

**Fiscal Year 2012-2013 Budget Review:
The George A. Smathers Libraries**

January 11, 2012

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Fiscal Year 2012-2013 Budget Review: The George A. Smathers Libraries

Introduction

The George A. Smathers Libraries have two main components under RCM, the Health Science Center Libraries (HSCL) and the University Libraries (UL). Under RCM, the HSCL is funded through units of the Health Sciences Center. The University Libraries are funded through the university's other academic and research units, with the exception of the Levin College of Law, which supports its own library, the Lawton Chiles Legal Information Center. The Legal Information Center is not part of the George A. Smathers Libraries and, therefore, is not included in this review.

Historically, funding was provided directly to the Libraries prior to the allocation of appropriated funds to the Colleges. Under RCM, the budget for the Libraries is still determined by the President and the Senior Vice Presidents. Using a weighted formula, the Libraries budget is prorated and each College is allocated an amount that represents its portion. For the purposes of transparency, the funds are first credited to each College and then immediately debited to establish the Libraries budget.

1. Strategic Value

More than any other campus enterprise, the Libraries embody the distinct characteristics of the university and its mission across all disciplines: to develop the human intellect through teaching and learning and to contribute through research to the expanding body of human knowledge. While the nature of libraries has changed in the current digital environment, this core mission has not: The George A. Smathers Libraries are dedicated to supporting the university's threefold mission of teaching, research, and service.

The Libraries continue to adjust services and facilities to create supportive learning environments for students and teaching and research support for faculty through:

- Offering technologically sophisticated learning and research commons on campus and hosting equivalent virtual environments for remote access;
- Conducting information literacy programs to enable students to recognize when information is needed and have the ability to locate, evaluate, and use it effectively, as well as providing other subject-specific instruction;
- Integrating library materials and services into the course management system;
- Providing a wide-range of scholarly resources in print and electronic formats to support the full range of research and academic programs of the university;
- Digitizing unique research materials and collaborating in digital scholarship; and
- Operating the institutional repository as a permanent portal to access the digital scholarly output of UF students and faculty.

As library services are integrated into the information infrastructure of the university, the Libraries become a major partner in the institutional shift of resources to support collaborative interdisciplinary teaching and research. The libraries of the University of Florida (UF) continue their traditional role in knowledge management while expanding support for learners and scholars in a digital world.

The Smathers Libraries provide a place for students to access information and to create projects and presentations for their coursework, updating technology as often as feasible to provide fast, reliable access. The library is a welcoming, comfortable, and functional meeting place. As books and journals become available electronically, space is reconfigured to serve learning through information commons with high end computing and production software, and through group and individual study spaces. Library staff and library-designed interfaces provide personalized service through in-house circulation and reference services as well as chat and email reference and electronic library guides. In Library West, graduate students have an entire floor designated for their exclusive use.

The Libraries strong focus on customer service is flexible and changing as service desks are consolidated and staff is deployed to engage library users, either in person or virtually.

Librarians teach students how to find reliable information and use it effectively. They are becoming increasingly integrated into the curricula by working with academic faculty in curriculum planning and teaching. The Libraries are working to achieve seamless integration of library resources and instruction into the curriculum, shifting resources significantly toward digital material rather than print or analog, selecting information resources learners can trust and making the resources as mobile and portable as possible, including availability through handheld devices.

The Libraries operate an institutional repository (IR@UF) as a portal for archiving and accessing digital scholarly and institutional information. Users can search across all materials in the repository simultaneously as well as submit their own documents to the repository. The Smathers Libraries are a key component of the open access movement on campus, and an important campus resource for fair use, intellectual property, privacy, confidentiality, intellectual freedom and information policy issues. These are roles the Libraries currently assume in support of scholarly research and publishing, but new roles are under active investigation: embedding library content, services and librarians within researchers' regular workflows, redefining reference services as research consultation, and engaging researchers in the identification of primary research data sets that merit long-term preservation and access. In the midst of rapid and often unpredictable change, the Smathers Libraries remain a critical partner in the research enterprise by anticipating, understanding, and addressing the challenges and opportunities inherent in new research practices.

The libraries at UF fill the role of the intellectual ombudsman as they bring disciplines together in a rapidly changing environment. By teaching information literacy, hosting digital content, and providing technology and research consultation, the Libraries offer

learners and researchers venues to explore the breadth and depth of information and to create new knowledge. The Libraries provide mechanisms for engaging in intellectual content and instruction for developing information literacy skills. Libraries organize and preserve stored information and serve as the steward of the institutional record and culture. The library is the place where learning and research are unrestrained by disciplinary boundaries.

The Health Science Center Libraries

The mission of the Health Science Center (HSC) Libraries is to serve the information needs of the six colleges of Health Science Center as well as the affiliated hospitals, clinics and research centers. Like the University Libraries, the HSC Libraries assist the colleges in fulfilling their educational and research mission by obtaining high quality information resources in all formats, although the preferred format is digital when that is available and affordable; offering searching and information management expertise; and providing instruction to facilitate the acquisition of information literacy and lifetime learning skills. The HSC is charged with both clinical and community outreach missions, which the HSC Libraries actively support.

The HSC Libraries employ liaison librarians to support the specific information needs of the six colleges. Liaison librarians are the “personal librarians” for the students, faculty, researchers, clinicians, staff and administrators of the HSC. These liaison librarians work with faculty to embed information literacy and access to high quality information resources into the curriculum. They also:

- Serve as members of college-level curriculum committees;
- Teach classes and workshops on information-related tools and resources;
- Provide house-call information services to faculty, researcher and clinicians and in-depth information consultations for library users, both in person and virtually;
- Create online tutorials and subject guides for the various disciplines;
- Select and acquire materials for purchase or license by libraries to support the full range of disciplines and research of the HSC; and
- Plan new initiatives based on need.

In addition to primary liaison services, the HSC Libraries offer other specialized services. The Clinical Research Librarian works closely with clinical and translational researchers, in particular, those involved in the university’s Clinical and Translational Science Institute (CTSI). She serves as a critical bridge between the clinical and research enterprise. The Consumer Health and Community Engagement Librarian delivers information to students and faculty, providing them with the skill sets required to identify and evaluate such information in order to share it with their patients. The Clinical Librarian at the Borland Library in Jacksonville provides information at the point of care.

2. Objectives

In fulfilling our mission, the Smathers Libraries objectives are to:

- Provide greater access to electronic collections while continuing to build and improve access to collections in all formats to meet the increasingly interdisciplinary research, clinical and teaching needs of the university;
- Support the academic success and develop the information literacy of an increasingly diverse student population;
- Repurpose spaces for study and collaboration in library buildings allowing students to work individually or in groups in an efficient, safe environment;
- Expand technology and user services to enhance access to library resources for both on campus and remote patrons;
- Support graduate student and faculty research needs through digitization of research materials, expanded liaison programs, and improved access to scholarly publishing; and
- Build a system of data curation to support faculty in fulfilling federal mandates and enhancing curation and accessibility of their research product.

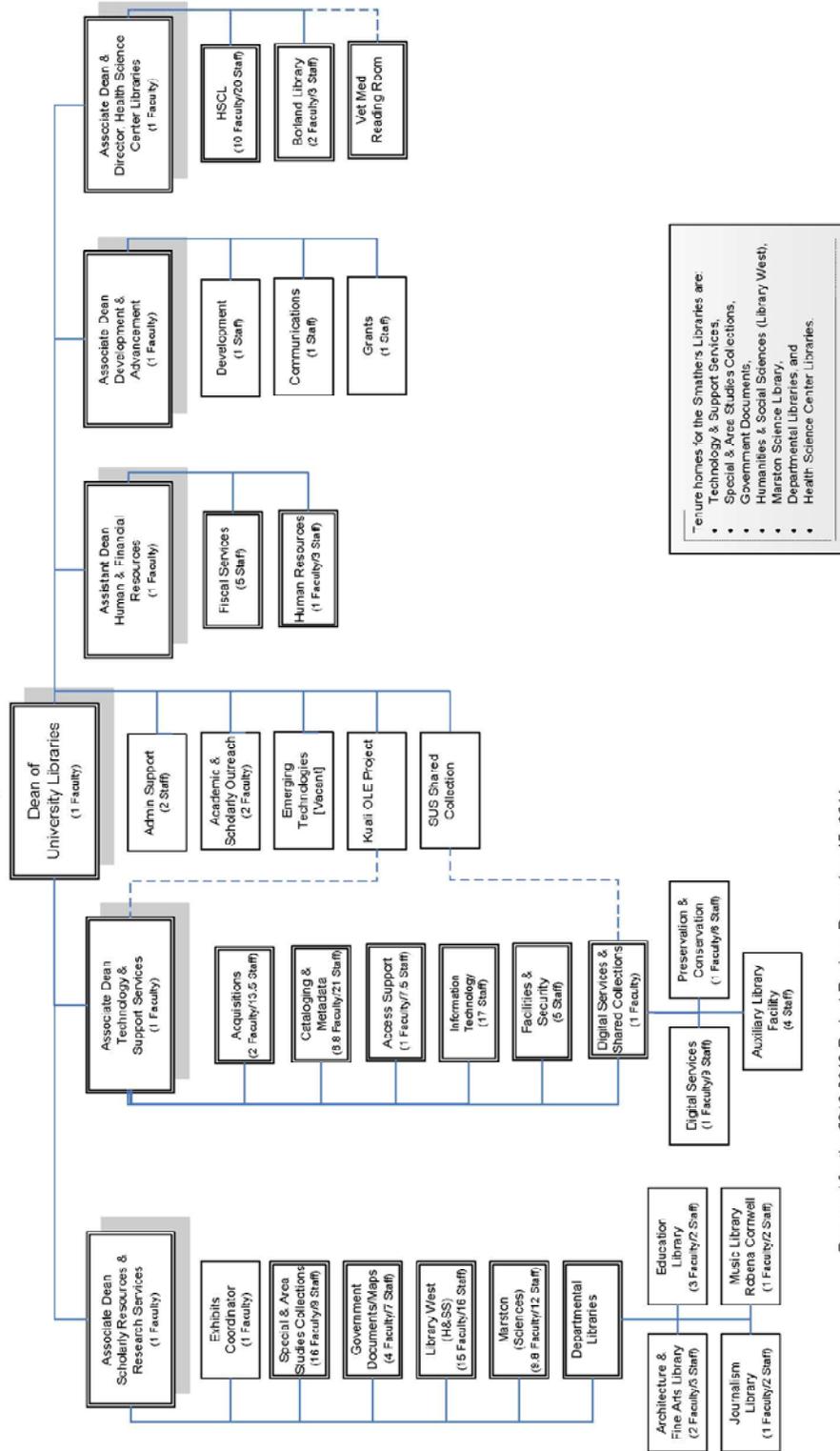
Additional objectives specific to the Health Science Center Libraries include:

- Partner with the university's CTSI, program to accelerate the delivery of the researchers' work to the clinician and then to the community, and if warranted, back to the researcher;
- Serve as the bridge that unites the clinical, research, education and outreach missions of the university by providing high quality information resources, offering searching and information management expertise, and distributing digital information through avenues such as the Institutional Repository;
- Support the clinical enterprise by providing specialized services, such as assistance in the creation of systematic reviews, which are essential to evidence based practice; and
- Provide health literacy services in the community through the HSC Libraries consumer health and outreach.

3. Organization

The organization chart for the Libraries, with faculty and staff FTE counts as of December 15, 2011, is presented on the following page.

George A. Smathers Libraries University of Florida



Tenure homes for the Smathers Libraries are:

- Technology & Support Services,
- Special & Area Studies Collections,
- Government Documents,
- Humanities & Social Sciences (Library West),
- Marston Science Library,
- Departmental Libraries, and
- Health Science Center Libraries.

The staff of the Libraries consists of more than 85 library faculty; 170 professional, technical and clerical staff; 26 Other Personal Services (OPS) staff; and 206 student assistants.

Librarians at the University of Florida are tenure accruing faculty. All have graduate degrees in Library Science or Information Studies, and/or a graduate degree in a relevant subject area. Some teach for-credit courses and they often provide instruction and learning aids that are incorporated into courses. The library faculty serves the university community in the following roles:

- General and specialized reference experts;
- Faculty and department liaisons and outreach coordinators;
- Instructors as part of courses, workshops and/or personalized one-on-one sessions;
- Collection managers and curators;
- Preservation, cataloging, acquisition and digitization experts;
- Clinical research liaisons; and
- Principle investigators and grant participants.

4. Programs

The George A. Smathers Libraries are organized into three major divisions. From left to right on the organization chart provided above, the divisions are Scholarly Resources and Research Services; Technology and Support Services; and the Health Science Center Libraries. In addition, there are Administrative Support Units and Programs, including the Office of the Dean; Human and Financial Resources; and Development and Advancement. The responsibilities of each unit are described below.

Scholarly Resources and Research Services

The Scholarly Resources and Research Services division oversees the University Libraries collections and public services. The division is organized into five departments: Special and Area Studies Collections, Government Documents and Maps, Library West (the Humanities and Social Sciences Library), Marston Science Library, and Departmental Branches (Architecture and Fine Arts, Education, Journalism, and Music libraries). The mission of the Scholarly Resources and Research Services division is to serve the academic community through access to and services utilizing the University Libraries research collections.

