

**Mildred F. Sawyer Library  
FY2005 Annual Report**

- I. Objectives of the Program/Department
  - A. What objectives did your program hope to meet in 2004-2005?
  - B. How successful were you in meeting those objectives?
  - C. How did you measure that success?

**GOAL 1: Acquire collections of resources in appropriate formats to meet the information needs of the Library's primary clientele**

Objective 1.1: identify and clarify the information needs of students, faculty, staff, and administration

*Measured Progress:* the Sawyer Library continued to collect needs from users via our Web-based survey form. During FY2005, two online survey forms were submitted. The library's d Web-based suggestion box received ten suggestions. Needs were also communicated by members of the University community via e-mail and by personal contact with members of the library staff.

Objective 1.2: create a collection development plan incorporating all formats

*Measured Progress:* created after revisions, and posted to the Web on April 13, 2005

Objective 1.3: acquire materials supporting the collection development plan

*Measured Progress:* Collection Statistics:

	<u>Added in FY2005</u>	<u>Total Held at end of FY2005</u>
Volumes (print)	3,401	122,681
Titles (print)	2,608	97,579
Electronic books	27,753	30,135
Microform units (includes books in ultra fiche)	398	136,147
Paper/Microform Serial Subscriptions	14	909
Videotapes, DVDs and cassettes (volumes)	81	553
Periodical titles available via online catalog	1,658	9,864

*Measured Progress:* the library participates in the national interlibrary loan system to borrow, and to provide others, with requested information resources not owned within our collection:

<i>Total Loans</i>		<i>Total Borrows</i>	
total returnables	425	total returnables	390
total non-returns	568	total non-returns	527
	-----		-----
	993		917

*Measured Progress:* an electronic serials collection overlap analysis was conducted using Serials Solutions at the end of June 2005. It showed that the Sawyer Library users had access to 15,035 unique serial titles through the databases and through our e-journal direct title subscriptions.

Objective 1.4: ensure that access, primarily through accurate and standardized cataloging and indexing, is provided for Library holdings

*Measured Progress:* Technical Services continues to expand the item and holdings information for owned and accessible resources through the Web-based online catalog (Archer).

*Measured Progress:* The Sawyer Library had established several “branch” departmental libraries over the past several years at the request of individual department chairs and administrators. The materials in these branch libraries are cataloged and appear in the online catalog with departmental or other physical location information. During FY2005, print materials from three collections -- Communications, Philosophy, and 20 Beacon -- were returned for re-shelving in the Sawyer Library. Additionally, the

gifted monograph collection related to Afriterrra (cataloged) was relocated to the Sawyer Library.

Objective 1.5: promote a commitment by the University to the growth of the Library’s collections in terms of reaching a normative percentage of the general operations budget in annual expenditures

*Measured Progress:* The Federal government has eliminated determining the percentage of the institution’s general operating budget allocated to the library as a data point. Therefore, we can no longer determine a nationwide percentage.

**GOAL 2: Provide access to unowned resources in appropriate formats to meet the information needs of the Library’s primary clientele**

Objective 2.1: increase access to and retrieval of information resources in electronic formats for the University community throughout the world

*Measured Progress:* Logins to selected licensed databases (for which the information vendor could provide a meaningful number of sessions, visits, etc., but not “usage”) via the library’s research workstations and Web-pages:

	<i>Number of</i>	
<u>Database Name</u>	<u>Logins</u>	<u>Notes</u>
Academic Search Premier	20,766	
American Humanities Index	218	
Access Science	723	
ACM Digital Library	1,026	thru May 2005
Art Index	910	
BioOne	1,934	started 12/04
Blackwell Synergy	2,513	
Business & Company ASAP	65	
Business Source Premier	12,518	
Communications & Mass Media	2,896	
Communications Abstracts	4,041	
Communications Studies (Sage)	1,595	

