

DIGITAL COLLECTIONS



BUSINESS & IMPLEMENTATION PLAN

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I. EXECUTIVE SUMMARY

USF Libraries Tampa campus is home to a robust Digital Collections with more than 70,000 items available to the public. These resources provide an exciting community-facing entry point to more than 180 collections that include digitized archival materials, born digital records, oral histories, and community partnership projects. From 2021-2022, the collections were migrated to a new home on the Elsevier-hosted bepress platform Digital Commons, where they are discoverable alongside faculty and student research in the institutional repository.

In recent years, digitization on the Tampa campus has maintained a steady pace despite the challenges posed by the COVID-19 pandemic, increased patron requests for on-demand scanning, staffing changes, metadata clean-up to improve discoverability, and the platform migration. A significant increase in physical acquisitions of Florida Environment and Natural History (FLENH) Collections, as well as a backlog of digitization needs for other key strategic collecting areas in Florida Studies, University Archives, and LGBTQ+ Studies, have resulted in a considerable need to assess Digital Collections.

This document outlines an aggressive three-year plan to strengthen the digitization unit and grow Digital Collections by approximately 20 percent through the digitization of 31 new collections while adding content to at least 14 existing collections that have been partially digitized. This plan will help to grow the footprint of Digital Collections in a manner that reflects the strategic interests of the USF Libraries and the University as a whole. It will also serve as a proof of concept to illustrate the effectiveness of rapid digitization efforts by foregrounding the significance of conscious and accessible metadata and transcription. As a result of these efforts, the University of South Florida Libraries will be able to boast the largest environment and natural history digital collection among academic libraries and elevate the presence of LGBTQ+ digital collections to better showcase the impressive physical archives held at the Tampa Library. The materials selected for this plan will enrich Special Collections' emphasis on Florida Studies with environmental records being the central focus. The collections selected to accompany the FLENH materials will further connect the USF Libraries to our local community by increasing access to the history of our institution, LGBTQ+ activism in Tampa, and Ybor City-based mutual aid societies through digitization, born-digital acquisitions, and oral history programs.

To accomplish these goals, the Digital Collections unit will both outsource and conduct in-house scanning. Using outsourced digitization services will allow the team to better balance their ongoing digitization efforts with faculty and community project support and on-demand requests. The unit will use the allocated \$300,000 from the A. Bayard Angle Fund to support outsourcing, transcription services, marketing, and staffing to complete work that is high in quality. Additional funding requests for full-time employees needed to sustain the unit, student assistants through E&G and foundation accounts, as well as equipment needs for in-house efforts are included in this plan.

II. DIGITAL COLLECTIONS ON DIGITAL COMMONS AT USF

A. OVERVIEW

USF Digital Collections have migrated platforms four times since their initial launch in 2004. In its most recent migration, the collections were moved from a SobekCM platform known generally as Digital Collections to a bepress-driven instance of Digital Commons.¹ The migration of Digital Collections on Digital Commons will allow the unit to clean and standardize metadata using subject-specific metadata schemas, incorporate cross-platform data linking initiatives, and grow the collections seamlessly under newly established hierarchies reflecting their points of origin. The work of the Digital Collections unit supports all of the core services of Special Collections: pedagogy and teaching, research support, donor relations, reformatting/digitization, and oral history.

Regarding terminology in this plan, capitalized Digital Collections refers to the formal unit within Special Collections or the web interface where our collections are hosted on the Digital Commons platform. Lowercase digital collections refers generally to the concept of a collection comprised of materials that have been digitized, reformatted, uploaded born-digital, or curated for their inclusion in a central repository, whether referring to USF Digital Collections or items at another institution.

B. MISSION STATEMENT

USF Libraries' Digital Collections is committed to the creation, digitization, curation, and preservation of digital and digitized collections of distinction, exhibits, and open educational resources that support the research of the faculty and students at the University of South Florida, as well as the broader community.

C. VISION STATEMENT

USF Libraries' Digital Collections aspires to grow and curate collections of distinction focused on the strategic directions of the Special Collections department to become a leader among academic libraries in digital collections centered on Florida Studies, environment and natural history, and LGBTQ+ Studies.

D. DIGITIZATION AND MEDIA REFORMATTING

Currently, the digitization unit has 1.5 FTE and three part-time student employees. An additional student is expected to join the team by the start of the 2022-2023 fiscal year, and two temporary hires will complete their Foundation-funded projects in July. Student employees engage in scanning, metadata entry, editing, and clean-up. The digitization unit currently has three flatbed scanners, four slide scanners, and aging equipment for the reformatting of obsolete media, including vinyl recordings and VHS. There are not currently any means in the unit to digitize film reels in-house, and the existing reel-to-reel machine would require cost-prohibitive servicing. Due

¹ Sobek Digital Collection was instituted in 2014 following a migration from ContentDM.

to the time-consuming nature of media reformatting, those areas are prioritized for outsourcing in this request.

E. ORAL HISTORY PROGRAM

Strategic collecting areas have largely driven recent oral history collections. Two prominent recent collections include the [Audubon Oral History Collection](#) and the [African American Burial Grounds Collection](#). Both projects were supported by faculty and community partners through the identification of subjects and conducting of interviews. There are currently 34 oral history collections in Digital Collections, with several hundred audio or video recorded interviews. Currently, there is 0.5 FTE hired to work on the post-processing of oral history projects. The interviews are hosted on [Digital Collections](#) and via a [LibGuide](#), however, both of these platforms are designed for file downloads and could potentially benefit from a more engaging exhibit-style platform.

The Oral History Program will continue to operate as an on-demand service for grant or donor-funded projects that support strategic collecting areas of Special Collections through the 2022-2025 plan period.

F. BORN DIGITAL CONTENT

Born digital collections are increasing as an area of donation for special collections libraries and archives. This plan is proposing that USF Libraries formalize their donation and acquisition policies for born digital materials, including items submitted via physical media storage, cloud storage, and obtained through web crawling and harvesting. Libraries collecting in environmental data, like the materials USF Libraries is soliciting for the FLENH collections, are seeing an even higher demand for born digital collections. As Kays, McShay, and Wikelski argue, “born-digital records are documenting our biodiversity at a faster pace and higher resolution than physical museum specimens ever could. Most of this growth is through human observed data, 98% of [the Global Biodiversity Information Facility] GBIF vertebrate records since 2015 are observations (GBIF, [2018](#)), and as of 2019, 94% of all biodiversity records in GBIF were observations” (2020). To respond to this paradigm shift in record-keeping by scientists, Digital Collections is preparing to collaborate with our systems team to manage access to large data collections that cannot be hosted natively on bepress, as well as the Digital Scholarship and Publishing Librarian who is assisting with the on-boarding of data management software.

USF Libraries has a precedent for accepting born digital content, and some of that content has been hosted; however, there is a backlog of materials that does not have cleared rights or has not been migrated from obsolete media. As part of this digitization process, a major benefit of outsourcing will be obtaining access to these collections via the Reading Room or through controlled access solutions via bepress.² While certain difficult to migrate materials will be outsourced, the outsourcing of the projects will provide time for the on-site team to convert, upload, and provide metadata for donated born digital collections. The proposed Born Digital

² Three potential methods for dissemination of records that are not cleared for open access include providing a preview and metadata with contact information (used by University of Maine), providing access controls through IP Address or email address (used by Yale University), or through Reading Room only access.

Archivist could assist the Digital Curator in projects related to reformatting, migration, emulation, digital forensics, and web crawling to improve our holdings in strategic areas like the FLENH collections and USF Archives.

III. STRATEGIC CONTEXT

Digital Collections at USF Libraries is a fundamental service that allows the institution to place itself into dialogue with peer and aspirant institutions across the United States, while also providing vital services to the faculty and students at the university. Through the hosting of documents oriented toward preservation of and access to local history, USF Libraries' is also well-positioned to build and maintain impactful community relationships. The following sections will address how Digital Collections fits into the broader global conversations surrounding digital collections work, as well as the scope and mission for the USF Libraries and the University more broadly to illustrate the significance of this area of investment.

A. GLOBAL CONTEXT

1. *Digital Collections at ARL Libraries*

In preparing to re-envision Digital Collections on Digital Commons, the Digital Collections Curator has reviewed peer and aspirant AAU and ARL institutions (Appendix 16.1) to ensure that Digital Collections at USF Libraries is on track to match or surpass the majority of those organizations in terms of the quality of our curated collections, number of items digitized and accessibility of the materials.

In a review of fifty-four institutions, it was found that the collections varied greatly in terms of size and presentation. None of the institutions were hosted via Digital Commons, but there was also not a significant percentage of any one platform dominating among peer and aspirant institutions. The University of South Florida Libraries are currently in the center of the list of institutions in terms of size of collections. Ivy League or private universities have the largest collections in terms of funding with a handful of elite institutions boasting over one million items available for use in their digital collections' repositories. Most of the collections are openly accessible, with a limited number of institutions employing access controls for copyright and IP restricted items. At its current size of 70,000 digital collections items, and with plans to effectively double that number in three years, USF Libraries are on track to be a leader within this group. When judging in terms of collections, rather than items, USF is already in the top 50% with more than 200 collections. USF Libraries' Digital Collections strives to enter the top 25% for number of collections within 10 years. The unit will further strive to be the leading digital collections for LGBTQ+ and Environment and Natural History collections among public institutions.

