

REDEFINING TRADITION FOR
TODAY'S LIBRARY
ANNUAL REPORT 2019-20



UNIVERSITY of
SOUTH FLORIDA
Libraries

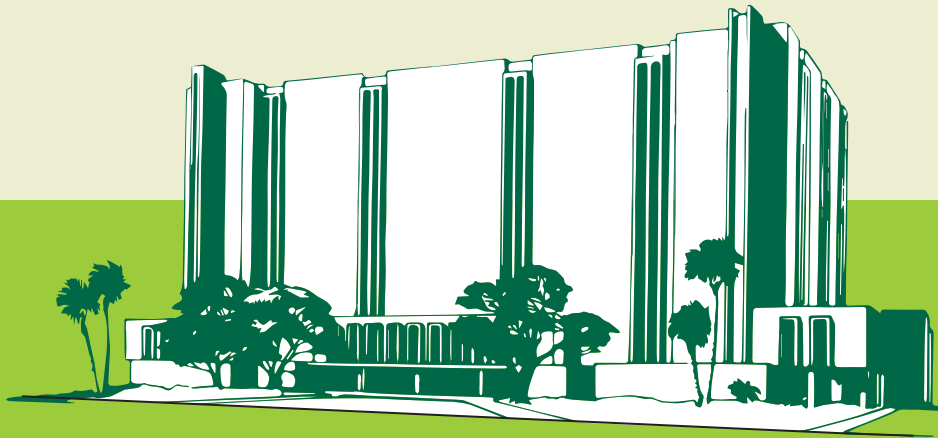




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ABOUT THE USF LIBRARIES

“Bricks, books, and brains, these are the sine qua non of good library service. Nor can any one of these factors be neglected. No one or two of these ingredients will give good library service. It takes all three.”

*-Elliott Hardaway,
USF Director of the Library, 1957*

At the inception of the University of South Florida, founding president John Allen considered the Library “the heart of the University.” Reflecting this view, Allen’s first academic staff appointment was library director Elliott Hardaway, whose philosophy was grounded in provision of high-quality library service. Today, the USF Libraries are actively building upon Hardaway’s foundation of service by blending the best of the profession’s traditional practices with innovative and emerging service models.

“Bricks, books, and brains” are the core ingredients of the Libraries’ emphasis on creation, curation, and collaboration, and are the essential first steps in transforming into the data-rich institution that faculty, students, and the community expect in 2020. We are transforming traditional collections and service models to evolve from providers of knowledge into active partners in research and teaching. By building distinctive, deeply-curated research collections and providing USF students and faculty with the tools they need to succeed, we redefine the traditional library to become today’s library: the best research library for USF.

In January 2020, we established the Environment and Natural History Collection in response to the growing urgency in the USF community for resources to fuel translational research concerning the environment. This collection will take form as we incorporate over 20 existing collections into one expansive collection, a “meta-collection,” wherein legacy print collections will join data collections, analytical tools, and subject expertise to become research tools to interrogate the past and design solutions for the future of our local and global environments. Through active curation, we will organize and contextualize collections in varying formats and transform our programming to offer more impactful support.

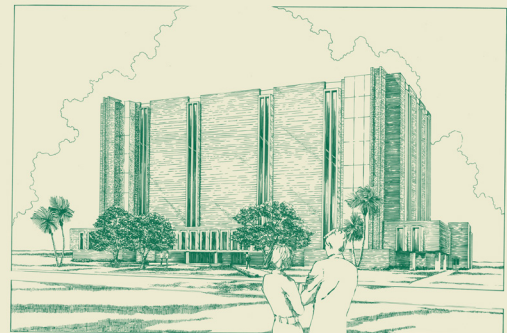
In a related initiative, our Library Student Success instruction team has formed a partnership with Undergraduate Research, to design and pilot a new curriculum of workshops

this summer (with official release slated Fall 2020). These workshops will deliver a suite of skills-based learning opportunities designed to supplement undergraduate curricula, and prepare students to be well-educated, highly skilled, and adaptable global citizens.

Maintaining our mission to ensure student success, our Textbook Affordability Project (TAP) has continued to deploy solutions that address the complex problem of educational cost. Since 2011, this small team has made sweeping advancements to combat the rapidly increasing costs of textbooks and course materials that ultimately prevent student success. The TAP team redefines traditional education course materials by working with faculty on textbook selections and providing cost awareness. Through their diligence, students have access to more affordable textbooks, demonstrating the value of the Libraries’ contributions to institutional goals.

At the time of this report, the University of South Florida is deeply invested in a process to consolidate our three independently accredited institutions (University of South Florida Tampa, University of South Florida St. Petersburg, and University of South Florida Sarasota-Manatee) by July 2020. Fortunately, consolidation under a single accreditation will only serve to strengthen the largely integrated USF Libraries (Tampa Library, Nelson Poynter Memorial Library at USFSP, and Library Services unit at USFSM), and our partnership with Shimberg Health Sciences Library is not impacted. Access to collections, technology, and facilities will remain unchanged; and we have been working to expand service portfolios, coordinate policies, and improve seamless online access (see Figs. 17 and 18).

Beginning in Summer 2019, the USF Libraries began working together to explore a consolidated Libraries faculty. Faculty groups were formed to rewrite faculty governance documents, including promotion and peer review documents, to best reflect the unique needs and identities of each of our geographically distributed USF Libraries. Through this process, our united Libraries will serve the needs of our University community under a shared vision.



ORGANIZATION

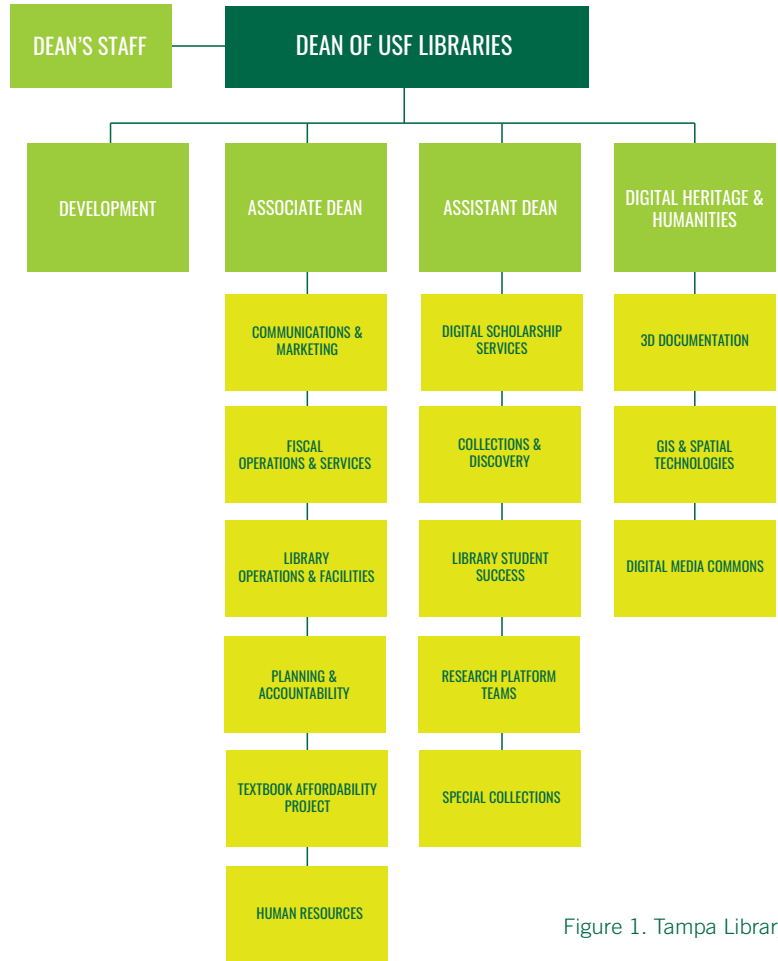


Figure 1. Tampa Library organizational chart.

Staffing Overview

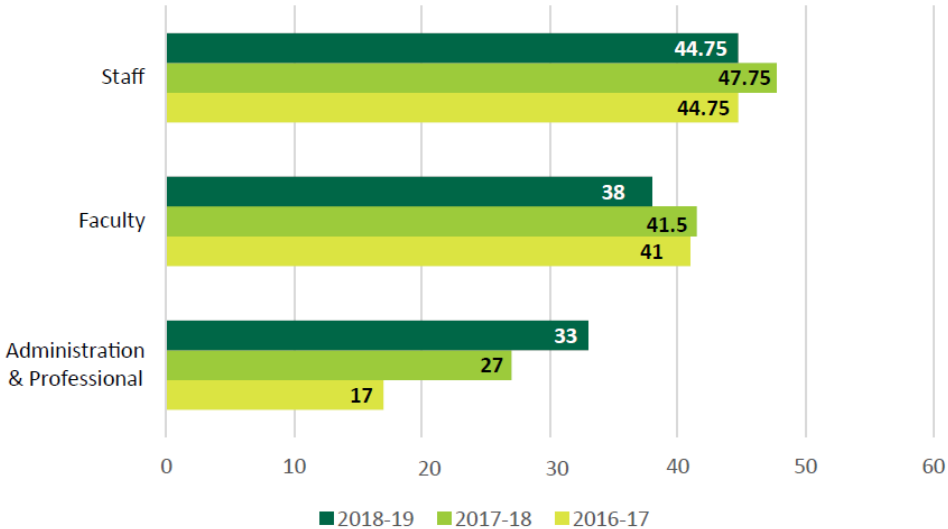


Figure 2. Staffing overview.

FINANCIAL OVERVIEW

In recognition of its importance as the gateway metric that anchors the Association of Research Libraries' (ARL) "Expenditure Focused Index," we begin with an overview of total library expenditures (TLE). Since 2015, we have employed a wide range of strategies to increase expenditure levels in support of high-quality collections and services.

