The success of the academic and research efforts in a university depend on its library program. After faculty, the library is the one element without which there would be no university. The UCF Library exists to provide materials and services needed by faculty and students to enrich and support their work of teaching and research. To meet these responsibilities, library personnel manage budgets, collections, and equipment. They provide a multitude of one-on-one services. They develop and maintain an information system to identify, describe, and locate the collections; and to provide management data on their cost, use, and status. They are responsible for establishing and maintaining good communication and professional relationships with faculty, university administrators, and colleagues in other libraries.

The UCF Library experienced a traumatic year. On July 1, 1983, there were 49 FTE positions. During the year this staff welcomed a new Director, and seven colleagues (to fill five new and two re-established positions). They coped with an unprecedented lack of state funds to buy books and pay subscriptions. Some of them literally "camped out" in the midst of the construction project. Despite all this, they provided good service to the university. Reference, Inter-Library Loan, and Computerized Literature Search activity increased. The newly constructed addition was occupied in fall, and the renovation of the original building is now almost complete. A massive move and merge of the collections will take
place in August. Bound volumes of journals and books on a given subject will be shelved side by side. This arrangement best suits the size, age, and distribution of the collection; and it provides the most effective use of the new spatial arrangements.

This interim summary report discusses major events of 1983-1984, and identifies goals for the coming year. A traditional Library Annual Report will be issued in August after each department "closes the books," noting individual achievements, and compiling and analyzing statistics on product and process measures. These measures include titles cataloged, volumes bound, service transactions completed, etc. In June, each Department Head prepared a preliminary report, with projected figures and a list of accomplishments, problems, and goals. These documents are available for review.

Despite many changes in architect's and contractor's personnel and despite serious technical problems, it appears the finished new building will be a structure of which the University can be proud. Staff members, who worked under leaking ceilings and falling plaster deserve applause. The same can be said of Library patrons who sat on the floor and learned to live side-by-side with electricians and jack-hammer operators. In the post-occupancy phase, new difficulties will surely appear, but it is gratifying to report that problems seem superficial, not substantive, and seem to be problems that can be remedied in the future.

It is difficult to single out individuals for praise in a report like this, but Lynn LaBrake deserves exceptional mention for orchestrating the efforts of the contractor and architect, university personnel, Library clientele, and the Library staff itself. Her technical competence and interpersonal skills were outstanding. If any one person deserves commendation this year it is Ms. LaBrake because of the work she did on the building.
turn, the department heads (who did not have their usual access to her counsel and support) deserve applause for the way they carried on the normal business of the Library. The bibliographic instruction lecture series was temporarily halted. However, with this one exception, the staff managed for the most part to continue to provide faculty and students the service they required.

Table 1 shows "Book OCO" allocation levels for the past few years. The uneven pattern, in times of rising enrollment and increasing material costs, created a situation that almost defied management. When viewing these figures, it is important to remember that Library staff remained constant in the period portrayed. In 1983-1984, the budget suffered a disastrous low. However, the lack of funds provided an excellent opportunity for the Library to raise its profile and the consciousness of its communities. This elicited the support of internal and external groups. The actual income generated was not significant, but these projects were valuable because they attracted attention and brought the Library story to the legislature and the public. However, with this one exception, the staff managed for the most part to continue to provide faculty and students the service they required.
TABLE 1
UCF LIBRARY STATISTICS

<table>
<thead>
<tr>
<th>YEAR</th>
<th>UCF ENROLLMENT</th>
<th>OCO ALLOCATION FOR LIBRARY MATERIALS</th>
<th>AVERAGE COST U.S. TRADE BOOKS</th>
<th>AVERAGE COST U.S. GENERAL PERIODICAL SUBSCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>75-76</td>
<td>10,940</td>
<td>$457,210</td>
<td>$16.19</td>
<td>$19.94</td>
</tr>
<tr>
<td>76-77</td>
<td>9,561</td>
<td>609,648</td>
<td>17.39</td>
<td>22.52</td>
</tr>
<tr>
<td>77-78</td>
<td>10,893</td>
<td>1,055,199</td>
<td>19.22</td>
<td>24.59</td>
</tr>
<tr>
<td>78-79</td>
<td>11,029</td>
<td>1,044,688</td>
<td>19.30</td>
<td>27.58</td>
</tr>
<tr>
<td>79-80</td>
<td>12,366</td>
<td>777,747</td>
<td>23.96</td>
<td>30.37</td>
</tr>
<tr>
<td>80-81</td>
<td>12,944</td>
<td>868,333</td>
<td>24.64</td>
<td>34.54</td>
</tr>
<tr>
<td>81-82</td>
<td>13,093</td>
<td>692,039</td>
<td>26.63</td>
<td>39.13</td>
</tr>
<tr>
<td>82-83</td>
<td>14,239</td>
<td>762,908</td>
<td>30.59</td>
<td>44.80</td>
</tr>
<tr>
<td>83-84</td>
<td>15,648</td>
<td>560,158</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>84-85</td>
<td>16,000 est.</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
</tbody>
</table>