Conference Board	145	
Contemporary Literary Criticism	2,264	
Corporate Affiliation	874	
Country Watch	1,323	
CQ Press (Weekly, Researcher and Historic)	922	
Criminal Justice Abstracts	2,337	
Criminal Justice Per. Index	73	
Criminology (Sage)	1,592	
Ebrary	2,134	started 12/04
EconLit	1,795	
Encyclopedia Britannica	8,371	
ERIC	2,966	
Europa World	728	
Expanded Academic ASAP	9,015	
FirstSearch	121	
Gale Biography Resource Center	1,619	
Gale Virtual Reference Library	2,245	
General BusinessFile ASAP	2,920	
General Reference Center	989	
Health Reference Center	1,156	
Hoovers	7,950	
IEEE Digital Library	176	thru May 2005
JSTOR	22,020	
Kluwer Online (SpringerLink)	925	
LexisNexis Academic	64,373	
LexisNexis Statistical	1,694	
MagillOnAuthors	90	
MagillOnLiterature	1,218	
MathSciNet	149	
MedLine	1,623	
Mergent	1,729	
Military & Govt Collection	1,815	
NetLibrary	961	
NYT Historic Newspapers	3,389	
Oxford Journals Online	1,774	started 01/05
Polling the Nation	394	
Professional Development Coll.	208	
Project MUSE	1,755	
PROMT	406	

PsycARTICLES	8,741	
PsycINFO	6,041	
RefUSA	980	
S&P NetAdvantage	5,536	
Science Direct	2,320	
Sociological Abstracts	4,012	
Sociology (Sage)	1,715	
Stat-USA	7,950	
TableBase	709	
Ulrichs via Web	200	
Value Line Research	1,170	
Wall Street Journal	15,680	
Wiley InterScience	2,754	11/04 - 05/05
xreferplus	<u>1,217</u>	
<b>TOTAL</b>	<b>264,468</b>	

*Measured Progress:* the proxy server shared by the Sawyer and Law libraries authenticated 472,209 sessions from off-campus workstations.

Please note that this reported figure is likely lower than it should be; our numbers greatly increased on February 21, the date we replaced the Innovative Interfaces server. However, because the sessions reported are ratio-level measures, percentages drawn from the reported sessions are still valid.

Over 10% of the sessions (10.6%) to access the Library's electronic resources occurred during the hours when the Sawyer Library is typically closed. SSOM and CAS students used the proxy 65% of the time; full- and part-time college faculty used it 3.5% of the time. Employees from throughout the University used it 1% of the time. Law faculty and students used it less than 2% of the time (1.5%). Those in joint Law and SSOM programs accounted for nearly 6% of the use. Unfortunately, the proxy server could not provide the University status (student, faculty, etc.) for nearly 24% of proxy use (111,949 logins). April, March, October and November

were the busiest months. The twelve most used databases yielded 83% of all use:

Academic Press - IDEAL; Blackwell-Synergy; Wall Street Journal; Ebrary (electronic books); EBSCOhost; Hoover's; Infotrac; JSTOR; Lexis-Nexis; NetLibrary (electronic books); Project MUSE; and, Sociological Abstracts.

*Measured Progress:* databases added included the ACM Digital Library; BioOne; CQ Weekly Online; Ebrary; IEEE Digital Library; Hoover's Online; LexisNexis Statistical; MathSciNet; MRI+ MediaMark Reporter; The New York Times (1851 - ); Oxford Journals Online; and, Wiley InterScience.

Objective 2.2: increase information retrieval opportunities for master's degree students

*Measured Progress:* Our full-time interlibrary loan librarian requested material from other libraries on a case-by-case basis.

Objective 2.3: increase our cooperative efforts with other libraries and institutions to expand information services and resource sharing

*Measured Progress:* the Sawyer Library continues to cooperate with the member libraries of the Fenway Library Consortium and the Boston Regional System to leverage our membership size to obtain and sustain discounts when acquiring print and electronic information resources.

*Measured Progress:* the Sawyer Library became an affiliate member of NERL: North East Research Libraries. This membership enabled the Sawyer Library to acquire access to databases unavailable to us as a member of the Fenway Library Consortium, and at pricing that puts many content-rich databases within our financial reach.

**GOAL 3: Ensure the long-term availability of Library and University archival resources**

Objective 3.1: develop and implement a plan to preserve those resources determined to be irreplaceable, valuable, unique or essential because of content, authorship, or format

*Measured Progress:* Suffolk University created a University Archives department in April 2005 under the general direction of the Provost. The Moakley and University Archivist (Beth Bower) has been directing the development of a plan.

**GOAL 4: the Library's primary clientele will become self-sufficient in information access and retrieval**

Objective 4.1: guide the University community to acquire and improve skills in accessing, retrieving and evaluating information

*Measured Progress:* the library teaches information skills to students and faculty in formal instruction classes scheduled by library staff or faculty to support their course objectives, and in "on demand" situations (face-to-face) as need arises (for example, while assisting students find materials for a research paper, etc.)