Total Library Expenditures

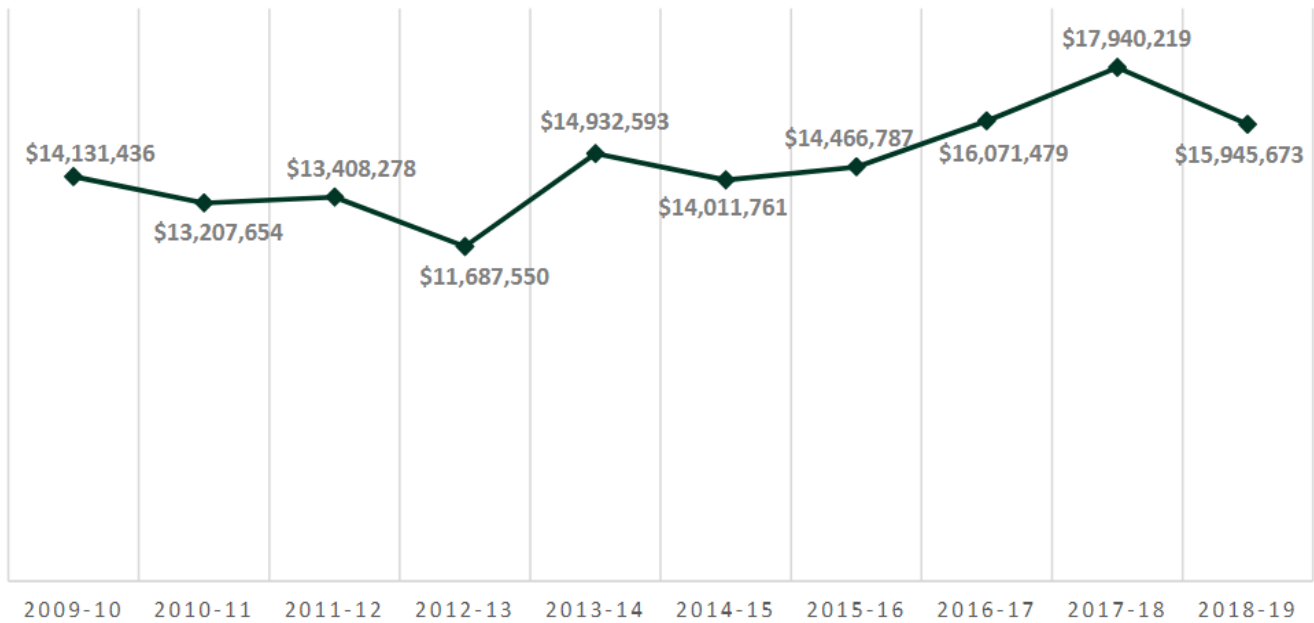


Figure 3. Total library expenditures, 2009-10 through 2018-19.



ALL SOURCE BUDGET EXPENDITURES FY20, \$14,509,721

Budget Expenditures

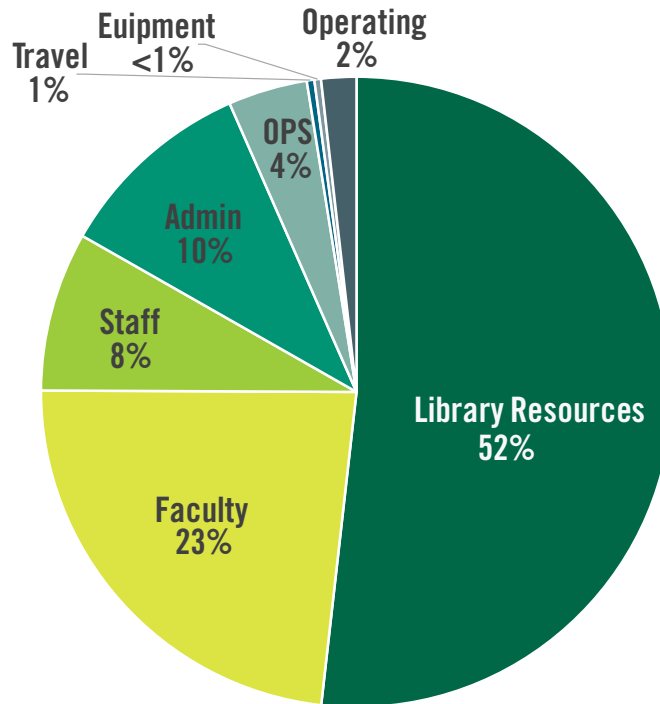


Figure 4. Budget expenditures.

Budget Sources

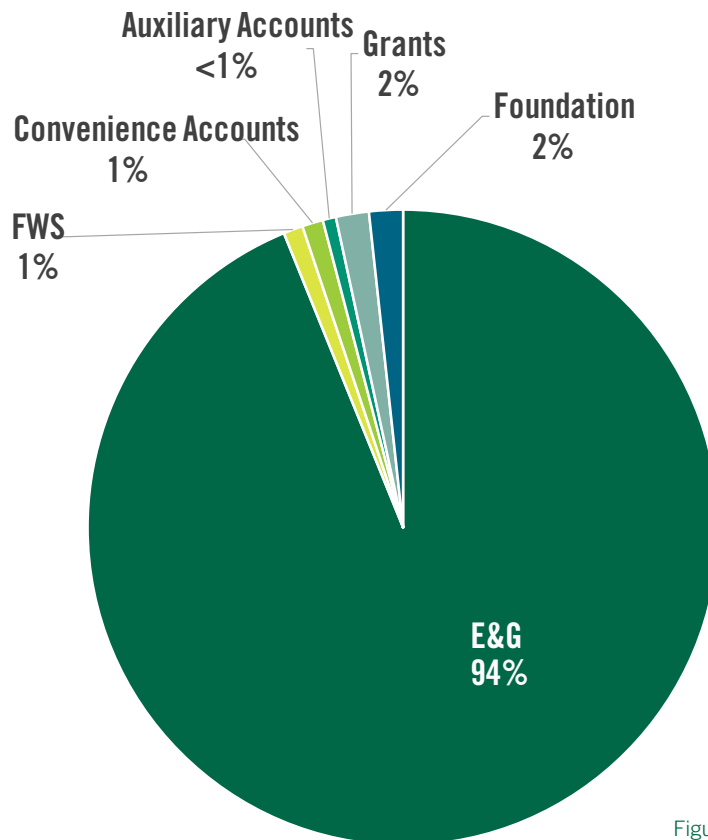


Figure 5. Budget sources.

MATERIALS EXPENDITURES

The following charts reflect the distribution of library materials expenditures by format for the period of 2015-16 through 2018-19.

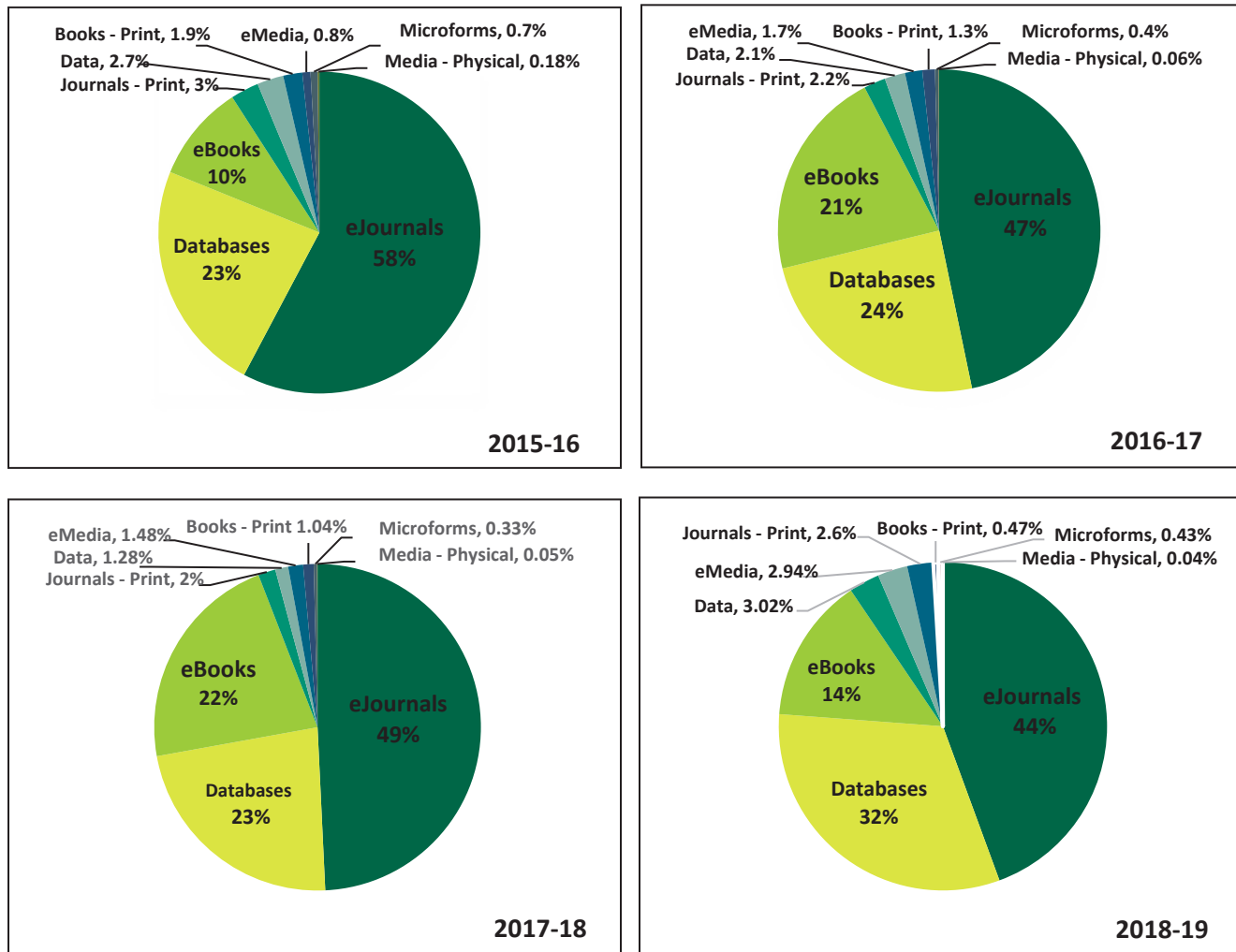


Figure 6. Library materials expenditures by format, four year trend.

