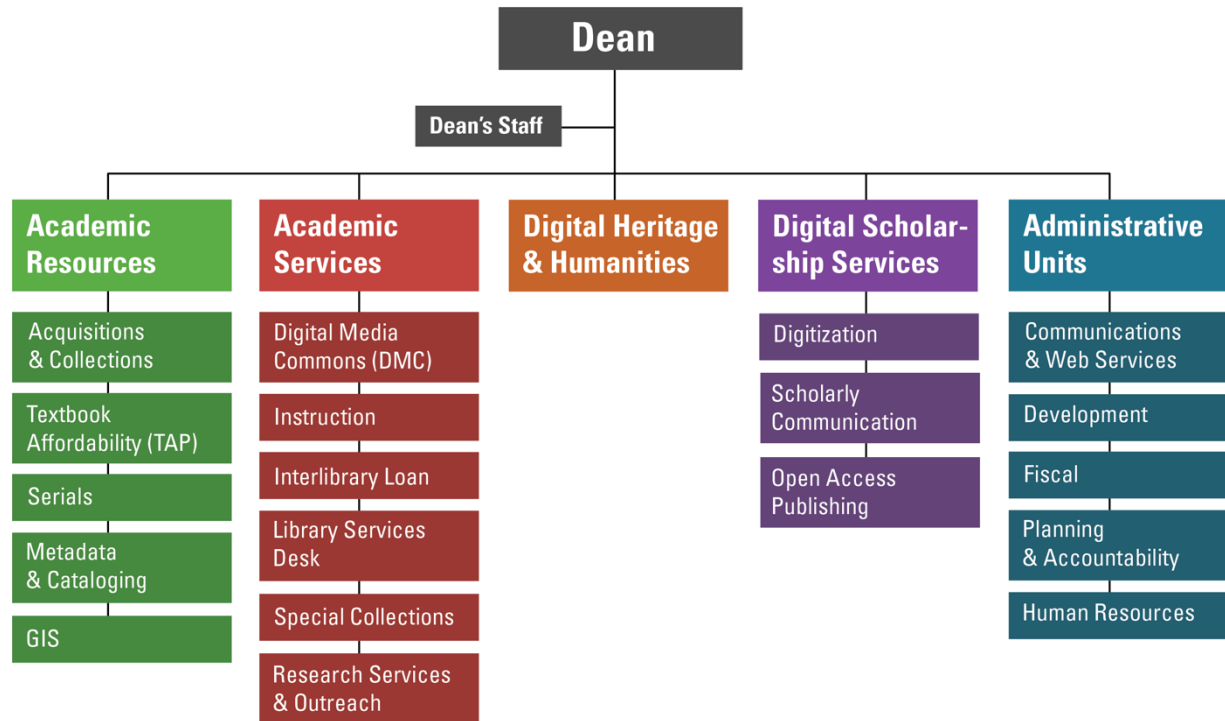
- Since July 2016, the DHHC team received an additional six awards totaling $388,630. Approximately $113,000 is pending until the documentation is finalized.

4b-3. To build an internal capacity for and interest in external funding, the Library will launch an internal mini-grant program (modeled on a UF approach) designed to encourage and incentivize librarians.

- In collaboration with the Library Assessment Team and the faculty, a mini-grant program was established and will award the first stipend in summer 2017.

LIBRARY ORGANIZATION & DEPARTMENTAL SUMMARIES

This section details the current organization of the library, by department, with highlights on specific activities and summaries of departmental accomplishments beyond the goals articulated in "Goals" section of this report.

Dean

Dean's Staff

Academic Resources
- Acquisitions & Collections
- Textbook Affordability (TAP)
- Serials
- Metadata & Cataloging
- GIS

Academic Services
- Digital Media Commons (DMC)
- Instruction
- Interlibrary Loan
- Library Services Desk
- Special Collections
- Research Services & Outreach

Digital Heritage & Humanities

Digital Scholarship Services
- Digitization
- Scholarly Communication
- Open Access Publishing

Administrative Units
- Communications & Web Services
- Development
- Fiscal
- Planning & Accountability
- Human Resources

LIBRARY ADMINISTRATION

Website: http://www.lib.usf.edu/library-administration/

Library Administration includes eight functional units:
- Dean's Office
- Development
- Fiscal & Business Unit
- Communications
- Library HR
- Facilities
- Planning and Accountability
- Digital Heritage & Humanities Collections
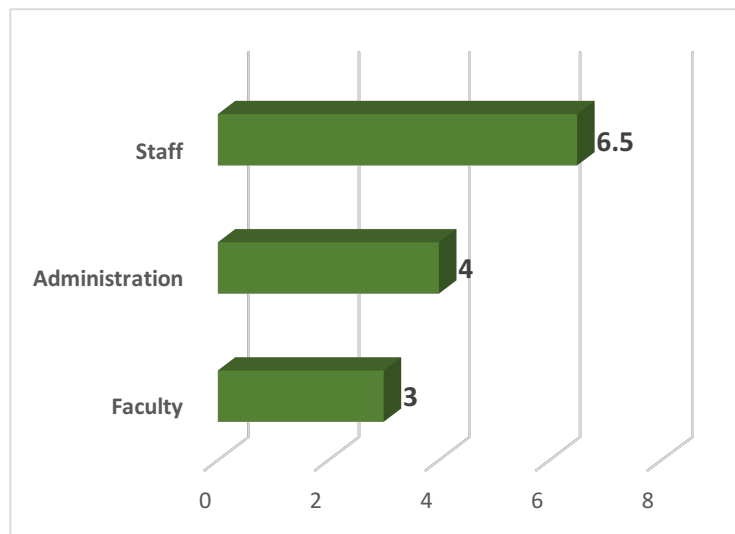
Library Administration Highlights for 2016-17

In addition to the formal goals articulated for 2016-17, Library Administration accomplished the following:

Research Support Theme
- Established the Digital Scholarship Services department to focus on the research needs of graduate students and faculty in an overwhelmingly digital environment.
- Collaborated with the Office of Undergraduate Research to create three new research opportunities and fund an award for the best use of library resources in those research activities.

Organizational Fitness Theme
- Completed a review and revision of all library policies and procedures to ensure relevance and compliance with University and state policies and guidelines.
- Completed the "Library Building Emergency Action Plan" and document; being adopted by Environmental Health & Safety to serve as a template for campus-wide implementation.
- Completed first draft of a Continuity of Operations Plan for review and revision in summer 2017.
- Completed a comprehensive review and revision of policies and practices associated with attendance and leave issues identified in the May 2016 audit. All findings, regardless of the risk level, assigned to the library were resolved PRIOR to receipt of the management letter. One personnel action was taken. A highly-qualified HR

Administrator and a half-time support position (split with the fiscal unit) were hired to ensure improved compliance and internal support.

- Conducted a series of workshops for library faculty concerning Performance Based Funding (01/18/17), Preeminence Metrics (01/24/17) and university rankings (02/09/17, led by Pritish Mukerjee). Each workshop was followed by assignments to generate faculty-led strategies to link the library's performance (and associated metrics) to the various metric schemes. These ideas will inform the strategic planning cycle we are launching in summer 2017.
- Established an internal Planning and Accountability unit to facilitate improvements in library performance.
- Established a Student Advisory Group to advise the administration on matters pertaining to the students' experience with library services, collections and facilities.
- Established a robust and reinvigorated collaboration with the Tampa Bay History Center to leverage the library's expertise and collections through the Florida Cartographic Education Center. The work will result in increased visibility for USF, association with a world-class map collection, paid internships for students, and access to state-of-the-art facilities.
- Collaborated extensively with Dean Chuck Adams to fully engage the Phi Beta Kappa visit team; launched the first (annual) "Digital Scholarship in Action" seminar to coincide with the visit.
- Participated in authoring the third C-IMAGE funding proposal in support of the College of Marine Science.
- Established the Library Analytics Team (LAT) to develop a group of experts on a range of analytical tools including Scopus, Scival, Incites, Web of Science, and Academic Analytics. The LAT will develop "bridges" into the resources for the less expert, engage in periodic multidisciplinary projects, and plan for future analytic services to the university community.
- Encouraged and supported a significant number of library faculty in University Governance activities including Matt Knight (Faculty Senate Treasurer), Drew Smith (Faculty Senate Parliamentarian), John Abresch (Faculty Issues), Barb Lewis (Chair, Faculty Issues), and Nancy Cunningham (Chair, Council on Educational Policy & Issues). The library has members on many critical councils and committees: General Education, Student Success, Honors & Awards, Library Council, and more.
- Coordinated three major facilities improvements: build-out of the Anthropocene Center, renovation of the fifth floor to enhance student learning spaces (including graduate student spaces), and renovation of the building's restroom facilities (see below).