Special and Area Studies Collections

The Special and Area Studies Collections (SASC) department encompasses two units: Special Collections (rare books, archives, and manuscript collections) and Area Studies (interdisciplinary collections pertaining to geographical, national or cultural regions). These collections directly support a variety of academic disciplines and research programs. As a public institution, access is afforded to researcher, students and unaffiliated patrons in ways that is not usually permitted in private collections, making

these materials especially valuable to scholarship. For example, the Suzy Covey Comic Book Collection directly supports the Comic Studies Program offered by the Department of English, but its holdings are open to all having an interest in the field.

The Special Collections unit of SASC includes the Baldwin Library of Historical Children's Literature, the P.K. Yonge Library of Florida History, the General Manuscript Collection, the Harold and Mary Jean Hanson Rare Book Collection, the University Archives, the Architecture Archives, and the Popular Culture Collections (including the Belknap Collection for the Performing Arts and the Suzy Covey Comic Book Collection).

- **Baldwin Library of Historical Children's Literature**

The Baldwin Library contains more than 93,000 volumes published in Great Britain and the United States from the early 1700s through the present. Its holdings of more than 800 early American imprints is the second largest such collection in the U.S. Begun by Ruth Baldwin, this assemblage of literature, printed primarily for children, offers many topics for research: education and upbringing; family and gender roles; civic values; racial, religious, and moral attitudes; literary style and format; and the arts of illustrations and book design. A great strength of the collection is the many English and American editions of the same work, e.g. 300 editions of *Robinson Crusoe*. The importance of the collection was recognized in 2008 with the placement of the third UF Historical Marker.

- **P.K. Yonge Library of Florida History**

The P.K. Yonge Library is the state's preeminent Floridiana collection and includes a diverse array of primary sources. It has collected the largest North American collection of Spanish colonial documents concerning the southeastern United States, particularly materials on Florida from early Spanish exploration through 1821. In addition, it is the single most comprehensive repository for early and current Florida newspapers. The P.K. Yonge Library has always had a close association with scholars working in prehistory, ethnohistory, and archaeology. The holdings of colonial materials contain many essential sources of information on indigenous life in Florida, and the library has specialized for a number of years in collecting materials on the Seminoles and on the 19th Century Seminole Wars. The library is the most important repository for political papers related to Florida outside of the State Archives. It is also a major repository for books, maps, reports, explorer's notes and other manuscript material on Florida's environment, the Everglades, the Cross-Florida Barge Canal, conservation efforts, geology, wildlife, fisheries, river surveys, and forestry.

- **General Manuscripts Collection**

The General Manuscripts Collection consists of more than one thousand manuscript groups and individual manuscripts, filling more than a mile of shelving and covering a wide array of subject interests. These include General Manuscripts, along with manuscripts in the specialized area of Florida History

and University Archives. General Manuscripts are a diverse collection of over one hundred groups. Literary papers, creative writing, and papers related to literature comprise the majority of the General Manuscripts collection. A second major emphasis is the Caribbean and Latin America. The Braga Brothers Collection, for example, is an archive of the Cuban sugar industry, believed to surpass any found outside Cuba. Africa and the study of its peoples and lands is a subject area of increasing emphasis for General Manuscripts. Other major areas of focus include social activism, the human sciences including anthropology and psychology, natural science and environmentalism, broadcasting, drama, and the arts.

- **Harold and Mary Jean Hanson Rare Book Collection**

The Harold and Mary Jean Hanson Rare Book Collection is one of the finest in the nation. It is an invaluable resource for primary printed materials and is utilized by students, faculty, researchers at the university and other research centers throughout the country and abroad. The books range in date from the 15th Century through the contemporary era. Subject strengths include New England authors (Parkman Dexter Howe Collection of literature and related cultural/historical topics for the 17th-19th Centuries); classical literature in early printed editions; Restoration literature; 18th Century poetry, prose and drama; Irish literature of the 19th and 20th Centuries; and select 20th Century British and American poetry and fiction. The history of science collection provides researchers with access to an important selection of works dealing with botany and agriculture from the 16th Century onward as well as the scientific revolution in 17th-Century Europe and biological studies from 19th-Century Germany. Book arts and the history of the book include special bindings, fine presses, book illustration, proofs and engraved wood blocks by Eric Gill and John Buckland Wright, and fore-edge paintings. Other subject areas materially represented in the collections include social and military history, theology, travel, and landscape architecture. In addition to traditional rare books, the department also is fortunate to hold several special print collections.

- **University Archives**

The University of Florida Archives is the official custodian of the university's historically significant public records including the administrative files of past presidents. In addition to public records, it collects the papers and records of individuals and organizations associated with the university in both print and electronic formats. The Archives also maintains files of yearbooks, newspapers, official publications, photographs, artifacts, and record copies of theses and dissertations produced at the university.

The Office of Archives and Records Management is a new unit, which integrates the University of Florida Archives, established in 1951; the Office of Records Management which was created in 1986 as a unit of the Office of Academic Affairs; and the Health Science Center Archives which was established in 2003 in the Office of the Vice President of Health Affairs. This integrated University Archives allows for the efficient transfer of historical records from individual

offices, improving the university's records-keeping and providing documentation on the institution's significant policy decisions and important milestones. The Archives serves an important role in the university's public and community relations campaigns, and provides generations of alumni a shared sense of community and history.

- **Architecture Archives**

As a partnership between the Smathers Libraries and the School of Architecture since 2004, the Architecture Archives has become a leading repository for historical records pertaining to the architects and architecture of Florida.

Activities to date have focused on a handful of important collections, including the archives of Alfred Browning Parker, Kenneth Treister, Rufus Nims, Darrell Fleegeer, and the Carrère and Hastings firm. The collections support scholarly research, historic preservation, and the education of future students.

- **Popular Culture Collections**

The Popular Culture Collections consist of the Belknap Collection for the Performing Arts, the Suzy Covey Comic Book Collection, and the Jim Liversidge Collection. The Belknap Collection was donated in 1953 by Sara Yancey Belknap, a New York librarian and an avid patron of the arts. Since then the collection has grown by acquisition as well as through donations from artists, libraries, and interested individuals. Nearly 85% of the holdings are ephemera from 19th and 20th Century America and Europe. The archives include more than 60,000 playbills, programs, posters, photographs, costume and stage designs, clippings, newsletters, theatrical scrapbooks, sheet music, recordings, prints, scripts, and advertising circulars. The collection also contains reference works, rare and large pictorial volumes, and performing arts periodicals. The Suzy Covey Comic Book Collection is still growing, and is useful for those interested in the history and development of sequential art formats, particularly in the United States. It includes original and reprint comic books, strips, caricatures and related items. The collection holds items from every recognized "Age" of comics as well as every genre, including daily humor strips and political satire as well as superhero, funny animal, and underground comics. The Jim Liversidge Collection includes memorabilia and artifacts covering politics, television, theatre, film, music, sports and day-to-day current events of the past 50 years. The collection is comprised of almost seven thousand items, including scrapbooks, photos, programs, posters, campaign buttons, sheet music, news clippings, audiovisual recordings, artifacts and over 400 book titles.

The Area Studies unit of SASC includes the Latin American Collection, the African Studies Collection, the Isser and Rae Price Library of Judaica, and the Asian Studies Collection. The holdings are significant in terms of quantity and quality. The collections support the university's academic programs and scholars worldwide.

- **Latin American Collection**

The Latin American Collection supports the Center for Latin American Studies and other academic programs. It is among the largest and most distinguished collections of Latin American materials in the U.S. and has been described as the finest collection of Caribbeana in the world. Because of Florida's cultural past, the University of Florida has a long tradition of Latin American studies, dating back to the establishment of the university's Inter-American Institute in 1930. In 1951, the Libraries accepted national responsibility for collection Caribbean and West Indian material, aided by federal and private support. Librarians in the 1950s and 1960s traveled extensively acquiring and microfilming newspapers, official gazettes and rare books from many national archives. There is also deep coverage of Brazil, Mexico, Central America, Andean nations and the Southern Cone.

- **African Studies Collection**

The African Studies Collection supports the UF Center for African Studies. It is recognized as a unique resource within the Libraries, and ranks among the best such collections in the U.S. The collection numbers upwards of 130,000 volumes and over 500 journal titles published in many languages that are located throughout the campus libraries. Books and periodicals, audio and video recordings, newspapers, microfilm, rare books, manuscripts, maps and atlases, computer data files, government documents and a variety of other formats support research and teaching. The collection facilitates inter-disciplinary and applied approaches to the study of the continent with current scholarship and materials of historical interest in a vast array of academic and professional fields.

- **Isser and Rae Price Library of Judaica**

The Price Library of Judaica was formally dedicated in March 1981 to support the teaching and research missions of the Center for Jewish Studies at the University of Florida. The library is named for Isser and Rae Price, whose sons, Jack and Samuel Price, established a fund in support of the library. The Library's core collection is the Rabbi Leonard C. Mishkin Library, which at the time of purchase, was the largest private library of Judaica and Hebraica in the U.S. The Mishkin collection was supplemented by two major acquisitions – the Shlomo Marenof Library and the inventory of Bernard Morgenstern's bookstore in New York City. The library has built upon these acquisitions and is taking its place alongside the well-respected and mature Judaica collections on other American campuses. With few exceptions, the Price Library holds most of the important scholarly landmark literature and classic texts in Jewish studies. It has become a collection without peer in the southeastern United States.

- **Asian Studies Collection**

The Asian Studies Collection supports the Asian Studies Program at the University of Florida, which includes East and South Asian history; East, South and Southeast Asian languages and literatures; East, Southeast, South and Central Asian religions; and Asian-related areas within other humanities and social science fields. The Asian Studies Collection serves the research and curricula

needs of the Asian Studies faculty, the Asian-related M.A. and Ph.D. students in the separate disciplines, and undergraduates working in various aspects and stages of Asian Studies.

Government Documents and Maps

The Government Documents department serves as the Regional Federal Depository Library for the State of Florida and the Caribbean serving over forty selective Federal Depository Libraries in Florida, Puerto Rico and the U.S. Virgin Islands. As the Regional Depository, the department is required by law to receive and retain permanently all publications published by the federal government and distributed by the U.S.

Government Printing Office via the Federal Depository Program. The Federal Documents collection has close to two million documents in paper, microfiche, and microprint formats. The department is also one of two depositories in Florida for European Union documents and is a depository for publications of the state of Florida. The department also houses a unique collection of planning documents published by counties and cities in Florida.

Located within the Government Documents department, The Map & Imagery Library is among the top five academic map libraries in the United States with over 500,000 maps and 200,000 aerial photos and satellite images. The library also provides Geographic Information Services (GIS) and spatial data and the computer workstations and software to support patron use of GIS. The Map & Imagery Library is in continual collaboration with the Libraries Digital Services unit to digitize as much of the collection as possible in order to provide patron access anywhere at any time. Extensive aerial photography coverage of Florida, from the 1930s to the present, is a top requested resource and invaluable to consultants and researchers... Maps ranging from the 15th century to present day are an asset to historians as well as the general public. Specialties of the collection include Florida, Latin America, the United States, Africa, and the Holy Land.

Library West (The Humanities and Social Sciences Library)

Library West is the largest branch in the George A. Smathers Libraries with a capacity for 1.7 million print volumes and current holdings of over 1.1 million print volumes and 2.2 million volumes overall with the inclusion of microforms. It is the home of the Humanities and Social Sciences collections, including business, as well as 80,000 volumes from the Price Library of Judaica and an important collection of microforms with an emphasis on historical Florida newspapers. The collections support over 128 academic programs at both the undergraduate, graduate, and research levels. Renovated in 2006, the Library West building includes seating for 1,400 and a large Information Commons comprised of over 140 public computer workstations. Two ADA/Media rooms outfitted with 42-inch monitors and assistive equipment and media production software, as well as another 18 high performance workstations in the open computer area, are available for users with disabilities and for students engaged in media presentations or projects. A number of well-attended special educational events are held throughout the year in the commons area, establishing Library West as a hub of activity on campus in addition to its role as the primary destination for assistance and research materials in the humanities and social sciences.

Marston Science Library

Named for Robert Q. Marston, the seventh president of the University of Florida (1974-1984), the Marston Science Library (MSL) contains over 500,000 books and 5,000 journals and provides access to 160 online databases covering the agricultural, physical and life sciences, as well as engineering and computer science. The library was built in 1987 to consolidate several discipline specific science libraries, the oldest of which was the agricultural library established in 1905. The collections support over sixty academic programs at both the undergraduate, graduate, and research levels. MSL also cooperates in developing history of science collections in Special Collections as well as science collections in Government Documents, the Map and Imagery collection, the Health Science Center collection, and the Digital Library Center online collections. MSL librarians have been instrumental in digitizing IFAS agricultural publications, Florida Geological Survey publications, the Florida Museum of Natural History Bulletin and other specialized science collections. As online access to journals and reference materials has expanded, freeing space in the building, MSL has created additional group study space for students, including five new study rooms, improved meeting rooms, and the introduction of large screen monitors for group use.

Departmental Libraries

The Departmental Libraries are Architecture and Fine Arts, Education, Journalism and Communications Library, and Music. These units are physically housed in the corresponding colleges and are effectively integrated into their academic programs and activities.