* not available yet
An Innovacq automated acquisition system was installed. This now provides excellent information in the form of management reports that can be used to analyze expenditures and link them to collection use. Also, it made it possible to shift and modify staff assignments, and actually permitted creation of a new position.

In June, news from the state legislature seemed to be good. We saw headlines like "Budget Funds Library Books." Florida allocated 12 million dollars to university libraries across the state, a substantial increase. Unfortunately, the news for UCF was not as good as originally anticipated. The legislative formula for distributing the 12 million among SUS libraries is not based on size of institution. It principally depends on size of library's present collection. Institutions that were well supported in the past will benefit greatly. Their size determines the "slice of the pie" they will receive in 1984-1985. UCF's collection is relatively small (the smallest in books per student), and we will receive a proportionally small share of the 12 million, only about seven percent, less than FIU, FAU, or UWF. USF, on the other hand, is slated to receive almost fifteen percent.

Table 2 shows information on current holdings and volumes per student, as well as anticipated share of the proposed new allocation. The dollar amounts may not be exact, because funds come "off the top" for special needs. Nevertheless, decisions on institutional shares seem to be firm.
<table>
<thead>
<tr>
<th>Enrollment</th>
<th>Current Holdings</th>
<th>Volumes per Student</th>
<th>Proposed new Allocation -- $</th>
<th>Proposed Book exp. per Student</th>
</tr>
</thead>
<tbody>
<tr>
<td>UF 31,908</td>
<td>UF 2,485,754</td>
<td>FSU 85</td>
<td>UF $3,447,746</td>
<td>FAMU 185</td>
</tr>
<tr>
<td>USF 26,172</td>
<td>FSU 1,797,140</td>
<td>FAMU 84</td>
<td>FSU $2,842,504</td>
<td>UWF 179</td>
</tr>
<tr>
<td>FSU 21,267</td>
<td>USF 1,087,020</td>
<td>UWF 83</td>
<td>USF $2,010,265</td>
<td>FSU 134</td>
</tr>
<tr>
<td>UCF 15,648</td>
<td>FIU 591,029</td>
<td>UF 78</td>
<td>FIU $1,239,550</td>
<td>UNF 133</td>
</tr>
<tr>
<td>FIU 14,868</td>
<td>FAU 493,282</td>
<td>UNF 59</td>
<td>FAU $1,062,623</td>
<td>FAU 113</td>
</tr>
<tr>
<td>FAU 9,388</td>
<td>UWF 491,514</td>
<td>FAU 53</td>
<td>UWF $1,059,333</td>
<td>UF 108</td>
</tr>
<tr>
<td>UWF 5,922</td>
<td>UCF 457,734</td>
<td>USF 42</td>
<td>UCF $995,865</td>
<td>FIU 83</td>
</tr>
<tr>
<td>UNF 5,458</td>
<td>FAMU 411,329</td>
<td>FIU 40</td>
<td>FAMU $906,700</td>
<td>USF 77</td>
</tr>
<tr>
<td>FAMU 4,894</td>
<td>UNF 320,660</td>
<td>UCF 29</td>
<td>UNF $725,524</td>
<td>UCF 64</td>
</tr>
</tbody>
</table>
As an institution, we must express appreciation for the increase over funds we received last year. However, we should do everything we can to ensure that UCF receives a more equitable share next year. We must work to create an image of excellence, yet still continue to justify our requests for more of the state-supplied library dollars.

Every academic library needs a detailed Collection Development Policy. This is a formal statement that reflects the unique mission, fiscal restraints, and cultural setting of its parent institution. Such a policy guides decisions on level; content, format, language, and the other dimensions of collection growth. It also guides maintenance and elimination. A group of professional librarians worked hard in 1983-1984, to develop such a policy. Plans call for greater participation of departmental and college representatives in the process, and for involvement of a Faculty Library Committee in 1984-1985. Completion and implementation of the Collection Development Policy statement will be a landmark event next year. It will also be the foundation of a structured new approach to analyzing the serial collections and making decisions on new subscriptions and cancellations.