UNIVERSITY OF SOUTH FLORIDA
LIBRARIES

Fifth Floor Renovation
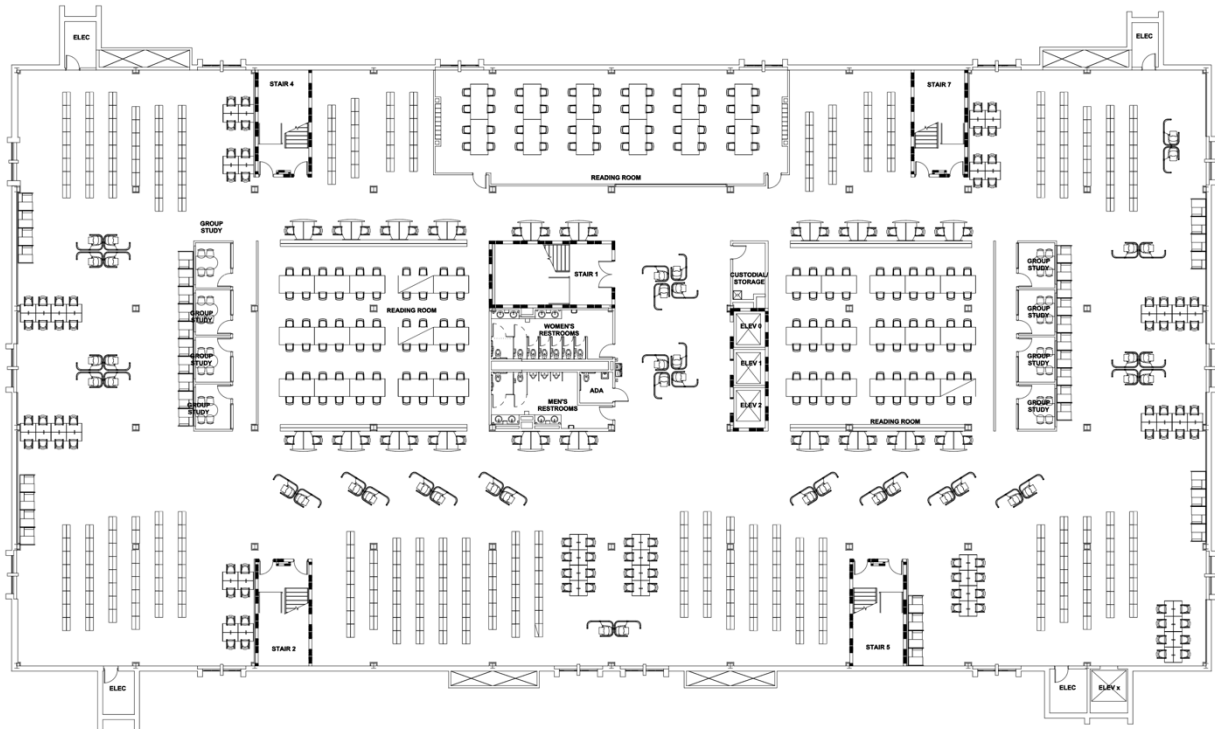
ACADEMIC RESOURCES

Website: http://guides.lib.usf.edu/academicresources

The Academic Resources Department acquires, organizes, and assesses information resources used by students, staff and faculty throughout the USF System. We provide efficient and secure access to library collections, promote innovation within the Library System, and build strategic relationships/partnerships to further Library and University goals.

The department includes six units:

- Acquisitions
- Collections
- Metadata & Cataloging
- Serials
- Textbook Affordability (TAP)
- GIS
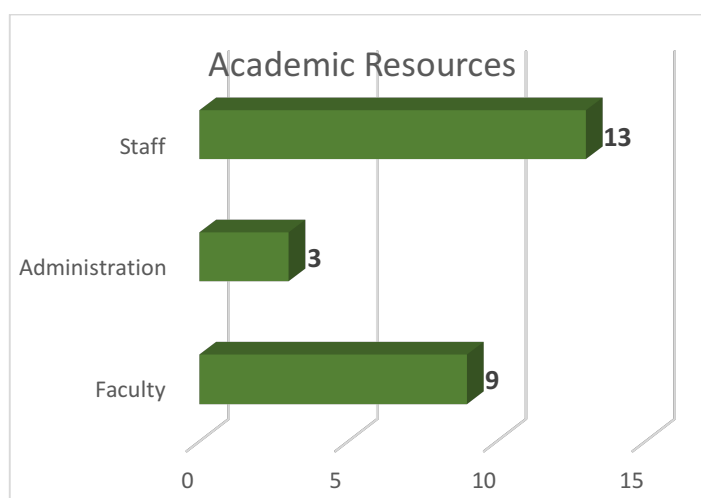
Departmental Highlights for 2016-17

In addition to the formal goals articulated for 2016-17, Academic Resources accomplished the following:

Student Success + Research Support Themes

- USF continues to provide leadership at the national level for innovative approaches to monographs and streaming media through evidence-based acquisition (EBA) programs, patron-driven access, and access-to-own business models. Collections have been bolstered by USF Technology Fee awards totaling $1,260,000 to fund Kanopy (streaming media) and ebooks through Oxford University Press, Project Muse, and Taylor & Francis (Routledge and CRC Press).
- The online resources provided by the USF Libraries provide the basic core of online education. All of the USF Libraries' online resources are available through remote access 24/7, enabling students to access library resources from anywhere, anytime. A USF Technology Fee ($1,260,000) for Kanopy (streaming media) and ebooks through Oxford University Press, Project Muse, Taylor & Francis (Routledge and CRC Press), ProQuest Ebook Central and Wiley significantly bolstered online holdings.
- GIS Team supported 12 courses and mentored 47 graduate students using GIS and other spatial technologies to enhance experiential learning and develop theses and dissertations, respectively.

- Established the "Lunch and Learn" series to enhance faculty-library communication concerning a range of critical issues. The first program dealt with ebooks in research and instruction to coincide with the Phi Beta Kappa visit in an effort to better position the library with faculty in the humanities. The next event targets new analytical tools.
- As we migrate to an entirely new library management system under the organizational umbrella of FLVC, three librarians provided leadership at the state-level through three working groups: Electronic Resource Management (ERM), Cataloging and Authorities, and Discovery Interface. Work continues on this intensive migration at all levels.
- Significant additions to the print collections include gifts-in-kind Middle East studies (Professor Abdelwahab Hechiche), political science (Professor Susan MacManus), and art museum catalogs from the Contemporary Art Museum.
- As identified in the Ithaka survey in 2015/16, USF faculty, when thinking of the USF Libraries collections, place the highest level of importance on journal access. Journal packages continue to be a good buy for USF (see usage data).

Organizational Fitness Theme
- Completed a massive collection relocation project involving 1,014,811 volumes on four different floors to accommodate the CTIF-funded renovation of the fifth floor. This involved weeding, migration to online, and careful analysis of the print collection in order to maintain the integrity of the collection while reducing its space requirement.

Highlight on OA Textbooks

In addition to the range of initiatives to support affordable textbooks at USF (Ebooks for the Classroom+, Print Textbooks on Course Reserve, the Textbook Affordability Project web site (TAP), and membership in the Open Textbook Network) we are also publishing open access textbooks with the second textbook in development.