- **Architecture and Fine Arts Library**

Located in Fine Arts Building A, the collections of AFA Library primarily support academic programs associated with the School of Architecture, departments of Interior Design, Landscape Architecture, and Urban and Regional Planning, the School of Art and Art History, and the M.E. Rinker School of Building Construction. In addition to bound volumes, the library houses over 1,400 architectural drawings and photographs; 20,000 microform units; and 6,000 art post cards. The library also houses over 1,000 historic preservation documents created by the UF School of Architecture and several hundred student projects each from landscape and construction disciplines. AFA's specialized video collection consists of over 1,500 cataloged titles plus about 500 uncataloged tapes of visiting speakers or class lectures. AFA's periodical collection includes about 2,700 titles with approximately 250 current subscriptions.

- **Education Library**

The Education Library is located in Norman Hall. Its collection supports 26 academic degree programs in the College of Education. Significant materials in the Education Library include the Children's Book Collection, the K-12 Textbook Collection, the ERIC Documents Microfiche and several other microfiche and a video collection. The collection consists of more than 145,000 monographic

volumes, approximately 600 journal subscriptions, both print and electronic, and more than 585,000 microfiche.

- **Allen H. Neuharth Journalism and Communications Library**

The Allen H. Neuharth Library is located within the College of Journalism and Communications in Weimer Hall. It serves the students, faculty, and staff in the College by supporting the instructional and research programs of the college, including the Departments of Advertising, Journalism, Public Relations, and Telecommunication. Due to space limitations, older titles in the circulating collection of books are housed in Library West or remote storage, while newer titles and all of the core reference and research materials supporting the fields of journalism and mass communications are available on-site.

- **Music Library**

The Music Library is located in the Music Building. It supports the research needs of the School of Music's faculty, students and staff, as well as those in other areas. The School of Music has been in existence as an administrative unit since 1948. At that time, materials, particularly scores and recordings, to support music courses were purchased by and housed in the department. The Music Reading Room began primarily as a listening facility, staffed by a music faculty member and an employee of the Office of Instructional Resources. Comparatively few books on music were purchased as part of the general library collection. The Music Reading Room became part of the Libraries in 1972 and has progressed from a reading room used primarily as a listening facility to a research branch library. The collection now contains music monographs and periodicals, scores, sound recordings (compact discs, 33 $\frac{1}{3}$ rpm records, and cassettes), video recordings (VHS, DVD, and laser discs).

Technology and Support Services

The Technology and Support Services division consists of the following functional units serving the University Libraries: Acquisitions; Cataloging and Metadata; Access Support; Digital Services and Shared Collections; Information Technology; and Facilities and Security. The mission of the Technology and Support Services division is to enable the Libraries technology infrastructure to work in support of the information needs of the University of Florida community and to provide vital infrastructure services to all library units, thus ensuring that the Smathers Libraries serve as a catalyst for research and discovery.

Acquisitions

The primary mission of the Acquisitions Department is to efficiently acquire research materials in a variety of formats that support the academic and professional programs of the University of Florida. The department is responsible for managing license agreements; enhance technical services workflows; track usage statistics; process serials, standing orders and series; oversee several approval plans that acquire print monographs and E-Books; and launch and manage a variety of projects to improve user access, assist

collection management, and implement cost-effective measures. The department manages the allocation and expenditures of a multimillion dollar materials budget in an automated environment, and is the home of the Gifts and Exchange Programs. The department is also responsible for developing and monitoring several patron driven selection programs (PDAs) that acquire print monographs, DVDs, and E-Books based directly upon patron usage and user requests.

Cataloging and Metadata

The Cataloging and Metadata Department supports the academic programs of the university by organizing, describing, and providing physical processing for the books, journals, electronic resources, sound and video recordings, microforms, maps, and other material purchased or received by the library system. The department catalogs approximately 25,000 titles per year in compliance with national standards of bibliographic control and in keeping with established cataloging priorities. In addition, the department oversees the loading of e-resource and microform packages resulting in the addition of thousands of records to the library catalog each year. Original record contributions to OCLC, an international bibliographic database, number 5,000 annually. The department participates in international cooperative cataloging programs including CONSER, BIBCO, NACO, SACO, and AGRICOLA.

The department is leading a major effort to catalog over 300,000 federal documents in storage prior to integration into the SUS Shared Collection. As of October 2011, 78,604 titles (109,496 items) have been added to the catalog. Additional substantial projects are underway to improve access to other collections housed in storage with the goal of facilitating a smooth transition to the shared facility. As a pilot participant in the SUS-wide project to physically merge the catalog records of all eleven institutions in the coming year, department personnel are fully engaged in all preparations and contribute significantly to the decision-making. The department guides SUS participation in international cooperative programs, including spearheading and coordinating the Florida NACO Funnel, a cooperative program for adding authoritative access points to the Library of Congress authority file, which now includes UF, USF, FSU, UNF, and FIU. Beginning March 2011, the department implemented a policy to include the Creative Commons CC0 public domain dedication in all of its original cataloging records. The records are considered public domain with unrestricted downstream use for any purpose. Each month an updated complete file of all CC0 designated original records is posted online for public access. The department actively supports the Libraries development efforts by cataloging numerous unique collections and providing virtual bookplates for endowments and individual acquisitions, such as titles donated this year by Robert L. Egolf, Graham and Brian Child, John Thorbjarnarson, Marjorie A. and Ann Lindell, Gordon “Stumpy” Harris, the Panama Canal Museum, and the Institute of Black Culture.

Access Support

The Access Support unit provides leadership in the development, coordination and provision of services that facilitate user access to information resources. Access Support serves as the central point for distribution and clarification of policies and procedures for user access services. The unit supports scholarly research within the academic

community through interlibrary loans, which include lending scholarly resources to other libraries, borrowing scholarly resources for UF patrons from other libraries, and supporting distance learners research needs through document delivery services; and Course Reserves, which include making available for student study, print and electronic resources selected by faculty for specific course work. Access Support personnel instruct students, faculty, and staff in copyright compliance and obtain copyright permissions for course reserve and interlibrary loan materials.

Digital Services and Shared Collections

A new department was formed in 2011 in recognition of the synergies of our services, which are designed to assure access and long-term preservation to scholarly content in both physical and digital forms. This department encompasses preservation and conservation; development of shared collections, both print and digital, built through collaboration with other academic libraries in Florida; and sophisticated digitization services.

The Digital Services unit is among the largest in the southeastern United States, managing over 7.55 million pages of digital content. It develops, manages, and publishes digital content from curatorial collections in support of academic programs, digital scholarship and digital humanities projects. In addition to providing conversion and ingest capabilities, the unit facilitates awareness and coordinates instruction in scholarly use and development of digital technologies and their application to collection and publishing services.

The University of Florida Digital Collection (UFDC) is the set of digital collections hosted by UF, including the Digital Library of the Caribbean, an international collaborative, as well as the state-wide Florida Digital Newspaper Library. With rare children's literature books, unique manuscripts and letters, antique maps, museum objects, herbarium specimens, photographs, oral histories, architectural drawings, recordings of speeches and songs, videos of performances, and more, UFDC offers many resources for research and discovery from anywhere in the world. Over two hundred versions of *Robinson Crusoe*; over 1.75 million pages of Florida and Caribbean newspapers; and, over 6,000 photographs from the University of Florida Archives are significant in that they are co-located, have a browse capability, and are cross-referenced and searchable sets.

In 2010-2011, Digital Services added 1.85 million pages of content to UFDC in comparison to 1.3M the previous year. This growth can be attributed, in part, to an increase in partner contributions, a simplified newspaper processing workflow, and an increase in the amount of born digital contributions. Between June 30, 2010 and July 1st, 2011 over 117,000 pages of born digital content were added and the University of Florida Institutional Repository grew by approximately 870,000 pages, the latter including materials self-submitted by UF faculty and materials harvested by or digitized within the facility. Contributions from external partners, including a new partnership with the Law Library Microfilm Consortium (LLMC), increased the content within the collaborative Digital Library of the Caribbean project by over 200,000 pages.

The Preservation and Conservation unit is responsible for the maintenance and repair of analog archival and library materials, keeping them maintained for use through commercial library binding and a full service conservation lab for disaster recovery and environmental control of the collections. To meet the core responsibility of maintaining the physical collections, preservation and conservation provide such services as repair and restoration, binding and rebinding, deacidification, encapsulation, construction of protective enclosures, and environmental monitoring. The unit responds to questions from the University and the general public relating to the conservation of books, paper, and photographic materials.

Over 30,000 reels of print master microfilm are housed in environmentally correct storage, fulfilling requests for sales and interlibrary loan of these items, with an ongoing project to convert selected microfilm content to digital format.

Since the fall of 2001, the University of Florida has required electronic theses and dissertations (ETD). Preservation staff is responsible for ETD submissions, tracking access parameters and answering student inquiries. In 2008, a retrospective dissertation scanning project was initiated to digitize theses and dissertations previously submitted to the Libraries in print. In 2010-2011 over 1,395 additional dissertations were scanned and made available on the Internet. This project was expanded to include Health Science Center titles in 2010.

Information Technology

The Information Technology Department serves as the focal point for planning, managing and coordinating computer-based information resources that support University Libraries operations. The department consists of units dedicated to Software Development, Web Services, Server and Network Management, and Hardware Support. Working with librarians and subject specialists, Information Technology Department employees have created prototypical solutions to enable Federal Depositories to access exchange lists, have implemented a system to remotely image the more than 400 public workstations within the Libraries and support access to the more than 3.8 million virtual visitors a year to the Smathers Libraries web site. Through the Altiris software and licensing management system, 430 staff workstations are imaged and maintained by the Information Technology Department.

Information Technology personnel serve on state-wide advisory committees and work with the Florida Center for Library Automation (FCLA), Northeast Florida Library Network (NEFLIN) and others to insure access and connectivity.

Facilities and Security

The Libraries Facilities and Security Department is responsible for all facility planning, construction, maintenance, security, signage, accountable property, office supply distribution, and a system-wide mail and courier service for the Smathers Libraries. This includes over 568,977 square feet of building space. Recent renovations have occurred in several of the branch libraries, including substantial renovations in the Marston Science

Library. There are plans for the construction and renovation of a high density storage facility located within six miles of main campus to house an SUS Shared Collection that over time will include over 4.5 million items. Renovations of the Health Science Center Library and the Smathers Library (Library East) are also planned.

Administrative Support Units and Programs

The administrative support units and programs include the office of the Dean of University Libraries, as well as the offices of the Assistant Dean for Human and Financial Resources and the Associate Dean for Development and Advancement.

Office of the Dean of University Libraries

In addition to administrative support, the office of the Dean includes the SUS Shared Collection and the Auxiliary Library Facility (ALF); the Academic and Scholarly Outreach unit; the Quali OLE project, and the Emerging Technology Librarian (currently vacant).

- **SUS Shared Collection and the Auxiliary Library Facility (ALF)**

In October of 2007, the Board of Governors of the Florida State University System (SUS) approved a request to build a high density storage facility at the University of Florida to provide space for a shared research collection for the SUS libraries. The plan called for a high density “Harvard” model storage facility with a capacity of 4.5 to 5 million print volumes. The new facility will provide one central shared repository enabling SUS and other academic libraries more effectively manage little used, but still important, print collections and free on campus space to better accommodate much needed seating and public space within their individual campuses. In January 2012, the Libraries will begin managing a leased facility to provide additional space for the shared research collection for the SUS libraries until the high density storage facility is constructed.

The George A. Smathers Libraries have a medium density Auxiliary Library Facility (ALF) located four miles from the main campus which holds 1.2 million low circulating library materials and serves as storage for other materials pending processing. The new high density facility will be built adjacent to ALF and the existing ALF building will be renovated and repurposed. It will serve as the processing space for moving materials into high density and retrieving them. It will also house the digitization, preservation and conservation operations currently located on campus in the Smathers Library (Library East). These operations will continue to support the Libraries as well as materials in the SUS Shared Collection. Some space in the renovated ALF building will be reserved for UF library resources that are not appropriate for the Shared Collection, including materials from the University Archives and Special Collections. Access to materials for UF patrons will be possible through a campus library or by appointment in an onsite reading room, but the primary means of access for other patrons will be through unmediated borrowing services of the SUS and interlibrary loan.

- **Academic and Scholarly Outreach**
The newly created Academic and Scholarly Outreach unit is responsible for overseeing the Libraries scholarly communications and open access initiatives, including the administration of the UF Open Access Publishing Fund Pilot Project, Open Access Week programming, policy development, and outreach to faculty, students, and staff on open access issues and use of the Institutional Repository. The unit is also responsible for the coordination of the Libraries many instruction and outreach activities for the campus community.
- **Kuali OLE**
For academic libraries in Florida, the Kuali Open Library Environment (OLE) holds the promise of a common, cost-effective, open source system that libraries can use to more effectively collaborate and manage their materials. The system will focus initially on the acquisition of print and digital resources, with the agile capacity to be adapted to financial and other content systems at each participating institution.

