

UNIVERSITY ARCHIVES



BUSINESS & IMPLEMENTATION PLAN

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UNIVERSITY ARCHIVES: THE LIBRARIES' FIRST STRATEGIC INITIATIVE

I. EXECUTIVE SUMMARY

The University of South Florida's University Archives collects, assembles, and makes available for research use print and digital material policies that document the role, function, and image of the University. In Special Collections, traditional university archives comprising administrative records couple with non-traditional resources, such as faculty papers and publications, to provide a comprehensive portrayal of USF since its founding in 1956. Competing interests and a lack of dedicated personnel to support growth and development have made it difficult for the University Archives to move into the foreground of Special Collections' five areas of strategic emphasis. By realigning Special Collections to meet the purpose and intent of [Policy 10-208](#), "Archives of the University of South Florida," Special Collections not only fulfills its obligations to the University but also to the University research community at large.

As a strategic collecting area, University Archives:

1. Comes with an existing mission of supporting documentation and preservation of the University's history and a goal towards expanding university engagement within and across the USF community.
2. Promotes institutional memory and opportunities for research and study.
3. Acknowledges changes in University Archives programs across the nation and centers both traditional and non-traditional university archives, with an emphasis on digital records, oral history programs, and print and digital ephemera as part of a robust archives program at USF.

II. UNIVERSITY ARCHIVES, USF LIBRARIES SPECIAL COLLECTIONS

In 1963, the University of South Florida's founding administration designated the Library's Special Collections department as the official repository for University records at the end of their life cycle. Since then, Special Collections departments in Tampa and St. Petersburg have served as the main repositories for their respective campus' University records. For most of their histories, neither the Tampa nor the St. Petersburg Special Collections had the infrastructure to successfully sustain their positions as campus record repositories. Their inability to engage in consistent and targeted acquisition, management, and curation of the University's records has thereby created gaps in the historical documentation of USF and in the institutional memory of both USF and its constituents.

As an "unfunded mandate," the USF University Archives (USF UA) has historically relied on the University of South Florida's upper administration, such as the Office of the President and the Office of the Provost and Executive Vice President, to carry out the disposition and transfer of permanent records to the USF Libraries. For many years, the voluminous records of USF's administrative units were maintained in offsite, remote storage. These records have since been returned to the main campus and are currently housed in onsite storage in Tampa's Special Collections.

Although this Business and Implementation Plan will refer to USF UA programs across the University of South Florida's three campuses, the primary objective of this proposal is to identify and solidify a strategic path for University Archives on the Tampa campus. While Special Collections departments and affiliated units on all campuses have done their utmost to preserve the University's history, more needs to be done to ensure the viability and sustainability of a fully functioning University Archives on the Tampa campus. The 2020

consolidated amendment to Policy 10-208, “Archives of the University of South Florida,” provides the basis for doing so, as the identified purpose and intent of the archives to “preserve the history of the University of South Florida (USF),” by bestowing upon Special Collections “the right to selectively accession only those materials that conform to the collection development guidelines” (University of South Florida, “Archives of the University of South Florida – Policy 10.208) of the department.

A. PROGRAM HISTORY

The USF Libraries Tampa Special Collections’ University Archives comprises the records of USF’s Presidents and administrative units and is augmented by student newspapers, yearbooks, oral history interviews, and faculty papers and publications. As an “unfunded mandate,” the USF UA is often one of many competing areas of responsibility for the Libraries’ Special Collections librarians. Without dedicated personnel to manage and curate the collection, the University Archives has developed unevenly, resulting in significant holdings from the University’s earlier years but considerably less material from its recent history.

At a time when the UA was all but inactive, the planning and publication of USF’s *The First Fifty Years* anniversary history book (researched and written between 2003-2006), parlayed the existing strengths of the USF Libraries Tampa campus—a large body of archival resources, a robust oral history program, and a driven workforce—into a project of broad impact. The book was a visible feature of USF’s 50th Anniversary celebrations in 2006 and an important step in acknowledging the University’s past. Generally speaking, *The First Fifty Years* solidified the importance of not only documenting the University’s history but also preserving the records that made it possible to do so. The book also proved vital in demonstrating the importance of assembling and making available University Archives to researchers. The book project included a prolific 50th Anniversary Oral History effort that captured more than two hundred interviews from across the University’s campuses and constituents. Coupled with the interviews and transcripts of the 25th Anniversary Oral Histories conducted in the 1980s, this early 2000s project represents an important collection unique to USF and its history.