The first USF-authored OA textbook collaboratively published by Innovative Education and the USF Libraries has been marketed to the Children's Literature Association (conference), the Literacy Research Association (conference), the *Reading Teacher*, and made available as posters for distribution to educators
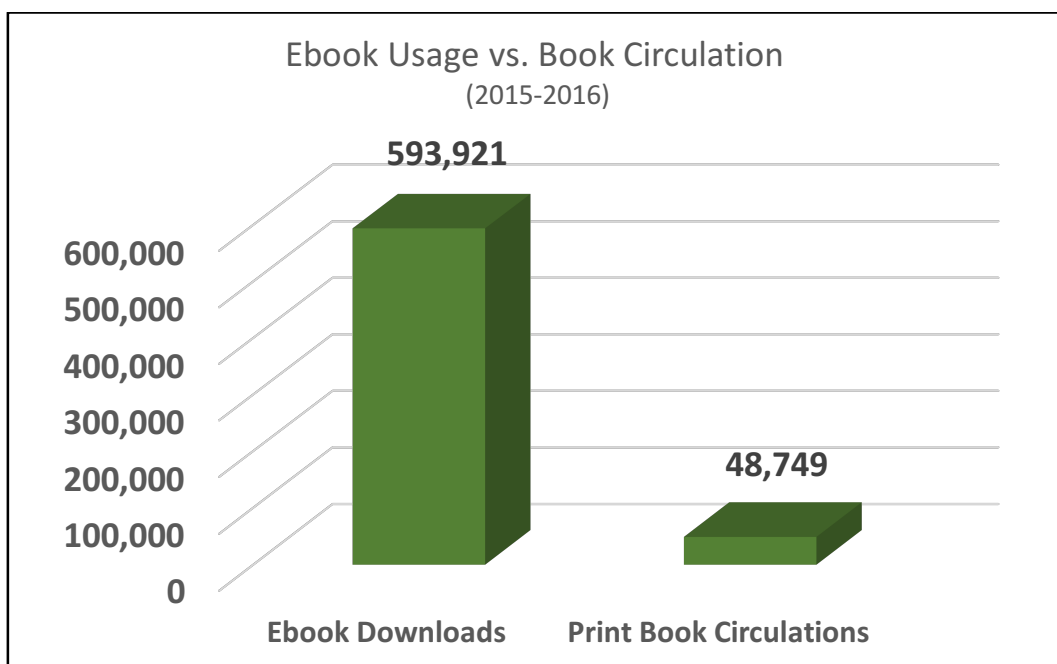
While use of this open textbook resulted in downloads from around the world, LAE4414 had a total of 719 enrollments across the USF System with this textbook as the assigned reading. Use to date can be seen in the following chart.
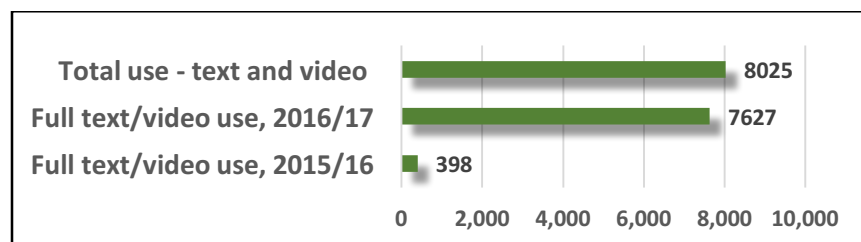
Highlight on Collection Usage

Expenditures for collections account for over 50 percent of the library's total expenditures. Our commitment to collections balances cost effective access with the more prosaic needs of a large research library where efficiencies are offset by impacts measured by single uses that contribute to successful grant proposals or publications.
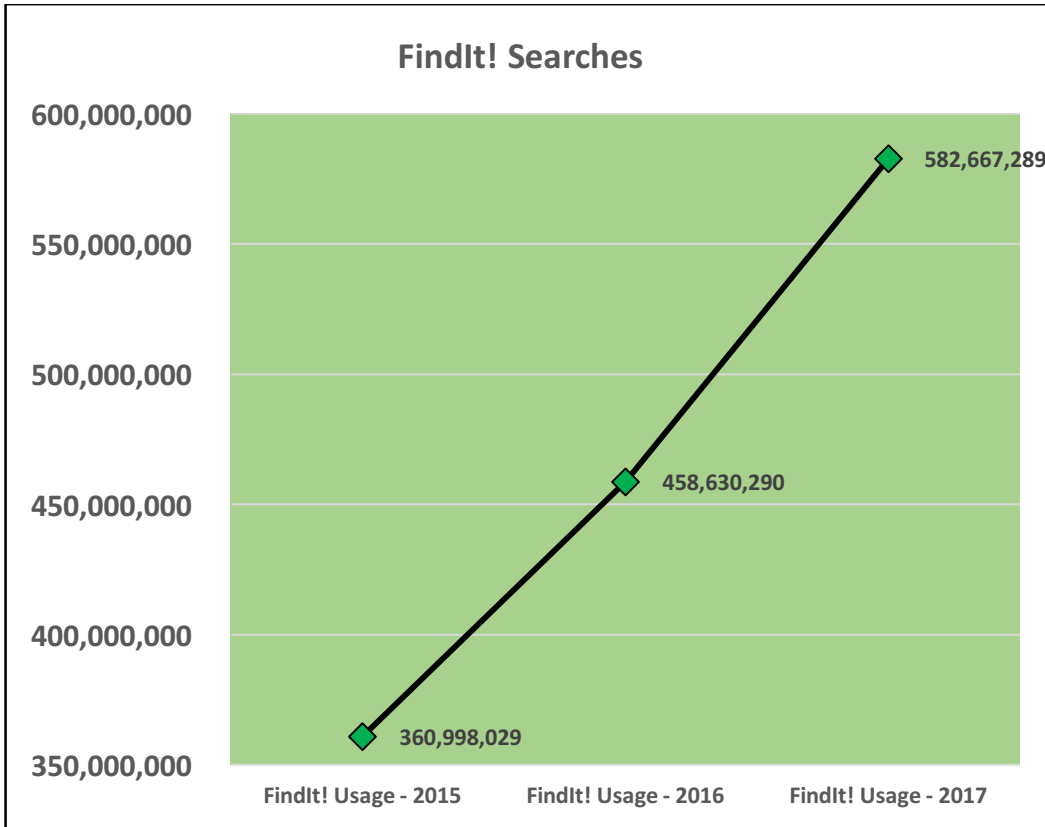
Our ebook collections fall decidedly on the side of cost-effective access based on such considerations as the frequency of use, minimized impacts on space, currency, and convenience of access.

Ebook Usage vs. Book Circulation
(2015-2016)

	Ebook Downloads	Print Book Circulations
	593,921	48,749

Usage of the USF Libraries' journal packages are typically among the heaviest across the State University System's institutions. High use contributes to a low cost per use value – one of the criteria used to make renewal decisions. Usage in 2016-17 is on a trajectory to increase the value of these collections over 2015-16.

Journal Package	Cost/FY 15-16	Full Text Uses	Cost per Use
Elsevier	$ 989,724	803,950	**$ 1.23**
Springer	$ 344,975	122,738	**$ 2.81**
Taylor & Francis	$ 462,338	109,672	**$ 4.22**
Wiley	$ 556,670	217,309	**$ 2.56**

The "Google-like" Ebsco Discovery Service (EDS) search utility "FindIt!" has supported extremely heavy use since its launch in fall 2013.

FindIt! Searches

600,000,000	
550,000,000	
500,000,000	582,667,289
450,000,000	458,630,290
400,000,000	
350,000,000	360,998,029

FindIt! Usage - 2015   FindIt! Usage - 2016   FindIt! Usage - 2017

ACADEMIC SERVICES

Website: http://www.lib.usf.edu/academic-services/

The Academic Services Department assists students, faculty, and staff with using the services and collections of the USF Libraries.

The department includes six units:
- Access Services (Library Services Desk)
- Digital Media Commons
- Interlibrary Loan and Document Delivery
- Library Instruction
- Research Services and Outreach
- Special Collections
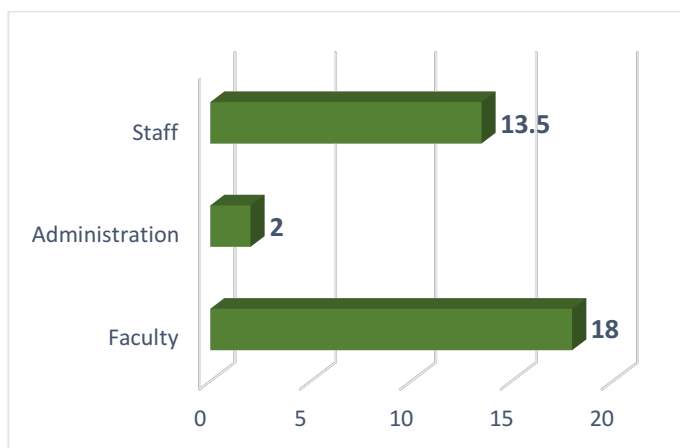
Departmental Highlights for 2016-17

In addition to the formal goals articulated for 2016-17, Access Services accomplished the following:

Student Success Theme
- Designated an *Undergraduate Success Librarian* to work in partnership with Student Affairs and Student Success to increase engagement with FUSE students, drive greater participation in Residential Life educational programs, and teach in Academic Foundations courses.
- Assigned two librarians to work in the Case Management system in order to participate in tracking student success.
- Collaborated with IT and ODS in the design phase of CampusNexus; developed a library activity profile for students to track student use of library services at the U-number level.
- Librarians collaborated with Honors College faculty to create an "information studio" based on meta-literacy cognitive skills to be embedded in Honor's AoK (Acquisition of Knowledge) course. A total of 200 students were impacted by this instruction, with five faculty participating
- In the fall of 2016, the DMC developed a partnership with the Florida Holocaust Museum (FHM) and the USF Department of History to create a virtual tour of the museum's permanent collection. The Department of History provided five interns and faculty oversight, while the DMC provided training, access to software, and quality control. The project will be completed by June, 2017.

- Over 200 entering graduate students attended a two-day mini-conference promoting library services and collections; exploring research methods and productivity enhancement; and planning for impact-rich strategies.
- Launched a "Career Research Service" delivered via consultations and workshops (partnering with Career Services). A parallel service was launched to familiarize Career Services staff with career-critical resources and collections.
- The "Get-A-Job" series of workshops saw an attendance increase of 88% from Fall 2016 (93) to Spring (175).
- Completed a comprehensive review and revision of all online tools contributing to selection, use, and evaluation of library research resources. Developed 32 new tools optimized for online learning.