*Measured Progress:* the Sawyer Library contributed a CampusCruiser-based e-mail message in November 2004 briefly explaining the research process for course related papers for First Year Experience (FYE) students as administered by the Director of Student Activities.

*Measured Progress:* the Sawyer Library created and provided a script in June 2005 supporting one 50 minute module for the fall academic year 2005 Suffolk University First Year Experience pilot (SU-101) administered by the Director of Student Activities.

Objective 4.2: develop and schedule classes for instruction concerning information access, retrieval and evaluation concerning specific products and services for both general applications and subject-specific disciplines

*Measured Progress:* 109 instruction sessions were conducted with a total of 1,598 students

Objective 4.3: develop means to provide these services to Suffolk University students remote to the Boston campus

*Measured Progress:* the library worked with the CAS Educational Technology Committee. A Web-based orientation to Sawyer Library resources and services was completed at the end of June 2005.

Objective 4.4: formally propose to the College of Arts and Sciences that information literacy be recognized as a core competency

*Measured Progress:* unmet

Objective 4.5: create an expanded Bibliographic Instruction area of some 20 - 22 workstations.

*Measured Progress:* unmet in the Sawyer Building, but programmed for the relocation to 73 Tremont.

*Measured Progress:* replaced all student and instructor workstations in the bibliographic instruction room in January 2005.

**GOAL 5: Employ technologies that support access and retrieval of information, and increase user productivity**

Objective 5.1: plan for the expansion and integration of library technologies and services

*Measured Progress:* installed a GoVideo 4940 which enables the transfer of VHS content to the DVD format in July 2004

*Measured Progress:* migrated all workstations from McAfee virus protection to the University's Norton Symantec AntiVirus software in August 2004

*Measured Progress:* a computer replacement schedule was created in February 2005. Additionally, we have incorporated technology into the building program statement which is the base for the architectural work on the new Sawyer Library.

*Measured Progress:* installed a flat-panel LCD TV and introduced televised news via DirecTV in the 2nd floor elevator area of the Sawyer Library on March 15, 2005

Objective 5.2: maintain user productivity concerning information access and retrieval

*Measured Progress:* the currently deployed student-based laptops, workstations and printers are within technical specifications outlined in our technology plan.

*Measured Progress:* in August 2004, we introduced a configuration that enabled the laptops to print to one of six networked laser printers. Additionally, any student with their own registered laptop could install and configure software to use these networked printers. Over 150,000 pages (152,149) were printed from this configuration. This replaced the two standalone printer workstation on the AL Mezzanine level.

*Measured Progress:* during the last fiscal year we enabled 230 students to use their own personal laptops to connect to the Sawyer Library's wireless network. Also, to logistically handle these students, we updated the wireless network infrastructure (the MAC addresses on the eight access points) 114 times.

*Measured Progress:* the library's 30 laptops were loaned (and renewed) a total of 24,301 times. Each laptop to replace, inclusive of hardware and software, is valued at \$2,500. Therefore, the library lent \$60,752,500 worth of these assets to students.

*Measured Progress:* the library's user-based laser printers were used by laptops and desktop workstations to print 546,466 pages.

*Measured Progress:* the two computer workstations supporting the digital microform reader/printers were upgraded in May and June 2005.

*Measured Progress:* installed a standalone printing workstation on the 2nd floor to enable students to quickly print out papers prior to going to class in November 2004. This printing workstation was used to print 12,282 pages from November 2004 through June 2005.

*Measured Progress:* simplified the desktop at the research workstations by collapsing dozens of screen icons into a handful of icons

*Measured Progress:* Circulation and Reserves Services

<u>Service</u>	<u>Checkouts and Renewals</u>
Circulating Collection	8,006
Reserves	26,027
Laptops and LAN cards	24,847
<b>Total Circulation</b>	<b>58,880</b>

*Measured Progress:* Reference staff kept statistics on activity levels at the desk for the entire year. They responded to 9,961 inquiries; the busiest month was September (1,515 inquires) followed by November (1,420), April (1,275), and October (1,177 inquires). Reference also responded to 76 information requests via e-mails (the department received 5,361 spam inquires that did not require a response).