The OLE project is developing a community-source library management system that will define a next-generation technology environment based on a thoroughly re-examined model of agile library business operations. The University of Florida is a founding member of this Mellon Foundation funded project that includes nine Florida partners: Florida International University, Florida State University, New College of Florida, Rollins College, University of Central Florida, University of Miami, University of South Florida and Florida Center for Library Automation.

Human and Financial Resources

This office supports the human resources and fiscal services for the Libraries.

- **Human Resources**
The Human Resources Office provides guidance and support to employees and managers on human resources policies and procedures. Core services and competencies include: fostering diversity; administering effort reporting and other compliance programs; recruiting and retaining faculty, staff and OPS employees; overseeing the completion of personnel-related documentation and record retention; administering employment and appointment related transactions; administering faculty and staff evaluation programs responsive to department needs and challenging to employee skills; working with faculty, staff and managers on sensitive employee relations issues; supporting faculty through the key processes for tenure and promotion; maintaining a training program committed to continued education and staff development; professional development and personal leave administration; and benefits administration.
- **Fiscal Services**
The Fiscal Services Office supports the operations of the various library units, departments and programs and ensures effective interaction with various UF financial offices and officials by providing timely and accurate business

information and advice that enhances decision making by those in leadership positions throughout the Smathers Libraries. Fiscal Services operations are designed to provide high-level customer service, to ensure stewardship of library assets and to leverage library resources to the best possible outcome for library patrons by increasing the transparency and general understanding of the source and availability of the Libraries financial resources and how they are used and managed through a variety of regular financial reports available on the Fiscal Services website.

Development and Advancement

This office supports the development, public relations, and grants management for the Libraries.

- **Development**

The Development Office designs, implements and manages the fundraising and donor relations program and participates in strategic planning for development in support of the University's and Libraries' mission and objectives. Working collaboratively with the library deans, chairs, library faculty members, and development officers in other colleges and schools, the unit has primary responsibility for directing library efforts that encompass major gifts, donor stewardship, development of public support groups, coordination of fundraising events, and relations between the Libraries, its Library Leadership Board, the University of Florida and the UF Foundation, Inc. The office is responsible for the identification, qualification, cultivation, solicitation and the stewardship of gift prospects.

- **Communications**

The Communications Office generates and coordinates public relations efforts on behalf of the Libraries as a whole and individual programs, events and initiatives. This office works closely with the library administration, library faculty and staff, UF News Bureau, the UF Foundation, Inc. and other university colleges and units to disseminate information about the Libraries to support donations, promote library educational, academic and social activities, and provide information about library personnel, programs and achievements to the university, the general public and other communities and partners at the local, state and national levels.

- **Grants Management**

The Grants Program promotes an increase in grant-funded projects in order to meet the goals and mission of the University and the Libraries. The program coordinates policies, processes and support mechanisms for grant activities for the Libraries. The unit works with library staff, faculty, functional teams and project teams to identify opportunities and to expand the Libraries grants and support for other fundable projects, while building partnerships and grantsmanship capacity on campus. The program actively develops collaborative relationships with organizations locally, regionally, and nationally to increase project funding opportunities. The program also is responsible for supporting the collection and

compilation of data, timely submission of proposals and the monitoring of awards.

Health Science Center Libraries

The Health Science Center Libraries provide services and programs to support the Colleges of Dentistry, Medicine, Nursing, Pharmacy, Public Health and Health Professions, and Veterinary Medicine; the McKnight Brain Institute; the University of Florida Genetics Institute; the Emerging Pathogens Institute; the Institute for Child and Health Policy; the Institute of Aging; Shands HealthCare; the University of Florida/Shands Cancer Center; the University of Florida Physicians Clinics (12 primary and 21 specialty care); and the North Florida Area Health Education Centers (AHEC) program. The HSC Libraries also support health-related research by providing up-to-date research content and information access and management support. Since 1999, the HSC Libraries have operated a liaison librarian program to facilitate partnerships with academic faculty and programs by designating a librarian as the primary point of contact for each HSC college or department.

- **Health Science Center Library (Gainesville)**
Located in the Communicore Building of the Health Science Center, the HSC Library serves the academic, clinical, and research needs of over 11,000 students, faculty and staff of the six health science colleges. In addition, it serves Shands HealthCare, medical institutions, outreach programs, and distance learning.
- **Borland Health Science Center Library (Jacksonville)**
The Borland Health Sciences Library, located on the Jacksonville campus, is a branch of the Health Sciences Center Libraries. It provides services and programs to support the Colleges of Medicine, Nursing, and Pharmacy. In addition, Borland provides services to member institutions, including Shands Jacksonville Medical Center, Memorial Hospital and the University of St. Augustine.
- **Veterinary Medicine Reading Room**
The Veterinary Medicine Reading Room is located in the College of Veterinary Medicine Building to provide the College of Veterinary Medicine faculty and students with on-site resources. Although the HSLC does not staff the Reading Room, it does fund, acquire and catalog the materials in all formats that are housed in the Reading Room or accessible online. The Veterinary Medicine liaison librarian, who is an HSCL faculty member, serves as the subject specialist and provides expert reference assistance to the faculty, staff and students.

Supplemental Data About Library Programs and Services

The following tables provide an overview of the 2010-2011 expenditures for materials, operations, staffing, and administration of the George A. Smathers Libraries; library funded and maintained IT resources for library patrons; and statistics for library usage, space allocation and hours.

2010-2011 Expenditures by Branches and Collections

University Libraries							
Branch/Collection	Total Acquisitions	Salaries	OPS	Expense	Branch Operations	College Overhead	Total
Architecture and Fine Arts	200,203	307,790	10,171	17,616	335,578	277,738	\$813,519
Education	485,614	287,968	18,183	26,432	333,583	424,655	\$1,243,853
Government Documents	218,673	724,511	47,909	34,043	806,464	530,373	\$1,553,510
Humanities and Social Sciences (Library/Wes.)	2,739,169	1,639,893	59,104	1,159,915	1,814,912	2,360,744	\$6,914,824
Journalism	95,764	152,068	14,432	10,448	176,948	141,367	\$414,078
Marston Science Library	6,753,775	1,639,925	40,023	103,348	1,783,296	3,907,066	\$11,444,137
Music	50,534	162,324	6,429	4,756	173,509	116,139	\$340,182
Special and Area Studies Collections	720,438	1,460,470	76,376	155,902	1,692,748	1,250,947	\$3,664,133
	10,262,170	6,374,947	273,628	468,460	7,117,035	9,009,030	26,388,234

College Support Unit	Salaries	OPS	Expense	Total
Acquisitions	803,556	14,131	179,169	996,856
Preservation	377,514	31,809	125,908	535,231
Cataloging	1,394,009	42,073	26,684	1,462,766
Access Support	394,852	13,541	139,874	548,267
Aux. Library Facility	142,349	41,878	69,065	253,292
Digital Services	515,223	21,257	23,728	560,208
Info Technology	1,310,472	7,579	256,967	1,575,017
Facilities	279,655		13,870	293,525
Emerging Technologies				
Admin	1,827,813	53,715	902,340	2,783,868
	7,045,442	225,982	1,737,606	9,009,030

Health

Total Acquisitions	Salaries	OPS	Expense	Branch Operations	Total
2,312,322	2,316,453	82,269	441,879	2,840,602	\$5,162,923

IT Resources for Library Patrons as of December 2011 (Part 1)

	Library West		MSL		Journalism		Music		AFA		Education		SASC		HSCL		TOTAL
	No of Units	Notes	No of Units	Notes	No of Units	Notes	No of Units	Notes	No of Units	Notes	No of Units	Notes	No of Units	Notes	No of Units	Notes	
General Use Computers	100		92		8		6		15		18		8		73	All public computers have minimum 19" screen	320
High End Computers	20	All equipped with dual monitors, Adobe CS suite, 30max installed													10	(4) 24" iMac, (2) PC w/dual 24", (4) PC with special stat. software	30
Group Study Computers	18	16 computers are equipped with circular booths, 2 computers are equipped with large format plasma monitors													16	(2) 65", (6) 52" in public areas, (3) 37" in larger study rooms	34
Microform Computers	8	Scans Microfilm, Microfiche & Slides	2	Scans Microfilm, Microfiche & Slides							1	Scans Microfilm, Microfiche & Slides	1	Scans Microfilm, Microfiche & Slides	4	Scans Microfilm, Microfiche & Slides	16
Bloomberg Computer	1																1
Netbooks available for checkout	24		24														48
Classroom Computers	20		22								24						103
Total Public Use Computers	191		140		8		6		15		43		9		140	*When classes not taught, classroom computers available to general public	552
Standard Format Scanner	16		2		2				1		3		1		3		28
Large Format Scanner	1		1						2								4
Special Scanners									2	Scanner for projector slides							2
Total Public Use Scanners (not including Cannon)	17		3		2				5		3		1		3	(2) on second floor, (1) on first floor	34

(Continued on next page)

IT Resources for Library Patrons as of December 2011 (Part 2)

	Library West		MSL		Journalism		Music		AFA		Education		SASC		HSCL		TOTAL
	No of Units	Notes	No of Units	Notes	No of Units	Notes	No of Units	Notes	No of Units	Notes	No of Units	Notes	No of Units	Notes	No of Units	Notes	
Video Conference Equipment available for checkout	1														2	PolyCom 9002 HD with (2) 52" monitors and Smartboard	3
Flip Video cameras available for checkout	3				1				3			1					8
Group DVD/VHS Booths	8		4								1						13
Media Rooms available for checkout	2	Studio quality audio, 47" plasma display, Large format scanners; Adobe CS suite, 3dmax, video editing software, Dragon Naturally Speaking; 1 room ADA compliant with ADA keyboard and mouse															2
Group Study Media Room available for checkout	1																3
Computer or Instruction Classroom(s)	2	LCD Projector, DVD/VHS Player, Microphone	1	LCD Projector, DVD/VHS Player, Microphone, SmartBoard							1	LCD Projector, DVD/VHS Player, Instructor PC installed with touch screen smart display			2	Dual 52" LCD monitors, specialized software (Etronix, Reference Manager, Electronic Medical Record, etc.)	6

The George A. Smathers Libraries as of December 2011

	Library West	MSL	Journalism	Music	AFA	Education	SASC	HSCCL	Total
Seating	1,400	1,394	110	91	131	455	67	814	4,462
Group study rooms	17	5	0	0	0	1	0	33	56
Library instruction labs	2	1	0	0	0	1	0	2	6
Square footage	172,999	113,175	3,727	5,247	10,970	36,328	112,990	60,997	516,433
Hours open/week*	105	105	57	65	77	91	57	97	654

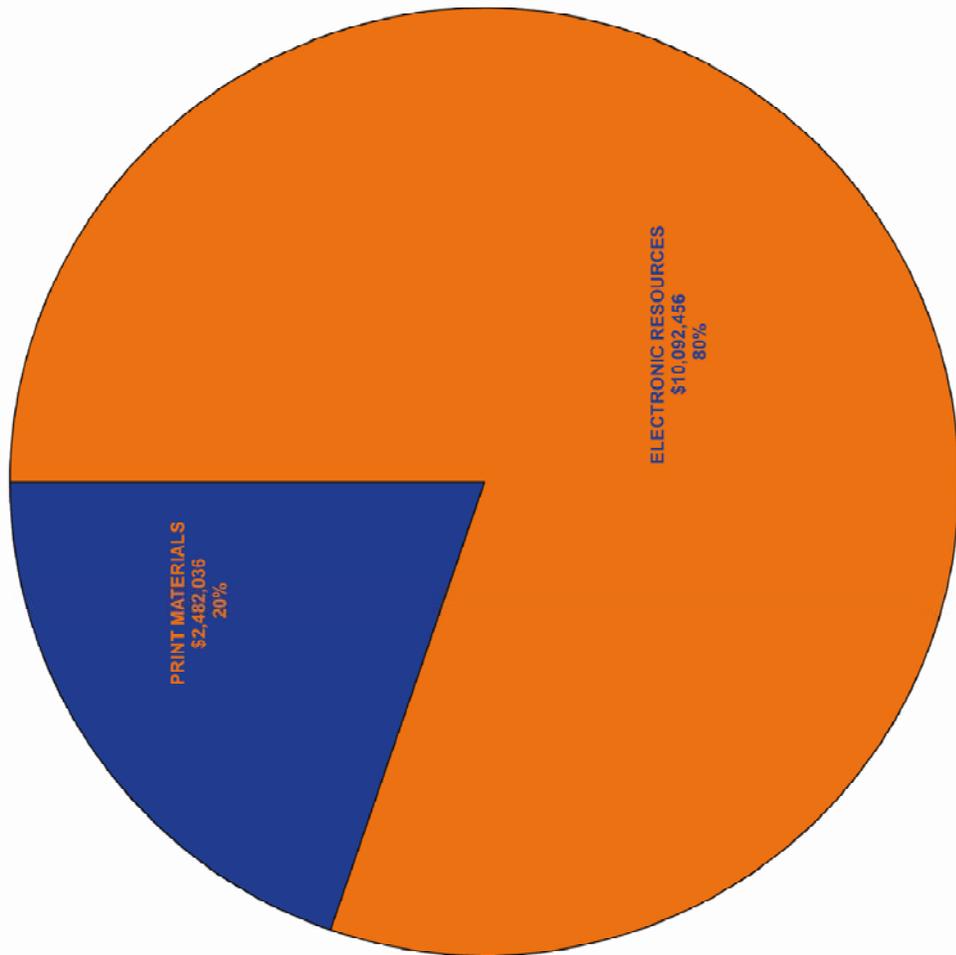
*With 37 additional hours per week in Library West and Marston prior to and during exams

The Libraries are open each week to the public for a combined total of 557 hours, and over three million people visited the Libraries last year, but these numbers do not reflect the full usage of the collections and services. The library website receives hundreds of thousands of hits each year from UF staff, faculty, and students who use the library through the VPN or EZProxy.