One notable area of distinction when evaluating digital collections for peer and aspirant libraries is related to the definition of what encompasses a digital collection. Many of the institutions include online exhibits and instructional tools as digital collections, while USF

Libraries does not. Were USF Libraries to add preservation copies and metadata records into Digital Commons in order to consider their robust selection of exhibits, virtual instruction sessions, and research portals, our holdings would reflect an even more impressive array of curated and interpreted content for research use.

2. *Digital Collections in the Post-Pandemic World*

More than ever, students and faculty are relying upon and expecting quality digital collections content. Prior to the pandemic, the pendulum leaned more toward the desirability for digital collections, while lockdowns have shown the significance of online learning tools as a necessity. The use of open educational resources (OERs) by academic libraries grew 7% between 2020 and 2022 (Lederman). Rof, Bikfalvi, and Marques argue that higher education institutions (HEIs) should use COVID-19 as a spark to prepare for future events. They write, “some experts predict that COVID-19 is just a first materialization of a series of shocks that will intensify and become more frequent due to climate change and derivatives. It appears that we need to prepare organizations and future generations to cope with these shocks and manage transformation processes in a sustainable way, and HEIs and the public sector serve as an appropriate illustrative example” (2022). Their research study found that it is important for institutions to balance “multimodality and customized and personalized learning.” With the recent appointment of a Curator for Digital Collections, USF Libraries will emphasize collection decisions that proactively consider how projects will support instruction and engage in or advance research on digital curation.

Digital collections are globally benefiting from a strong theoretical rethinking of their role within libraries in recent years. Many of the trends within the fields of archives and records management are being implemented into the digital libraries field, including the importance of appraisal of records. As Jinfang Niu has argued, archival “theories and methods can be applied to other types of digital resources, such as digital publications, web resources, as well as social science and science data” (66). This merging of archival and digital collections methods is central for the re-envisioning of Digital Collections at USF Libraries. As Purcell has asserted in *Digital Library Programs for Libraries and Archives: Developing, Managing, and Sustaining Unique Digital Collections*, effective digital collections are built on the expertise of those embedded within Special Collections due to their knowledge of the materials, but requires both “content and technical perspectives” to bring the right collections to users in effective ways (13).

3. *Community Outreach*

Special Collections has a long history of community engagements. Providing access to digital collections provides yet another means to grow and expand partnerships with existing collaborators like the Tampa Bay History Center, as well as approach new community organizations to illustrate the vast range of materials held in USF Libraries’ collections. This service to the university and broader community can help to bridge

relationships between the two, providing mutually beneficial results to all parties. The ongoing Eco-Literacies for Climate Action in Florida OER project (launching in fall 2022) will include a robust community educator focus that will also serve as a gateway for the planning and launch of a FLENH advisory board.

B. INSTITUTIONAL CONTEXT

1. USF Faculty Engagement

Faculty are using Digital Collections materials in meaningful ways across their courses in the Colleges of Education and Arts and Sciences. Courses often used the materials for an assignment or a library instruction session but have also been included as core course materials. Beginning in fall 2020, the History HIS 3002 course was taught using an OER developed by Special Collections that heavily leveraged the Digital Collections platform and additional digitized items prepared for the resource. This course has been used for two years in approximately five courses each semester. In fall 2021 an embedded History Department course on Curating Digital Collections (HIS 4092C), taught by Dr. Davide Tanasi and Associate Librarian Dr. Matthew Knight, was taught in the Florida Studies Center in the USF Tampa Library.

As part of the grant-funded Eco-Literacies for Climate Action in Florida (ELCAF) OER, materials are being selected and digitized for inclusion in the resource. The final OER will be used by classroom teachers, community educators, and teacher-educators in the Tampa Bay area and beyond. The resource is focused on Florida-based literature and media, giving it a broad appeal in the state. With Florida at the fore of international conversations concerning climate change, it has the potential to be a resource used by educators across the globe. To date, this project has significant buy-in from faculty in the College of Education and the College of Arts and Sciences across the Tampa and St. Petersburg campuses. Programming efforts with public school teachers to test the OER will take place in early fall 2022 and a public launch with community partners will take place in late fall 2022. The Digital Collections Curator is pursuing additional sustaining grant opportunities to maintain this project going forward.

2. Use Patterns

Examination of University Archives 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.³

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

³ For a discussion on creating such policies, see Prom and Swain, 119-133.

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.⁴

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.

2. *USF Student Engagement*

Digital Collections has the potential to engage students through several means, including research support, internships, programming, and facilitating research for scholarships and awards. Students have used the collections during the COVID-19 pandemic, for example, to prepare research papers and complete requirements for research awards. Working collaboratively with Special Collections will also provide ongoing means to promote the use of Digital Collections to students at all levels during events, outreach, and research consultations.

Since 2020, USF Libraries has hosted four interns within the Special Collections departments with specific project goals related to Digital Collections: two digital humanities interns, one conscious editing intern with a focus on repository clean-up, and

⁴ Such as the HIS 3002 Primary Source Hub (<https://history-spc-tour-usflibrary.hub.arcgis.com/>).

one digital asset linking intern. The Collections and Discovery department has also hired metadata-focused interns who have focused on research and formatting for the Hampton Dunn Collection of Florida Postcards and the Karst Information Portal.

3. *USF Student Engagement*

Donors are increasingly interested in securing a digitization plan in alignment with the donation of their physical collections. Recently, donors have supported the digitization of their collections through financial and metadata support. Donors should be informed about digitization and intellectual property options at the time of donation. Any questions about whether a collection might be considered for reformatting should be taken to the Director of Special Collections, Curator for Digital Collections, and Copyright and Intellectual Property Librarian. Donation paperwork should be discussed with the donor to address the options to retain, relinquish, or provide a materials release for hosting the material online.

D. INSTITUTIONAL GOALS AND OBJECTIVES

1. *Digital Collections and USF Strategic Directions*

The University of South Florida's 2022 [Strategic Plan](#) outlines their approach to continuing its trajectory as the fastest-rising university in the United States. As part of that plan, USF aims to build its reputation as a "pipeline of world-class talent." One of the key elements of the plan is to become "A financially resilient organization with diversified resources – **driving the strategic institutional mission through streamlined planning, processes, and digitalization**" (emphasis original). Since 2020, Special Collections has taken on an increasing role in providing virtual instruction services using the vast digital collections available to students across many disciplines in the arts and sciences. Through the rapid expansion of digitized materials covered in this plan, the department will have the opportunity to serve even more courses. USF has identified seven Strategic Areas of Focus for the university community. Of these areas, "Sustainability, Environmental, and Oceanographic Sciences," are directly engaged as part of the digitization of, and instruction using, the FLENH collections.

2. *Digital Collections and USF Libraries Areas of Effort*

USF Libraries have identified three strategic directions as part of their aspiration to become a member of the Association of Research Libraries (ARL). These goals are to:

1. Develop Distinctive Collections
2. Enhance Service Models
3. Increase Research Contributions

Digital Collections is uniquely situated to serve as a leader within the Libraries for all three of these areas. Through its mission to create and curate collections of distinction, the unit is developing content necessary for building enhanced service models using primary sources and other interactive online materials. The impact of these services is being

theorized, researched, and published on by different members of the Libraries, thus furthering the research impact of the organization.

In their article, “Open educational resources and college textbook choices: a review of research on efficacy and perceptions,” Hilton (2016) has provided strong evidence that access to innovative open educational resources are proven to support student success, a fundamental element of the [Board of Governors Preeminence Metrics and Performance Based Funding Metrics](#).

3. *Digital Collections and DEIA at USF*

Digital Collections is committed to achieving the benchmarks outlined in the Diversity, Equity, and Inclusion (DEI) office at the University of South Florida. Collection decisions are made in alignment with the ideals of the office. According to the USF [DEI Mission Statement](#), “The University of South Florida endeavors to make academic excellence inclusive by sustaining a community of free inquiry in which people of diverse race, ethnicity, veteran status, marital status, socio-economic level, national origin, religious belief, physical ability, sexual orientation, age, class, political ideology, gender identity and expression participate in, contribute to, and benefit equally, from the academic community. A diverse campus environment, in which differences are respected and appreciated, promotes more effective teaching, produces greater learning outcomes, and better prepares students for an increasingly diverse workforce and pluralistic society.” In support of these beliefs, Digital Collections seeks to reformat and make available items that represent a diverse range of experiences and beliefs to support research.