Based on an examination of the period of 2015-16 to 2018-19 of library materials expenditures, 82% of the library's annual materials budget is used to continue subscriptions to databases, journals, data packages, microforms, and e-Media. The remaining 18% 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 collections of distinction and to build-out or establish new collections to support emerging areas of research.

CURRENT INITIATIVES



For decades, the University of South Florida Libraries have collaborated with scientists and scholars to acquire and archive collections that chronicle Florida's environmental history. Given the current challenges to our climate and state's environment, the value of these collections is at a premium.

Our commitment is reflected in such initiatives as "The Tampa Bay Estuary Project," a collection of oral histories by some of the bay's most prominent stewards, and "Audubon Florida," an archive of the majority of the organization's records that includes daily journals and statewide reports of Audubon wardens from 1900 to 1970. Recent acquisitions include the notes, drawings, and analyses of Robert Porter Allen, known as the savior of the whooping crane, and other materials such as the Zellwood Bird Reports, published by Halifax Audubon Society.

These collections are complemented by monographs, maps, photographs, printed ephemera, and oral histories relating to Florida's history and culture. Taken together, these materials make up our Environment and Natural History Collection and form a rich historic record stretching from the early 1900s to the present day.

Continuing efforts of curation, the Libraries are collaborating with prominent USF researchers to invite them to house their work here. One such individual is Professor Emeritus John Ogden, who retired after 22 years of service in Integrative Biology. Dr. Ogden is a marine scientist who has

studied coral reef ecosystems throughout the world including reefs surrounding Florida, the Caribbean, the Great Barrier Reef, and the Marshall Islands. During his travels, he maintained careful field notes and documented his research in over 40 binders of notes, slides, data, and narratives, with published papers attached. The Libraries have acquired Dr. Ogden's binders of extensive research, and are digitizing his collection, now designated the "Dr. John Ogden Caribbean and Coral Reef Collection," thereby making it available to the global public through our Digital Collections.

Through the "curation-intensive" collection strategy, the USF Libraries not only digitize, organize, and preserve these collections, but also deploy analytical tools and subject expertise to catalyze content dissemination through scholarly research, open-access journals, and publications; to create datasets, databases, and other data products; and to develop online exhibitions and virtual access pathways.

lib.usf.edu/fei

One example of our new collection strategy is the Florida COVID-19 Hub (<https://covid19-usflibrary.hub.arcgis.com/>), a resource guide to information concerning Florida's response to the pandemic, launched in March 2020.

The collection presents as a website, but it is much more, including digital collections of GIS and other data, mapping tools, news archives, and other related information that will serve as a firm foundation for the future students and faculty who will research this time in our state's history.

An indication of the current and potential value of this collection lies in the fact that within two weeks of launching, a \$25,000 gift to support the collection was awarded to the USF Libraries.

LIBRARY STUDENT SUCCESS (LSS) INSTRUCTION

In partnership with the Office of Undergraduate Research, our Library Student Success (LSS) librarians are working to update the more traditional and transactional library service model (see Fig. 7) with one that utilizes emerging methodologies and tools, and anticipates the skills students need to be successful (see Fig. 8). Collaborating with instructors and faculty, the LSS team will deliver a curriculum of workshops starting this Fall that enable faculty to employ High Impact Practices (HIPs) by improving student preparation.

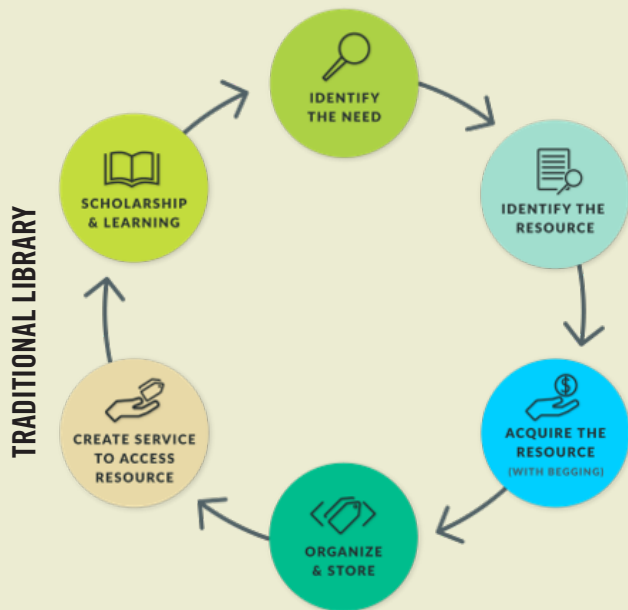


Figure 7. Traditional library.

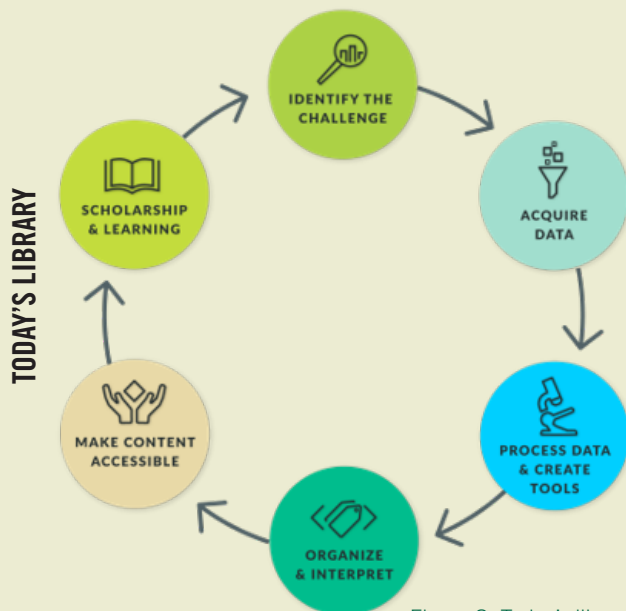


Figure 8. Today's library.

The workshops offered will focus on skill-based literacies, including evaluating information sources; interpreting graphics, tables, and charts; and discovering evidence for opposing claims. By enhancing our existing programming, we can further student learning and better prepare them for success throughout their lives.

We have gathered data that demonstrates a positive correlation between student success and interaction with library instruction. And while the library reaches only a very small portion of undergraduate students using our current instructional model, the new model presents the opportunity for the library to make an even bigger impact on a greater number of students.

90.1% of students who were enrolled during Fall 2019 and who attended a library instruction session during the Fall semester, persisted in their enrollment in Spring 2020.

94% of students who attended a library instruction session during the Fall 2019 semester earned all attempted credit hours.

lib.usf.edu/lssinstruction

TEXTBOOK AFFORDABILITY PROJECT (TAP)

USF Libraries are committed to helping students succeed through textbook affordability. College textbook costs have increased 183% since 1998*, which means our 5-person TAP team has a lot of work to do.

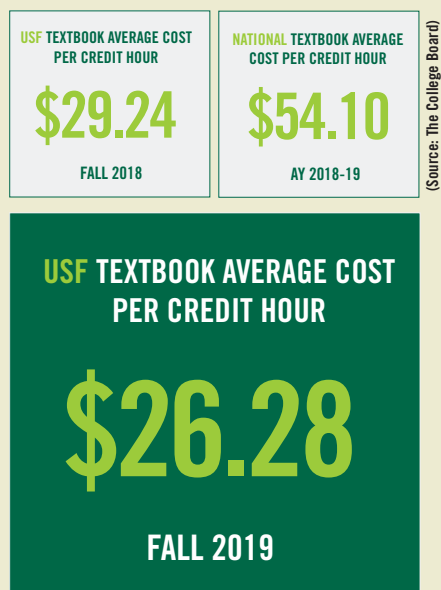


Figure 9. USF textbook average cost per credit hour.

USF student success is impacted by textbook costs, and the negative effects of high costs don't start and end with not being able to purchase required course materials. They continue to affect students' academic careers by limiting course selections and even resorting to illegal measures like downloading textbooks from predatory sites. TAP works with faculty and the bookstore in selecting and securing materials that save students money, ensure that books are on the shelves for the first day of class, students make more money during buybacks, and that there are more used books available for purchase.

By elevating faculty awareness and deploying many tools to build solutions to this complex problem, TAP has saved students over \$24 million (\$24,288,631) since 2010.

Textbook Recommendation Service

The goal of TAP's Textbook Recommendation Service is to analyze bookstore data and assist academic departments by researching and

recommending more affordable options each term. The USF Chemistry department attended a TAP event focused on recommendations for Open Education Resources (OER), and chose an OpenStax OER textbook suitable for all General Chemistry courses at USF. In Fall 2018, they officially switched from a \$322 textbook to the \$0 OpenStax textbook, which they have continued to use through Spring 2020, saving students \$3,310,804.

Ebooks for the Classroom+

Initially launched in 2009, the Ebooks for the Classroom+ Program acquires ebooks requested by faculty for their courses. Available at no cost to students, these ebooks are either required or recommended readings for a course. In April 2017, this program was incorporated into the Ebooks for the Classroom+ tool for enhanced content and usability, providing access to over 600,000 ebooks and allowing faculty to easily select a library-supplied ebook with little to no restrictions on use (printing, downloading, simultaneous usage). This results in zero cost to the students. The program saw a large increase in faculty participation during the Spring 2019 semester.