Research Support Theme
- Conducted a "Dissertation Forum" (n=40) to assist graduate students in productive library research strategies covering productivity enhancement tools, best practices, intellectual property issues, and their role in advancing scholarly communication in a digital environment.
- Established a partnership with the Florida Holocaust Museum and the USF Department of History to create a virtual interpretive tour of the FHM's permanent collection. This project has involved five graduate interns from USF to date.
- Research consultations directed at faculty (enhance productivity) and students increased 44 percent from 163 in fall 2015 to 375 in fall 2016.

Highlight on the Digital Media Commons

In fall 2016, the DMC team presented 28 workshops to scheduled class in the following topics:

|	
• Adobe Photoshop Basics • Adobe Illustrator Basics • Adobe InDesign Basics • Adobe Premier Pro Basics • Adobe InDesign for Posters • Digital Storytelling Basics	• Digital Storytelling with Maps • Digital Storytelling with Timelines • Digital Storytelling with Omeka • Digital Storytelling with Scalar

DMC staff work extensively with faculty from across campus to enhance course materials, inject new technologies into existing assignments, and, in several notable cases, engage in complete curriculum transformation. A select list of the faculty involved includes:

- Michael Decker/The Crusades
- Jennifer Rodgers/FHM internship project
- Dave Thomas/Intro to DH
- Julie Langford/co-developing community history course involving DH projects
- Coby O'Brien, Kevin Hawley, Wayne Garcia/Graphic Arts for Mass Comm
- Atusko Sakai/Acquisition of Knowledge and Arts & Humanities
- Jeremy Gordon/Acquisition of Knowledge
- Ben Young/Acquisition of Knowledge
- Laura Runge/Florida Literature
- Maureen Cox-Brown/Film Arts
- Pablo Brescia/ Fantastic and SciFi Lit & Masterpieces in Hispanic Lit
- Amy Rust/ Foundations of Film & New Media

- Jarod Rosello/Creative Writing
- John Bethard/Paleopathology
- Tara Deubel/Visual Anthropology
- Sara Crawley/Sociology Pro-Sem & Women's Studies Pro-Sem
- Steve Prince & John Lennon/Tampa DH course
- Sara Callahan/ Introduction to Humanities
- Samantha Thomas/ Interpreting II
- Liz Kicak/Humanities Institute
- Daniel Shelnutt/Advertising Academic Advisor
- Research in the Arts
- Diedre Orriola/Public Health
- Lisa Piazza/OUR Colloquium (InDesign training)

The following data points suggest that the DMC is becoming a critical component of the USF Libraries' service portfolio.
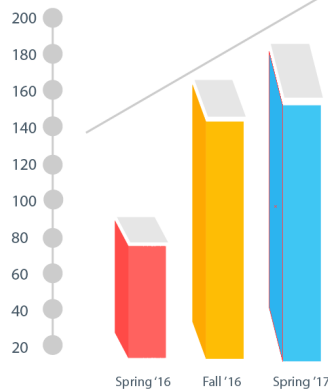
2015 - 2017 First Time Lab Users
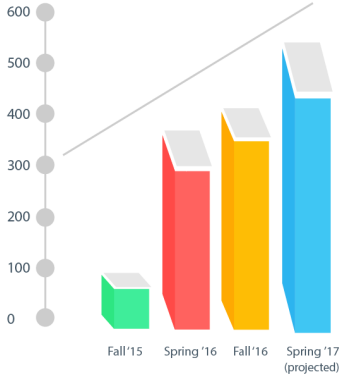
Fall 2015: 97 new users
Spring 2016: 384 new users
Summer / Fall 2016: 403 new users
Spring 2017: 546 new users

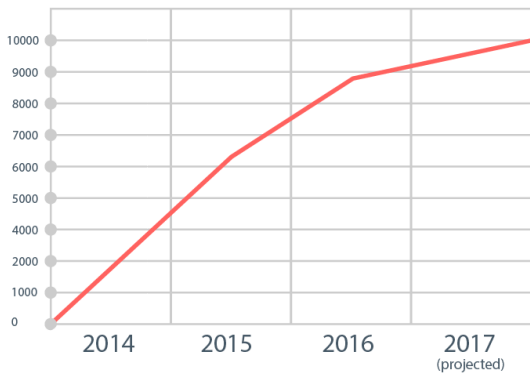112% average increase in First Time Users per semester

2016 - 2017 Consultations and Appointments

Spring 2016: 92
2015 - 16: 169
2016 - 17: 196

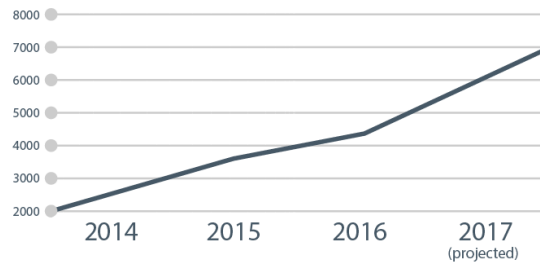113% overall increase in consultations and appointments

2014 - 2017 DMC Lab Usage

2014 - 15: 6350 total patrons
2015 - 16: 8870 total patrons
2016 - 17: 9982 total patrons

57% overall increase in lab usage

2014 - 2017 DMC Equipment Check-outs

2014 - 15: 3765 check-outs
2015 - 16: 5340 check-outs
2016 - 17: 6968 check-outs

85% overall increase in equipment checkouts

Highlight on Special Collections

The Special Collections unit acquires materials around six major collection areas: Florida studies and University archives, children's and young adult literature, science fiction and fantasy, Holocaust & genocide studies, history of the book & book arts, and LGBT issues. These are meant to be destination collections, which not only serve to advance learning and instruction at USF, but also link to community interests and external agency missions.

The Floridiana Collection

The Floridiana collection includes nearly 10,000 monographs and archival collections, as well as photographs and art documenting the broad history of the state. It is the most-utilized collection in the department and represents a long, fruitful effort between the community and the library to build a nationally relevant collection centered on Florida and the Tampa Bay area.

> **Political:** Special Collections holds the political papers of some of Florida's most influential politicians, including those of Governor LeRoy Collins, Sam Gibbons, C.W. "Bill" Young, Betty Castor, Tom Adams, Jan Platt, Helen Gordon Davis, and others.

> **Historical/Cultural:** The bulk of the Floridiana collection, and the most widely-used, documents the social and cultural history of Florida and the greater Tampa Bay area. Collections devoted to immigrant social clubs and the cigar industry touch upon two features that were/are synonymous with Tampa, but together they illuminate a trans-national labor world and population that comprises Cuba, New York, and several locations in Florida. Other important collections include local and state records of the NAACP, the historic and cultural writings of the Works Progress Administration, the Florida Negro Papers, the *Tobacco Leaf*, the *U.S. Tobacco Journal*, the Florida Slave Narratives, the Columbia Restaurant's papers, and much more. The civil rights movement, Tampa's cigar industry, local urban development, and cultural history are all especially popular subjects for research.

> **Environmental:** Our latest efforts have brought in some remarkable collections documenting Florida's environmental history including the **Audubon Florida Papers**, the Bay Study Group Collection, the **Robert Porter Allen Collection**, the Skip Gandy Photography Collection, the Roy "Robin" Lewis Papers, the Skip Davis Aerial Photos, and other materials in the Florida Environmental Collection.

Children's and Young Adult Literature

The children's literature collections at USF are set apart by their breadth and depth. The "children's literature collections" umbrella encompasses five collecting areas: 1) American narrative fiction (often termed "series books"); 2) British children's literature; 3) toy and picture books; 4) dime novels; and 5) contemporary young adult literature

> USF's collection of **American narrative fiction** is unsurpassed in the nation, and it enjoys an international reputation for its scope. Including over 9,000 titles ranging in date from 1890 to 1970 and featuring iconic characters like Nancy Drew, the Bobbsey Twins, Five Little Peppers, and the Hardy Boys, it also provides a window into less well-known worlds such as those of the Blue Grass Seminary Girls, Grace Harlowe, and the Campfire Girls.

> USF's collection of **British children's literature** is smaller in scope, but equally rich in research potential. The collection includes significant research holdings that work synergistically with our American holdings, including Lewis Carroll and George Henty.

The Carroll Collection is particularly research intensive, including many editions found in only a handful of other libraries.

The **dime novel** is nationally significant in terms of scope and size, and it is increasingly used by a national audience of visiting faculty in English, history, American studies, and geography. Currently, Villanova University is the only library in the United States that has a significant collection of early pulp literature online, and our holdings are largely distinct from Villanova's.