The last ten years in Special Collections have seen hundreds of boxes of University Archives created between 1956 and 1999 withdrawn from remote storage, weeded, consolidated, and re-inventoried. Along with these existing collections, Special Collections has recently added records of the Faculty Senate, the Graduate Council, the USF Sarasota-Manatee campus, and various student organizations on the Tampa campus, in addition to an ephemera collection.

In the past few years, Special Collections personnel have increased digitization efforts and made great strides with virtual exhibits and access to finding aids. Efforts to curate University Archives have added several digital exhibits and online collections, including a [digital collection](#) from the USF UA devoted to the [Florida Legislative Investigation Committee \(or Johns Committee\)](#), and an oral history and [digital exhibit](#) honoring President Judy Genshaft, whose 19-year tenure ended in 2019. Special Collections personnel also digitized and supplied metadata for the USF Photograph Collection, mostly from images previously published in the 50th Anniversary book.

The Nelson Poynter Memorial Library (NPML) at USF St. Petersburg ingests administrative materials directly into an institutional repository (IR), a practice not currently in place in Tampa. The main IR unit categories at NPML are: Academic Affairs, Administration, Administrative and Financial Services, Student Affairs, University Advancement, University Governance, and University History. NPML’s digital archives

contains official documents, meeting minutes, and other materials related to the official business of the University of South Florida St. Petersburg campus.

The USF Sarasota-Manatee campus library does not have an active University Archives program.

III. STRATEGIC CONTEXT

A shift to digital formats has transformed the collecting landscape in the last twenty years. The mission of many university archives across the country is also broadening to include student groups and other constituencies outside of the university's administration. The variety of professionals that can play an active role in UA programs has also grown. Aside from archivists for both digital and print materials, outreach librarians, curators, instructors, and oral historians can also be found UA programs (UAPs).

A. GLOBAL CONTEXT

For obvious reasons, it is commonly accepted in higher education to couple university archives with special collections. What is less clear is just how much effort is enough, in terms of collecting, as some archive programs have emphasized populations and activities outside of upper administration. Most UA programs were initiated by the host university's upper administration to preserve their records. UA programs have either maintained this model or widened their constituencies to include student, faculty, and alumni groups (Purcell, 2012, p. 20). Many archivists are also concerned with the way diverse populations are described and treated within UA and historical archives in general (Lueck, Law, & Zhang, 2019). Another challenge for UAs is creating the infrastructure, procedures, and resources to draw researchers in a digital setting (Cui, 2015, p. 2-9). Recent scholarship has emphasized the importance of providing a variety of digital UA resources, preferably in one webpage (Sidell & Sutrina-Haney, 2018).

1. *University Archives in the United States*

Most of the university archives in the United States were founded when their respective university administrations issued a charge to the repository, which in turn created a mission to fulfill those requirements. [Basic guidelines](#) for university archives were promulgated by the Society of American Archivists to provide a set of best practices. Some university archives engage in records management to monitor transactions, assist research, ensure compliance with laws and regulations, and to facilitate management of fiscal/daily operations (Purcell, 2021, p. 110). The USF UA has not had a records management role in the past and is not positioned to do so in the future based on these operations being managed elsewhere on campus.

Trends in UAs include:

- Digital records and findability
- A strong connection with campus constituencies
- Higher prominence and influence of UA programs and resources
- Digital trends requiring a wider effort by the library to collect and maintain
- Growing responsibilities with scarce resources

- A wider range of voices documented¹
- A wider range of library/archival professionals with active roles
- Social media as an outreach tool²

Perhaps most importantly, university archivists are beginning to question what they collect and how the information is accessed. In an environment that is bursting with information and born-digital records, university archivists must be able to effectively appraise university records with an eye towards retaining and preserving items of evidentiary value. As of 2015, more than two-thirds of UAs actively collect born-digital documents, a number that is bound to grow over the years.³

B. INFORMATION CONTEXT

Interest in USF’s University Archives has increased markedly since 2010, when internal and external audiences began accessing the archives with more regularity.