IV. COLLECTIONS ASSESSMENT

A. ALL DIGITAL COLLECTIONS

As of July 2022, Tampa-based Digital Collections is home to more than 70,000 records. A small number of collections were eliminated during the migration to Digital Commons in 2021-2022 due to duplication in the repository, copyright concerns, or privacy issues. As outlined in the charts below, Florida Studies related materials constitute the largest number of collections in Digital Collections, followed by Children’s and Young Adult Literature. By volume of items, Florida Studies remains the top area, in part due to the size of collections like the Hillsborough County Marriage Records, which has over 14,000 records. Florida Environment and Natural History is the fastest growing area and will expand exponentially through this plan.

As part of the university consolidation, digital collections are now hosted on the same platform as the Tampa, St. Petersburg, and Sarasota-Manatee institutional repositories, coming together under the single home of Digital Commons at USF. The St. Petersburg Campus also hosts unique digital collections on the platform, and a space has been prepared for Sarasota-Manatee in anticipation of future growth. Within this combined

space, collections can be filtered in the most effective means to promote cross-campus collaboration.

Charts 1-3 below are a summation of the most relevant collection for the purposes of this plan, and collections may be counted under two areas. Growth for Environmental collections, for example, are also reflected in growth for Florida Studies. Strategic Collecting Areas are indicated with an asterisk ().*

Chart 1: Number of Collections

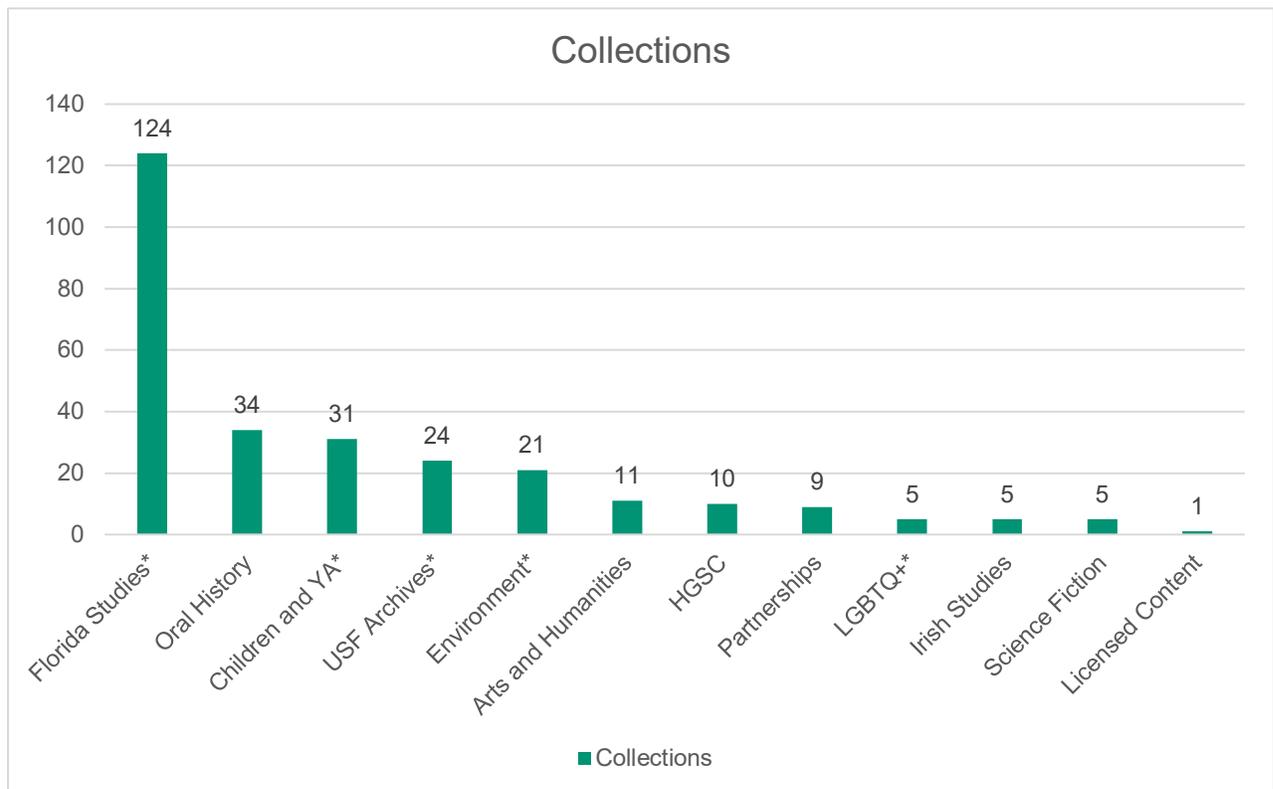


Chart 2: Number of items per collecting area

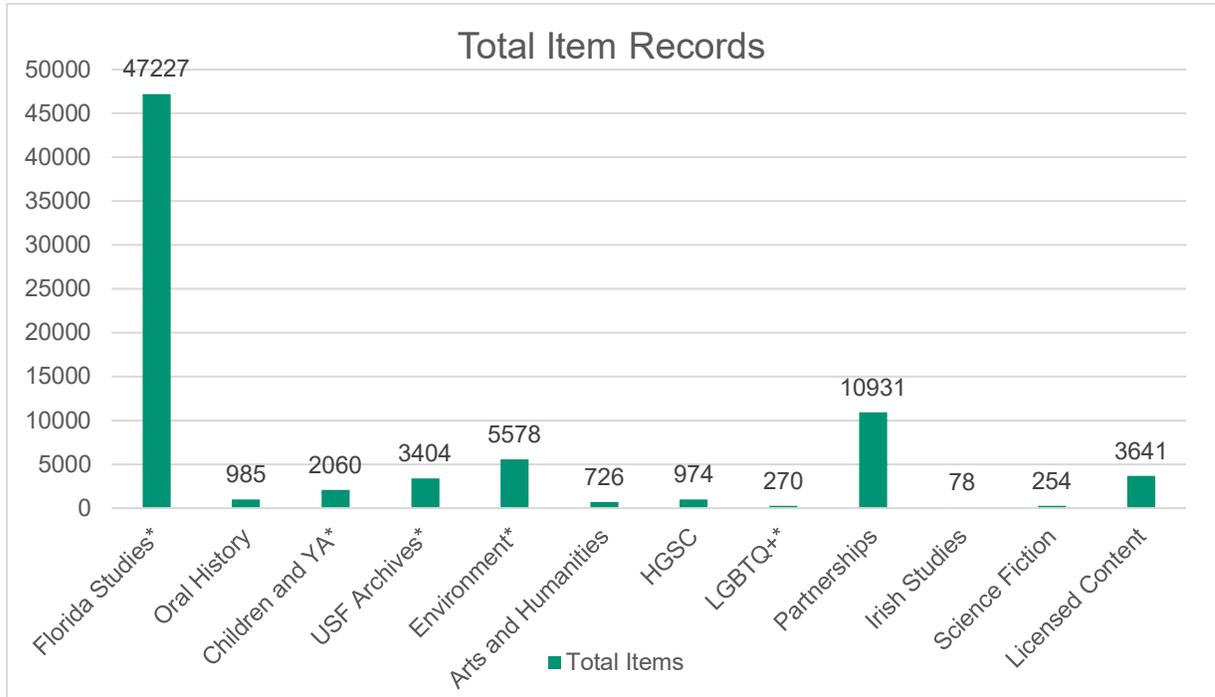
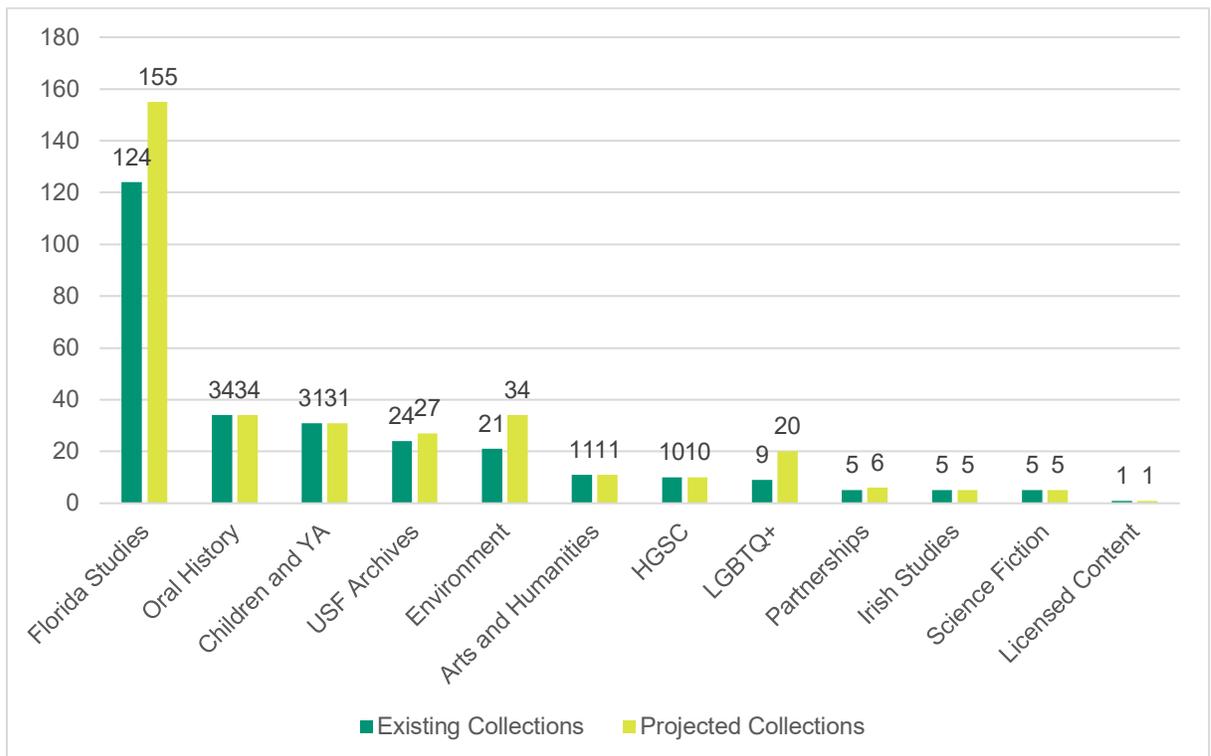