Objective 5.3: enhance the Library's web site and its integrated library system as mechanisms to access electronic resources and information provided/about/created by the Library

*Measured Progress:* the reference staff continued to develop Web-based guides for students and faculty concerning information resources, “free selected” web resources, and by subjects.

*Measured Progress:* in May 2005 a staff committee began to redesign the Sawyer Library home page to increase efficiency and effectiveness.

*Measured Progress:* the staff of the Sawyer Library continued to work with the staff of the Law Library to increase the functionality of the integrated library system (Archer). Metafind (a federated search engine) was installed on the integrated library system and introduced as a pilot project to enable a user to simultaneously search multiple article-based databases. The two libraries also jointly acquired “XML Harvester” which will be used as a bridge to the separate application server hosting the Moakley and University archives cataloging records in order to make them available through the Web.

**GOAL 6: Recruit, foster, and retain a qualified staff to perform those activities necessary to meet the information needs of the Library’s primary clientele**

Objective 6.1: identify and quantify the need for additional staff to provide services

*Measured Progress:* the request to upgrade the part-time position in Reference to full-time was funded in the FY2005 supplemental budget.

*Measured Progress:* the request to upgrade the part-time position in Circulation to full-time was funded in the FY2006 budget allocation.

Objective 6.2: provide effective training for all Library staff

*Measured Progress:* no formal training was conducted.

Objective 6.3: provide opportunities for individual staff development and education

*Measured Progress:* funding is made available through the operations budget for staff development and education. Rebecca Fulweiler attended the Innovative Interfaces, Inc. annual user conference in April 2005 in CA; she also attended a three day “digital management scanning workshop” in Boston in June 2005.

Objective 6.4: periodically review working conditions and identify means for improvement

*Measured Progress:* all staff met with the design team from the University-appointed architectural firm in fiscal year 2005 concerning the development of facility space specification for the relocated Sawyer Library.

**GOAL 7: Provide an appropriate study, research and working environment for collections, users, staff, and services**

Objective 7.1: improve the conditions of the existing facility

*Measured Progress:* library staff monitored day-to-day conditions by “walking around” in the existing facility in the Sawyer building. Water leaks affecting group study areas discovered on April 5, April 6 and June 6, 2005.

Objective 7.2: request University resources to conduct a professional, internal space use study

*Measured Progress:* met in FY2004. In FY2005, the University hired Tsoi/Kobus and Associates as the architectural firm to prepare the drawings and specifications for the planned relocation of the Sawyer Library.

Objective 7.3: develop a building program statement to quantify and qualify needs of a 21<sup>st</sup> century Sawyer Library

*Measured Progress:* met in FY2004. In FY2005, the program statement was converted into architectural plans and specifications to support the planned relocation of the Sawyer Library.

**GOAL 8: Assert the Library's role in the University community through active participation**

Objective 8.1: participate in University matters by convening, joining, or advising, committees and their activities that may affect Library services

*Measured Progress:* library staff are members of the CAS Curriculum Committee; CAS Educational Technology Committee; CAS Strategic Planning Committee; University Web Services Advisory Committee.

Objective 8.2: collaborate with University administrators, officials, and others on all procedures, guidelines, and policy decisions affecting the Library

*Measured Progress:* the CAS Library Faculty Committee met to review the Sawyer Library' building plans, FY2006 budget request, and its revised 2005-2010 strategic plan.

Objective 8.3: create a public information program to increase awareness of Library services and resources

*Measured Progress:* unmet.

Objective 8.4: ensure that the Library has the appropriate management and decision-making structures in place to support Library efforts

*Measured Progress:* the library's statistical-based management information system was updated with FY2004 information.

*Measured Progress:* managed an effort to review and revise the library's strategic plan. Drafts reviewed by library staff, CAS Faculty Library Committee, and the University community (posted to the Web for comment April 3 - April 29, 2005). The FY2006-2010 plan was completed on April 29, 2005 and posted to the Web.

Objective 8.5: seek external funding needed for the Library to pursue excellence in accordance with the mission of the Library and the University

*Measured Progress:* the library received funds from the Sawyer Charitable Foundation.