The **Hipple Collection of Young Adult Literature**, which currently numbers approximately 4,000 items, includes manuscripts, working notes, signed first editions, and subsequent re-printings, all of which enable significant research on modern publication processes.

Spanish-American War Collection

The Spanish-American War of 1898 is often cited as a turning point in the history of the U.S., when the nation went from insular to international, from idealism to imperialism. The Spanish-American War collection incorporates many of the histories of Cuba written during the war and also histories of the conflict and U.S. military operations once peace was restored. These histories have been augmented by Spanish-language materials and some works of African American fiction inspired by the American contradictions laid bare by the war. The issues illuminated by these materials include imperialism/colonialism, human rights, race, yellow journalism, and U.S.-Latin American relations.

Latin American Science Fiction

USF's Latin American Science Fiction collection is numerically small, consisting of approximately 1,000 items (both monographic and serial), but it provides a strong foundation for further development of a nationally significant collection. To date, the most extensive collections of Latin American science fiction reside in circulating Latin American studies collections, most notably at Yale, the University of Texas at Austin, Arizona State University, the University of California system, and the University of Florida. None are comprehensive.

History of the Book / Book Arts

USF's history of the book and book arts collections are teaching focused and heavily used. In addition to supporting seminars every semester in history of the book to students in English, art history, history, fine arts, and/or American Studies, the materials in the core history of the book collection are also routinely used for undergraduate research projects.

USF Libraries LGBT Initiative

Our focus is on collecting materials that document LGBT history, culture, politics, community relations, and public health. While the Tampa Bay region remains an important focus, these collections are international in scope. USF Libraries LGBT collections provide valuable research material for scholars across disciplines—History, Law, Sociology, Political Science, American Studies etc.

The Robert Helps Collection

The Robert Helps Collection consists of sketches, manuscript and published scores, proof copies, and published and unpublished recordings from the early 1950s to 2001. Many of the recordings in the collection were recorded on reel-to-reels, cassettes, digital audio tapes as well as VHS and Beta video tapes, so the risk of deterioration and quality loss is extremely high.

The Dion Boucicault Theatre Collection

The USF Libraries Special Collections is home the largest publicly accessible collections of Boucicault materials in the world. Digitization of the Dion Boucicault Theatre Collection is being undertaken now thanks to a donation from the Gladys Delmas Foundation will raise the standard for Boucicault scholarship while simultaneously making these materials readily accessible for such study.

The Arnade Collection of Boliviana

Through the contents of the Arnade Collection, and outside Bolivia itself, the University of South Florida in Tampa joins now a selected group of research libraries--the University of Pittsburgh, Harvard, the University of Texas at Austin, the Iberoamerikanisches Institut in Berlin, to name but a few--that have substantial holdings of Boliviana, and will become thus another source that will need to be consulted by the specialist on the subject of Bolivian studies.

Latin American and Cuban Collections

The Latin American and Cuban collections primarily consist of 20th century, Spanish-language monographs and include cultural studies and political and social histories, novels, and works of poetry; the growing collection of publications is a highlight.

DIGITAL SCHOLARSHIP SERVICES (DSS)

Website: http://lib.usf.edu/dss (in development)

In July 2016, the USF Libraries combined staff and faculty from the scholarly communications and digital information services units to form Digital Scholarship Services (DSS). This new department provide services to graduate students and faculty who lack access to the software, hardware, or expertise needed to implement digital projects for their teaching or research goals. The reorganization also places digital scholarship on an equal footing with more traditional library functions. The primary driver for the proposed change is the fact that support for digital scholarship is a central and growing concern of the USF Tampa Library and of the broader academic library community. The results of the 2015 Ithaka S+R survey of 1,300 USF faculty (n=168) revealed that a clear majority of respondents desired support for digital scholarship activities (see http://www.lib.usf.edu/guides/ithaka/).

DSS includes three functional units:
- Digitization
- Scholarly Communications and Scholar Commons
- Open-Access Publishing
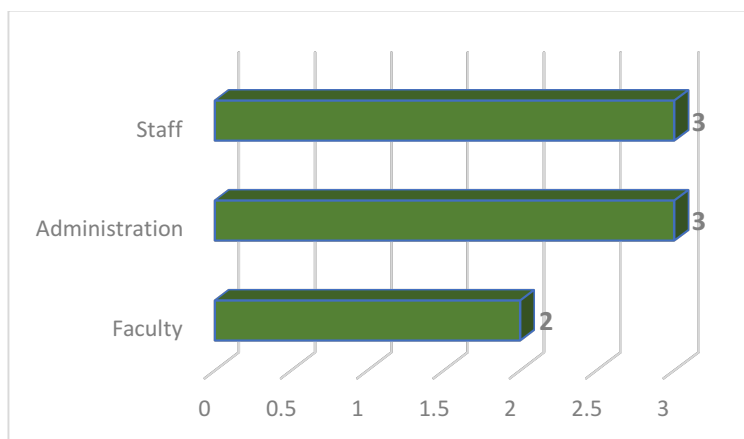
Departmental Highlights for 2016-17

In addition to the formal goals articulated for 2016-17, DSS accomplished the following:
- Worked with a cross-disciplinary group of faculty researchers to develop a curated digital exhibit showcasing methodologies for analyzing multimodal texts, which can be utilized as a teaching and research methods tool.
- Conducted a series of workshops (n=8) concerning publishing strategies, open-access, evaluation of journals, and tenure-promotion strategies.
- Created a USF Patents Collection in the Scholar Commons repository (see http://scholarcommons.usf.edu/usf_patents/) to highlight USF's productivity in this arena. The collection contains 872 patents awarded since 2000 that have been downloaded 3,783 since fall 2016.
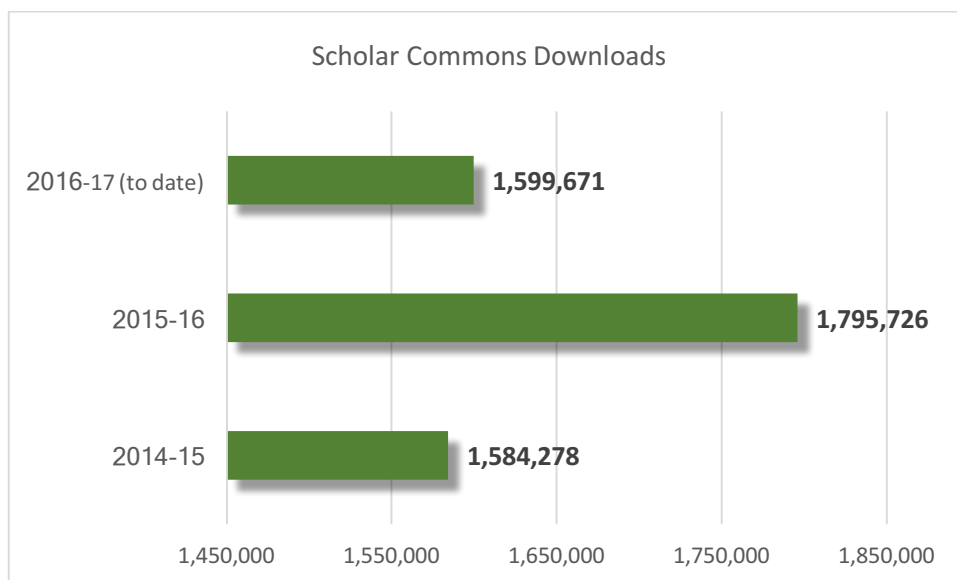
Highlight on Scholar Commons

Scholar Commons is now ranked 105 out of 2,297 repositories (2015-16 = 307/2,297) by the *Ranking of Web Repositories* (http://repositories.webometrics.info). As of April 2017, people

from 231 countries downloaded items more than 900,000 times. The following is a list of the top-10 countries generating downloads.

United Kingdom	84,994	Germany	36,909
India	83,228	Australia	28,909
Philippines	60,201	France	27,563
China	49,021	Malaysia	27,255
Canada	45,165	Russian Federation	23,956

Three-Year Repository Download

Scholar Commons Downloads

| Year	Downloads
2016-17 (to date)	1,599,671
2015-16	1,795,726
2014-15	1,584,278

Highlight on Open-Access Publishing

As of April 2017, the USF Libraries hosted 18 open-access peer-reviewed journals covering topics in science, the arts and humanities, the social sciences, security and cyber-security, and transportation research. Titles include:

ABO Interactive Journal for Women in the Arts, 1640-1830	*Management Research*
Alambique	*Military Cyber-Affairs*
Genocide Studies and Prevention	*Numeracy: Advancing Education in Quantitative Literacy*
International Journal of Speleology	*Peace and Conflict Management Review*
Journal of African Conflicts and Peace Studies	*La Revista Surco Sur*
Journal of Ecological Anthropology	*Statistics in Volcanology*
Journal of Practitioner Research	*Studia Geologia*
Journal of Public Transportation	*Suburban Sustainability*
Journal of Strategic Security	*Undergraduate Journal of Mathematical Modeling*
Journal of Transportation Demand	

Collectively, these journals have generated 1,835,032 downloads as of April 2017.