Chart 3: Comparison of existing and projected collections



1. *Fiscal Year 2022 Use Statistics*

Historically, statistics for Digital Collections have been tracked as page views. In the Digital Commons system, statistics will be reported as a hybrid of both metadata page views and item downloads. These numbers do not correlate for two primary reasons:

- Users can download files directly from Digital Commons searches, Google searches, or harvesting without opening the full text. For more on the accuracy of the download statistics, visit the bepress guide for [Accurate Metrics](#).
- Many of the items in Digital Collections, including images and PDFs, have in-page viewers that allow users to view materials without needing to download them.

To ensure that both aspects of this are captured, both numbers will be reported with the acknowledgement that neither of them will show a complete value for the total amount of interaction with the pages and that combining them will result in some overlap.

Due to the migration in FY2022, numbers from both platforms will be presented to set a benchmark for future assessments. The migration of collections to Digital Commons was not completed until June 2022, meaning the numbers are not a full capture of a year. In addition, several high traffic collections, such as the electronic theses and dissertations (ETDs), were not migrated to avoid duplication or other concerns.

FY22 Sobek Click Views	FY22 Sobek Download Views	Digital Commons Downloads to Date	Digital Commons Metadata Views to Date
4,819,612	43,491	52,684	21,547

2. *Use Patterns*

The top viewed collections on the Sobek platform for the 2021-2022 fiscal year were from the Tampa-Hillsborough County collections, ETDs, and the Karst Information Portal. Since migration, the top downloads in Digital Commons are from the Karst Information Portal.

B. COLLECTIONS ASSESSMENT

This three-year plan will focus on four of the five strategic collecting areas in Special Collections for Digital Collections growth. Florida Environment and Natural History (FLENH), LGBTQ+ Studies, and USF Archives are underrepresented in Digital Collections in relation to content from the

broader Florida Studies discipline and Children and Young Adult Literature Collections. Florida Studies, as a foundational and often overarching collection, is popular with researchers and worth consistent attention as an area of growth. Local partnerships with the Tampa Bay History Center and Ybor City Museum Society further reinforce the need to maintain collections serving the local community. Some of the content scheduled for digitization over the next three years will overlap with these areas, but the emphasis will focus on the four discussed below.

1. *Florida Studies Collection*

Historically, The Florida Studies collections are the unifying focus of both special and digital collection acquisitions. Aside from the Children’s and Young Adult Literature collections, all other collections have a link to Florida. As a result, the majority of existing digital collections, and all planned collections, have links to Florida through other strategic collecting areas.

2. *FLENH Collections*

The Florida Environment and Natural History collection in Special Collections is made up of thirty archival collections and one cataloged collection of published books and reports. As part of a larger meta-collection hosted by the USF Libraries, the FLENH collection directly supports the USF strategic initiative on Sustainability, Environmental, and Oceanographic Sciences. The timely nature of the records within the archives concerning the current dialogues related to species die-offs, habitat loss, and climate change has led to focusing on FLENH as the primary focus for this plan. Of these collections, portions of twelve collections have been digitized to date, however, no collections have been digitized in full. As part of this proposed plan, fourteen collections will be outsourced for reformatting and fourteen will be reformatted in-house. Portions of seven additional FLENH-related political, policy, and public health collections will also be digitized in-house as part of the ELCAF grant project. Only two of the original thirty collections will not be considered for digitization due to issues over copyright, existing digitization that is openly accessible in other venues, and low research interest.⁵

3. *LGBTQ+ Studies*

The [LGBTQ+ Studies collections](#) are comprised of both cataloged and archival materials. The [Queer Literature collection](#) includes over 3,600 volumes of books, newspapers, and magazines. None of these items are included in Digital Collections. Special Collections also houses [thirty-four archival collections](#) that are entirely or predominantly focused on LGBTQ+ themes and issues. To date, only portions of two of those collections, or 5%, have been digitized. This plan proposes adding materials from six additional archival

⁵ Low research interest for these items were determined based on the nature of the collection only having a small percentage of materials related to the environment and their nature as a research collection that pulls together clippings and printed materials from a variety of other sources.

collections, as well as public domain materials from the Queer Literature collection. This would increase our coverage to approximately 25% of the archival collections having digitized content. Supporting these collections are two existing oral history collections, the [LGBTQ+ Oral History Project](#) and the [Out Down South Oral History Project](#).

4. *USF Archives*

The USF Archives is comprised of 2,796 cataloged items in the USF Archives and Faculty Publications and [39 archival collections](#), including the primary University Archives. The USF Photograph collection and the USF Oracle collection are two popular resources on USF history that are identified as primary areas for growth throughout this proposed plan period. A Born Digital Archivist is also requested as a potential hire who can support additional growth through web scraping and harvesting of USF's robust digital footprint.

V. PROBLEMS AND PROPOSED SOLUTIONS

A. STRATEGIC COLLECTING AREAS AND MISSION CREEP

Explanation: The most persistent problem with sustaining growth and momentum for Digital Collections is a steady flow of on-demand patron projects that are related to existing collecting areas but outside of planned projects. These requests, while a significant aspect of patron services, can slow down or completely halt progress on planned projects and result in mission creep that steers the team away from set goals.

Solution: A new workflow will be established in which two team members will be assigned a portion of their time to manage one-time, patron-driven digitization requests as part of their standard duties. A staff member will monitor incoming requests and assign work to a designated student who will specialize in these pick-up projects. To be able to dedicate a portion of the students' weekly time to this task, outsourcing is a key aspect of this plan. The time that outsourcing will save the team on initial digitization and editing of digital scans to meet readability and archival standards is vital for allowing the team to balance patron services with strategic platform growth. Digitization services will be selected based on the quality of their final product to ensure that the minimal amount of work is needed to prepare the items for uploading. Accessibility standards will be assessed by the Digital Collections Curator and transcriptions will be completed as needed using the most efficient methods possible.

B. METADATA

Explanation: Prior to the formalization of a Digital Scholarship Services unit in 2016, including the support of a dedicated Metadata Librarian, metadata schemas were not consistently applied to digital collections. The Metadata Librarian has made great strides toward rectifying these issues, but the team will require support to complete clean-up and apply methods into the future. In addition, metadata is a time-consuming process that has stalled projects in the past.

Solution: As part of the Sobek to Digital Commons migration, metadata is built into the new workflow at the collection establishment phase. The USF Libraries Collections & Discovery

metadata team will standardize approved metadata schemas for standard collection types, including image gallery, book gallery, and series structures. Specialized schemas incorporating Darwin Core or Geospatial ISO-approved fields will also be prepared in advance and verified by the team at application. Digitizers will use the batch upload spreadsheets from DC populated with the general metadata from the item that is accessible at the time of scanning. This includes any titles or writing on the object, especially if that writing is not captured in the scan, as well as authors, physical collection, box, folder, type, and genre fields. Detailed abstracts may be better provided by subject-specific experts, such as the FLENH Coordinators, but this will be determined on a case-by-case basis.

C. DETERIORATION AND COST TO DIGITIZE OBSOLETE MEDIA

Explanation: Due to age and media obsolescence, many items in Special Collections are at risk for catastrophic data loss. Items include materials across strategic collecting areas, including a high volume of material housed on very unstable zip, 3.5" floppy, 5.25" floppy, magnetic audio, audio cassette, and VHS tapes in the LGBTQ+ and FLENH collections. Even DVD and DVDR storage is now considered at risk media, and within the next five years will be extremely difficult to recover.