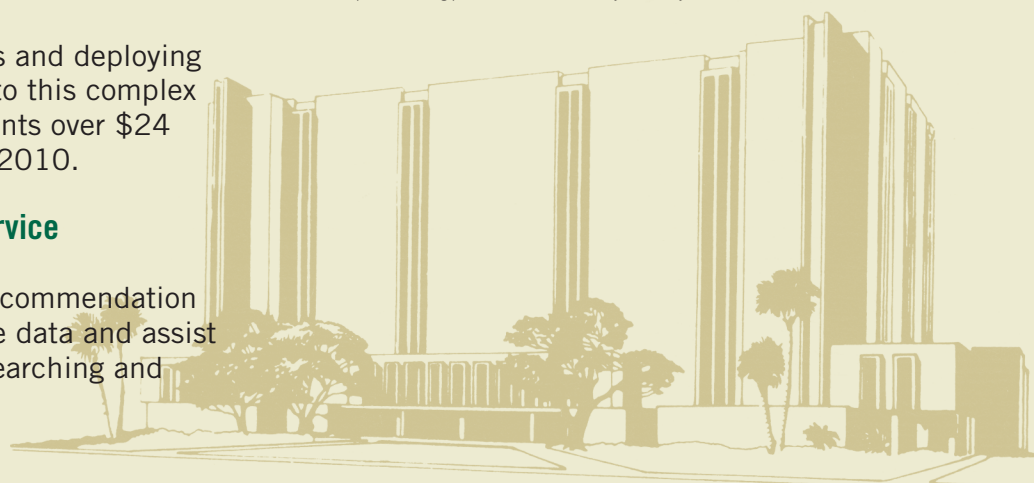
EB+ Academic Year 2018 – 2019 Savings

Course Semester	Library Cost	Enrollment	Cost Benefit
Fall 2018	\$12,327	4,619	\$258,894
Spring 2019	\$17,761	7,424	\$445,207
	\$30,088	12,043	\$704,101

Table 1. eBooks+ AY 2018-19 savings.

tap.usf.edu

* (Source: "Chart of the Century" by Mark J. Perry from *Carpe Diem*, American Enterprise Institute. <http://www.aei.org/publication/chart-of-the-day-or-century-2/>)



COLLECTIONS PROFILE & SERVICE PORTFOLIO

GENERAL COLLECTIONS

Collections Profile, FY 2018-19	Tampa	Shimberg	Totals
Monographs Titles (all formats)	2,726,928	21,092	2,748,020
Monographs Volumes (print + eBooks)	2,338,436	116,441	2,454,877
Microforms	892,480	0	892,480
eBooks	860,883	4,502	865,385
eJournals (titles)	60,063	4,669	64,732
Media (physical)	52,637	63	52,700
Media (electronic)	37,070	2	37,072
Databases	920	19	939
Print Journals (titles)	351	0	351

Table 2. Collections profile, FY 2018-19.

NOTABLE SPECIAL COLLECTIONS

Florida Environment and Natural History:

Expanding research collection of distinction that includes primary and secondary source materials concerning ornithological research, marine and coral research, karst environments, and conservation and environmental remediation resources

Florida Studies: Extensive collections covering the Tampa Bay region, with particular strengths in women's history, local and family history, and the Ybor City experience

Children's and Young Adult Literature: Over 24,000 items exploring historical and contemporary children's and young adult literature

LGBTQ: Monographic, serial, and archival collections capturing the global LGBTQ experience, with an emphasis on LGBTQ culture, history, politics, and community relations throughout Tampa Bay

USF University Archives: Physical and digital records documenting the administrative and intellectual history of the University of South Florida

NEW NOTABLE ACQUISITIONS

Florida Environment and Natural History: Audubon Corkscrew Swamp Sanctuary records; the Dr. John Ogden Caribbean

and Coral Reef Collection, donated by USF Integrative Biology Professor Emeritus John Ogden, PhD

Florida Studies: Altrusa International of Tampa Bay Inc. records; Oral History interview of Beatrice Giunta, Victoria Guinta, and Sara Guinta Rametta; American Association of University Women (Tampa Branch) accrual

Children's and Young Adult Literature:

250-volume set of classic children's books from the early 20th century

LGBTQ: Lesbian sleuth (detective crime) novels donated by the USF Office of Multicultural Affairs

USF University Archive: Oral history interview of USF President Judy Genshaft; USF Women's Club accrual (2014-2017)

SERVICE PORTFOLIO

The USF Libraries possess a varied and rapidly evolving service portfolio that is delivered by organizational entities defined primarily by their target audience. In the following overview, services accompanied by a date will be launched or expanded by that designation; all other services are currently deployed.

Library Student Success Department (Focus: Undergraduate Students)

Research Consultations
Reference Assistance
Instruction Sessions
Assignment Planning and Development
Create/Maintain Instructional Materials
Video/Module Content Design
Research Guide Design
Citation Management Support
Collection Development Referrals
Library Orientations
Curriculum/Collection Integration (AY 2020-21)

Research Platform Teams (Focus: Graduate Students and Faculty)

Research Collaboration
Teach Credit-Bearing Courses
Grant Support
Subject Expertise (Masters Level+)
Data Analytics and Statistics (Fall 2021)
AR/VR Design
3D Visualization
Research Workshops
GIS and Spatial Analytics (Expanding AY 2019-20, AY 2021-22)

Special Collections (Focus: Students, Faculty, and Community)

Primary Source Materials
Rare Materials
Research Assistance
Primary Source Material Instruction
Archives and Records Management

Digital Scholarship Services (Focus: Graduate Students and Faculty)

Scholarly Communications/Repository Services
Copyright /IP Services (Expanding AY 2022-23)
OA Publishing and Textbooks
Conference Hosting Platform
Data Management (Expanding AY 2019-20)
Digitization/Content Reformatting
Research Programming (AY 2021-22)
Citation Impact Services (AY 2020-21)
Infographic/Graphic Design (AY 2021-22)
Copyediting (AY 2022-23)
Web Services for Grant-Funded Research (AY 2022-23)

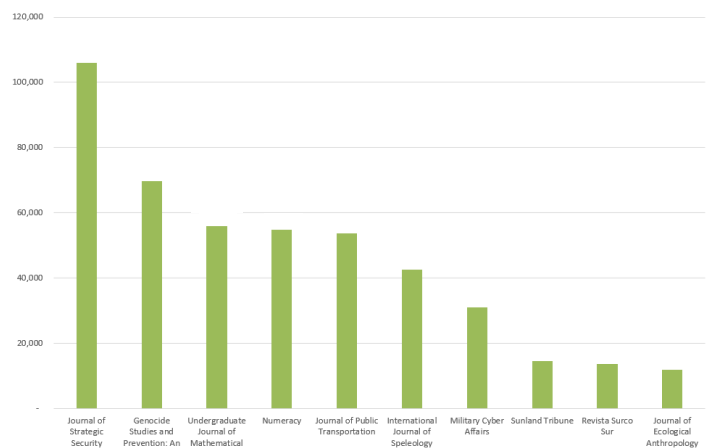
Collections & Discovery Services (Focus: Students, Faculty, and Community)

Collection Acquisition/Management
Metadata and Linked Data Services
Resource Sharing/ILL

JOURNAL PERFORMANCE SPOTLIGHT

The USF Libraries hosts over 20 open access journals. Open access journals allow researchers across the world 24/7 access to research that has traditionally been kept behind a subscription firewall or limited to a few physical print copies. Many of our journals are peer-reviewed, keeping to the same quality standards as traditional journals. Subject matter is varied, ranging from geology to homeland security to the humanities. Please visit Scholar Commons, USF's institutional repository, to view all of our journals.

Top Ten Scholar Commons Journals By Use (July 1, 2019 - March 17, 2020)



Title	Total
Journal of Strategic Security	105,907
Genocide Studies and Prevention: An International Journal	69,710
Undergraduate Journal of Mathematical Modeling: One + Two	55,977
Numeracy	54,863
Journal of Public Transportation	53,638
International Journal of Speleology	42,588
Military Cyber Affairs	31,074
Sunland Tribune	14,459
Revista Surco Sur	13,590
Journal of Ecological Anthropology	11,802

Figure 10. Top-ten Scholar Commons journals.

scholarcommons.usf.edu/journals.html

AREA OF EFFORT FOR 2020

Last year, the USF Tampa Library began mapping faculty assignments to the following 10 areas of effort, each of which correlates to one or more of the Preeminence, PBF, and AAU measures:

- AE-1: Enhance undergraduate success
- AE-2: Enhance graduate student success
- AE-3: Advance faculty/graduate student research productivity
- AE-4: Advance faculty/graduate student research impact
- AE-5: Establish and/or maintain research-level collections
- AE-6: Increase external funding
- AE-7: Improve operational efficiencies & productivity
- AE-8: Improve library impact and visibility
- AE-9: Improve profession by participating in university governance or professional service
- AE-10: Unspecified duties

Below is a chart with the areas of effort for all of the Tampa Library faculty:

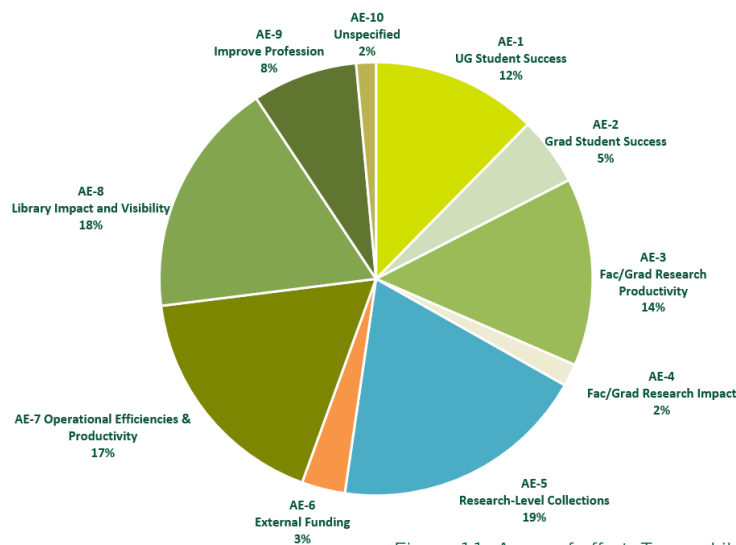


Figure 11. Areas of effort, Tampa Library faculty, 2019.