USF Libraries
OA Journal Downloads

	2014-15	2015-16	2016-17 (April)
Downloads	367,096	449,485	446,740
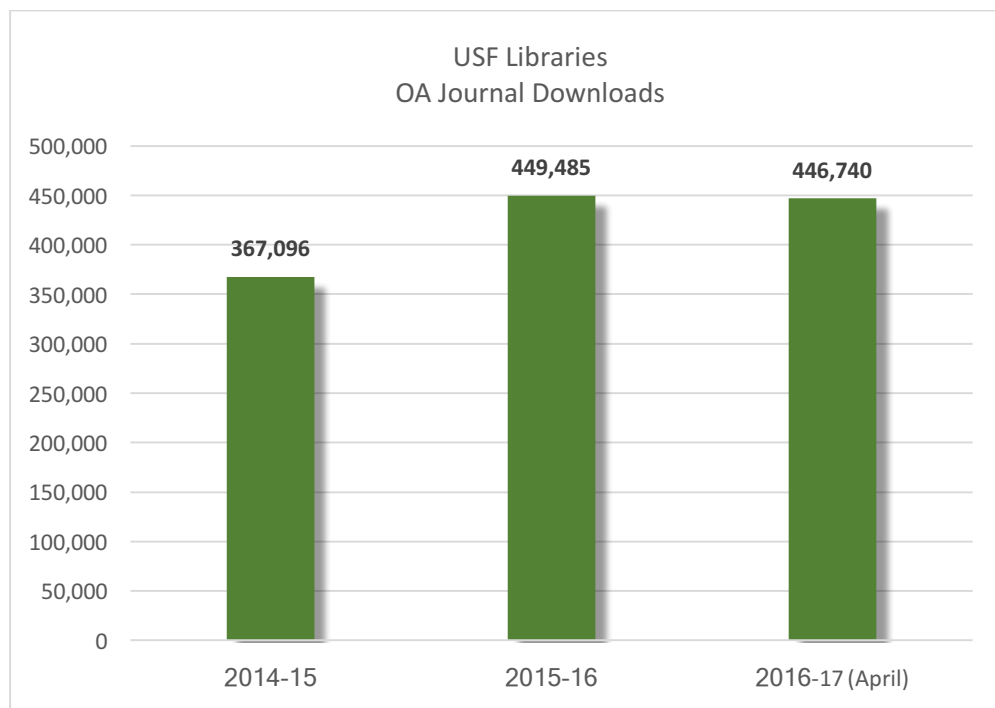
Notable (New) Digital Collections (Sobek Platform)

Multimodal Data Analysis Collection (110 objects)
The Multimodal Data Analysis Collection is a curated assemblage of products that demonstrate different methodologies for analyzing multimodal texts (see bullet one above).
    Website: http://digital.lib.usf.edu/multimodal-data

USF Paleontology Collection (1,233 objects)
The USF Paleontology collection consists of images of paleontological specimens collected by the **USF School of Geosciences**. The collection was digitally photographed by a student team led by Visiting Assistant Professor Dr. Brian Andres.
    Website: http://digital.lib.usf.edu/usf-paleontology

Farid Karam M.D. Lebanon Antiquities Collection (149 objects)
The Farid Karam, M.D. Lebanon Antiquities Collection consists of 149 objects, including jars, goblets, bottles, oil lamps, unguentariums, and busts/figures. Most of the items came from Roman Syria, a wealthy province on the Eastern Mediterranean, and date from the 1st through the 4th centuries AD. All of the items in the collection have been digitally photographed and currently 130 of 149 are available here.
    Website: http://digital.lib.usf.edu/karam

Roman Catacombs of St. Lucy at Syracuse, Sicily (in test)
The so called 'Pagan Shrine' is located in the south-western corner of Region C of the Catacombs of St. Lucy.

Website: http://digital.lib.usf.edu/pagan-shrine

**Hidden Treasures of Rome** (249 objects)
This collection is the result of the CALCRome and Hidden Treasure of Rome (HTR) projects. The CALCRome project's research questions focus on the function, use, and re-use of ceramic vessels deposited in ritual and funerary contexts in Republican and Imperial Rome.

Website: http://digital.lib.usf.edu/htr

DIGITAL HERITAGE & HUMANITIES COLLECTIONS (DHHC)

Website: http://www.lib.usf.edu/dhhc/

Formed in July 2016, the DHHC initiative documents heritage sites, landscapes and objects, and creates digital learning tools and collections through the use of 3D and imaging technologies. Projects cover heritage sites in the Bahamas, Spain, France, Greece, Armenia, and the United States.
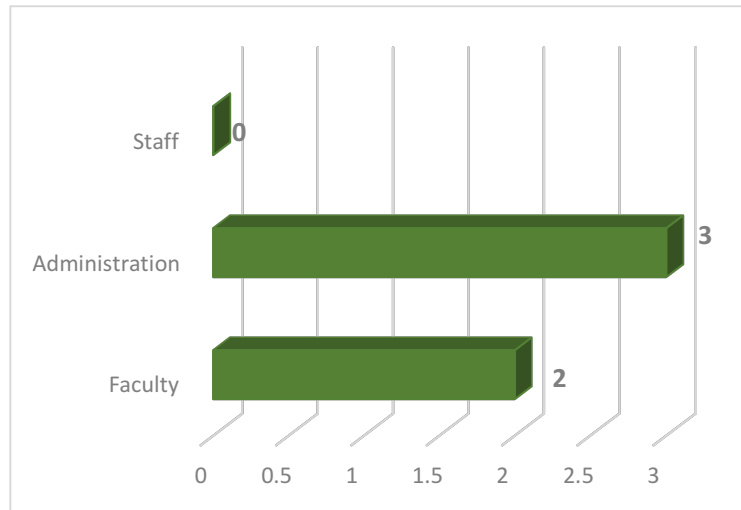
Departmental Highlights for 2016-17

In addition to the formal goals articulated for 2016-17, DHHC accomplished the following:

- Developed and deployed an enhanced platform supporting contextualized digital collections of distinction (see below).
- Developed an innovative and interactive "way-finding" strategy for the USF Libraries' facility (see https://my.matterport.com/models/gLvQFAbLbpB and https://flic.kr/s/aHskUGpua4).
- Increased external funding by $388,630 through important new partnerships with the National Park Service.
- Established a robust social media campaign directed at ARL member libraries. At present, the ARL is actively following and reposting our communications in so doing demonstrating that the USF Libraries' work is being valued by the membership.
- Designed and delivered three workshops highlighting the innovations being driven by the DHHC team.
- Established a protocol for developing enhanced 3D digital collections that will contribute to the establishment of a community standard. This will be reported on during an upcoming CNI conference (international audience).

Featured Collections/Projects (Enhanced and Sobek platforms)

3D Documentation of the Haghpat Monastery, Armenia (349 objects)
DHHC used a combination of 3D imaging and survey technologies to document and conduct analyses of the Haghpat Monastery complex, a Word Heritage site in Armenia dating to the 10th century.

Enhanced Website: http://arcg.is/2kRjlGA
Sobek Website: http://digital.lib.usf.edu/haghpat-monastery

Cowpens National Battlefield Historic Tours
Located between Chesney and Gaffney, South Carolina, the site was the scene of an American Revolution battle. This collection includes access via a smartphone app.
Website: http://arcg.is/1WhoF0r

Fort Matanzas National Monument
Using terrestrial laser scanning (TLS), survey-grade GPS, GPS imagery, and photogrammetric and other forms of advanced photo imagery, the DHC team is simultaneously contributing to site management and interpretation strategies and building a distinctive research collection.
Website: http://arcg.is/2kSph1W

Ninety-Six National Historic Site
This project provides baseline data and 3D digital records of critically threatened historic features at Ninety-Six National Historic Site.
Website: http://arcg.is/2klGL3S

Olmec Formative Period Sculpture in 3D (Chalcatzingo, Morelos, Mexico)
The archaeological site of Chalcatzingo contains one of the most extensive collections of Middle Formative period (c.900-500 BC) bas-relief stone sculpture outside of th Olmec Gulf Coast lowlands. These monuments are being three-dimensionally recorded and modeled and openly-shared for use by researchers, students, and educators.
Website: http://arcg.is/2kWqBkx

Notable (New) 3D Collections (Sobek platform only)
3D Models Digital Documentation Collection (61 objects)
The 3D Model Collection draws from work performed on a variety of grants and research projects involving digital heritage from around the world. These 3D models are lightweight, easy to share versions of work performed to archive, preserve, and foster stewardship for heritage and archaeological sites. Using 3D and reality capture technologies, these models can be used to support curriculum development, education, science and technology learning, and demonstrate how the role of libraries is transforming.
Website: http://digital.lib.usf.edu/3d-models

The Armenian Heritage and Social Memory Program (84 objects)
The purpose of the program is to bring together comprehensive information and interactive 3D visualizations of these cultural elements in a single, virtual location, readily accessible by anyone with an internet connection, anyplace in the world.
Website: http://digital.lib.usf.edu/armenian-heritage

Cape Canaveral Collection (18 objects, in progress)
Working in collaboration with the 45th Space Wing of the United States Air Force, Cape Canaveral Air Force Station (CCAFS), this digital survey and documentation was undertaken by

USF's Digital Heritage and Humanities Collections group in the USF Libraries (Principal Investigators Drs. Lori Collins and Travis Doering), to provide continuing baseline terrestrial laser scanning (TLS) survey, monitoring, and spatial recording for selected historic launch complexes.