1. Use Statistics

Circulation statistics for archives and monographs is derived from Aeon, Tampa Special Collections’ archival workflow system. Based on this data, catalogs, directories, yearbooks, and the *Oracle* are the most requested UA materials.

As such, the following tables included combined data documenting both internal (staff) and external (researcher) use of the University Archives.

For the purposes of this plan, statistics of the “core” materials produced by the University itself, including the UA proper (which appears first in the list below), were examined.

Table 1: University Archives Core Collection Circulation Statistics, 2013-2019⁴

Collection	Circulation
USF University Archives	50
Faculty Publications (monographs)	200
USF Aegean (yearbooks)	60

¹ This trend is also reflected in efforts to change “othering”/insensitive terminology in existing archival finding aids. See Robert Rubero, Sandra Varry, Rory Grennan, and Krystal Thomas, “Challenges to Creating and Promoting a Diverse Record: Manuscripts and University Archives at FSU Libraries.” *The Society of Florida Archivists Journal*, vol. 1 no. 1, (December 2018), p. 13-23.

² See Purcell 19-21. For an in-depth discussion of social media see Whittaker and Thomas, 1-43.

³ Dole, Wanda & Hill, J. (2015). Institutional archives at Urban North American Universities: An assessment of current practices. 265-269. 10.1109/ETTLIS.2015.7048209.

⁴ With COVID-19, lockdowns, and few visitors allowed in Special Collections in 2020, the circulation statistics are not counted after January 1, 2020.

USF Ephemera Collection	2
USF Graduate School Council Records	0
USF Oracle (newspaper)	160
USF Photo Studio (negatives)	0
USF Photography Collection	250
USF Public Art Collection	5
USF Sarasota-Manatee Records	0
Total Number of Fulfilled Requests	727

The USF UA also contains a variety of “adjacent” collections that contain materials donated by or related to faculty, students, and administrators.

Table 2: University-Related Collections Circulation Statistics, 2013-2019

Collection	Circulation
Sami al-Arian Collection	2
Charles Arnade Boliviana Collection (books)	41
Jean Battle Papers	0
Richard Bowers Papers	2
Betty Castor Papers	16
Margaret Chapman Papers	0
Committee on Issues of Sexual Orientation and Gender Identity	1
Civil Rights Papers of Cody Fowler and Steve Lawson	62
Ray Cooper Papers	0
Russell Cooper Papers	0

Cuentos de mi Familia Collection	0
John Egerton Papers	23
Margaret Fisher Papers	0
Florida Mental Health Institute Records	0
Roy G. Francis Papers	0
Haas/Kaywell Collection of Young Adult Materials	0
Hans Juergensen Papers	0
Gladys Kashdin Papers	7
Lee Leavengood Papers	0
Susan Macmanus Citrus Label Collection	1
Charles Mahan Collection of American Humor and Art	43
John Melendi Papers	0
Jack Moore Papers	1
Gary Mormino Papers	1
Dr. John Ogden Caribbean and Coral Reef Collection	n/a ⁵
Paul Dosal Cuban Tourism Collection	3
Radical Literature Collection	6
Carl Riggs Papers	0
William Scheuerle Papers	0
Karen Howey Schmidt Ephemera collection	0
USF College of Public Health oral history Project	3

⁵ This very recent arrival had not been processed or publicly available when this report was written, so no patron use was possible.

USF Dept. Of Anthropology African Americans in Florida Collection	150
USF PRIDE Alliance Records	20
USF Student Organization Records	1
USF Women’s Club Collection	15
Total Number of Fulfilled Requests	398

The power of digital collections to draw users into the University Archives is evident in the statistics below. Visits, views, and downloads accrued through digital transactions of a very small portion of the overall digital and digitized collections speak volumes when compared with the 1,125 physical circulations across the whole of the University Archives’ print materials.