The three largest areas of effort are AE-5 (Research-level Collections: 19%), AE-7 (Operational Efficiencies & Productivity: 17%), and AE-8 (Library Impact and Visibility: 18%)—closely followed by AE-1 (Undergraduate Student Success: 12%) and AE-3 (Faculty/Graduate Student Research Productivity: 14%).

Establishing and maintaining research collections is nearly 1/3 of the library faculty's focus, which includes not just the extensive collections we purchase, but the collections we create, such as Scholar Commons and Digital Collections. AE-8 includes, among other things, library faculty research which averages 18% of their effort. Operational efficiencies (AE-7) reflect our efforts to making the library run as efficiently as possible in servicing both our collections and the community.

PROGRESS TOWARD ARL MEMBERSHIP

Membership in the Association of Research Libraries (ARL) 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 doctoral level graduate instruction.

The ARL Investment Index is used to benchmark the libraries' fitness for a more comprehensive assessment of its qualification for ARL membership. It is the gateway. As the 125th and most recent ARL member, Virginia Commonwealth University (VCU) has been added to the analysis.

ARL Investment Index

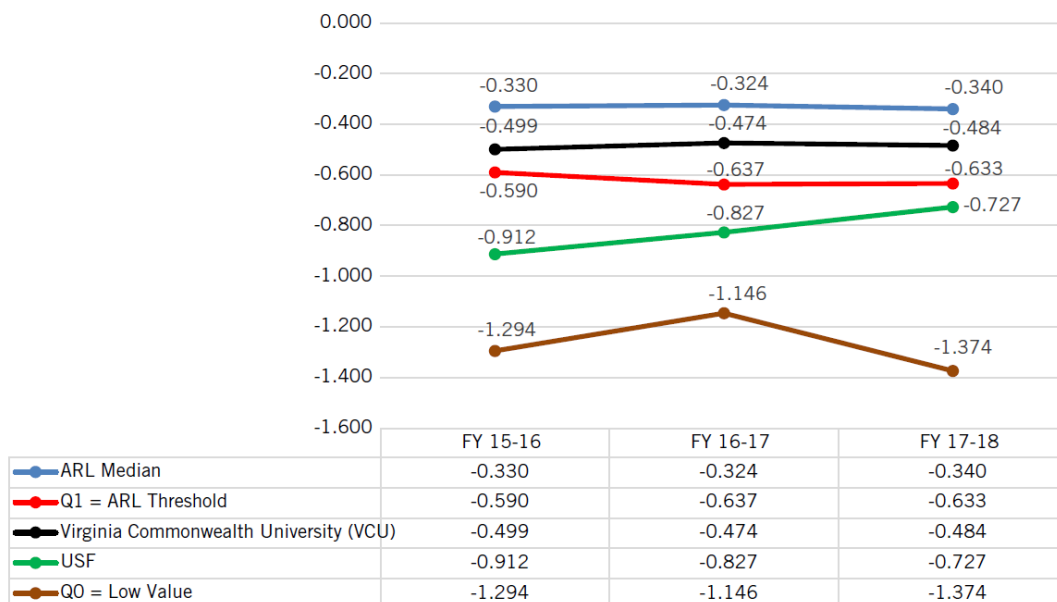
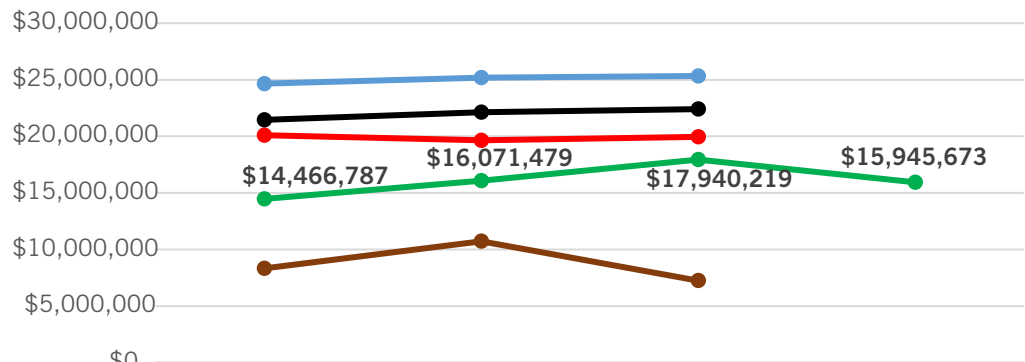


Figure 12. ARL Investment Index, three-year trend.



The Investment Index is derived through principal component analysis of four variables. The values for those variables for the ARL median, the Q1, VCU, USF, and the low value are contained in the following charts. Please note: Data from 2017-18 variables are the most recent available; 2018-19 data for USF are provided to suggest future directions.

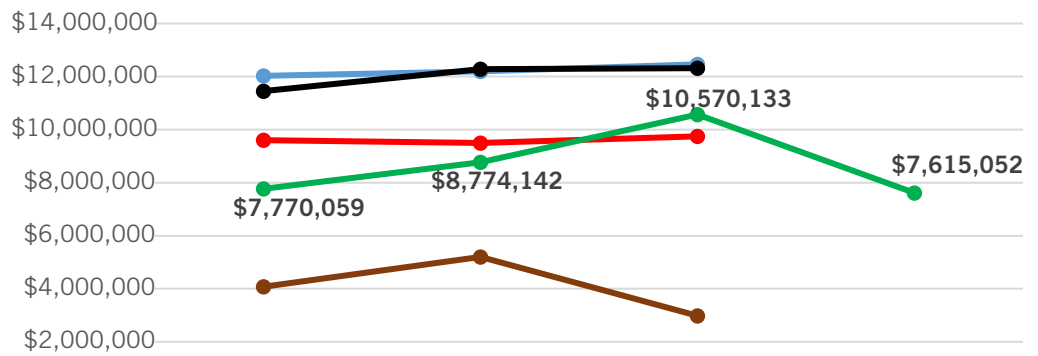
Total Library Expenditures



	FY15-16	FY16-17	FY17-18	FY18-19
ARL Median	\$24,656,393	\$25,172,722	\$25,332,851	
Q1 = ARL Threshold	\$20,097,195	\$19,648,421	\$19,959,703	
Virginia Commonwealth University (VCU)	\$21,454,196	\$22,129,093	\$22,401,436	
USF	\$14,466,787	\$16,071,479	\$17,940,219	\$15,945,673
Q0 = Low Value	\$8,333,150	\$10,718,232	\$7,236,498	

Figure 13. Total library expenditures.

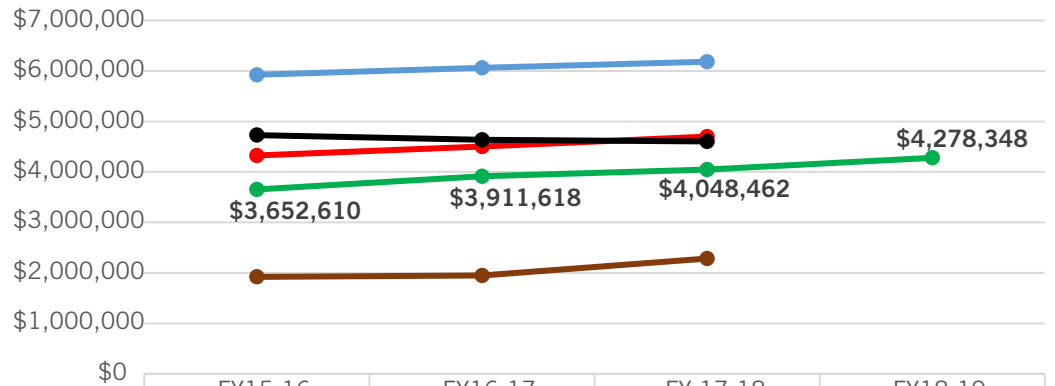
Library Materials Expenditures



	FY15-16	FY16-17	FY 17-18	FY18-19
ARL Median	\$12,027,529	\$12,191,475	\$12,460,870	
Q1 = ARL Threshold	\$9,599,637	\$9,497,486	\$9,746,375	
Virginia Commonwealth University (VCU)	\$11,451,792	\$12,284,652	\$12,316,292	
USF	\$7,770,059	\$8,774,142	\$10,570,133	\$7,615,052
Q0 = Low Value	\$4,072,356	\$5,201,050	\$2,983,157	

Figure 14. Library materials expenditures.