Solution: It is vital that obsolete media in strategic collecting areas be prioritized for digitization, whether through outsourcing or in-house reformatting. In evaluating Special Collections' digital storage media for preservation priority, the [Media Stability Ratings from the Museum of Obsolete Media](#) provide a useful system, where level 1 is stable and currently used media and level 5 is very high risk or extinct media storage. Special Collections has seven types of media rated at levels 4 and 5, making them the top priority for preservation. These files are also the most at risk for bit-level corruption, as has been seen in a recent attempt to recover files from a floppy disk that was not salvageable. Other formats, like out-of-date files created in proprietary software will be recoverable through emulation and migration.⁶

In addition to the portions of the budget below that cover outsourcing, education in-house is needed. Outsourcing providers simply reformat data from one type of media to another but do not convert files to current file types. Paying for emulation is costly and not an effective long-term solution. The Digital Collections Curator will use travel and professional development funding to supplement existing curation knowledge with professional development opportunities in digital forensics. Additional professional development funds will also be made available for training in-house reformatting staff.

D. USE AND ASSESSMENT OF DIGITAL COLLECTIONS

Explanation: Since 2016, Digital Collections has maintained statistics addressing the use of collection materials in terms of views, but they have not tracked downloads of items. Their use in classrooms or by educational units have been tracked less consistently, and at times lumped into Special Collections statistics.

⁶ Emulation is defined by the Society of American Archivists as "a component of a digital preservation strategy in which obsolete file formats are rendered accessible by replicating their original digital or hardware environment," whereas migration is "the process of moving data from one information system or storage medium to another to ensure continued access to the information as the system or medium becomes obsolete or degrades over time."

Solution: With the recently unified umbrella that places Digital Collections within Special Collections, statistics should be tracked that indicate which instruction sessions, reference visits, and consultations make use of DC. In addition, the bepress Digital Commons platform has robust assessment features that are immediately accessible to all members.

VI. USER CONSIDERATIONS

A. OPEN ACCESS COMMITMENT

The institutional repository, also housed in Digital Commons, maintains a commitment to open access. DC will favor collections that have rights releases, are in the public domain, or available using a strong fair use argument to advance the USF Libraries' open access initiative. Should a collection be mandated for inclusion without fitting into those categories, bepress has mechanisms in place to allow for access control via email or IP address. These are currently used for the [Saskia Collection](#) and the [Hidden Treasures of Rome Collection](#) due to previously arranged licensing or data management MOUs. In general, DC will not accept future requests to host licensed content that would be better hosted through Alma/Primo, as the practice runs counter to the goal of providing openly accessible information to researchers worldwide.

B. COPYRIGHT CONSIDERATIONS

As part of the re-envisioning and expansion of Digital Commons, the Digital Collections Curator will collaborate with the Copyright and Intellectual Property Librarian to assess the status of new and legacy collections. As part of this process, they will work to identify donors or heirs for collections and secure digitization rights for collections where a contact exists. They will collaborate with archivists and Donor Relations for more recently acquired collections to ensure that Gift in Kind/Gift of Service Acceptance Forms, including rights transfers, are signed, as appropriate.

C. USER SUPPORT AND PRIVACY

Digital Collections uses Google Analytics to learn about how our pages are visited. Only aggregated information will be collected. Personal data will never be sold by USF Libraries.

Individuals who are identified in our collections may request their likeness be removed either in name or image, which will be evaluated by the Special Collections Director, the Curator of Digital Collections, and Library Administration.

D. CONTENT WARNING/HARMFUL LANGUAGE STATEMENT

Special Collections and Digital Collections have collaborated on a joint statement to apply to the Special Collections website, ArchivesSpace records, and Digital Commons to address harmful language in collections. Some institutions choose to link their statements at the departmental, library, or university level. This will be assessed, as appropriate, in consultation with USF Libraries Administration.

VII. USER CONSIDERATIONS

A. TECHNOLOGY

As of July 2022, all of the student and employee workstations for the Digital Collections unit are up to date and running with expanded RAM for additional computing power. Due to building maintenance issues on the fourth floor, staff is currently working in dispersed workspaces on the fourth and sixth floors, with some rotating office or shared public workspaces. The team is awaiting a permanent home planned for the fourth floor to ensure team cohesion, student oversight, and facilitate training. The unit is anticipating employing up to ten Digital Collections students who will be rotating use of a shared workspace with six workstations. Library IT has prepared six CPUs that will be moved into the space along with flatbed, slide, overhead, and oversized scanning equipment.

Scanning equipment for the department is beginning to age out, having been purchased between 2017 and 2019. The average useful lifespan for the machines and their software capabilities is approximately 5 years, perhaps shorter with heavy use. The budget for this plan requests two new book-edge scanners in year 1, and one additional scanner in each of the subsequent years to allow the digitization team to cycle in new hardware. Older equipment can be used for patron-driven digitization and exhibit projects that will not be archived in Digital Commons.

B. METADATA SCHEMAS

As mentioned in section 5.2 Metadata, metadata is a foremost concern for presenting high-quality and discoverable digital collections to researchers. The migration to bepress has allowed for the team to establish a new workflow that foregrounds metadata schemas in the process to be used by digitization staff via batch upload spreadsheets while scanning, editing, and uploading collections. This improvement will eliminate the need to transpose or retype data in a way that could create additional errors.

As part of the relaunch of Digital Collections on Digital Commons, the Digital Collections Curator has engaged in a large-scale digital asset linking project. Digital asset linking is the process of connecting digital collections objects to their associated physical collections, catalog records, or other source materials. Creating links between digital collection items will reduce confusion related to the discovery of like materials in physical collections and provide necessary grounding for digital object and linked data initiatives through the archives management system in use by Special Collections, ArchivesSpace. Student assistants and interns have supported this work by conducting physical checks to match or verify the location of digital assets in their physical collections, which mutually benefits the digital and physical collections through clean-up.

C. DIGITIZED AND BORN-DIGITAL MATERIALS

The Curator for Digital Collections will drive plans to increase the donation of, processing, and access to born-digital materials. This plan proposes the hiring of a Born-Digital Archivist to facilitate day-to-day ingest of materials through processes including crawling and manual harvesting of materials relevant to collections of interest, with a particular emphasis on USF Archives. Obsolete media reformatting and emulation will also be engaged directly under this area of emphasis and may require additional training and software in years 2 and 3 of the plan, which can be covered under professional development and miscellaneous funds.

VIII. MARKETING CONSIDERATIONS

To expand its reach and audience, Digital Collections will need to accelerate their current marketing efforts and consider additional paid options. Free market opportunities include using word of mouth and existing internet outlets, while funding can support print publications in national higher education magazines, public programming, branding, swag, and events.

In collaboration with the Libraries' Communications and Marketing team, Digital Collections will pursue additional opportunities in several areas including internet dissemination of resources on platforms like LibNews, Libraries' social media, Digital Dialogs, and USF News outlets. Exhibits will also be uniformly rebranded to include links to Digital Commons to help them serve as marketing tools. Digital Collections will also investigate the publication of glossy print advertisements in national higher education and science journals to promote the digitization of the FLENH collections.

Promotion of the collections may also take place in the forms of events and conference participation, whether through the presentations given by members of the Digital Collections team or by bringing together interested parties to learn about the growth of the collections. Swag materials would further help to brand and promote the unit and would be developed with the Libraries' Communication and Marketing team.

IX. BUDGET

The budget for this plan is covered by a \$300,000 investment from the A. Bayard Angle Foundation Account. This will cover primary operations, outsourcing, an additional term-limited, part-time employee, transcription, travel, professional development, and marketing. The budget outlined below will allow for considerable digitization while maintaining high-quality standards for metadata, digital asset linking, and accessibility. In addition to new materials, the staffing and transcription services will allow us to conduct essential metadata and accessibility clean-up to existing collections.

**Outsourcing prices are based on averages from the National Archives. Upon approval of this plan, formal quotes will be obtained from selected local vendors. The vendors under consideration are listed in Appendix 16.2.*

A. 2022-2023 SPENDING PLAN

Angle Foundation Funds (\$100,000/YR1)			
Category	Description	Detail	Cost
Personnel	Student 1	20 hrs/week, 1 student, 48 weeks, \$14.00/hr	\$ 13,440.00
	Student 2	20 hrs/week, 1 student, 48 weeks, \$14.00/hr	\$ 13,440.00
	QCC Staff - Half Time	25 hrs/week, 50 weeks, \$19/hr	\$ 23,750.00
Digitization Service	Outsourcing*	Audubon's Florida Coastal Island Sanctuary Collection	\$ 400.00
		Environmental Lands Acquisition and Protection Program (ELAPP) Collection	\$ 4,000.00
		Lue Gim Gong Collection	\$ 400.00
		Corkscrew (CSS) Film (est. 20 reels of new accession)	\$ 4,000.00
		ESC Floppies (5.25 x 100 floppies from 2021)	\$ 4,000.00
		Rita B. and James Lassiter Botany Collection	\$ 900.00
		USF Film Reels	\$ 2,000.00
		USF Oracle, 1975-1979 (est. 3,125 pg/yr)	\$ 1,875.00
		Bill Fehring Slides	\$ 1,500.00
		Frank Dunstan Slides	\$ 1,500.00
		ENVR Books	\$ 1,500.00
Travel /Prof. Development (PD)	Skills, Collections, Conferences	Digital Collections and Subject Coordinators/Curators	\$ 4,500.00
Transcription	Software	Subscription, Transkribus, 30,000 credits (apprx. 25,000 pages)	\$ 4,647.00
	Outsourcing (\$19/pg)	Robert Porter Allen - Non-linear Data Sets (735 pg)	\$ 13,965.00
Marketing	Print and digital advertising; Swag		\$ 1,400.00
	Events		\$ 1,800.00
Misc. Expenditures		May include preservation, conservation, small equipment needs, collection purchases, or overdraft funding for other elements of the plan.	\$ 983.00
TOTAL			\$ 100,000.00