In Table 3, “visits” refers to individuals accessing the collection, “views” denotes the number of individual items that were accessed, and “downloads” refers to the number of files that patrons saved to their own devices.⁶

Table 3: Digital Collections Statistics 2015-April 2021

Collection	Visits	Views	Downloads
John Allen Papers	3841	52,902	1263
John Egerton Papers	3131	14,733	683
USF 25 th Anniversary Oral History Project	5653	35,445	5
USF 50 th Anniversary Oral History Project	6167	78,712	247
USF Archives	5891	128,385	1796
USF Photographs	7955	76,142	0
USF Women’s Club Records	3512	4589	0
USF Aegean Yearbooks	7678	1,047,679	2373
Totals	32,638	1,432,487	6367

A proactive digitization policy is needed for University Archives. For example, the most pressing need is still a digitized *Oracle* newspaper, of which only a single year is available currently for use and for which no apparent plan to make this important resource available online exists. The

⁶ To view the Libraries’ public definitions for the various terms, see <https://digital.lib.usf.edu/stats/usage/definitions#Views>.

Oracle student newspaper is sought by researchers and alumni, and is one of the single most important sources of information about USF, especially in the 1960s and 70s when the journalism it produced sometimes rivalled local newspapers. A more refined faculty publications collections policy should be created to better handle this aspect of UA.

2. *Use Patterns*

Examination of UA use statistics reveals a checkered record of patron usage, which is understandable given that the greater majority of records were previously held in offsite storage at Iron Mountain and online collection guides to aid in the discovery of materials are fairly new. It is also apparent that the “university-related” records (Table 2) are underutilized, perhaps calling for a reassessment of faculty papers and publications.⁷

Above all, the numbers reveal the power of online archives and the need to provide open access to such popular resources as yearbooks and newspapers. Digital ingest of the Allen and Egerton Papers was made possible by Special Collections’ archivist and university historian, who selected the materials and built an online collection around the “Johns Committee,” or Florida Legislative Investigation Committee (FLIC). More curated digital collections of University Archives should be considered within other areas of research interest.⁸

C. INSTITUTIONAL CONTEXT

Engaging students, faculty, researchers, and donors around the UA can be a distinct challenge. University Archives is not the kind of collection that would typically inspire the imagination or generate activist instinct like other collecting areas. The minimal amount of digitization of USF UA materials and their use (see Table 3) reveals there is a demand for having more of those materials accessible online.

1. *USF Faculty Engagement*

Several professors from the USF Department of History have planned courses around the use of the USF UA for student research. On each occasion, the Florida Studies Room on the Tampa Library’s 4th floor was provided as a group workspace. Librarian Andy Huse gave an instruction session focused on Special Collections and the University Archives, met with the class weekly as a research consultant, and pulled materials as needed (usually from remote storage at Iron Mountain). This approach, which Special Collections has also applied to courses in other subject areas, garnered praise from the students and professors for the opportunity to work in a collaborative atmosphere with archival sources, as the courses met in the Florida Studies Room and students shared findings with one another. Being “embedded” in courses is a time-intensive assignment for a librarian but it has proven to be an effective way to engage with students and teaching faculty. Future efforts should involve assessment during the course to measure the effectiveness of student engagement. Courses on public policy and institutional leadership do not typically require students to conduct historical research, but faculty could be lobbied to create case studies from USF UA materials.

⁷ For a discussion on creating such policies, see Prom and Swain, 119-133.

⁸ Such as the HIS 3002 Primary Source Hub (<https://history-spc-tour-usflibrary.hub.arcgis.com/>).

2. *USF Student Engagement*

Past efforts have focused on curating materials for lectures, exhibits, and presentations. More emphasis on engaging researchers is needed. Future curatorial efforts could focus on the potential uses of the collection in addition to institutional history. Students published an academic article and a dissertation based on UA research.

- Bertwell, D. (2005). "A Veritable Refuge for Practicing Homosexuals": The Johns Committee and the University of South Florida. *The Florida Historical Quarterly*. 83(4), 410-431.
- Wonder, Terri K. (2008). *Re-Islamization in Higher Education from Above and Below: The University of South Florida and Its Global Contexts*. Graduate Theses and Dissertations, Interdisciplinary Education. <https://scholarcommons.usf.edu/etd/571>

3. *Researcher Engagement*

In the last 15 years, some scholars have based their published research on materials in the USF UA. A rough sample of publications citing the University Archives is below:

- Clawson, Jess. (2018). "The Rest is All Drag": Trans-gressive women in higher education history. In: M.A. Nash (Ed.), *Women's higher education in the United States. Historical Studies in Education*. (277-295). Palgrave Macmillan.
- Dorn, C. (2018). *For the common good: A new history of higher education in America*. Cornell University Press.
- Poucher, J.G. (2014). *State of defiance: Challenging the Johns Committee's assault on civil liberties*. University Press of Florida.
- Rogers, I.H. (2013). *The Black campus movement: Black students and the racial reconstitution of higher education, 1965-72*. Palgrave Macmillan.
- Zerquera, D. D., & Indiana University, Bloomington. (2014). *The consequences of prestige seeking for fulfilling an access-centered mission: An analysis of changes in access over time at urban-serving research universities*. (Dissertation Abstracts International, 75-9.)

4. *Partnerships*

Records have been ingested from the Faculty Senate, the Graduate Council, the USF Sarasota-Manatee campus, and intermittent involvement from Student Government. St. Petersburg ingests under the categories of Academic Affairs, Administration, Administrative and Financial Services, Student Affairs, University Advancement, University Governance, and University History. Routine ingestion of print and digital records should be expanded and established at the USF Sarasota-Manatee campus or ingested centrally in Tampa.

D. INSTITUTIONAL GOALS AND OBJECTIVES

The USF University Archives supports the goals and mission of USF and the USF Libraries. As a distinctive collection documenting the administrative history of USF, the USF UA is an important source of

information that demonstrates the visionary planning, sound management, and vibrancy of USF as a community for learning, a high-impact institution of research and innovation, and a major social and economic engine (University of South Florida, "Mission and Goals," 2021; USF Libraries, "Strategic Directions," 2021). While the USF UA is unlikely to attract much research use in comparison to our more popular collections, there is still an opportunity to make an impact through timely information for internal and external audiences and curation in support of teaching, research, and USF functions.

IV. PROJECT DESCRIPTION

As USF facilities and services consolidate under the USF Libraries' reorganization, it is an ideal time to reassess the institution's University Archives program. As a core component of the USF Libraries' function and mission, the USF UA is easy to overlook in favor of newer initiatives and foci. Staff have still brought the USF UA's management of existing resources up to a much higher standard than in previous years through the creation of finding aids and exhibits and through professional expertise that facilitates research consultations and instruction sessions.

V. RESEARCH PROBLEMS AND PROPOSED SOLUTIONS

Although the Florida Studies collection is well-used by audiences internal and external to the University, the USF Libraries needs to renew efforts to keep its collections relevant, to increase engagement with its audience, and increase the impact of publications derived from our collections.

A. RESEARCH PROBLEM 1: EMBRACING THE DIGITAL RECORDS LANDSCAPE

Solution A-1: Establish closer partnerships and ingestion schedules with administrative and other units, such as academic departments and athletics. Involve a Digital Scholarship and Publishing Librarian to coordinate ingesting of materials into the Libraries' Institutional Repository.

B. RESEARCH PROBLEM 2: INCREASING USAGE OF THE UNIVERSITY ARCHIVES

Solution B-1: Publications by the scholarly community will make the greatest impact. Exhibits, instruction, programming, and scholarships could also help raise awareness of the uses for the UA.

C. RESEARCH PROBLEM 3: AVOIDING THE LOSS OF INSTITUTIONAL MEMORY

Solution C-1: Create podcasts and expand oral history resources to enable an ongoing dialogue with the community. Initiate and maintain an ongoing program to evaluate and interview retirees, professors of distinction, exceptional students, and alumni of distinction.

VI. BROADER IMPACT

A. GENERAL CONSIDERATIONS AND OVERVIEW

Over the long term, the University Archives has been an unsung and semi-active part of the USF Libraries. With a chronically understaffed Special Collections entrusted with multiple initiatives over the years, staff have been required to improvise multiple roles. As one of the Libraries' fundamental

missions, and one of the reasons for Special Collections' existence, the USF UA deserves sustained support from the University and the University Libraries.

Describe how USF University Archives addresses the University of South Florida's Principles of Community.

The USF UA does not just document the internal functions of USF, but its relations with and impact on the community. When questions, milestones, and controversies arise, the USF UA is where the University and community can seek answers. With no effective archive program, the libraries would remove itself from this ongoing dialogue, marginalizing itself from the University and community they call home.