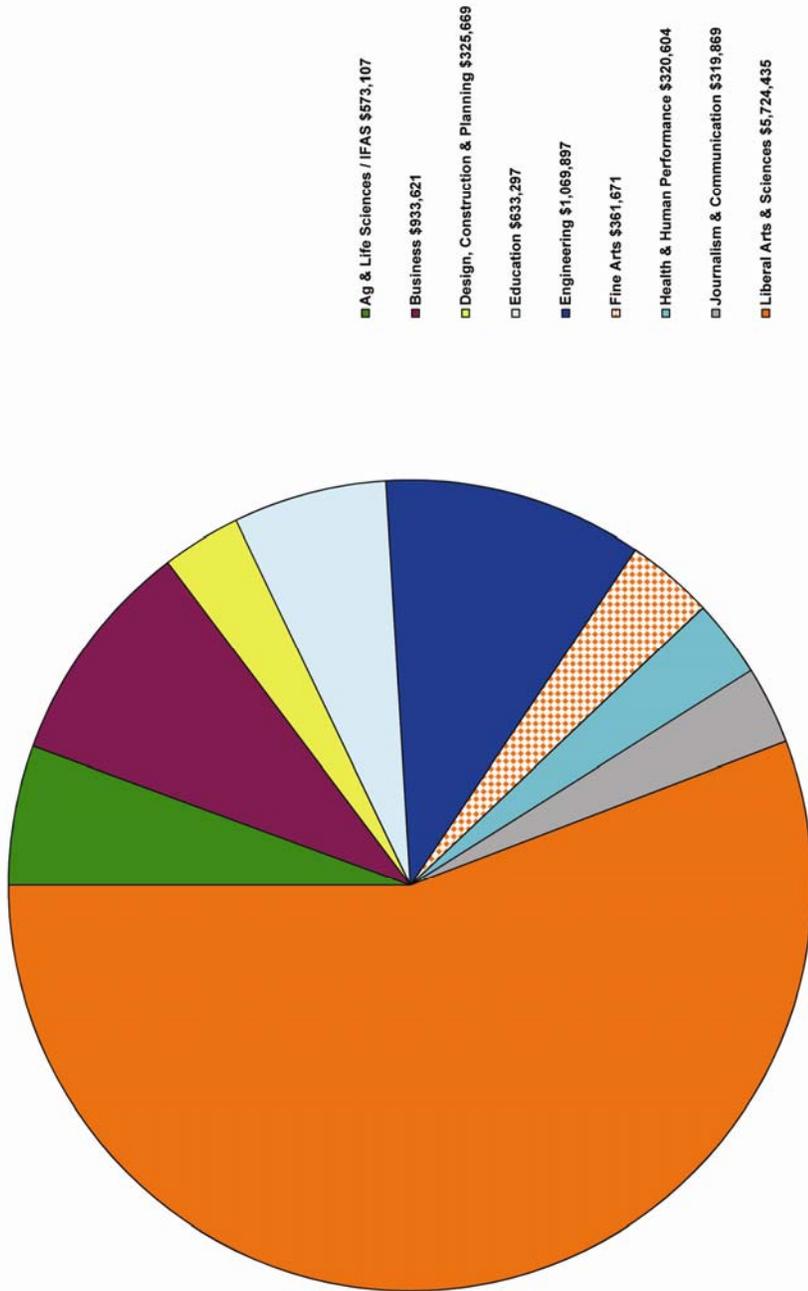
Acquisition of Library Materials

The primary purpose of library collections is to provide content to support every discipline that is taught and every field in which UF conducts research. The following charts reflect the breakdown of 2010-2011 expenditures for materials by material type and academic discipline from both appropriated funds and support from the Division of Sponsored Research. This is the last full year for which data is available.

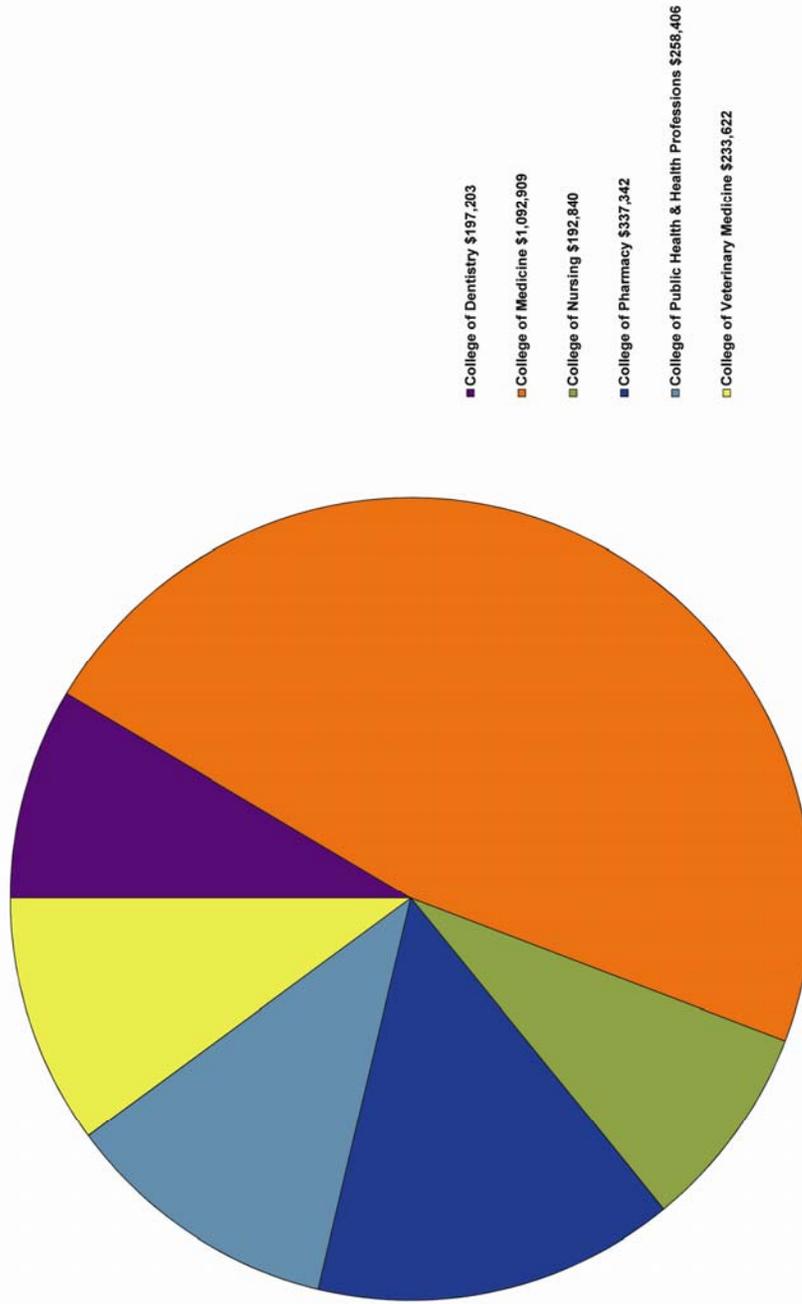
SMATHERS LIBRARIES
2010-2011 ELECTRONIC VS. PRINT LIBRARY RESOURCES EXPENDITURES
TOTAL = \$12,574,492



UNIVERSITY LIBRARIES
 2010-2011 LIBRARY RESOURCES EXPENDITURES BY COLLEGE
 TOTAL \$10,262,170



HEALTH SCIENCE CENTER LIBRARIES
2010-2011 LIBRARY RESOURCES EXPENDITURES BY COLLEGE
TOTAL \$2,312,322



5. 2012-2013 Budget Scenarios

2012-2013 Projected Annual Uses of Funds Statement: University Libraries

College/Office Name:	George A. Smathers Libraries		
Department Name:	University Libraries - Appropriated Only		
DeptID (Level 4)	5501		
Person Completing Form:	Grace Strawn		
Phone Number:	273-2560		
	FY 2013 Proposed Budget (5% Reduction)	FY 2013 Proposed Budget (Optimized)	FY 2012 Budget (FY13 Flat Budget)
FTE			
Salaries & Benefits			
Faculty Salaries	\$3,690,379	\$3,981,947	\$3,828,283
Faculty Fringe Benefit Pool Expense	\$992,712	\$1,071,144	\$1,029,808
Faculty Additional Pay Salaries			
Faculty Additional Pay Fringe Benefit Pool Expense	\$0	\$0	\$0
Faculty-COM Salaries			
Faculty-COM Fringe Benefit Pool Expense	\$0	\$0	\$0
Faculty-COM Additional Pay Salaries			
Faculty-COM Additional Pay Fringe Benefit Pool Expense	\$0	\$0	\$0
TEAMS/USPS-Exempt Salaries	\$2,665,728	\$3,211,454	\$2,926,839
TEAMS/USPS-Exempt Fringe Benefit Pool Expense	\$799,718	\$963,436	\$878,052
TEAMS/USPS-Exempt Additional Pay Salaries			
TEAMS/USPS-Exempt Additional Pay Fringe Benefit Pool Expense	\$0	\$0	\$0
TEAMS/USPS-Non-Exempt Salaries	\$1,821,838	\$1,978,482	\$1,946,522
TEAMS/USPS-Non-Exempt Fringe Benefit Pool Expense	\$743,310	\$807,221	\$794,181
TEAMS/USPS-Non-Exempt Additional Pay Salaries			
TEAMS/USPS-Non-Exempt Additional Pay Fringe Benefit Pool Expense	\$0	\$0	\$0
Total Faculty and Teams Salaries & Benefits	\$10,713,685	\$12,013,685	\$11,403,685
Other Temporary/OPS Faculty Salaries			
Other Temporary/OPS Faculty Fringe Benefit Pool Expense	\$0	\$0	\$0
Graduate Assistants Salaries			
Graduate Assistants Fringe Benefit Pool Expense	\$0	\$0	\$0
Graduate Assistants Additional Pay Salaries			
Graduate Assistants Additional Pay Fringe Benefit Expense	\$0	\$0	\$0
Post Docs Salaries			
Post Docs Fringe Benefit Expense	\$0	\$0	\$0
Post Docs Additional Pay Salaries			
Post Docs Additional Pay Fringe Benefit Pool Expense	\$0	\$0	\$0
Clin Post Docs/Housestaff Salaries			
Clin Post Docs/Housestaff Fringe Benefit Pool Expense	\$0	\$0	\$0
Clin Post Docs/Housestaff Additional Pay Salaries			
Clin Post Docs/Housestaff Additional Pay Fringe Benefit Expense	\$0	\$0	\$0
Student Assistants Salaries	\$262,023	\$446,311	\$300,821
Student Assistants Fringe Benefit Pool Expense	\$8,123	\$13,836	\$9,325
Total OPS & Additional Pay	\$270,146	\$460,146	\$310,146
Total Salaries & Benefits	\$10,983,831	\$12,473,831	\$11,713,831

Table continued on next page

Contractual Services	\$75,508	\$111,508	\$75,508
Building Maintenance & Supplies	\$21,600	\$21,600	\$21,600
Moter Fuels And Lubricants	\$5,000	\$5,000	\$5,000
Repairs & Maintenance	\$67,135	\$888,425	\$137,135
Utilities (PPD and IA Only)	\$5,000	\$5,000	\$5,000
Data Processing	\$312,727	\$312,727	\$312,727
Office Supplies / Uniform / Software / Materials / Pubs	\$84,672	\$84,672	\$84,672
Rent	\$22,170	\$22,170	\$22,170
Printing & Reproduction	\$15,460	\$15,460	\$15,460
Insurance			
Telephone	\$74,100	\$74,100	\$74,100
Postage & Freight	\$78,000	\$78,000	\$78,000
Food			
Advertising	\$3,600	\$3,600	\$3,600
Travel and Training	\$151,550	\$151,550	\$151,550
Dues & Subscriptions	\$69,257	\$69,257	\$69,257
Scholarships			
Graduate Assistantship Tuition Waivers			
Miscellaneous Other/ Contingencies	\$35,000	\$35,000	\$35,000
Total Operating Expenses	\$1,020,779	\$1,878,069	\$1,090,779
Equipment	\$8,742	\$8,742	\$8,742
Library Resources	\$6,964,232	\$10,100,263	\$7,281,838
Financial Aid Appropriation (Provost and SPA Only)			
Risk Management Insurance (Budget Office Only)			
Debt-Service			
Total Other	\$6,972,974	\$10,109,005	\$7,290,580
Administrative Overhead			
Other Transfers Out			
Net Transfers	\$0	\$0	\$0
Total Expenditures	\$18,977,584	\$24,460,905	\$20,095,190
Direct Bill to Component Units (provide details below)			
Support Unit Total Expenditures	\$18,977,584	\$24,460,905	\$20,095,190

Note: Include a reasonable reserve for contingencies based on prior year history.