Considerable time was spent this year in opening channels of communication. A special Director's Task Force was appointed. Its objective was to evaluate problems and suggest issues to be addressed. After problems were reviewed, they were ranked. A target time for resolution was assigned to each one. An effort was made to increase the number of professional staff meetings, with an orderly system of agendas and minutes. The Task Force played a role in developing a Director's Cabinet that now includes representatives of Career Service and A&P librarians.
Any organization can function for a time without new money for materials or equipment. It can operate for a time in an uncomfortable or inadequate physical surrounding. It cannot prosper or survive without the good will and cooperation of staff. The UCF Library has an exceptional, dedicated staff. This is somewhat surprising, as their salaries do not reflect their fine performance. The librarians (and the clientele) depend on an outstanding cadre of Career Service personnel who deserve to be paid at rates that approximate the marketplace. The Library Administration must work with University Officers to bring the issue of Career Service salaries to the attention of the public and the legislature.

UCF salaries for A&P Librarians seem low in comparison to other professional groups on campus, and even low in comparison to peers in some other SUS libraries. Staff were concerned when they learned through the UCF Report, that an Assistant Athletic Trainer, with only an unspecified Bachelor's degree and minimal experience was in the same pay range as an Associate University Librarian with an ALA accredited Master's degree and five years of experience. The support and encouragement of Dr. Juge in working to understand and evaluate the issue of pay ranges was greatly appreciated. The whole problem of salaries is one that must be faced responsibly and creatively over the next few years.

The cost of low salaries is high. The combined advertising costs for campus and NTEC A&P searches this year were $2,400. Mrs. Stillman invested a significant amount of her time in the search and selection process. Some candidates changed their minds and accepted other positions after agreeing to come to Orlando to be interviewed, and one withdrew after accepting a position here. The cost of processing these recruitments may not be immediately visible, but it is a real cost and should be considered as a justification for increasing Library salaries.

Significant effort went into servicing personnel paperwork needed
to maintain existing positions, fill regular vacancies, and recruit for the seven new (or reestablished) positions. Hiring and interviewing for the NTEC Library created unusual demands, as five of six positions turned over, and an A&P Librarian search had to be undertaken twice. The Director's office staff were realigned, and the Staff Assistant has been designated as liaison with the University Personnel Office. This is expected to streamline personnel-related actions. A major audit, encompassing all Career Service positions will be a highlight of the 1984-1985 year.

The Library's accomplishments were remarkable, considering the lack of staff. The Washington Formula is clearly not generous to UCF, and those computing the formula this year worked under the impression that UCF had 67 (rather than 50) FTE staff. Nevertheless, they concluded that ours was the most seriously understaffed library in the SUS. This is a problem that must be addressed. It is portrayed dramatically in Table 3.

The Library Promotion Committee accepted greatly increased responsibilities this year. It became a Personnel Review Committee. It undertook a major task of analyzing all salaries in relation to experience, role, and rank. It developed an equity model to be used next year to help eliminate (at least the most glaring) discrepancies. Discussion of staff can be summarized by saying we need more people, and we should pay them higher salaries.

In the automation area there was considerable activity. Additional terminals will be installed this fall, and will bring the present hardware configuration up to its maximum capacity. In 1984-1985, UCF will upgrade the system. This should serve to maintain services during the next two to three years. An information package explaining the system has been developed by the Reference Department and will be available for users in time.
TABLE 3

RELATIONSHIPS BETWEEN NUMBER OF STAFF AND ENROLLMENT FIGURES

<table>
<thead>
<tr>
<th>Institution</th>
<th>FTE Library Staff*</th>
<th>Headcount Enrollment</th>
<th>Staff/Student Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida A &amp; M University</td>
<td>74</td>
<td>4,764</td>
<td>.0155</td>
</tr>
<tr>
<td>Florida Atlantic University</td>
<td>64.5</td>
<td>9,080</td>
<td>.0071</td>
</tr>
<tr>
<td>Florida International University</td>
<td>107.5</td>
<td>15,728</td>
<td>.0068</td>
</tr>
<tr>
<td>Florida State University</td>
<td>171.5</td>
<td>21,547</td>
<td>.008</td>
</tr>
<tr>
<td>University of Central Florida</td>
<td>67</td>
<td>15,600</td>
<td>.0043</td>
</tr>
<tr>
<td>University of Florida</td>
<td>335</td>
<td>31,641</td>
<td>.0106</td>
</tr>
<tr>
<td>University of North Florida</td>
<td>42</td>
<td>5,566</td>
<td>.0075</td>
</tr>
<tr>
<td>University of South Florida</td>
<td>162.5</td>
<td>26,892</td>
<td>.006</td>
</tr>
<tr>
<td>University of West Florida</td>
<td>52.75</td>
<td>6,076</td>
<td>.0087</td>
</tr>
</tbody>
</table>

*A&P Librarians and Career Service Personnel.