      Enhanced Website: http://arcg.is/2mk4vWi

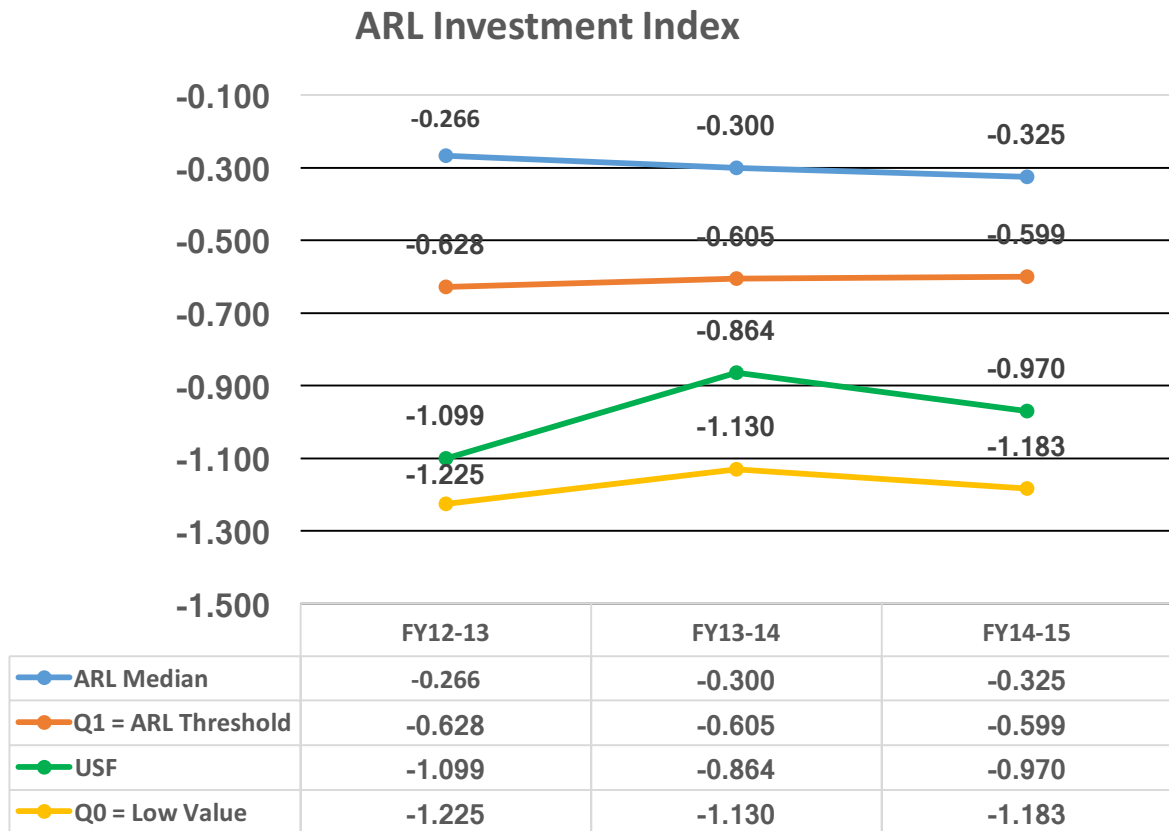   Website: http://digital.lib.usf.edu/cape-canaveral-3d

PROGRESS TO ARL MEMBERSHIP

Membership in the Association of Research Libraries is the focus of the USF Libraries' goals and objectives. Membership is granted to the *institution* in recognition of their libraries' contributions to the scholarly environment in several dimensions: breadth and quality of collections and services; leadership in the profession and across the institution; and innovation. The institution's profile is another important component of the membership decision: ARL libraries support institutions emphasizing research and graduate instruction at the doctoral level.

The process of membership evaluates three primary criteria:

- similarity of the parent institution to existing ARL institutions;
- similarity of size as determined by a factor analysis of data describing the library's collections, staffing, and financial support; and
- collections of distinction.

The ARL Investment Index is used to benchmark the library's fitness for a more comprehensive assessment of its qualification for ARL membership. It is the gateway.

ARL Investment Index

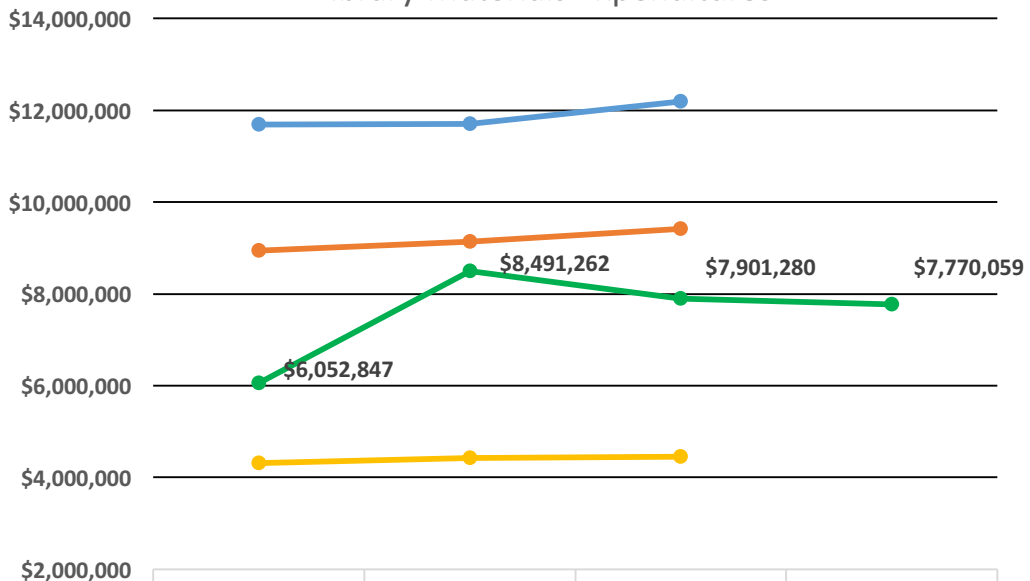|	FY12-13	FY13-14	FY14-15
ARL Median	-0.266	-0.300	-0.325
Q1 = ARL Threshold	-0.628	-0.605	-0.599
USF	-1.099	-0.864	-0.970
Q0 = Low Value	-1.225	-1.130	-1.183

The Investment Index is derived through principle component analysis of four variables. The values for those variables for the ARL median, the Q1, USF, and the low value are contained in the following charts.

Total Library Expenditures
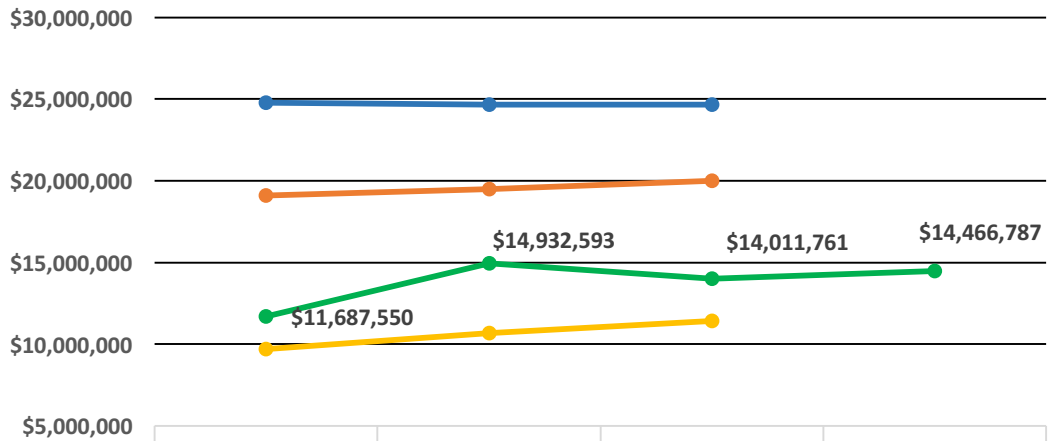
	FY12-13	FY13-14	FY14-15	FY15-16
ARL Median	$24,778,840	$24,659,123	$24,654,357	
Q1 = ARL Threshold	$19,113,612	$19,472,130	$19,981,849	
USF	$11,687,550	$14,932,593	$14,011,761	$14,466,787
Q0 = Low Value	$9,684,825	$10,665,380	$11,433,426	