Explanation of Allocation for Flat Budget

(\$231,472) 1% Budget Recall (Phase 1, Jan 2012, and Phase2, July 2012)
 \$204,847 3% Staff Raises
 \$39,970 UL Faculty Promotions
 \$312,727 IT Expenses - Replaces Lost FCLA Funding - Preapproved by Provost

Explanation of Allocation for Budget With 5% Reduction

(\$730,000) Salaries and Benefits
 (\$317,606) Library Resources
 (\$70,000) Repairs & Maintenance

Explanation of New Funding for Optimized Budget

RECURRING
 \$195,000 3 Faculty Positions
 \$240,000 4 Staff Positions
 \$30,000 2 FTE OPS Positions
 \$36,000 Contractual Services
 \$726,690 Repairs & Maintenance
 \$2,818,425 Library Resources - Replaces Lost Purchasing Power

NON-RECURRING
 \$175,000 3 Staff Positions
 \$120,000 6 FTE OPS
 \$24,600 Repairs & Maintenance

2012-2013 Projected Annual Uses of Funds Statement: HSC Libraries

College/Office Name: Department Name: DeptID (Level 4): Person Completing Form: Phone Number:	George A. Smathers Libraries HSC Libraries - Appropriated Only - UPDATED 5517 Grace Strawn 273-2560																																																																																																																																																																					
FTE Salaries & Benefits Faculty Salaries Faculty Fringe Benefit Pool Expense Faculty Additional Pay Salaries Faculty Additional Pay Fringe Benefit Pool Expense Faculty-COM Salaries Faculty-COM Fringe Benefit Pool Expense Faculty-COM Additional Pay Salaries Faculty-COM Additional Pay Fringe Benefit Pool Expense TEAMS/USPS-Exempt Salaries TEAMS/USPS-Exempt Fringe Benefit Pool Expense TEAMS/USPS-Exempt Additional Pay Salaries TEAMS/USPS-Exempt Additional Pay Fringe Benefit Pool Expense TEAMS/USPS-Non-Exempt Salaries TEAMS/USPS-Non-Exempt Fringe Benefit Pool Expense TEAMS/USPS-Non-Exempt Additional Pay Salaries TEAMS/USPS-Non-Exempt Additional Pay Fringe Benefit Pool Expense Total Faculty and Teams Salaries & Benefits Other Temporary/OPS Faculty Salaries Other Temporary/OPS Faculty Fringe Benefit Pool Expense Graduate Assistants Salaries Graduate Assistants Fringe Benefit Pool Expense Graduate Assistants Additional Pay Salaries Graduate Assistants Additional Pay Fringe Benefit Expense Post Docs Salaries Post Docs Fringe Benefit Expense Post Docs Additional Pay Salaries Post Docs Additional Pay Fringe Benefit Pool Expense Clin Post Docs/Housestaff Salaries Clin Post Docs/Housestaff Fringe Benefit Pool Expense Clin Post Docs/Housestaff Additional Pay Salaries Clin Post Docs/Housestaff Additional Pay Fringe Benefit Expense Student Assistants Salaries Student Assistants Fringe Benefit Pool Expense Total OPS & Additional Pay Total Salaries & Benefits	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">FY 2013 Proposed Budget (5% Reduction)</th> <th style="text-align: center;">FY 2013 Proposed Budget (Optimized)</th> <th style="text-align: center;">FY 2012 Budget (FY13 Flat Budget)</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td></tr> <tr><td style="text-align: right;">\$795,796</td><td style="text-align: right;">\$913,999</td><td style="text-align: right;">\$795,796</td></tr> <tr><td style="text-align: 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Equipment	\$3,000	\$3,000	\$3,000
Library Resources	\$1,243,121	\$1,905,201	\$1,300,789
Financial Aid Appropriation (Provost and SPA Only)			
Risk Management Insurance (Budget Office Only)			
Debt-Service			
Total Other	\$1,246,121	\$1,908,201	\$1,303,789
Administrative Overhead			
Other Transfers Out			
Net Transfers	\$0	\$0	\$0
Total Expenditures	\$3,727,666	\$4,895,379	\$3,920,334
Direct Bill to Component Units (provide details below)			
Support Unit Total Expenditures	\$3,727,666	\$4,895,379	\$3,920,334

Note: Include a reasonable reserve for contingencies based on prior year history.

Explanation of Allocation for Flat Budget

(\$40,848) 1% Budget Recall (Phase 1, Jan 2012 and Phase 2, July 2012)
 \$36,948 3% Staff Raises
 \$47,980 IT Expenses - Replaces Lost FCLA Funding - Preapproved by Provost

Explanation of Allocation for Budget With 5% Reduction

(\$57,668) Library Resources
 (\$90,000) Staff Positions
 (\$45,000) Operating Expenses

Explanation of New Funding for Optimized Budget

RECURRING
 \$150,000 2 Faculty Positions
 \$110,000 2 Staff Positions
 \$110,633 Repairs & Maintenance
 \$604,412 Library Resources - Replaces Lost Purchasing Power

**2012-2013 Projected Annual Uses of Funds Statement: Administrative
(Inclusive of Acquisitions and Interim Storage Facility)**

College/Office Name:	George A. Smathers Libraries		
Department Name:	University Libraries - Appropriated Only - ADMIN		
DeptID (Level 4)	5501		
Person Completing Form:	Grace Strawn		
Phone Number:	273-2560		
FTE	FY 2013 Proposed Budget (5% Reduction)	FY 2013 Proposed Budget (Optimized)	FY 2012 Budget (FY13 Flat Budget)
Salaries & Benefits			
Faculty Salaries	\$992,169	\$1,043,391	\$992,169
Faculty Fringe Benefit Pool Expense	\$266,894	\$280,672	\$266,894
Faculty Additional Pay Salaries			
Faculty Additional Pay Fringe Benefit Pool Expense	\$0	\$0	\$0
Faculty-COM Salaries			
Faculty-COM Fringe Benefit Pool Expense	\$0	\$0	\$0
Faculty-COM Additional Pay Salaries			
Faculty-COM Additional Pay Fringe Benefit Pool Expense	\$0	\$0	\$0
TEAMS/USPS-Exempt Salaries	\$505,553	\$505,553	\$505,553
TEAMS/USPS-Exempt Fringe Benefit Pool Expense	\$151,666	\$151,666	\$151,666
TEAMS/USPS-Exempt Additional Pay Salaries			
TEAMS/USPS-Exempt Additional Pay Fringe Benefit Pool Expense	\$0	\$0	\$0
TEAMS/USPS-Non-Exempt Salaries	\$921,320	\$921,320	\$921,320
TEAMS/USPS-Non-Exempt Fringe Benefit Pool Expense	\$375,899	\$375,899	\$375,899
TEAMS/USPS-Non-Exempt Additional Pay Salaries			
TEAMS/USPS-Non-Exempt Additional Pay Fringe Benefit Pool Expense	\$0	\$0	\$0
Total Faculty and Teams Salaries & Benefits	\$3,213,500	\$3,278,500	\$3,213,500
Other Temporary/OPS Faculty Salaries	\$15,639	\$15,639	\$15,639
Other Temporary/OPS Faculty Fringe Benefit Pool Expense	\$407	\$407	\$407
Graduate Assistants Salaries			
Graduate Assistants Fringe Benefit Pool Expense	\$0	\$0	\$0
Graduate Assistants Additional Pay Salaries			
Graduate Assistants Additional Pay Fringe Benefit Expense	\$0	\$0	\$0
Post Docs Salaries			
Post Docs Fringe Benefit Expense	\$0	\$0	\$0
Post Docs Additional Pay Salaries			
Post Docs Additional Pay Fringe Benefit Pool Expense	\$0	\$0	\$0
Clin Post Docs/Housestaff Salaries			
Clin Post Docs/Housestaff Fringe Benefit Pool Expense	\$0	\$0	\$0
Clin Post Docs/Housestaff Additional Pay Salaries			
Clin Post Docs/Housestaff Additional Pay Fringe Benefit Expense	\$0	\$0	\$0
Student Assistants Salaries	\$10,000	\$10,000	\$10,000
Student Assistants Fringe Benefit Pool Expense	\$310	\$310	\$310
Total OPS & Additional Pay	\$26,356	\$26,356	\$26,356
Total Salaries & Benefits	\$3,239,856	\$3,304,856	\$3,239,856
Contractual Services			
Building Maintenance & Supplies			
Moter Fuels And Lubricants			
Repairs & Maintenance			
Utilities (PPD and IA Only)	\$204,000	\$204,000	\$204,000
Data Processing	\$6,000	\$6,000	\$6,000
Office Supplies / Uniform / Software / Materials / Pubs			
Rent	\$336,600	\$336,600	\$336,600
Printing & Reproduction			
Insurance	\$22,000	\$22,000	\$22,000
Telephone			
Postage & Freight			
Food			
Advertising			
Travel and Training			
Dues & Subscriptions			
Scholarships			
Graduate Assistantship Tuition Waivers			
Miscellaneous Other/ Contingencies			
Total Operating Expenses	\$568,600	\$568,600	\$568,600

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Equipment			
Library Resources			
Financial Aid Appropriation (Provost and SPA Only)			
Risk Management Insurance (Budget Office Only)			
Debt-Service			
Total Other	\$0	\$0	\$0
Administrative Overhead			
Other Transfers Out			
Net Transfers	\$0	\$0	\$0
Total Expenditures	\$3,808,456	\$3,873,456	\$3,808,456
Direct Bill to Component Units (provide details below)			
Support Unit Total Expenditures	\$3,808,456	\$3,873,456	\$3,808,456

Note: Include a reasonable reserve for contingencies based on prior year history.

Explanation of Allocation for Flat Budget

Expense
 INTERIM STORAGE FACILITY - Preapproved by Provost
 \$490,220 Staff Salaries
 \$568,600 Operating Expenses

Explanation of New Funding for Optimized Budget

RECURRING
 \$65,000 1 Faculty Position - Acquisitions Librarian

Pre-Approved Increases in the Libraries RCM Base Budget

The provost has pre-approved two increases to the Libraries RCM base budget, one to replace technology funding previously provided by the Florida Center for Library Automation (FCLA) and the other to support offsite long term retention of low-use library materials through a collaborative collection.

FCLA Funding: \$360,707

The Libraries maintain the largest number of public workstations on campus (552), but receive no centralized IT funding. Instead, the Libraries relied heavily on technology funding provided by the Florida Center for Library Automation (FCLA) to sustain and refresh its technology. At the direction of the SUS provosts, FCLA eliminated its direct support for technology to the SUS libraries. As a result, the Smathers Libraries have lost critically needed recurring funds.

Whether the Libraries current base budget is flat or decreased in 2012-2013, the FCLA funding must be replaced in the Libraries budget in order to sustain the current level of service, including periodic replacement of public access computers and peripherals. Consequently, the Provost has authorized an increase in the Libraries recurring base budget for IT expenses equivalent to the 2010-2011 FCLA funding level for the Libraries: \$360,707 per year.

Proposed Distribution of Technology Funds:

<u>UL</u>	<u>HSCL</u>	<u>Smathers Total</u>
\$312,727	\$47,980	\$360,707

Offsite Storage Funding: \$1,058,820

The Libraries are managing a leased facility for offsite long term retention of low use library materials through a collaborative collection. The materials will be retained and made available as long as the need for them exists, thereby allowing the libraries at UF and other Florida universities to consider withdrawing duplicates of these items from their library collections and to rely with confidence on access to the retained copies. One-third of the print collection from the HSCL has already been removed and will be transferred to the shared collection. Removing print journals would result in the eventual conversion of an additional 11,000 square feet in HSCL into public spaces for students. Similarly, moving print journals and government documents would result in the eventual conversion of approximately 23,000 square feet in Marston into public spaces for students.

The estimated annual operating costs for the facility will be reduced to the maximum extent possible by seeking support from other participating Florida universities, but uncertainty about the timing and amount of those payments necessitates planning for the full amount of the anticipated expenses for the coming year. Consequently, the Provost has authorized an increase in the Libraries recurring base budget for offsite storage

expenses of \$1,058,820 per year. Since both the UL and HSCL will receive significant benefit from this facility, the costs will be allocated proportionally through RCM.

Smathers Libraries 2012-2013 Budget With Flat Funding

Flat Funding – Smathers Libraries

The George A. Smathers Libraries have two main components under RCM, the Health Science Center Libraries (HSCL) and the University Libraries (UL). Under RCM, the HSCL is funded through units of the Health Sciences Center. The University Libraries are funded through the university’s other academic and research units, with the exception of the Lawton Chiles Legal Information Center which is supported by the Levin College of Law and, therefore, not included in this review. For the purpose of this RCM review, the Smathers Libraries are presented in a combined budget, but where appropriate, the data is also reported separately for the two components.

The budgets of the Libraries, particularly the HSCL, are inadequate to manage its facilities and address patron needs for materials and services. Price increases well above the rate of inflation chronically deplete purchasing power for library materials. In 2010-2011, several critical faculty and staff positions were filled, making the Libraries better prepared to meet the needs of students and faculty, but essentially eliminating the historic use of salary savings to cover inadequacies in the operations and materials budgets. Accordingly, in planning for a flat budget, operations and, to an even greater extent, collections are negatively impacted.