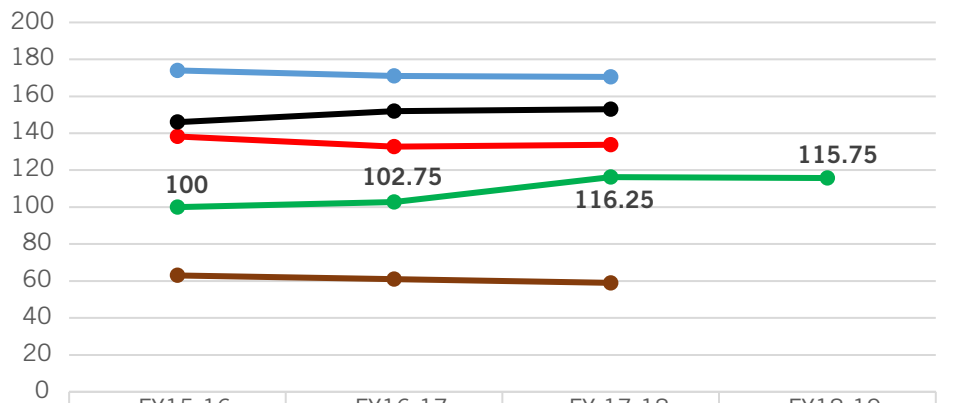
Professional Staff Salaries



	FY15-16	FY16-17	FY 17-18	FY18-19
ARL Median	\$5,924,090	\$6,062,786	\$6,182,002	
Q1 = ARL Threshold	\$4,325,291	\$4,502,197	\$4,699,239	
Virginia Commonwealth University (VCU)	\$4,727,800	\$4,635,334	\$4,603,260	
USF	\$3,652,610	\$3,911,618	\$4,048,462	\$4,278,348
Q0 = Low Value	\$1,920,094	\$1,948,509	\$2,283,311	

Figure 15. Professional staff salaries.

Total Professional & Support Staff FTE



	FY15-16	FY16-17	FY 17-18	FY18-19
ARL Median	174	171	171	
Q1 = ARL Threshold	138	133	134	
Virginia Commonwealth University (VCU)	146	152	153	
USF	100	102.75	116.25	115.75
Q0 = Low Value	63	61	59	

Figure 16. Total professional and support staff FTE.

SELECT RANKINGS FOR THE ARL INVESTMENT INDEX

2017-18

Rank Order	Institution name	Index Score	
5	MICHIGAN	2.1898	
8	CALIFORNIA, BERKELEY	1.5874	
9	CALIFORNIA, LOS ANGELES	1.5071	
10	PENNSYLVANIA STATE	1.4510	
12	TEXAS	1.3058	
13	TEXAS A&M	1.3014	
15	ILLINOIS, URBANA	1.1434	
20	OHIO STATE	0.9053	
21	WASHINGTON	0.8908	
22	VIRGINIA	0.7773	
23	MINNESOTA	0.6968	
25	INDIANA	0.5179	
26	RUTGERS	0.4818	
27	NORTH CAROLINA	0.4783	
28	MICHIGAN STATE	0.4189	
30	IOWA	0.2806	
31	WISCONSIN	0.2306	
35	PITTSBURGH	0.1485	
=	39	FLORIDA	0.0473
	40	ARIZONA	0.0343
	41	CALIFORNIA, SAN DIEGO	-0.0124
	45	MARYLAND	-0.0721
	48	PURDUE	-0.1018
+4	56	COLORADO	-0.3030
	71	VIRGINIA COMMONWEALTH UNIVERSITY (VCU)	-0.4839
	76	CALIFORNIA, IRVINE	-0.5018
	77	CALIFORNIA, DAVIS	-0.5327
	78	IOWA STATE	-0.5332
	81	SUNY-BUFFALO	-0.5501
-2	82	FLORIDA STATE	-0.5651
	83	KANSAS	-0.5779
	94	CALIFORNIA, SANTA BARBARA	-0.7202
+11		USF	-0.7266
	95	ILLINOIS, CHICAGO	-0.7317
	97	OREGON	-0.7513
	98	GEORGIA TECH	-0.7699
	100	MISSOURI	-0.7926
	104	SUNY-STONY BROOK	-0.8517

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. Institutions depicted in red text are not AAU institutions but are included for context.

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, Institutions in red text are not public AAU institutions. The variable coefficient values are based on the 2017-18 formula.

Table 3. Select rankings for the ARL Investment Index, 2017-18.

Total Library Expenditures		
38	FLORIDA	\$32,827,409
75	VCU	\$22,401,436
83	FLORIDA STATE	\$20,831,074
95	ILLINOIS, CHICAGO	\$18,605,829
96	OREGON	\$18,598,047
	USF	\$17,940,219
97	LOUISVILLE	\$17,817,610
98	GEORGIA TECH	\$17,680,803
105	SUNY-STONY BROOK	\$15,327,292

Q1 = \$19,959,703

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

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

Variable coefficient = 0.802

Library Materials Expenditures		
45	FLORIDA	\$13,820,695
60	VCU	\$12,316,292
76	FLORIDA STATE	\$10,652,587
	USF	\$10,570,133
77	YORK	\$10,480,778
89	CALIFORNIA, IRVINE	\$9,669,722
94	SUNY-STONY BROOK	\$9,019,022
95	GEORGIA TECH	\$8,981,822

Q1 = \$9,746,375

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

Variable coefficient = 0.136

Professional Staff Salaries		
47	FLORIDA	\$6,777,901
58	FLORIDA STATE	\$6,198,225
92	VCU	\$4,603,260
98	CALIFORNIA, SANTA BARBARA	\$4,275,057
99	CALIFORNIA, RIVERSIDE	\$4,271,796
	USF	\$4,048,462
100	QUEEN'S	\$3,920,434
102	GEORGIA TECH	\$3,890,828

Q1 = \$4,699,239

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

Variable coefficient = 0.070

Professional & Support Staff FTE		
27	FLORIDA	271
50	FLORIDA STATE	182
73	VCU	153
94	IOWA STATE	120
	USF	116.25
95	LOUISIANA STATE	116
112	SUNY-STONY BROOK	82

Q1 = 134

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

Variable coefficient is not meaningful.

PRE- & POST-CONSOLIDATION PROJECTIONS

Pre-Consolidation Projections

TOTAL LIBRARY EXPENDITURES COMPARISON	USF (TAMPA)	FLORIDA PUBLIC RESEARCH UNIVERSITIES		TOTAL LIBRARY EXPENDITURES
		ARL YEAR	2017-18 FY	
	PUBLIC AAU	University of Florida	1956	\$32,827,409
	FLORIDA PUBLIC RESEARCH UNIVERSITIES	Florida State University	1962	\$20,831,074
		University of South Florida	N/A	\$17,940,219
		Florida International University	N/A	\$17,290,517
		University of Central Florida	N/A	\$15,324,123
		Florida Atlantic University	N/A	\$8,390,098

PUBLIC AAU INSTITUTION	ARL (1932)	TOTAL LIBRARY EXPENDITURES 2017-18 FY
University of Michigan	1932	\$71,249,875
University of California, Los Angeles	1937	\$59,966,729
University of California, Berkeley	1932	\$58,789,073
Pennsylvania State University	1962	\$57,471,947
University of Texas at Austin	1932	\$54,691,065
Texas A&M University	1962	\$53,326,289
University of Illinois at Urbana-Champaign	1932	\$52,646,302
Ohio State University	1932	\$48,201,137
University of Washington	1932	\$47,389,161
University of Virginia	1932	\$46,209,907
University of Minnesota	1932	\$43,361,552
Rutgers University-New Brunswick	1956	\$41,362,397
University of North Carolina at Chapel Hill	1932	\$40,660,526
Indiana University Bloomington	1932	\$40,135,018
Michigan State University	1956	\$38,375,475
University of Wisconsin-Madison	1932	\$35,453,700
University of Iowa	1932	\$35,162,544

PUBLIC AAU INSTITUTION	ARL (1932)	TOTAL LIBRARY EXPENDITURES 2017-18 FY
University of Pittsburgh	1962	\$33,248,865
University of Florida	1956	\$32,827,409
University of California, San Diego	1973	\$32,135,690
University of Arizona	1967	\$31,962,863
University of Maryland, College Park	1962	\$29,881,576
Purdue University	1956	\$28,987,529
University of Colorado Boulder	1964	\$25,587,229
University of California, Irvine	1981	\$22,740,672
University of California, Davis	1969	\$21,951,752
Iowa State University	1932	\$21,501,123
University of Kansas	1932	\$21,437,606
University at Buffalo - SUNY	1967	\$21,107,082
University of California, Santa Barbara	1973	\$19,953,337
University of Oregon	1962	\$18,598,047
University of South Florida	N/A	\$17,940,219
Georgia Institute of Technology	1983	\$17,680,803
University of Missouri	1932	\$16,943,630
Stony Brook University - SUNY	1975	\$15,327,292

Figure 17. Pre-consolidation projections.

Post-Consolidation Projections

TOTAL LIBRARY EXPENDITURES COMPARISON	USF (ALL CAMPUSES)	FLORIDA PUBLIC RESEARCH UNIVERSITIES		TOTAL LIBRARY EXPENDITURES
		ARL YEAR	2017-18 FY	
	PUBLIC AAU	University of Florida	1956	\$32,827,409
	FLORIDA PUBLIC RESEARCH UNIVERSITIES	University of South Florida	N/A	\$20,927,657
		Florida State University	1962	\$20,831,074
		Florida International University	N/A	\$17,290,517
		University of Central Florida	N/A	\$15,324,123
		Florida Atlantic University	N/A	\$8,390,098

PUBLIC AAU INSTITUTION	ARL (1932)	TOTAL LIBRARY EXPENDITURES 2017-18 FY
University of Michigan	1932	\$71,249,875
University of California, Los Angeles	1937	\$59,966,729
University of California, Berkeley	1932	\$58,789,073
Pennsylvania State University	1962	\$57,471,947
University of Texas at Austin	1932	\$54,691,065
Texas A&M University	1962	\$53,326,289
University of Illinois at Urbana-Champaign	1932	\$52,646,302
Ohio State University	1932	\$48,201,137
University of Washington	1932	\$47,389,161
University of Virginia	1932	\$46,209,907
University of Minnesota	1932	\$43,361,552
Rutgers University-New Brunswick	1956	\$41,362,397
University of North Carolina at Chapel Hill	1932	\$40,660,526
Indiana University Bloomington	1932	\$40,135,018
Michigan State University	1956	\$38,375,475
University of Wisconsin-Madison	1932	\$35,453,700
University of Iowa	1932	\$35,162,544

PUBLIC AAU INSTITUTION	ARL (1932)	TOTAL LIBRARY EXPENDITURES 2017-18 FY
University of Pittsburgh	1962	\$33,248,865
University of Florida	1956	\$32,827,409
University of California, San Diego	1973	\$32,135,690
University of Arizona	1967	\$31,962,863
University of Maryland, College Park	1962	\$29,881,576
Purdue University	1956	\$28,987,529
University of Colorado Boulder	1964	\$25,587,229
University of California, Irvine	1981	\$22,740,672
University of California, Davis	1969	\$21,951,752
Iowa State University	1932	\$21,501,123
University of Kansas	1932	\$21,437,606
University at Buffalo - SUNY	1967	\$21,107,082
University of South Florida	N/A	\$20,927,657
University of California, Santa Barbara	1973	\$19,953,337
University of Oregon	1962	\$18,598,047
Georgia Institute of Technology	1983	\$17,680,803
University of Missouri	1932	\$16,943,630
Stony Brook University - SUNY	1975	\$15,327,292

Figure 18. Post-consolidation projections.