Library Materials Expenditures

	FY12-13	FY13-14	FY14-15	FY15-16
ARL Median	$11,697,021	$11,708,485	$12,194,050	
Q1 = ARL Threshold	$8,938,129	$9,136,404	$9,413,172	
USF	$6,052,847	$8,491,262	$7,901,280	$7,770,059
Q0 = Low Value	$4,309,625	$4,425,542	$4,445,835	

Professional Staff Salaries
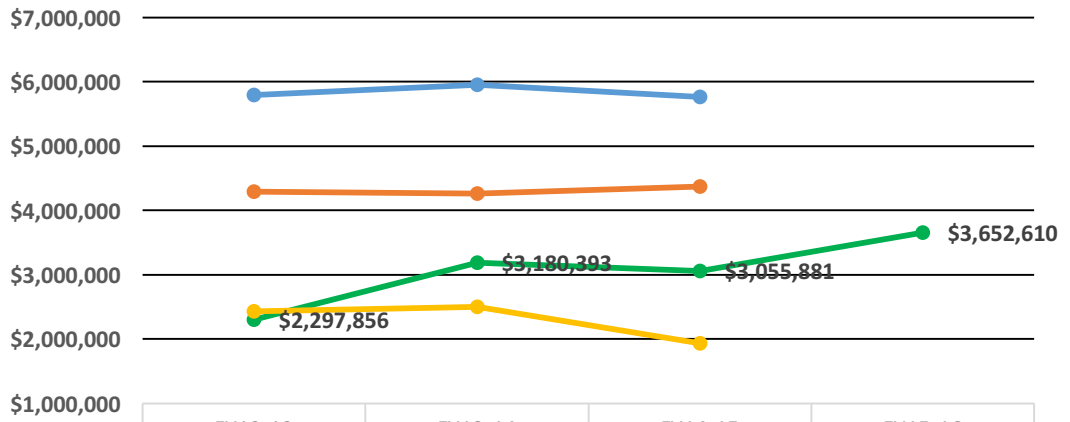
	FY12-13	FY13-14	FY14-15	FY15-16
ARL Median	$5,794,693	$5,951,659	$5,762,308	
Q1 = ARL Threshold	$4,292,430	$4,259,727	$4,373,126	
USF	$2,297,856	$3,180,393	$3,055,881	$3,652,610
Q0 = Low Value	$2,432,158	$2,503,379	$1,927,892	

Total Staff FTE
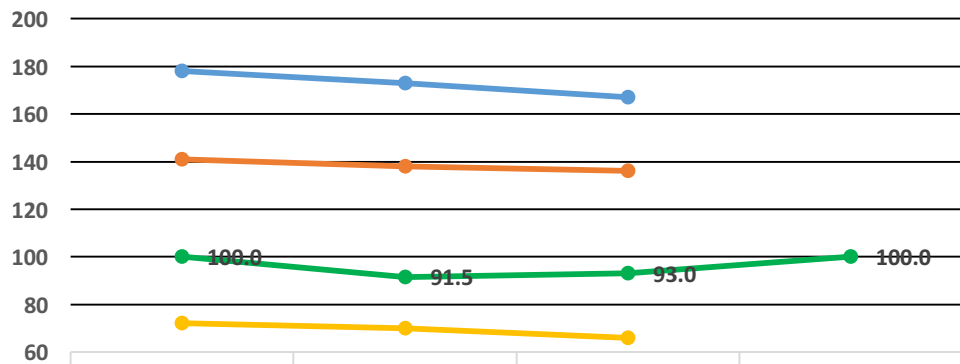
	FY12-13	FY13-14	FY14-15	FY15-16
ARL Median	178	173	167	
Q1 = ARL Threshold	141	138	136	
USF	100.0	91.5	93.0	100.0
Q0 = Low Value	72	70	66	

Select Rankings for the ARL investment Index, 2014-15

Rank Order	Institution Name	Index Score
5	MICHIGAN	2.491
6	CALIFORNIA, BERKELEY	2.334
11	CALIFORNIA, LOS ANGELES	1.440
12	TEXAS	1.308
13	TEXAS A&M	1.187
14	ILLINOIS, URBANA	1.066
15	OHIO STATE	1.055
16	PENN STATE	1.005
17	WASHINGTON	0.996
22	MINNESOTA	0.782
23	NORTH CAROLINA	0.624
24	WISCONSIN	0.560
25	RUTGERS	0.489
26	INDIANA	0.467
29	VIRGINIA	0.332
32	MICHIGAN STATE	0.284
33	PITTSBURGH	0.277
34	IOWA	0.272
37	ARIZONA	0.051
38	FLORIDA	0.021
40	MARYLAND	-0.022
44	PURDUE	-0.121
47	CALIFORNIA, SAN DIEGO	-0.144
59	COLORADO	-0.347
69	KANSAS	-0.485
74	IOWA STATE	-0.509
79	CALIFORNIA, IRVINE	-0.540
82	SUNY-BUFFALO	-0.566
86	CALIFORNIA, DAVIS	-0.601
89	OREGON	-0.630
91	FLORIDA STATE	-0.656
96	MISSOURI	-0.748
97	CALIFORNIA, SANTA BARBARA	-0.756
102	SUNY-STONY BROOK	-0.885
103	GEORGIA TECH	-0.896
105	GUELPH	-0.968
	USF	**-0.970**
106	AUBURN	-0.998

All of the public AAU institutions listed in the "AAU Book" host ARL libraries. This table provides a rank order list of those institutions with their Investment Index Score. Two exceptions border USF and are depicted in red text – Guelph and Auburn. Neither are AAU institutions but they were listed because they fall immediately before and after USF if we were admitted today.

The University of Florida and Florida State University are shaded for the reader's convenience.

In the following tables, the lists focus on the "ARL Threshold" (Q1) value for each of the variables used to calculate the Investment Index. As in the case of the index score list, the institutions immediately bordering USF if we were to be admitted today are set off in red text. They are not public AAU institutions.

The variable coefficient values are based on the 2014-15 formula (most recent available).

Total Library Expenditures		
38	FLORIDA	$30,616,195
87	OREGON	$19,832,936
92	FLORIDA STATE	$18,919,092
93	CALIFORNIA, SANTA BARBARA	$18,878,604
96	MISSOURI	$18,008,581
103	GEORGIA TECH	$15,282,308
104	SUNY-STONY BROOK	$14,762,121
105	GUELPH	$14,148,537
	USF	$14,011,761
106	WASHINGTON STATE	$13,712,288

Q1 = $19,981,849

UF is above the Q1 value for this variable but it is included for context.

Expenditures on library materials and salaries (variables 2 and 3 respectively) are added to the values in this variable.

Variable coefficient = 0.816

Library Materials Expenditures		
43	FLORIDA	$13,188,421
83	FLORIDA STATE	$9,445,719
91	CALIFORNIA, SAN DIEGO	$9,120,403
96	SUNY-STONY BROOK	$8,680,624
97	MISSOURI	$8,609,587
101	GEORGIA TECH	$7,920,323
	USF	$7,901,280
102	MASSACHUSETTS	$7,808,596
112	CALIFORNIA, SANTA BARBARA	$5,478,374

Q1 = $9,413,172

UF and FSU are above the Q1 value for this variable, but are included for context.

Variable coefficient = 0.119

Professional Staff Salaries		
45	FLORIDA	$6,388,416
64	FLORIDA STATE	$5,472,746
88	COLORADO	$4,321,599
96	CALIFORNIA, SANTA BARBARA	$3,932,503
99	GEORGIA TECH	$3,676,120
105	MISSOURI	$3,476,085
109	IOWA STATE	$3,185,084
	USF	$3,055,881
110	OHIO	$2,880,484

Q1 = $4,373,126

UF and FSU are above the Q1 value for this variable but are included for context.

Variable coefficient = 0.074

Total Staff FTE		
26	FLORIDA	269
67	FLORIDA STATE	163
94	SUNY-BUFFALO	126
105	GEORGIA TECH	108
106	SOUTHERN ILLINOIS	100
	USF	**93**
107	SUNY-ALBANY	92
111	SUNY-STONY BROOK	81

Q1 = 136

UF and FSU are above the Q1 value for this variable but are included for context.

Variable coefficient is not meaningful.

STRATEGIC GOALS, 2018-2023

FORTHCOMING SUMMER 2017