The Materials Budget

Despite protecting the materials budget through the past budget reductions, lost buying power due to high rate increases for library materials, which will total well over \$600,000 in 2012-2013 alone, is extremely problematic. The 2012-2013 erosion will be in addition to \$2.8 million in lost buying power from 2007-2008 through 2011-2012, as shown in the table below.

<u>Fiscal Year</u>	<u>Materials Inflation Rate</u>	<u>Lost Buying Power</u>	<u>Cumulative Loss</u>
2007-2008	4.68%	\$485,841	\$485,841
2008-2009	6.32%	\$672,756	\$1,158,597
2009-2010	3.74%	\$386,189	\$1,544,786
2010-2011	5.83%	\$650,963	\$2,195,749
2011-2012	5.06%	\$598,077	\$2,793,826
2012-2013	5.07%	\$629,011	\$3,422,837

Cumulative Lost Buying Power:

<u>UL</u> \$2,818,425	<u>HSCL</u> \$604,412	<u>Smathers Total</u> \$3,422,837
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As a result of this situation the Libraries have had no opportunity to maintain, much less develop, suitable collections. The Libraries are unable to purchase and license the range of print and electronic resources, which are core to an academic library's capacity to support a research enterprise with the breadth and depth of this university. The impact of this has spanned the Smathers Libraries, affecting support for all disciplines.

Current Lost Buying Power:

The lost buying power for 2011-2012 materials was covered using one-time funding from unfilled salaries. Since that was one-time funding, in 2012-2013 the Libraries will experience the effects of two years of lost buying power. In addition, the 2011-2012/2012-2013 1% budget recall of appropriated funding will further reduce the materials budget. As a result of, a flat budget in 2012-2013 there will be a \$1.5 million decrease in the materials budget – equivalent to a 12.7% cut.

The result of the lost buying power due to increases in materials prices is reflected in the following table:

	UL	HSCL	Smathers
Lost buying power 2011-2012	\$494,415	\$103,662	\$598,077
Lost buying power 2012-2013	\$520,024	\$108,987	\$629,011
1% cut effective in 2012-2013	\$231,472	\$40,847	\$272,319
Totals:	\$1,245,911	\$253,496	\$1,499,407

Though the lost buying power impacts the entire collections budget, a substantial portion of the Electronic Resources (E-Resources) budget is for materials licensed and purchased in large journal packages. These are often acquired through consortia and under multi-year contracts and, therefore, cannot be easily cut by UF independently. As a result, Print Monographs (books) and Print Serials (journals) experience a highly disproportionate reduction as a result of lost buying power. However, with the extent of the cut outlined here, the Libraries may be forced to cancel one of the large journal packages, such as the Wiley/Blackwell journals, losing access to hundreds of titles. The choice of which package to cut could be a matter of timing of the contracts rather than a function of need for the specific journal titles, and will certainly cut into core collections that Libraries have managed to protect in the past.

In the event of a flat materials budget for the Smathers Libraries, the cuts resulting from 2012-2013 lost buying power might be implemented as follows:

Fund	UL Cut	HSCL Cut	Total Cut
E-Resources	\$556,708	\$53,496	\$610,204
Print Serials	\$300,000	\$200,000	\$500,000
Print Monographs	\$300,000	\$0.00	\$300,000
Binding Serials	\$89,203	\$0.00	\$89,203
Total	\$1,245,911	\$253,496	\$1,499,407

In considering the options for cutting the materials budget there are three possible scenarios: devastating print while protecting electronic resources, balancing cuts to print and electronic resources, or protecting print at the expense of a major journal package.

While it is tempting to declare electronic resources the wave of the future, and print resources unnecessary, many books and serials in the humanities and social sciences have not yet made the transition to electronic access, and a deep cut in the print resources would greatly endanger the Libraries ability to maintain a research collection and to serve students, faculty, and researchers in these areas. The HSCL has already eliminated monograph spending and thus could only take cuts from the E-Resources and Print Serials. The print serials the HSCL continue to receive represent core materials which have not been converted to online formats due to cost.

Many of the electronic resources provided by the Libraries are only affordable when purchased in bundled packages under multi-year contracts. As a result, even a 10% cut in the E-Resources budget would be difficult to accomplish in a single budget year without resorting to the cancellation of a major journal package which would similarly endanger the Libraries ability to provide access to research materials needed by the sciences. Binding, while once considered a necessity for maintaining the integrity of the print journal collection, must be given a lower priority as the budget tightens. Despite this, the loss of this important conservation processing for current materials will regrettably reduce their lifespan and accessibility for students and researchers.

Based on all of the above, the Libraries would need to balance this major cut between print and electronic resources in an attempt to balance the research needs of the university, cutting approximately 7% of electronic resources and 33% and 27% respectively for print serials and print monographs. This is a devastating cut, reducing the total materials budget by 12.7%. To identify exactly how the cuts would be accomplished library liaisons would work closely with acquisitions staff and faculty to determine the options for what can be cut, and the options for what can be saved.

The following list is a sample of the type of materials that might be cut, in addition to the acquisition of one-third fewer monographs and print serials.

- American Physical Society journal package
- American Society of Civil Engineers journal package
- CAB abstracts
- Digital Campus
- Emerald Full Text
- EBMR (Evidence Based Medicine Reviews)
- Journal Citation Reports Web
- Karger Publishing Package- sample titles
 - American Journal of Nephrology
 - Cytogenetic and Genome Research
- Lippincott Wilkins and Williams Publisher Package- sample titles:
 - Academic Medicine
 - American Journal of Nursing

- Medicine & Science in Sports & Exercise
 - Neurosurgery
 - Plastic & Reconstructive Surgery
 - Spine
- Mary Ann Liebert Publisher Package-sample titles:
 - Human Gene Therapy
 - Journal of Neurotrauma
- Mental Measurements Yearbook
- National Research Council of Canada journal package
- Optics infobase
- Oxford University Press journals
- PsycArticles
- PsycBooks
- Royal Society of Chemistry journal package
- Science Online
- Springer Protocols Current Content
- STAT!-Ref
- Thieme Publisher Package

The Sciences and Health Sciences are heavily dependent on electronic access and would be deeply impacted by these losses. Again, subject selectors would work in direct consultation with academic faculty to identify of the actual databases and journal packages to be eliminated.

To summarize, continued lost buying power for 2012-2013, resulting from even a flat budget, will further compromise a materials budget already weakened by past lost buying power and budget cuts. The cumulative effect would amount to a 12.7% decrease in materials for 2012-2013.

The Salary Budget

The Libraries have hired conservatively for several years, using funding from key vacant positions rather than taking cuts in the Materials Budget. Last year, however, the Libraries filled several critical faculty and staff positions. Even with these additions the Libraries remain understaffed to provide core services. In the event of a flat budget, the Smathers Libraries, will continue to fill a small number of critical vacancies, with particular emphasis on subject specialists and liaisons with academic departments, in order to restore essential services for faculty and students.

The Operations Budget

Maintenance:

The library facilities are extensive (nearly 475,000 square feet of usable space, containing 3,800 upholstered chairs, and over 41,000 square feet of shelving for materials) and amongst the most heavily used on campus (3 million in-person visitors each year). Student spaces include open areas, restricted-study graduate student areas, group meeting rooms and individual study carrels.

The current funding for operations is inadequate to maintain these spaces and the amount of upkeep services provided by UF Physical Plant has been historically inadequate and is now further reduced. While the Libraries attempt to mitigate the impact, the students and researchers suffer from unclean and inadequately maintained facilities and the lack of periodic cleaning of the shelving damages the library materials over time.

The current operations budget permits limited repainting and cleaning of upholstery, primarily to address extreme situations. It does not allow for routine, scheduled cleaning and maintenance of public spaces. With a flat budget for 2012-2013, the estimated shortfall in annual expenses required for maintenance is \$837,323.

Technology:

The Libraries are technology hubs. The Libraries maintain 982 workstations, 107 scanners, and 78 networked printers with 300 individual printers. All equipment is supported by the University Libraries and HSCL information technology hardware support units.

The Libraries utilize over 90 terabytes of server space for archival and operational purposes. Costs for virtualization and back-up with CNS were \$150,120 in 2010-2011. It is anticipated that costs for virtual CNS hosting and back-up will drop in cost due to CNS efficiencies, but given current growth patterns of digital resources, the expectation is for costs to remain at the \$150,000 level for the coming year. Based on volume increases for digital collections, including the addition of electronic theses and dissertations, costs are expected to rise in successive years.

The Libraries maintain the largest number of public workstations on campus (552), but receive no centralized IT funding. Instead, the Libraries relied heavily on technology funding provided by the Florida Center for Library Automation (FCLA) to sustain and refresh its technology. At the direction of the SUS provosts, FCLA eliminated its direct support for technology to the SUS libraries in 2011-2012. With a flat budget for 2012-2013, the estimated shortfall in annual expenses required for technology is \$360,707.

Pre-Approved Increases in the Libraries RCM Base

The FCLA funding must be replaced in the Libraries budget in order to sustain the current level of service, including periodic replacement of public access computers and peripherals. As noted in Section 5 above, the Provost has authorized an increase in the Libraries recurring base budget for IT expenses equivalent to the 2010-2011 FCLA funding level for the Libraries: \$360,707 per year.

The Libraries are managing a leased facility for offsite long term retention of low use library materials through a collaborative collection. The estimated annual operating costs for the facility will be reduced to the maximum extent possible by seeking support from other participating Florida universities, but uncertainty about the timing and amount of those payments necessitates planning for the full amount of the anticipated expenses for the coming year. As noted in Section

5 above, the Provost has authorized an increase in the Libraries recurring base budget for offsite storage expenses of \$1,058,820 per year.

Smathers Libraries 2012-2013 Budget With 5% Less Funding

5% Less Funding – Smathers Libraries

\$1.31 Million

The George A. Smathers Libraries have two main components under RCM, the Health Science Center Libraries (HSCL) and the University Libraries (UL). Under RCM, the HSCL is funded through units of the Health Sciences Center. The University Libraries are funded through the university's other academic and research units, with the exception of the Lawton Chiles Legal Information Center which is supported by the Levin College of Law and, therefore, not included in this review. For the purpose of this RCM review, the Smathers Libraries are presented in a combined budget, but where appropriate, the data is also reported separately for the two components.

The budgets of the Libraries, particularly the HSCL, are inadequate to manage its facilities and address patron needs for materials and services. Price increases well above the rate of inflation chronically deplete purchasing power for library materials. In 2010-2011, several critical faculty and staff positions were filled, making the Libraries better prepared to meet the needs of students and faculty, but essentially eliminating the historic use of salary savings to cover inadequacies in the operations and materials budgets. Accordingly, when modeling for a 5% cut for the next fiscal year, collections (materials) and library hours would suffer most directly as a result of the cuts.

The Materials Budget

The impact of material cuts on library patrons is intensified by lost buying power due to high rates of cost increases for library materials. These increases will total over \$600,000 in 2012-2013 alone. This is in addition to \$2.8 million in lost buying power from 2007-2008 through 2011-2012.

<u>Fiscal Year</u>	<u>Materials Inflation Rate</u>	<u>Lost Buying Power</u>	<u>Cumulative Loss</u>
2007-2008	4.68%	\$485,841	\$485,841
2008-2009	6.32%	\$672,756	\$1,158,597
2009-2010	3.74%	\$386,189	\$1,544,786
2010-2011	5.83%	\$650,963	\$2,195,749
2011-2012	5.06%	\$598,077	\$2,793,826
2012-2013	5.07%	\$629,011	\$3,422,837

As a result, the Libraries have had no opportunity to maintain, much less develop, suitable collections. The Libraries are unable to purchase and license the range of print and electronic resources, which are core to an academic library's capacity to support a research enterprise with the breadth and depth of UF's. The impact of this has spanned the Smathers Libraries, affecting support for all disciplines.

Although the lost buying power impacts the entire collections budget, the majority of the Electronic Resources budget is for materials licensed and purchased through consortia and, therefore, cannot be easily cut by UF independently although the depths of the cuts discussed here may require the cut of a large journal package. As a result, Print Monographs (books) and Print Serials (journals) experience a highly disproportionate reduction when we adjust for lost buying power or budget cuts. In the event of a 5% cut, the proposed reductions in the materials budget for 2012-2013, including those made as a result of lost buying power, are:

	UL	HSCL	Smathers
Lost buying power 2011-2012	\$494,415	\$103,662	\$598,077
Lost buying power 2012-2013	\$520,024	\$108,987	\$629,011
1% 2012-2013 recall	\$231,472	\$40,847	\$272,319
Materials portion of 5% cut	\$317,606	\$57,668	\$375,274
Totals:	\$1,563,517	\$311,164	\$1,874,681

The application of these reductions by material type is represented in the table below:

Fund	UL Cut	HSCL Cut	Total Cut
E-Resources	\$774,314	\$111,164	\$885,478
Print Serials	\$350,000	\$200,000	\$550,000
Print Monographs	\$350,000		\$350,000
Binding	\$89,203		\$89,203
Total	\$1,563,517	\$311,164	\$1,874,681

As in the flat budget scenario, the University Libraries would distribute the additional cut between E-Resources, and print serials and monographs. The HSCL would eliminate 100% of print serials in the flat budget scenario, so additional cuts must come from the E-Resources funding. With a 5% reduction, print serials and monograph cuts, 36% and 31% respectively, make it impossible for the Libraries to maintain the print collections necessary to support a top research university. Further, the 10.3% cut in E-Resources will be extremely difficult to implement without cutting a major journal package. Lost buying power and the additional cut to materials as a share of an overall 5% cut result in the equivalent of a loss of 15.8% of the materials budget in 2012-2013.