Explain how prioritization of the USF University Archives advances the USF Libraries' strategic directions.

The first pillar of USF Libraries' strategic plan is to "Develop Distinctive Collections." As the only institution collecting the history of USF, the USF UA certainly qualifies as a distinctive collection or set of collections. It should be staffed and funded as such if we are to be taken seriously as an institutional repository.

Discuss the anticipated outcomes of this plan for the University, the USF Libraries, and Special Collections.

Work within Special Collections to process the USF UA and make it searchable has provided any new staff with a solid foundation for future activities. New staff for the USF UA would allow other staff to focus on their other roles, most notably the existing archivist, who is heavily engaged in other subjects related to other strategic areas of emphasis. New staff dedicated to the USF UA could manage the program much more effectively. With time and more promotion, the USF UA could take its place as one of Special Collections' most-used collecting areas.

B. STAKEHOLDER RESPONSIBILITIES

1. Educators and Students

A University Archivist would increase collaboration with student and faculty groups while performing annual environmental scans to identify new groups. The Alumni Center could serve as an effective partner to attract attention from graduates. The USF UA might also work with prominent University units, such as DCEO and Student Success, to document their development. Podcasts and/or oral histories are both effective ways to document the university experience and provide new resources. Future USF UA efforts should pursue archival/digital collections from USF faculty that intersect with other strategic initiatives, primarily FLENH (Florida Environment and Natural History). For students, Special Collections will conduct instruction sessions and build exhibits that will enhance their knowledge of the UA.

2. Researcher Community

In order to serve scholarly and academic researchers, Special Collections is committed to providing services, such as digitization, that facilitate research access to materials in the University Archives. For scholars, Special Collections has created much more discoverable collections through ArchivesSpace implementation in 2020. For the general community, programming, exhibits, social

media, and oral history and/or podcasting to increase the awareness of the UA will be of great benefit.

3. *Donors and Alumni*

Special Collections should work towards enhancing access to in-demand items through digitization and optical character recognition (OCR) searchability. By finding ways to engage donors and the community through social media, events, or joint events, Special Collections could conduct more outreach, and expand upon a once-active Oral History Program, through podcasts or other means of preserving the voices of the past. It would also be in the best interest of the UA to reach out to student organizations and associated faculty and campus units.

VII. USER CONSIDERATIONS

A. TERMS, SERVICES, AND COPYRIGHT CONSIDERATIONS

Early student disciplinary records and records providing detailed information about employees are available only as redacted copies, but the vast majority of the UA is available for free and open use. For example, the Johns Committee/Florida Legislative Investigation Committee student testimony, which had been sealed, has been digitized with all student names redacted. Copyright restrictions may limit duplication, publication, and dissemination of collection items unless those activities fall within the parameters of fair use.

B. USER SUPPORT AND PRIVACY

The USF Libraries adhere to both University and industry standards and guidelines to safeguard users and protect their personal information.

VIII. MARKETING CONSIDERATIONS

Special Collections should work with USF Libraries Communications & Marketing to harmonize UA programming/events and content with other marketing priorities. The Libraries' UA programming could help in conjunction with graduations, homecoming, significant dates, and so on. The UA archivist might consider marketing to classes in Public Administration and other relevant disciplines within the University.

A. INTERNET DISSEMINATION

General ideas for digital communication include podcasting, curated digital collections, exhibits, and instruction sessions. The Libraries could engage in more micro-content, such as social media stories, archival material, photos, etc., and working with Libraries Communications & Marketing to disseminate. Such an effort might begin with USF Photos in Digital Collections, as there is usually some basic metadata to create content around. Libraries Communications and Special Collections personnel could create caption contests, crowdsource photo identification, and invite photo submissions from students and alumni to generate attention and interest. In addition to Bull Pride, programming and content could appeal to the nostalgia and/or sense of humor of alumni and faculty. Libraries Communications & Marketing could work with The Alumni Center and other units to share content if possible.

B. MEETINGS

Special Collections faculty have spoken to many events and meetings involving alumni, University Experience courses, and various student groups. USF Libraries faculty and staff should continue to heavily engage with the local community (faculty, staff, students, and alumni) to raise awareness, usage, and community involvement and support. Pairing curated content with regularly recurring USF events (homecoming, graduations, etc.) may help to attract more attention.