RISKS

RISK 1: FLAT/REDUCED RESOURCING

Over 50% of the budget allocated to the USF Libraries supports acquisition of or access to electronic resources that are essential for faculty productivity and faculty and student success. Unavoidable, contractually obligated cost increases occur annually (typically 4.3 - 5.7%). Flat/ reduced resourcing has traditionally been managed by internal personnel reductions in lieu of cuts to library resources. A different utility service model for managing cost increases should be employed to avoid future risk to the libraries' contributions, as well as our charge to achieve eligibility for membership in the Association of Research Libraries (ARL) – similar to that employed by the University of Georgia and Virginia Commonwealth University Libraries.

Mitigation of this risk is wholly dependent on sufficient understanding of the impacts of resourcing on faculty and student success and research productivity, and a dedicated effort to collaborate around a model to address inevitable pressures on library resource (e.g. collections) funding. Fundraising, developing revenue through external funding, and other strategies are being employed, but they should be considered sources of supplemental funding for excellence as opposed to part of a sustainment budget.

RISK 2: CHANGES IN VISION

The phenomenal success of the University of South Florida over a 20-year period is the result of sustained and disciplined focus aimed at achieving excellence in dimensions that are relevant to USF's faculty, students, and communities. We are not dependent on a traditional model to sustain our trajectory; we have defined and adopted a USF path that is right for our experience. This strategy must be employed in the post-consolidation USF Libraries. We now possess a roadmap to achieve membership eligibility in ARL and, over a four-year period, have established a strong “can-do” service posture that contributes to Preeminence, Performance Based Funding, and institutional rankings – this vision must be sustained and given space to evolve. Rapid modifications of that vision will disrupt and potentially derail progress. The results of a recent “USF Libraries’ All-Staff Program Alignment Response Survey” indicate a strong level of consensus among the respondents for this path. Mitigating this risk requires continuous process improvement internally, and systematic review of the vision through external comparisons with ARL member libraries.



SELECT FACULTY ACCOMPLISHMENTS

PUBLICATIONS

Abresch, John. (2018). Using a Community of Practice Approach to Transform: How an Academic Library Collections Unit Reorganized to Meet Growing Demands for E-Resources and Services During a Time of Institutional Change. *Proceedings of the Charleston Library Conference*. <http://dx.doi.org/https://doi.org/10.5703/1288284317029>

Johnston, Chelsea.; **Boczar, Jason.** (2019). Scholarly Publishing Literacy at the University of South Florida Libraries: From Advising to Active Involvement. *Journal of Librarianship and Scholarly Communication*, 7 (1). DOI: <http://doi.org/10.7710/2162-3309.2310>

Collins, Lori. (2019). Terrestrial Lidar. *The SAS Encyclopedia of Archaeological Sciences*. Edited by Sandra L. López Varela. John Wiley & Sons, Inc. (Published in print 2019.)

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Rea, A.; Permuth, S.; **Silver, Susan.** (2019). The First Amendment: Freedom of petition as applied to education. *ELA Notes* 54(3), 4-6.

PRESENTATIONS

Abresch, John; Avila, S.; Bottorff, T.; Bryan, J.; Downs, A.; Eason, J.; Glatthaar, P.; Goldman, J.; Hackler, A.; Plocharczyk, Schuler; Stigelmeier, C.A. (2019, May). *Career 411! Never too Late to Jump Start Your Career!* Break out session presented at the annual meeting of the Florida Library Association, Orlando, FL.

<https://www.flalib.org/assets/2019Conference/2019%20FLA%20Program%20v4.pdf>

Ariew, Susan; Jacobs, Stephanie; Bures, Theresa; Mann, Emily. (2019, October). *Information Literacy and Data Literacy as Critical Thinking.* Panel presentation at the Critical & Creative Thinking Conference: Critical Thinking at the Core, University of South Florida, St. Petersburg, FL.

Collins, Lori; Wright, Denise. (2019). *Preserving the Historic Complexes at Cape Canaveral Air Force Station.* Lakeland Historical Society, Winter Park, FL.

Falato, Brian; Mi, Xiyong. (2019, October). *How to Train Your Metadata Dragon.* Presented at the Digital Library Federation Forum, Tampa, FL. <https://osf.io/9jk25/>

Falato, Brian. (2019, November). *Representation of Atypical Resources in the Discovery Layer: Metadata and Cataloging Aspects.* Presented at Charleston Library Conference, Charleston, SC.

Jacobs, Stephanie. (2019). *Plan, Implement, and Assess Instructional Video & Interactive Learning Content: A Marathon, Not a Sprint.* ACRL Distance Library Instruction Virtual Poster Session. <https://acrl.ala.org/DLS/2019-virtual-poster-session/plan-implement-assess/>

Knight, Matthew. (2019). *Growing Irish Studies at the University of South Florida.* American Conference for Irish Studies, Boston, MA.

Knight, Matthew. (2019). *The Irish-American and the Language Revival in the 19th-Century. American Popular Press.* American Conference for Irish Studies, Boston, MA.

Lewis, Barbara. (2019). *No Fake News About Badges. Leading Forward.* Presented at the Florida Library Association Conference, Orlando, FL. <https://www.emaze.com/@AOCWTOIQR/no-fake-news-about-digital-badges?>

Lewis, Barbara.; Reese, A. (2019, October). *Digital Scholarship and Digital Humanities.* Presented at the Leading Edge Libraries Conference, Orlando, FL. <https://sway.office.com/i1CUE2JcF6v3YIIY>

Mi, Xiyong; Bernardy, Richard R.; Pollock, Bonita; Boczar, Jason; Duncan, Jane. (2019, May). *USF Libraries' Design for Transforming Digital Collections to Linked Data.* Presentation at the LD4 Conference, Boston, MA.

Pascual, Laura; Abresch, John; Seiffert, A. (2019, November). *Communicating Collections: Strategies for Informing Library Stakeholders of Collections Budget & Management Decisions.* Presented at the Charleston Library Conference, Charleston, SC. <https://sched.co/UXry>

Pollock, Bonita; Boczar, Jason. (2019, October). *The Linked Data Team: How the University of South Florida is Building Capacity for Linked Open Data.* Presentation at the Digital Libraries Forum, Tampa, FL.

Pollock, Bonita; Mi, Xiyang; Boczar, Jason; Bernardy, Richard; Duncan, Jane. (2019, October). *USF Libraries Foray into the Semantic Web: Oral Histories and Linked Data*. Presented at the Leading Edge Libraries Conference, Orlando, FL.

<https://connect.sla.org/floridacaribbean/lelc/2019-conference/presentations>

Powers, Audrey. (2019, November). *What the Oysters Learned Too Late: Reconsidering Literacy*. Presented at Charleston Library Conference, Charleston, SC.

Schmidt, LeEtta. (2019). *Copyright and Scholarly Communication*. Presented at the Tampa Bay Library Consortium VIP Conference: Communication is Key, Lakeland, FL.

Silver, Susan; Whiting, V. (2019, June). *Advanced Registered Nurse Practitioner's (ARNP) Impact on Pediatric Outpatient Ambulatory Clinic Patient Satisfaction*. Poster session presented at the Southeastern Pediatric Research Conference, Atlanta, GA.

Slagus, Jennifer; Ariew, Susan. (2019, October). *A New Generation of Textbook Affordability Practices*. Presented at the FACRL Annual Conference, NOVA Southeastern University, Fort Lauderdale, FL.

Speed, Garrett; Collins, Lori; Doering, Travis. (2019, March). *UAV Data Collection and Data Analyses with the July 2017 Land O' Lakes Sinkhole*. Florida Academy of Sciences Annual Meeting, Melbourne, FL.

AWARDS & RECOGNITION

Chavez, Todd; USF Libraries. (2020). Awarded for data management efforts, C-IMAGE consortium.

Cook, Meghan. (2019). Awarded Up and Comer by ATG Media, Charleston Conference, Against the Grain.

Digital Heritage and Humanities Collections. (2019). Awarded Team Award for Outstanding Global Engagement, USF World.

Taylor, Tomaro. (2019). Promoted to University Librarian, University of South Florida.

EXTERNAL FUNDING

Collins, Lori; Doering, Travis. (2019-2020) Received six external awards totaling \$898,912.

Three-Dimensional Digital Documentation of Facilities 534-537 and 559-561 at Patrick Air Force Base. Funded by Argonne National Lab.

Three-Dimensional Digital Documentation of Historic Structures at CCAFS: Launch Complex 26 and Outdoor Space Museum Cape Canaveral Air Force Station, Brevard County, Florida. Funded by Argonne National Lab.

Digital and Spatial Documentation of the Castillo de San Marcos and Fort Matanzas National Monuments. Funded by National Park Service.

Digital Documentation and Condition Assessments of Threatened Archeological Sites in Everglades National Park. Funded by National Park Service.