Personnel / E&G / Foundation / Grants (including current students)			
Personnel	Student 3 (Foundation)	20 hrs/week, 1 student, 48 weeks, \$14.00/hr	\$13,440.00
	Student 4 (Foundation)	20 hrs/week, 1 student, 48 weeks, \$14.00/hr	\$13,440.00
	Student 5 (Foundation)	20 hrs/week, 1 student, 48 weeks, \$14.00/hr	\$13,440.00
	Student 6 (Grant Funded)	20 hrs/week, 1 student, 48 weeks, \$ variable	\$0.00
TOTAL			\$26,880.00

Equipment			
Equipment	Scanner	Scanner - Plustek OpticBook A300 Bookedge	\$1,500.00
	Scanner	Epson Film and Flatbed Scanner	\$1,299.00
	Camera	Overhead Camera	\$1,499.00
	Lens	Camera Lens	\$799.00
	Light Table	Light Table	\$100.00
		TOTAL	\$5,197.00

TOTAL YR 1 (Excluding current FTE)	\$132,077.00
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B. 2023-2024 SPENDING PLAN

Angle Foundation Funds (\$100,000/YR2)			
Category	Description	Detail	Cost
Personnel	Student 1	20 hrs/week, 1 student, 48 weeks, \$14.25/hr	\$ 13,680.00
	Student 2	20 hrs/week, 1 student, 48 weeks, \$14.25/hr	\$ 13,680.00
	QCC Staff - Half Time	25 hrs/week, 50 weeks, \$19/hr	\$ 23,750.00
Digitization Services	Outsourcing	Audubon Florida CSS Records	\$ 5,000.00
		Audubon's ESCR Materials	\$ 5,000.00
		Florida Audubon Society Slide Collection	\$ 5,000.00
		ENVR Books	\$ 1,000.00
		Richard "Skip" Davis Collection	\$ 4,000.00
		USF Oracle, 1980-1989 (est. 3,125 pg/yr)	\$ 2,600.00
		LGBTQ+ Archival Collections	\$ 2,500.00
	LGBTQ+ Public Domain and Books	\$ 600.00	
Travel/PD	Skills, Conferences	Amanda, Andy, John, Erin, Richard, Dahlia	\$ 4,275.00
Transcription Services	Transcription Software	Subscription, Transkribus, 30,000 credits (20pprox.. 25,000 pages)	\$ 4,647.00
	Outsourcing (\$19/pg)	Handwritten materials; non-linear data sets (500 pages)	\$ 9,500.00
Marketing	Promotion	Print advertising, digital advertising, and swag	\$ 1,500.00
	Events		\$ 2,000.00
Misc. Expenditures		May include preservation, conservation, small equipment needs, collection purchases, or overdraft funding for other elements of the plan.	\$ 1,268.00
		TOTAL	\$ 100,000.00

Personnel / E&G / Foundation / Grants (including current students)			
Personnel	Librarian, Born Digital Archivist	FTE	\$ 65,000.00
	Coordinator, Digital Collections	FTE	\$ 50,000.00
		FTE Benefits	\$ 29,900.00

	Student 3 (FWS)	20 hrs/week, 1 student, 48 weeks, \$14.25/hr	\$ 13,680.00
	Student 4 (Foundation)	20 hrs/week, 1 student, 48 weeks, \$14.25/hr	\$ 13,680.00
	Student 5 (Foundation)	20 hrs/week, 1 student, 48 weeks, \$14.25/hr	\$ 13,680.00
	Student 6 (Grant-funded)	20 hrs/week, 1 student, 48 weeks, \$14.25/hr	\$ -
		TOTAL	\$ 185,940.00

Equipment			
Equipment	Scanner	Plustek OpticBook A300 Bookedge	\$1,600.00
		TOTAL	\$1,600.00

TOTAL YR 2 (Excluding current FTE)		\$287,540.00
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C. 2024-2025 SPENDING PLAN

Angle Foundation Funds (\$100,000)			
Category	Description	Detail	Cost
Personnel	Student 1	20 hrs/week, 1 student, 48 weeks, \$15.00/hr	\$ 14,400.00
	Student 2	20 hrs/week, 1 student, 48 weeks, \$15.00/hr	\$ 14,400.00
	QCC Staff – Half Time	25 hrs/week, 50 weeks, \$19/hr	\$ 23,750.00
Digitization Services	Outsourcing	Sally Thompson Collection	\$ 3,500.00
		Roy Robin Lewis Papers	\$ 1,200.00
		Skip Gandy Commercial and Aerial Photography Collection	\$ 7,000.00
		USF Oracle, 1980-1989 (est. 3,125 pg/yr)	\$ 2,600.00
		ENVR Books	\$ 500.00
		King Brothers Papers	\$ 500.00
		Mutual Aid Society Records - Cuban Club	\$ 8,500.00
	Florida Studies Books	\$ 900.00	
Travel/PD	Skills, Conferences	Amanda, Andy, John, Erin, Richard, Dahlia	\$ 5,000.00
Transcription Services	Transcription Software	Subscription, Transkribus, 30,000 credits (approx. 25,000 pages)	\$ 4,647.00
	Outsourcing (\$19/page)	Handwriting; Non-linear Data Sets (500pg)	\$ 9,500.00
Marketing	Promotion	Print advertising, digital advertising, and swag	\$ 1,000.00
	Events		\$ 1,600.00
Misc. Expenditures		May include preservation, conservation, small equipment needs, collection purchases, or overdraft funding for other elements of the plan.	\$ 1,003.00
		TOTAL	\$ 100,000.00

Personnel / E&G / FWS / Foundation / Grants (including current students)			
Personnel	Librarian, Born Digital Archivist	FTE	\$66,950.00
	Coordinator, Digital Collections	FTE	\$51,500.00
	GIS Specialist	FTE	\$70,000.00

	-	FTE Benefits	\$48,997.00
	Student 3 (E&G)	20 hrs/week, 1 student, 48 weeks, \$15.00/hr	\$14,400.00
	Student 4 (FWS)	20 hrs/week, 1 student, 48 weeks, \$15.00/hr	\$14,400.00
	Student 5 (Foundation)	20 hrs/week, 1 student, 48 weeks, \$15.00/hr	\$14,400.00
	Student 6 (Foundation)	20 hrs/week, 2 students, 48 weeks, \$15.00/hr	\$14,400.00
	Student 7 (Foundation)	20 hrs/week, 2 students, 48 weeks, \$15.00/hr	\$14,400.00
	Student 8 (Grant-funded)	20 hrs/week, 2 students, 48 weeks, \$15.00/hr	\$ -0-
	Student 9 (Grant-funded)	20 hrs/week, 2 students, 48 weeks, \$15.00/hr	\$ -0-
		TOTAL	\$309,447.00

Equipment			
Equipment	Scanner	Plustek OpticBook A300 Bookedge	\$1,600.00
		TOTAL	\$1,600.00

TOTAL YR 3 (Excluding current FTE)	\$414,247.00
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D. Non-Angle Fund Additional Budget Request Summary

This table summarizes information presented above that is not covered by the A. Bayard Angle fund, and in addition to our current faculty and staff funding lines.

Funds Not Covered by the Angle Fund	Year 1	Year 2	Year 3
Additional Personnel, 3 FTE			
- Librarian (Born-Digital Archivist)	-	\$65,000	\$66,950
- Coordinator, Library Operations (Digital Collections)	-	\$50,000	\$51,500
- GIS Specialist	-	-	\$70,000
Assumes 3% annual increase.			
Benefit Costs (0.26)	-	\$29,900	\$48,997
Equipment Needs	\$5,197	\$1,600	\$1,600
Student Assistants (E&G, Foundation, Grants)	\$26,880	\$41,040	\$72,000
ANNUAL TOTALS	\$32,077	\$187,540	\$311,047
		TOTAL	\$530,664

X. ORGANIZATION AND STAFFING

As outlined below, the Digital Collections unit of Special Collections is seeking to staff with seven FTE. This plan proposes four new Librarian, staff, and A&P lines as well as 9 student positions. A Digital Initiatives Metadata Librarian and a Coordinator for Digital Collections Metadata will work closely with the unit from the Collections & Discovery department.