D. What are your program's objectives for 2005-2006?

### **Focus on Library Users**

Objective 1.1: continually assess the library needs of students, faculty, staff, and administration

[Activity]: assess the library-related research needs of the faculty and graduate students, and estimate the cost to meet those needs

[Activity]: review the effectiveness of the Web-based "library user survey form" and "suggestion box"

Objective 1.2: evaluate, select, organize, and facilitate the availability/accessibility and retrieval of information in a multiplicity of formats to meet undergraduate, graduate and faculty needs

[Activity]: increase the availability of e-reference sources

[Activity]: increase the availability of e-reserves through the online catalog

[Activity]: increase the availability of Web-based help guides

[Activity]: evaluate the feasibility of merging the "free selected web sites" guides into the "help and research guides" eliminating the former as a genre of guides

[Activity]: review the collection title by title and weed as necessary to improve collection quality

[Activity]: use the compiled collection report to analyze collection status

Objective 1.4: improve the library's space to provide an appropriate browsing, study, peer collaboration and working environment for collections, users, staff, and services

[Activity]: increase the integration of technology into physical space

Objective 1.5: employ technologies and methodologies that support and increase user productivity and self-sufficiency

[Activity]: improve the means to access and retrieve library-provided information sources and resources via the Web; (e.g., metasearching subscription-based databases)

Objective 1.6: manage technology as an investment

[Activity]: enhance the integrated library system as an access mechanism (e.g., a portal) to as many library resources and services as possible

[Activity]: explore the means to reduce the current level of labor maintenance of the wireless network

[Activity]: improve the efficiency and effectiveness of the Sawyer Library's University-based Web site (e.g., navigation, appearance, and content)

### **Focus on Student Learning**

Objective 2.1: guide the University community to acquire, improve and appreciate the skills to effectively access, retrieve and evaluate information, and to use it ethically

[Activity]: develop and schedule classes for instruction to improve information access, retrieval and evaluation skills, and to use information ethically

[Activity]: develop means to teach and reinforce information skills regardless of the location of the student

Objective 2.2: create a self-paced Web-based orientation / tour / guide / tutorial

[Activity]: design, deploy and evaluate the orientation

Objective 2.3: integrate information skills and technology

[Activity]: encourage or otherwise facilitate the application of information competencies across the curriculum

Objective 2.4: assess student learning outcomes

[Activity]: apply the library's assessment plan to information skills instruction

Objective 2.5: create an information skills instructional plan of measurable learning objectives and outcomes to support the "First Year Experience"

[Activity]: introduce the "First Semester Library Experience" by teaching and reinforcing the information skills identified in the core curriculum in the First Year Experience and Seminar for Freshmen focusing on:

- orientation to library resources and services
- search and retrieval skills including Boolean logic
- ethical use of information

The library will be able to demonstrate to the student that they learned something; the students can prove to themselves that they have learned something.

### **Focus on Collaboration**

Objective 3.1: increase our collaborative efforts to expand information services and resource sharing

[Activity]: pursue consortia agreements with other library and information providers to leverage additional information resource offerings with cost savings

Objective 3.2: assert the Library's role in the University community through active participation and by advocating the library's agenda

[Activity]: seek to establish and maintain teaching, research and service partnerships with University Centers, committees, working groups, departments, programs and offices

[Activity]: support the Center for Teaching Excellence to meet its identified educational objectives, including its virtual efforts

[Activity]: determine the need of establishing a digital repository management system (institutional repository) for faculty publications, presentations and other documents, and if need is identified, then create and manage through the integrated library system

Objective 3.3: collaborate with the Afriterrra Foundation to facilitate access to its resources

[Activity]: provide technical assistance and other support as possible to digitize the map collection and make it publicly available through the World Wide Web

### **Focus on Supporting the Institutional Infrastructure**

Objective 4.1: support institutional accountability efforts

[Activity]: identify, plan, evaluate and report the value of the library's contributions to support the institution's mission

[Activity]: ensure that the library has the appropriate management and decision-making structures in place to demonstrate accountability

[Activity]: support institutional and program accreditation efforts through the library's infrastructure

[Activity]: increase retention by participating in the efforts such as the institution's "First Year Experience"

Objective 4.2: preserve the University's history through its Archives

[Activity]: provide assistance to the University's Archives program to preserve  
Suffolk University resources determined to be of historical value and  
irreplaceable, unique or essential because of content, authorship, or format

II. Review of ongoing activities

A. Student, staff, or administrator awards

None

B. Other student, staff, or administrator accomplishments

None

C. New program developments

The Sawyer Library will relocate to new space at 73 Tremont Street. Much of FY2005  
was spent in planning and creating specification for this new space.