Using 3D to Digitize and Present Historic Structures of the Natchez Trace Parkway. Funded by National Park Service.

3D Digitization and Public Interpretation Development for Cape Canaveral Historic Launch Complexes. Funded by Army Corp of Engineers.

Three-Dimensional Digital Documentation of Historic Structures at CCAFS: Launch Complexes 16, 18, & 20. Funded by Argonne National Lab.



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Tampa Bay Times. (July 28, 2019). *USF Researchers Document Cape Canaveral Launch Complexes Before They Slip Into the Sea.* <https://www.tampabay.com/tampa/university-of-south-florida-researchers-document-cape-canaveral-launch-complexes-before-they-slip-into-the-sea-20190729/>

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PERSONNEL UPDATES

NEW HIRES

A library is defined by its services, and therefore its people, and our most recent hires demonstrate our commitment to providing the very best. We are hiring experts in fields outside of traditional librarianship, and while these professionals don't necessarily have experience in Libraries, they are functional and digital specialists and administrative professionals that have unique skills and expertise that drive our transformation. Sixty-seven percent of our last thirty hires represent these specialists, and their expertise moves us in a strategic direction that drives innovation, services, and successes.

Cassandra Baker, Library Specialist, Collections & Discovery

Amanda Boczar, Library Operations Manager, Special Collections

Rachel Bomberger, Assistant Librarian, Collections and Discovery

Lesley Brooks, Coordinator Library Operations, Digital Scholarship Services

Sarah Grecni, Library Specialist, Library Services Desk

Stephanie Mackin, Library Operations Supervisor, Library Services Desk

Joyce Sams, Staff Assistant, Library Human Resources

Amanda Yesilbas, Assistant Librarian, Collections and Discovery

Liang Zhong, Applications Developer II, Collections and Discovery

RETIRING

Claudia Dold, Assistant Librarian (12 years)

Nicki Leto, Library Specialist (31 years)

DEPARTING

Jacob (Jim) Caffisch, Library Specialist (21 years)

Jimmy Velez, Instructor Librarian (3 years)

TAMPA LIBRARY FUNDRAISING

Through the generosity of alumni, friends, and community partners, we will continue to provide the high-quality services, resources, and technology expected of a library serving a Preeminent Research University. Gifts in any amount support all students, regardless of major. Current gifts, deferred gifts, in-kind donations, and legacy gifts all make a direct impact on our Library and University.

FUNDRAISING BY THE NUMBERS

FYTD is up 360%

160+ donors contributed to Tampa Library funds

To date over 80% of Library employees have made a gift to USF through our Faculty & Staff Campaign

5 Library scholarships were awarded to 15 students across all 3 campuses in various disciplines, totaling \$12,000

NEW FUNDS ESTABLISHED

1. USF Tampa Library Environment & Natural History Collection Fund
2. Dr. John Ogden Caribbean and Coral Reef Collection Fund
3. Jackson House Project Support Fund
4. USF Libraries COVID-19 Research & Information Fund



Christina Wisz
Associate Director of Development

lib.usf.edu/development

COMMUNITY ENGAGEMENT



October 2019: Dean's Advisory Council inaugural fall meeting.



October 2019: First annual LIB Fest, part of USF Homecoming, where alumni, faculty, students, staff, and friends toured the Tampa Library for an open house.



October 2019: USF Women's Club & Altrusa Club of Tampa Bay visited Special Collections to look at their club archives (donated as an in-kind gift). USF Women's Club recently purchased two digital display boards for the 4th and 5th floors.



November 2019: USF '65 alumna, donor, and award-winning young adult author Lurlene McDaniel visited the Tampa Library to talk about her career and time at USF.



February 2020: The annual Dr. Joan F. Kaywell Books Save Lives event honored this year's awardee and author Sandra Uwiringiyimana. Local middle school and high school students, donors, and friends attended.



March 2020: Dean's Advisory Council spring meeting was held in Special Collections.

DEAN'S ADVISORY COUNCIL

In Fall 2019 we instituted a new collaborative partnership, the USF Libraries Dean's Advisory Council. These community members act as pillars of support for USF and as Library ambassadors and advocates. Their engagement, enthusiasm, advice, and counsel enable our Libraries to be even more successful.

Andrew Breidenbaugh, MLS

'96 USF Alum, Director of Library Services for Hillsborough County Public Library

Betty Castor, MEd

Previous USF President

Stephanie Ferrell

Principal at Stephanie Ferrell FAIA, Architect and Historic Preservation Consultant

Ann Hodgson, PhD

President at Resource Designs, Inc.

Dee Jeffers, MPH

'87 USF Alum, Previous Co-Instructor of the Lawton and Rhea Chiles Center for Healthy Mothers and Babies

Rose Killinger, MSW

Vice President of the USF Women's Club

Charlie Mahan, MD

Previous Dean of USF College of Public Health and Professor Emeritus

Manoug Manougian, PhD

Professor and Director of the USF STEM Education Center

Michaela McMahon

USF Undergraduate Biology Student

Ozzie Meireles

USF Graduate Geosciences Student

Derrie Perez, EdD

Previous Dean of USF Libraries

CJ Roberts, MLS

Tampa Bay History Center CEO

Jim Walther, PhD

Tampa Bay Library Consortium Executive Director

Bill Zewadski, JD

Senior Manager Trenam Law

APPENDIX I:
USF LIBRARIES RESPOND TO COVID-19 PANDEMIC

USF LIBRARIES RESPOND TO COVID-19 PANDEMIC



The University of South Florida transitioned to remote instruction on March 23, 2020, and all Libraries closed on March 17th. In addition to normal business activities, USF Libraries staff worked diligently behind the scenes to develop tools and enhance services to support our faculty and students as they transitioned to online instruction. In the midst of the unprecedented challenges of the COVID-19 pandemic, ensuring faculty and student success continues to be our number one priority.

Continuity of Library Services (<https://guides.lib.usf.edu/continuity>)

As the physical facility closed, the USF Libraries deployed the *Continuity of Library Services* LibGuide, a one-stop library resource website, to assist the USF community in utilizing online library services and resources. Links in the guide lead researchers to enhanced support in document delivery and ILL. Physical course reserve material was scanned and uploaded through Canvas to allow student access to textbooks they would normally access in-person, and the TAP team provided ebook availability information for the transition to remote course instruction to faculty and students. This guide is a critical component of both the faculty and student toolkits.

Digital Learning Objects (<http://guides.lib.usf.edu/LearningObjects>)

Our Tampa Library faculty built an additional LibGuide called the *Digital Learning Objects & Tools to Supplement Instruction* to provide a curated collection of high-quality digital learning objects suitable for inclusion in courses. Content is added daily, and all material is web-based and compatible with all browsers unless otherwise specified.

Limited Time Resources (<http://guides.lib.usf.edu/limitedtimeresources>)

Librarians in the Collections & Discovery unit created the site to document materials that publishers are temporarily making available for free to support researchers during the COVID-19 crisis. They also made trial access available to expand the range of available support.

Florida COVID-19 Hub (<https://covid19-usflibrary.hub.arcgis.com/>)

Our GIS Unit in the DHHC designed and deployed the *Florida COVID-19 Hub*, an in-depth coronavirus resource guide of GIS data, mapping tools, news, and related information concerning Florida's response to the COVID-19 pandemic. This hub empowers students, researchers, and the general public alike to engage and become more informed with ongoing developments locally and at the state level.

DHHC Virtual Tours (<https://dhhc.lib.usf.edu/virtual-tours/>)

The DHHC group has been adding to their already expansive collection of virtual tours including important National Landmarks, UNESCO World Heritage sites and monuments, and distinctive museum artifacts and collections. These virtual tours and data are available for instructional applications, as surrogates for tourism, and in historic preservation.

Laptop Loan Program

The consolidated USF Libraries established a Laptop Loan Program in collaboration with the Office of Academic Advocacy, Graduate Studies, Students with Disabilities Services, and the Office of Financial Aid to provide laptops for students working remotely, allowing them to continue in their studies.

Instructional Support Services

Library Student Success librarians have been collaborating to present online webinars for faculty, students, and staff, including how to use online media in course curriculums, how to best utilize Teams, and more. Librarians have also provided 40 hours per week of support to Innovative Ed to help faculty get their courses into Canvas.

Special Collections

Adding to their online exhibitions, Special Collections created *Eighteenth Century Britons at Home and Abroad* to substitute for in-person class visits to the collection, since physical access is currently restricted (<https://storymaps.arcgis.com/stories/4d4c2062b2db486881f245384e85b43f>). Additionally, they've completed a draft business plan for the Florida Environment & Natural History Collections.

Communications

Library Communications & Marketing implemented a new communication and social media campaign called "We Are Here to Help," focusing on our remote services and resources, and collaborating with other USF units including USF World, Residential Education, UCM, and Student Success.

Review our Press section to see our recently published articles on LIB News and USF Newsroom, including our announcement of Dr. John Ogden's collection, the C-IMAGE research partnership, and a feature on DHC's virtual tours. Upcoming news will include a feature on *Numeracy*, USF's first open access journal, which started publication in 2007 and has recently been accepted for inclusion in Scopus. Special Collections librarian and local historian Andy Huse published a new book, *From Saloons to Steakhouses: A History of Tampa*.

Development & External Funding

As the pandemic unfolded, Library Development raised \$26,000, including a \$25,000 gift to support the DHC's *Florida COVID-19 Hub* from the Truist Foundation. A \$1,000 gift from the USF Women's Club has been made to support the USF United Support Fund.

The Library's Grant Production Team submitted a CLIR grant, *Mutual Aid in Tampa, Florida: Immigrant Social Societies in Ybor City*.

Although we are still very much in the midst of this pandemic, the USF Libraries are well-positioned to continue virtual provision of high-quality collections and services to the USF community and beyond.

We are here to help!

USF Libraries

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