C. PUBLICATIONS

Prioritize the USF UA and hire staff before planning any publications. In the future, a history of student life/popular culture at USF could be an ideal project to attract a general audience.

D. BRANDING AND PUBLIC PROGRAMMING

1. *Branding*

The USF UA benefits from having an audience of alumni in addition to typical researchers. The USF UA might capitalize on this audience by making resources available with them in mind. Digitizing the yearbooks was a step in the right direction, and scanning the *Oracle* is an obvious next step that would increase usage by casual and scholarly patrons alike. The University Archivist will consult with Libraries Communications & Marketing to determine the best visual approaches to branding USF UA content.

2. *Public Programming*

Work with Libraries Communications & Marketing to create events and programming, possibly around newly-curated content. Special Collections' Instagram account (@usfspeccoll) could serve as an effective promotional tool for the USF UA. While the Libraries may not have the resources to mount a sustained effort of collecting oral histories (especially with retirees and professors of distinction), a less-formal podcast would be ideal for deep engagement with the USF community. By including alumni, donors, and student groups, Special Collections could market the USF UA as a living, breathing program while offering content more accessible to a general audience. Reaching out to people across the University for interviews would also allow for a broad audience that engages multiple aspects of the USF experience. Subject specialists from other departments within the USF Libraries might also set up interviews with faculty from their assigned academic departments, engaging more librarians in this effort. Podcast material could be repurposed in social media posts and other promotional efforts. Based on conversations with faculty and staff specialists in the Libraries, a podcast requires minimal effort while effectively drawing an audience where there was none.

IX. ORGANIZATION AND STAFFING

A. UNIVERSITY ARCHIVISTS IN ARL LIBRARIES

A scan of the professional literature and peer and aspirant institutions suggests that at least one, dedicated University Archives professional is standard among Association of Research Libraries (ARL)

institutions. To examine the staffing of our peers, this report references 18 peer and aspirant ARL institutions. It is also worth noting that some programs, such as University of Illinois-Urbana Champaign, have staff specifically designated for faculty papers and student life, representing a more complete vision for a university archives program than administrative records alone.⁹

Table 1: University Archives Staffing at ARL Libraries

University	Positions and Personnel
Stony Brook University	1 Director, 1 Assistant Director
Texas A&M University	1 University Archivist, 1 University Records Manager, 1 Digital Archivist
University of Buffalo	4 Archivists (1 Digital, 1 Reference, 2 Project)
University of California, Davis	1 Archivist
University of California, Irvine	2 Archivists, 1 Processor
University of California, Riverside	1 Archivist
University of California, San Diego	1 Archivist
University of Illinois-Chicago	1 Archivist
University of Illinois, Urbana	2 Archivists (1 University Archivist, 1 Faculty librarian), 4 Assistants (2 Graduate students, 2 Undergraduate students) Student Life and Culture Archives: 1 Archivist, 1 Archives Program Officer
University of Iowa	1 Community and Student Life Archivist, 1 Archivist, 1 Assistant Archivist

⁹ The Society of American Archivists provide comprehensive best practices, updated in 2005. The SAA's Guidelines for College and University Archives can be found here: <https://www2.archivists.org/groups/college-and-university-archives-section/guidelines-for-college-and-university-archives>. USF St. Peterburg's UA repository on bepress: https://digitalcommons.usf.edu/spec_coll/

University of Kansas	2 Archivists
University of Utah	1 Records Manager, 1 Assistant Records Manager, unspecified personnel
University of Washington	1 Archivist

B. UNIVERSITY ARCHIVES CURATION AT USF LIBRARIES

A University Archivist is needed to proactively work with both the University and the University’s constituents to identify and acquire historical and contemporary records that effectively document the University of South Florida’s history. The University Archivist would be based in the USF Libraries’ Tampa Special Collections and would focus on records relevant to the Tampa campus. The University Archivist would work collaboratively with NPML Library and Sarasota-Manatee campus library to ensure a successful University Archives program across all campuses.