D. Hires, promotions, retirements, departures

*Staff Roster with Changes*

<u>Staff Member</u>	<u>Position</u>
Allison, Robert	University Archivist vacated this position in September 2004 replacement reports to Provost
Botello, Elizabeth	Library Assistant for Circulation replaced Juan Reyes on June 8, 2005
Boyle, Cathy	Circulation Manager
Didriksson, Sonia	Senior Reference Librarian
Dugan, Robert	Director
Fulweiler, Rebecca	Assistant Director for Technical Services
Gianetta, Michael	Evening/Weekend Circulation Supervisor
Hartman, Paula	InterLibrary Loan Assistant
Libke-Perry, Maura	Library Assistant for Circulation (part time) left June 2005 position becomes full time on July 1, 2005
Maio, Kathi	Assistant Director for Reference Services
Mann, Barbara	Senior Reference Librarian (part time) became full time in December 2004
Mulherin, Andy	Acquisitions & Cataloging Technician

Reyes, Juan (Tony)	Library Assistant for Circulation left May 22, 2005
Rivera, Alfonso J.	Library Assistant for Circulation
Seller, Connie	Senior Reference Librarian
Sweeney, Sarah J.	Periodicals Technician
Yen, Ellen	Senior Reference Librarian

E. Committee service and other service within the University

- Dugan: CAS Educational Technology Committee; CAS Strategic Planning Committee; University Web Services Advisory Committee; University Data and Survey Form Committee (a subcommittee of the Provost's retention committee)
- Maio: CAS Curriculum Committee;

F. Service outside the University

- Dugan was a member of the Technology Committee for the construction of the new Lakeville Public Library in Lakeville, MA

G. Publications

*Monograph* (Dugan):

Peter Hernon and Robert E. Dugan, editors. Outcomes Assessment in Higher Education: Views and Perspectives. Westport, CT: Libraries Unlimited, 2004.

*Articles* (Dugan):

Peter Hernon and Robert E. Dugan, "Assessing Student Learning Outcomes for Information Literacy Instruction in Academic Institutions." Library & Information Science Research. 26:4 (Autumn 2004): 514-6. (book review)

Robert E. Dugan, "Libraries Designed for Learning." Library & Information Science Research. 26:3 (2004): 408-12. (review of a report)

Peter Hernon and Robert E. Dugan, "The US Government and E-Government: Two Steps Forward, One Step Backwards?" Advances in Librarianship. 28 (2004): 121-49.

H. Presentations, media appearances, etc.

- Dugan made a presentation “*Institutional and Organizational Assessment*” at a workshop on higher education assessment sponsored by NELINET in Southborough, MA on July 30, 2004.
- Dugan participated in three “Blackboard Bootcamps” in May and June 2005, making a presentation concerning the library’s databases and persistent URLs for inclusion on electronic course reading lists.

I. Grants and fellowships

- Received funding to support student needs through the Sawyer Charitable Foundation

J. Guest speakers, special events, conferences organized, etc.

- None

K. Connections to the Dakar, Madrid, Dean, or Cape Cod campuses

- day to day operational issues identified, discussed and resolved through e-mail or telephone

L. Other

- library presentation to site visit team member for ABET Accreditation - October 18, 2004
- library presentation to site visit team for AACSB accreditation - October 18, 2004 (same day as ABET)
- library participation in presentation to NEASC site visit team before their focused site visit to the Dakar campus - April 7, 2005
- un-audited, estimated non-personnel FY 2005 line item expenditures as of June 30, 2005 based upon internal accounting using the integrated library system:

<u>Line</u>	<u>Appropriation</u>	<u>Expenditure</u>	<u>Balance</u>
Books	\$375,000	\$374,681	\$319
Replacement	\$1,500	\$1,069	\$431
Expenses	\$3,000	\$1,595	\$1,405
ILO (databases, etc)	\$349,200	\$363,355	-\$14,155
Supplies	\$73,000	\$65,395	\$7,605
Mail	\$6,000	\$1,784	\$4,216
Maintenance	\$40,000	\$40,927	-\$927
Printing	\$2,000	\$579	\$1,421
<b>TOTAL</b>	<b>\$849,700</b>	<b>\$849,385</b>	<b>\$315</b>

III. Recommendations  
None