Coordinator, Library Operations - Digital Collections and Exhibits: This position will assist the Curator for Digital Collections with ongoing projects and Digital Collections maintenance. They will work on the front-facing side of

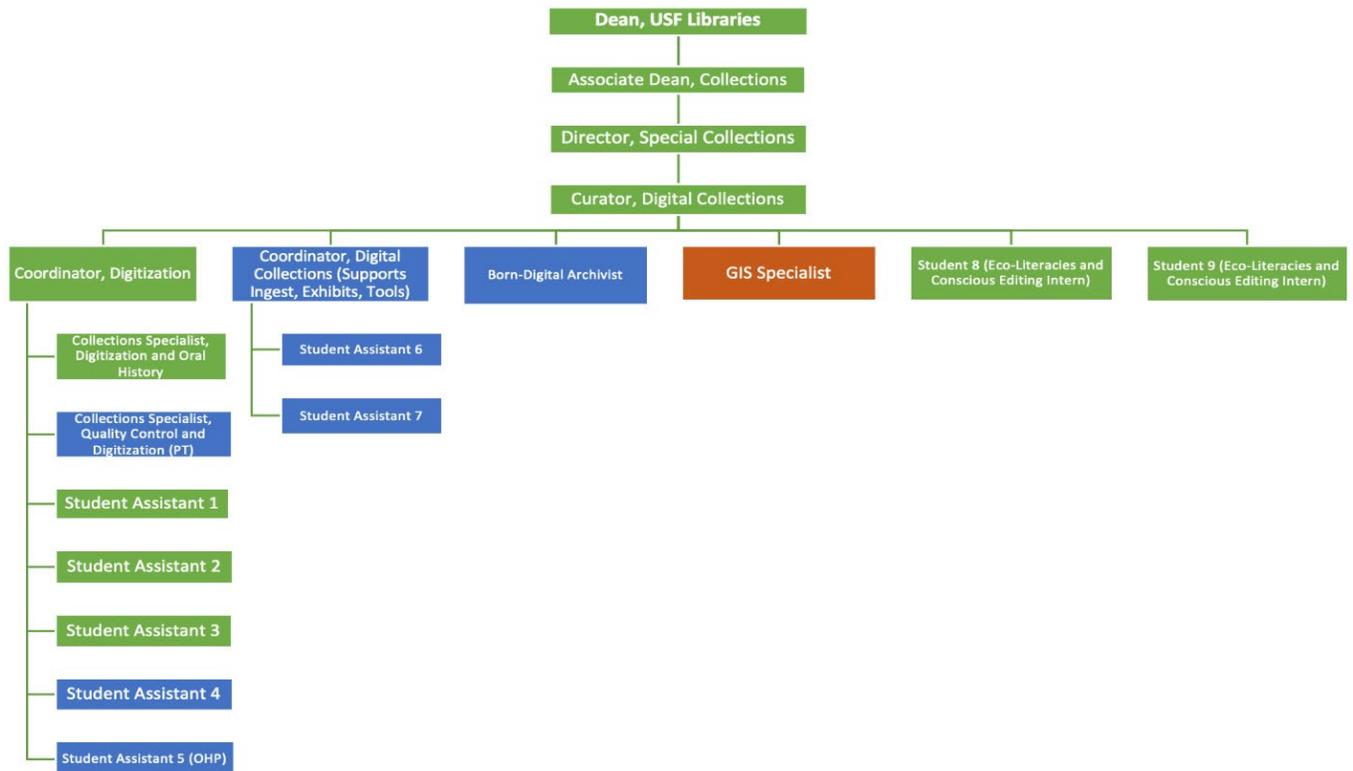
digital collections initiatives, including exhibits and instruction tools, and supervise students working on metadata projects.

Collections Specialist, Quality Control and Digitization: Reporting to the Coordinator, Library Operations for Digitization and Reformatting, a Quality Control Specialist will help to move projects forward by verifying their presentation, readability, and accessibility features. A portion of this position will also be dedicated to digitization for various assets in support of the unit’s mission.

Assistant Librarian/Coordinator of Library Operations, Born-Digital Archives: Reporting to the Curator for Digital Collections, the Born-Digital Archivist will help to develop the born-digital archives program by creating workflows, policies, and training modules. They will be responsible for identifying collections of interest with a focus on archiving born digital materials related to the University of South Florida and other key strategic collecting areas. The archivist will be expected to understand the technical, legal, and ethical requirements for ingesting and accessioning born-digital materials from obsolete formats and the web.

GIS Specialist: The GIS Specialist will assist the Digital Collections unit and Special Collections with creating geo-spatially focused content and tools for projects, instruction, and outreach needs.

Organizational Chart Projected to 2025



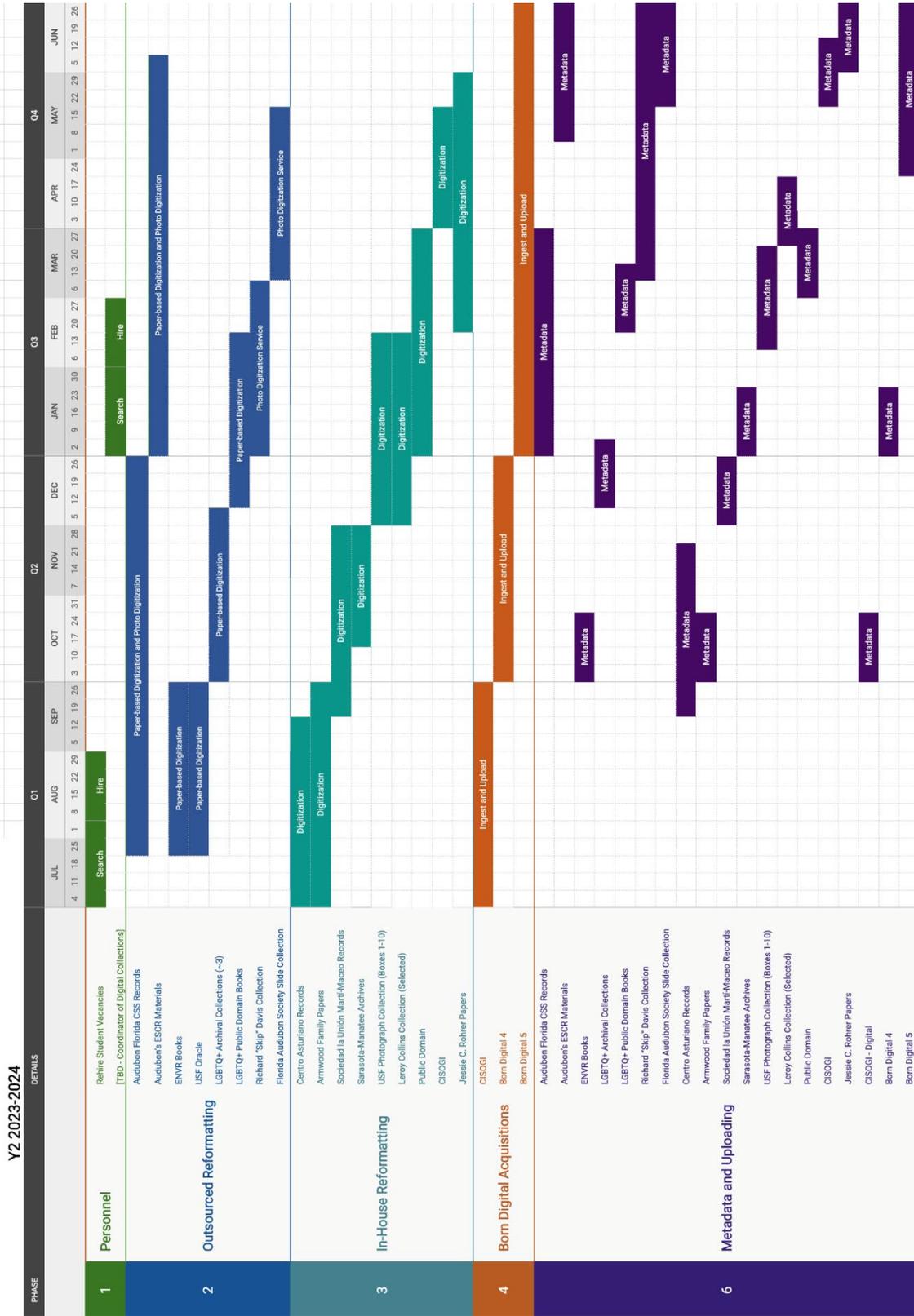
XI. IMPLEMENTATION PLAN

During the course of the next three years, the Special Collections department is suggesting hiring of three FTE for the Digital Collections unit, one part-time employee, and approximately two additional OPS students to support those positions. This would bring the unit to six FTE and nine student assistants. The Digital Initiatives Metadata Librarian is situated in Collections and Discovery, but their work and the work of their Coordinator and students directly impact the ability of digital collections to complete their work. The PTE could be considered for FTE, if the pace requires and budget is available. These staffing requests are factored into the outlined workflow below to bring the department to the capacity needed to accomplish this plan by 2025, should the budget allow for this growth.