C. A UNIVERSITY ARCHIVIST POSITION AT THE USF LIBRARIES TAMPA SPECIAL COLLECTIONS

A baseline staffing model recommends one (1) full-time faculty member dedicated to the strategic and daily operations of managing the USF University Archives. The University Archivist will be supported by a Collections Specialist; the two positions will work in tandem to identify, acquire, and make accessible print and digital resources comprising both core and adjacent collections of materials relevant for the USF University Archives. The University Archivist will report to the Director, Special Collections.

The University Archivist will appraise and assess existing records and related collections comprising the USF UA, identify gaps in Special Collections’ USF UA collecting history, conduct outreach, and work closely and collaboratively with campus partners, teaching faculty, and student groups to expand the Libraries’ USF UA and create sustainable workflows for the ingestion of print and digital records.

The University Archivist should have experience working with archival records and should have an advanced degree in Library Science, Information Science, or Library and Information Science. Previous experience working with university archives or university records will be highly preferred. The University Archivist will be a full-time member of the Libraries’ faculty and will be required to meet or exceed the requirements of professional research and scholarship expected of University faculty.

X. IMPLEMENTATION PLAN

After a year of record cuts to the University of South Florida Libraries’ budget, USF Libraries Administration is well-positioned and committed to hire in areas that support strategic contributions to the University’s success. This position aligns with the Libraries’ commitment by identifying and retaining personnel to guide efforts to secure the University’s institutional memory.

Implementation is planned over the next three fiscal years to ensure successful hiring of both the University Archivist and the Collections Specialist. A complete plan is provided in **Appendix 1** (p. 19).

XI. RISK ANALYSIS

The greatest risk is neglecting the written records of the University and the institutional memory of its constituents, thereby creating a cumulative absence of historical documentation for future users and demonstrating the Library’s challenge to performing this needed function. All other risks are potentially mitigated by Special Collections’ current ability to manage UA curation as part of existing workflows.

Risk	0-1 Year	1-3 Years	3-5 Years	Preventative Measures
Operating budget	Medium	Medium	Low	Commit to building capacity around efforts that center on both the Libraries’ and the University’s strategic areas of emphasis.
Hiring University Archivist	Medium	Medium	Low	Strategically identify qualified candidates with subject and professional expertise.
Low or unexpectedly high donor and partner interest	Medium	Medium	Low	Prioritize ingest of and access to records that effectively document the University’s history.
Low or unexpectedly high USF faculty interest	Low	Low	Low	Maintain established processes for working with faculty to embed UA materials into course curricula.

XII. BUDGET

Successful implementation and management of this plan requires personnel dedicated to preserving the University's history and working with University, Libraries, and other partners to effectively collect and preserve materials of evidentiary value.

Line Items	Year 1	Year 2	Year 3
Personnel Requirements, 2 FTE <ul style="list-style-type: none"> • University Archivist • Collections Specialist Assumes hiring of University Archivist in Year 1 and hiring of full-time Collections Specialist in Year 2. Assumes 3% annual increase.	\$60,000	\$96,800	\$99,704
Benefit Costs (0.26)	\$15,600	\$25,168	\$25,923
Annual Totals	\$75,600	\$121,968	\$125,627
Implementation Total	\$323,195		

XIII. CONCLUSION

With minimal resources, Special Collections has made great strides in developing and sustaining the USF University Archives. With the consolidation of USF's campuses, it is an ideal time to reassess the USF UA program. More resources are necessary to give the program a chance to thrive amid multiple priorities and missions. The University Archives requires more resources to achieve excellence and distinction.

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IX. APPENDIX

Appendix 1: Implementation Plan

The chart below outlines hiring, planning, and implementation for the USF University Archives program.

	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Staffing												
Hire University Archivist		■	■									
Hire Collections Specialist						■	■					
Planning												
Establish long-term plans and goals				■	■	■						
Collections												
Assess existing print collections					■	■	■					
Assess existing digital collections							■	■	■			
Meet with university records management									■			
Develop comprehensive plans:												
Digital archives									■	■		
Internal (USF) outreach										■	■	
External outreach											■	■
Build and Brand Collections												
Formally brand and promote collection(s)				■	■	■	■	■	■	■	■	
Develop collection building plan												
Develop collection deaccession plan											■	■