These figures were developed by the CAVP Library Task Force, using their totals. If the real UCF total of only 49.5 were used, the staff/student ratio would be even more shocking.
for a planned fall series of tours and lectures on how to use
the new Library. UCF plans to continue its present project of
quality assurance and quality control of bibliographic, and
holdings records. When the new state-wide "Type I Center" is
established, we must insist on UCF participation in bibliographic
and processing decisions, hardware allocation decisions, as well
as choices about personnel and finance. The future of library
automation will not depend on technical or bibliographic issues,
but on the economics and politics of inter-institutional coopera­
tion, and a goal for 1985 is active and informed involvement in
the new Center.

One of the year's new positions was used to recruit a Technical
Services Librarian with a unique combination of CLSI expertise
and experience with MARC format serials' records. She is now
working as a one person task force on two projects: (1) handling
the CLSI responsibilities of the former Systems librarian's posi­
tion, and (2) gathering data, testing records, and developing a
work program for converting all UCF serial records to MARC (Ma­
chine Readable Cataloging, an international standard format for
bibliographic records). Her investigative and testing project
should be complete by October or November and a goal is to have
all serials cataloged at full AACR II (Anglo American Cataloging
Rules, second edition) by the end of calendar 1985. Since so
much of the University's research depends on the journal collec­
tions, and because a major part of the materials budget is devoted
to subscriptions costs, this is a particularly important effort.
It should provide faculty with a greater number of access points
to the serials collection.

The position of "Systems Librarian" was eliminated, which seemed
appropriate at this stage in the library's life cycle. Most of
the routine (and some of the exceptional) CLSI decisions are made
and carried out by highly competent Career Service support staff.
Evaluating and planning for the new state-wide system is being done by all librarians as producers and consumers of automation. Coordinating these plans, and communicating with the SUS during 1984-1985, are responsibilities that will be handled by the Associate Director and Director.

Many UCF graduates remain in the area. They leave the University and enter the Orlando community as new professionals, accustomed to using the Library. The growth of the local economy is a consideration, as is the Research Park. UCF is the only research library in a wide geographic radius. These factors combine to substantiate the need for a Fee-for-Service unit. The concept of charging patrons conflicts with the traditional service orientation of librarians. Nevertheless, the need to protect the basic service needed by faculty and students led to the development of Fee-for-Service units in academic libraries in recent years. In 1983-1984 UCF moved towards establishment of such a unit. Attempts made to obtain outside funding were unsuccessful. However, a work plan has been drawn up and an individual has been hired. She has the quantitative skills and library background necessary to carry out the necessary preliminary tasks. Plans call for operations to begin in January 1, 1985. This will involve reconsideration of service to all users other than faculty and students, including Rollins College, Foundation Donors and the NTEC operation.

UCF spends about $28 per student per year for salaries associated with circulation, reserve, shelving, collection management, and basic reference service on the Orlando campus. These are the services the University asked Brevard Community College to provide for UCF in Cocoa. Dr. Westrick's operation is making a dollar contribution to BCC this year and will supply it again in 1984-1985. He has indicated he believes the Library should absorb this financial responsibility in 1985-1986. This is easy to understand
because Brevard students are UCF students and this is the UCF Library. However, the Library cannot underwrite a contribution to BCC without causing a negative effect on the entire UCF academic family, including students enrolled at Cocoa. Book OCCO can be divided by enrollment totals, to arrive at "Book-dollars-per-student" estimate. However, enrollment is relatively insignificant as a factor in the formula the state actually uses to allocate OCCO. As individuals, BCC campus students generate just a very small share of the "Book-dollars-per-student" total. The coming year offers a good time to begin working with Dr. Westrick to plan for Brevard in the future, and for similar services to Daytona Beach as well.

The major goal for 1984-1985 is to give the University a library operation that meets and surpasses expectations, and that does this in a way that is innovative and exemplary. This goal included a commitment to provide a humane, rewarding, and exciting work environment for the full and part-time personnel who keep the building open 87 hours each week.

The Annual Report in August will cover specific objectives, such as the dedication program and the Art in Public Places Project. It will describe the results of the Task Force's analysis of Library operations. It will also list individual achievements and departmental progress. The past year has been eventful and productive, and 1984-1985 promises to be a time when plans made earlier will be put into action. The UCF Library is a good one and it will be even better in the future.