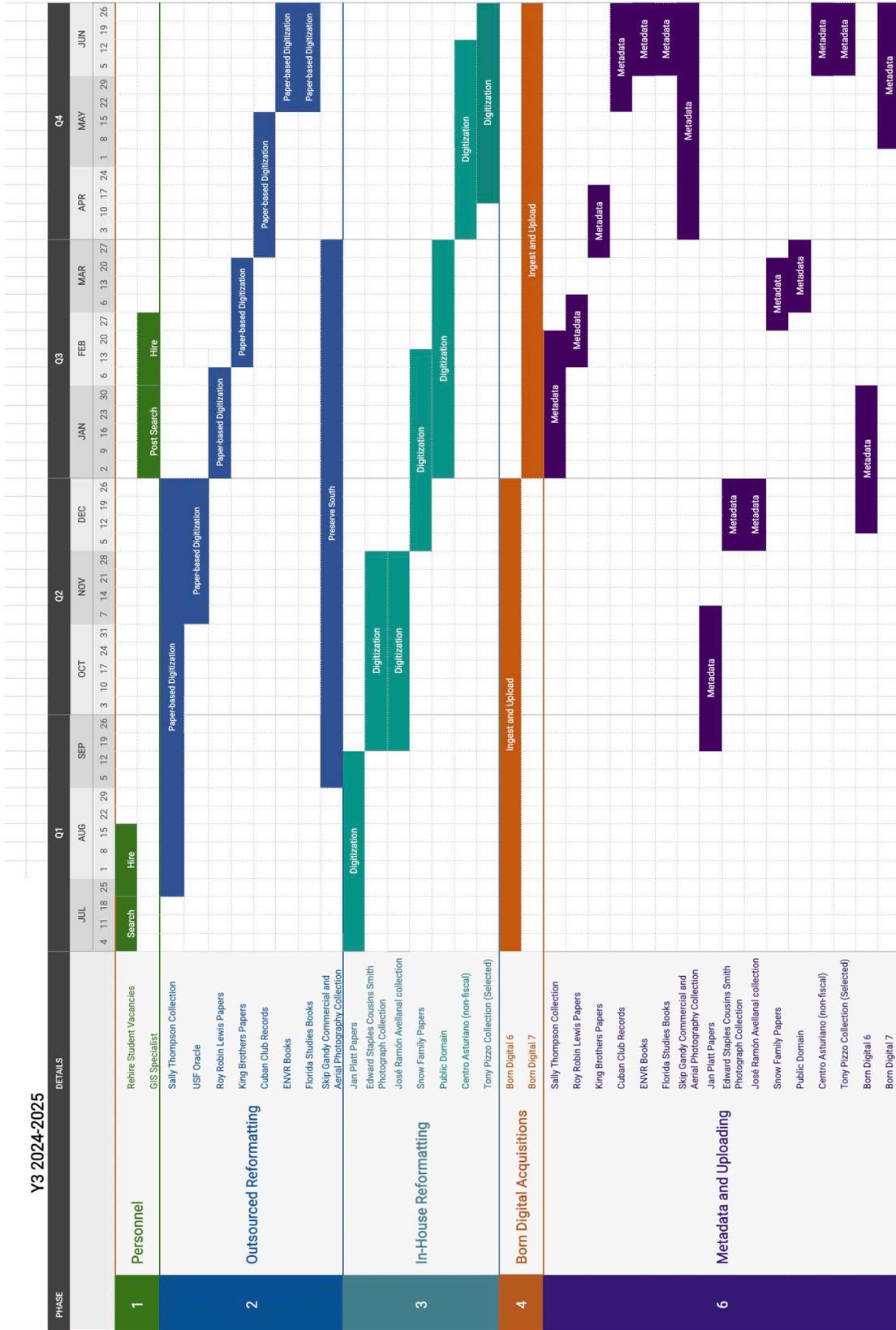
During this period, the department will outsource twenty-five digitization projects, complete twenty-three reformatting projects in-house, and ingest seven born-digital collections. The outsourced projects will be staggered based on the media type; we can have one vendor digitizing paper-based sources while another works on slides, for example. Potential vendors are outlined in Appendix 16.2. This plan would lead to the creation of thirty-one new collections in Digital Collections and about fourteen collection expansions. Projects will be divided into their reformatting type, the type of outsourcing company needed, and the level of expertise needed to complete either reformatting or metadata.

This project is designed to digitize existing collections but does allow enough space to incorporate special projects for new collections as they arise. The project plan can be previewed below, or viewed via Excel, [here](#).

Year 1, 2022-2023



Year 3, 2024-2025



XII. RISK ANALYSIS

The Digital Collections unit has the ability, through this plan, to rapidly increase the volume, quality, and access to digital collections through the University of South Florida Libraries. This effort will help to raise the library's profile for ARL consideration and place the university as a leader in digitized environmental, Florida Studies, and LGBTQ+ collections. The support for this plan is vital to ensure that Digital Collections remain competitive with peer and aspirant universities.

Risks of Not Funding

Without significant funding, Digital Collections will be unable to outsource any collections and will not be able to maintain a full team of students who can support reformatting in-house. With a small full-time team, the final outcome from three years would be 80% lower than the funded plan could support. The following list represents possible negative repercussions of not funding digital collections for this aggressive three-year plan:

- Falling behind peer and aspirant institutions, including ARL institutions
- Inability to effectively reach outside researchers interested in our collections
- Obsolete media deterioration
- Inability to promote and build support for the FLENH collections
- Faculty and student disinterest in a lack of new content in the collections
- Inability to grow the staffing in Digital Collections

Risks of Funding

Possible risks of undertaking this level of investment in Digital Collections are as follows:

- Turnover of staff and student employees
- Impact of inflation on digitization costs
- Inability of processing staff to prepare collections for outsourcing
- Difficulty in obtaining material's release forms
- Administrative shift away from FLENH collections as a strategic collecting area
- Potential overuse of the bepress Digital Commons platform in terms of Amazon S3 storage and preservation capacity
- Possible lack of interest in campus community in the growing collections
- Risk of take down notices as a result of significant influx of materials

In addition to these concerns, the temporary nature of funding from the Angle Foundation account means that plans for digital collections growth after 2025 will be assessed when more information about funding is available. Continued support from the Angle fund would allow operations to continue to grow moving forward, although it is not currently possible to predict budgets after 2025 at this time.

XIII. 2025-2028 PLAN

The plan outlined above is an aggressive approach to raise Digital Collections to a level that it becomes a national hub for historical data focused on environmental and natural history, as well as a more well-rounded repository reflecting strategic collecting areas for Special Collections.

Moving into 2025-2028, additional equipment purchases will be needed to sustain the progress of the unit. While outsourcing may continue to be a viable method for reformatting, the library should continue to assess the cost-benefit analysis regarding this process to determine if a specialized [overhead art and artifact scanner](#) is desirable. This will be determined in part by the types of donations accepted.

XIV. CONCLUSION

Forty-five collections will be impacted by the 2022-2025 plan. Of those collections, thirty-one will be entirely new digital collections, while the remaining fourteen will be additions to collections that serve our strategic focus within Special Collections. To accomplish this growth of resources, the unit will use the A. Bayard Angle funds to launch efforts and is seeking an investment in both temporary and permanent employees. Through the efforts outlined in this plan, Digital Collections will step into the forefront of academic libraries with collections of distinction in Florida Studies, environment and natural history, LGBTQ+ studies, and university archives.

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XVI. APPENDICES

Appendix 1: Digital Collections Assessment in ARL Member Libraries

An assessment of peer and aspirant institutions, including ARL Member Libraries, was completed to assist with the analysis in this collection. Exact figures were not always possible when examining size of archives, and it is significant to note that universities tend to count their definition of a digital collection in distinct ways that makes them difficult to compare. For example, some schools will count exhibits created by themselves or by their faculty partners as digital collections, while others are only referring to reformatted archival materials. Other schools will count contemporary department records that USF Libraries considers to be part of our institutional repository as part of their digital collections.

The data spreadsheet can be viewed here:

<https://usf.box.com/s/5ew3dv4nhephi6gj2mlm3h1m2tq07fsc>.

Appendix 2: Possible Vendors and Outsourcing Services

Vendors will be selected based on the material type, quote, and reputation of the service.

Media and Image Reformatting

- Preserve South: <https://www.preservesouth.com/>
- Coastal Film Lab: <https://www.coastalfilm.com/archiving>
- Feldman's Photography: <https://www.feldmansphotography.com/>
- Memory Fortress: <https://memoryfortress.com/photo-scanning-st-petersburg/>

Document Reformatting

- Backstage Library Works: <https://www.bslw.com/>
- The Crowley Company: <https://thecrowleycompany.com/digitization-services/archival-preservation-scanning/>
- Tampa Scanning Services: <https://www.tampascanning.com/scanning-services/>