As in the flat budget scenario, liaison librarians, acquisitions staff and academic faculty would work together to determine which materials would be cut. The following list is a sample of the type of titles that might be cut, including a large journal package. This is in addition to purchasing and subscribing to 40% fewer monographs and print serials.

- Wiley/Blackwell journal package
- American Physical Society journal package
- American Society of Civil Engineers journal package
- CAB abstracts
- Digital Campus
- Emerald Full Text

- EBMR (Evidence Based Medicine Reviews)
- Journal Citation Reports Web
- Karger Publishing Package- sample titles
 - American Journal of Nephrology
 - Cytogenetic and Genome Research
- Lippincott Wilkins and Williams Publisher Package- sample titles:
 - Academic Medicine
 - American Journal of Nursing
 - Medicine & Science in Sports & Exercise
 - Neurosurgery
 - Plastic & Reconstructive Surgery
 - Spine
- Mary Ann Liebert Publisher Package-sample titles:
 - Human Gene Therapy
 - Journal of Neurotrauma
- Mental Measurements Yearbook
- National Research Council of Canada journal package
- Optics infobase
- Oxford University Press journals
- PsycBooks
- Royal Society of Chemistry journal package
- Science Online
- Springer Protocols Current Content
- STAT!-Ref
- Thieme Publisher Package-sample titles
 - Seminars in Respiratory & Critical Care
 - Synlett
 - Synthesis

To summarize, the impacts to materials of a 5% library budget cut, when combined with the 2012-2013 lost buying power, would result in a loss of \$1.9 million from a materials budget already weakened by prior lost buying power and budget cuts. The cumulative effect would amount to a 15.8% decrease in materials for 2012-2013.

The Salary Budget

The Libraries have hired conservatively for several years using funding from key vacant positions rather than taking cuts in the Materials Budget. Last year, however, the Libraries filled several critical faculty and staff positions. Even with these additions the Libraries remain understaffed to provide core services. A 5% overall budget reduction would necessitate deep cuts to the salary budget with concomitant effects to core services.

In the event of a 5% cut in the budget for the Smathers Libraries, the proposed reductions in the salary budget for 2012-2013 are:

Proposed Salary Cuts:

<u>UL</u>	<u>HSCL</u>	<u>Smathers Total</u>
\$730,000	\$90,000	\$820,000

The application of these reductions is represented in the table below:

Do not fill: Vacant UL Tenure Faculty Liaisons	\$175,000
African American Studies	
Emerging Technologies	
Physics	
Do not fill: Vacant UL Staff Positions	\$120,000
Government Documents	
IT Programmer	
Elimination of UL Staff positions	
Departmental Libraries staff – 9 positions	\$395,000
OPS Budget for Departmental Libraries	\$40,000
Elimination of HSCL Staff positions	
Public Services staff – 1.5 positions	\$90,000
Total:	\$820,000

The initial \$295,000 cut for the University Libraries listed above could be achieved by keeping key staff and faculty positions vacant, thus avoiding some layoffs. However, the depth of the cut required at 5% would not be possible without a sizeable number of layoffs. The closing of the four Departmental Libraries – Architecture and Fine Arts, Education, Journalism, and Music – would provide the ability to eliminate staff salaries, OPS budgets, and Operations budgets, reducing expenditures by just over \$500,000. The services and the majority of the collections of these libraries would be incorporated into Library West, with some materials going to off-site storage. Education students and faculty would see the most negative impact as they are furthest from Library West, but all students and faculty in these areas would be adversely affected. This incorporation of additional materials and use of Library West by hundreds of additional students, without additional staff, would place the branch at or beyond capacity, and would remove the potential of improving the current shortage of study and collaboration space. This is an unsatisfactory solution, but is indicative of the severe impact a 5% cut would have on library services.

HSCL would achieve its portion of cut by reducing hours, closing on Saturdays and Sunday, and reducing staffing for the service desks: processing materials, managing Inter-Library Loan and document delivery, and assisting library users.

The Operations Budget

The University Libraries would realize a relatively small cut in the Operations Budget resulting from reduced costs from the closing and integration of all Departmental Libraries. As described

in the flat budget scenario, the Libraries continue to experience increasing costs and eroding funding in maintenance. Even by allocating the majority of the 5 percent cut to materials and staff eliminations, the Libraries operations budget will become increasingly inadequate.

Library	Reduction
University Libraries	\$70,000
HSCCL	\$45,000
Total:	\$115,000

Maintenance:

The library facilities are extensive (nearly 475,000 square feet of usable space, containing 3,800 upholstered chairs, and over 41,000 square feet of shelving for materials) and amongst the most heavily used on campus (3 million in-person visitors each year). Student spaces include open areas, restricted-study graduate student areas, group meeting rooms and individual study carrels. The current funding for operations is inadequate to maintain these spaces and the amount of upkeep services provided by UF Physical Plant has been historically inadequate and is now further reduced. While the Libraries attempt to mitigate the impact, the students and researchers suffer from unclean and inadequately maintained facilities and the lack of periodic cleaning of the shelving damages the library materials over time.

The current operations budget permits limited repainting and cleaning of upholstery, primarily to address extreme situations. It does not allow for routine, schedule cleaning and maintenance of the public spaces. There is already an estimated shortfall of \$837,323 in annual expenses required for maintenance.

Technology:

The Libraries are technology hubs. The Libraries maintain 982 workstations, 107 scanners, and 78 networked printers with 300 individual printers. All equipment is supported by the University Libraries and HSCCL information technology hardware support units.

The Libraries utilize over 90 terabytes of server space for archival and operational purposes. Costs for virtualization and back-up with CNS were \$150,120 in 2010-2011. It is anticipated that costs for virtual CNS hosting and back-up will drop in cost due to CNS efficiencies, but given current growth patterns of digital resources, the expectation is for costs to remain at the \$150,000 level. Based on volume increases for digital collections, including the addition of electronic theses and dissertations, costs are expected to rise in successive years.

The Libraries maintain the largest number of public workstations on campus (552), but receive no centralized IT funding. Instead, the Libraries relied heavily on technology funding provided by FCLA to sustain and refresh its technology. At the direction of the SUS provosts, FCLA eliminated its direct support for technology to the SUS libraries. As a result, the Smathers Libraries have lost a total of \$360,707 in recurring funding.

Pre-Approved Increases in the Libraries RCM Base

The FCLA funding must be replaced in the Libraries budget in order to sustain the current level of service, including periodic replacement of public access computers and peripherals. As noted in Section 5 above, the Provost has authorized an increase in the Libraries recurring base budget for IT expenses equivalent to the 2010-2011 FCLA funding level for the Libraries: \$360,707 per year.

The Libraries are managing a leased facility for offsite long term retention of low use library materials through a collaborative collection. The estimated annual operating costs for the facility will be reduced to the maximum extent possible by seeking support from other participating Florida universities, but uncertainty about the timing and amount of those payments necessitates planning for the full amount of the anticipated expenses for the coming year. As noted in Section 5 above, the Provost has authorized an increase in the Libraries recurring base budget for offsite storage expenses of \$1,058,820 per year.

Smathers Libraries 2012-2013 Budget With Increased Funding

Increased Funding – Smathers Libraries:	Recurring:	\$5,086,160
	Non-Recurring:	\$319,600

The George A. Smathers Libraries have two main components under RCM, the Health Science Center Libraries (HSCL) and the University Libraries (UL). Under RCM, the HSCL is funded through units of the Health Sciences Center. The University Libraries are funded through the university’s other academic and research units, with the exception of the Lawton Chiles Legal Information Center which is supported by the Levin College of Law and, therefore, not included in this review. For the purpose of this RCM review, the Smathers Libraries are presented in a combined budget, but where appropriate, the data is also reported separately for the two components.

The budgets of the Libraries, particularly the HSCL, are inadequate to manage its facilities and address patron needs for materials and services. Price increases well above the rate of inflation chronically deplete purchasing power for library materials. In 2010-2011, several critical faculty and staff positions were filled, making the Libraries better prepared to meet the needs of students and faculty, but essentially eliminating the historic use of salary savings to cover inadequacies in the operations and materials budgets. Accordingly, when modeling for an improved budget for the next fiscal year, both collections (materials) and library faculty and staff are identified for significant increases in investment.

The Materials Budget

Decreasing and tightly constrained budgets combined with high rate increases for academic journals and other library materials have caused the Libraries to lose over \$3 million in buying power since 2007-2008.

Fiscal Year	Inflation Rate	Lost Buying Power	Cumulative Loss
2007-2008	4.68%	\$485,841	\$485,841
2008-2009	6.32%	\$672,756	\$1,158,597
2009-2010	3.74%	\$386,189	\$1,544,786
2010-2011	5.83%	\$650,963	\$2,195,749
2011-2012	5.06%	\$598,077	\$2,793,826
2012-2013	5.07%	\$629,011	\$3,422,837

As a result the Libraries have had no opportunity to maintain, much less develop, suitable collections. The Libraries are unable to purchase and license the range of print and electronic resources, which are core to an academic library’s capacity to support a research enterprise with the breadth and depth of UF. The impact of this spans the Smathers Libraries, affecting all disciplines.

Cumulative Lost Buying Power:

<u>UL</u>	<u>HSCCL</u>	<u>Smathers Total</u>
\$2,818,425	\$604,412	\$3,422,837

This lost buying power should be restored by increasing the Libraries base budget for materials. The restored materials funding would be allocated across material types in the following proportions:

Proposed Recurring Expenses:

Fund	Increase
Databases	\$1,400,000
E-Journals	\$770,000
E-Books	\$400,000
Print Monographs	\$100,000
Electronic Back files	\$750,000
Total	\$3,420,000

The funding would be used for new and retroactive purchasing and licensing to restore the collection to the depth it would currently have if the materials budget had been increased to cover lost buying power each year since 2007. A large increase is projected for electronic journals since journal publication remains at the core of research dissemination, and it is essential that researchers across the university have access to a broad, diverse and current collection. E-books are core to scientific research and are becoming increasingly important in both the Humanities and Social Sciences. Databases provide aggregation of additional journals and research publications and back files provide depth. Although back files are one-time purchases, the Libraries have had so little opportunity to build collections that back files will require years of funding to build a collection worthy of a highly ranked institution, therefore it should be included as recurring funding.

Planned growth in funding for materials is needed to maintain the purchasing power once restored and provide for an increased materials budget over time to allow the Libraries to address the evolving needs of the academic and research units. Future needs for sustainable funding for materials beyond 2012-2013 are addressed in the "Alternative Funding for the Libraries" section of this document.

The following are examples of how the restored materials funding would be spent in 2012-2013.

- Journals
 - Biology of Blood and Marrow Transplantation
 - Cell Cycle
 - Chinese Academic Journals/Century Journals Project
 - Current Gene Therapy
 - Endocrine Practice
 - Evidence Based Medicine Reviews

- Gastrointestinal Endoscopy Clinics of North America
 - HFSP Journal
 - Immunologic Research
 - International Journal of pharmaceutical compounding
 - International Review of Cytology
 - Journal of American Academy of Audiology
 - Journal of Cardiovascular Computed Tomography
 - Journal of Clinical Psychiatry
 - Journal of Hospital Librarianship
 - Journal of Knee Surgery
 - Journal of Neuroradiology
 - Journal of Pediatric Endocrinology and Metabolism
 - Journal of the American Association for Laboratory Animal Science
 - Journal of Visualization
 - Journal of Visualized Experiments
 - Neurocritical Care
 - Neuropsychopharmacology
 - Pink Sheet: Prescription pharmaceuticals and biotechnology
 - Reviews in the Neurosciences
 - Veterinary Clinics of North America: Equine Practice
 - Veterinary Clinics of North America: Exotic Animal Practice
 - Veterinary Clinics of North America: Food Animal Practice
 - Veterinary Clinics of North America: Small Animal Practice
- Databases
 - ArtBibliographies Modern
 - Black Abolitionist Papers
 - Cabell's Directory of Educational Curriculum and Methods
 - Cabell's Directory of Education Psychology and Administration
 - Cabell's Directory of Educational Technology and Library Science
 - Classical Scores Library
 - Congressional Research Digital Collection
 - Counseling and Therapy in Video
 - CSH Protocols
 - Current Protocols in Bioinformatics
 - Current Protocols in Cytometry
 - Current Protocols in Human Genetics
 - Current Protocols in Immunology
 - Current Protocols in Microbiology
 - Current Protocols in Nucleic Acid Chemistry
 - Current Protocols in Pharmacology
 - Current Protocols in Stem Cell Biology
 - Current Protocols in Toxicology
 - Design and Applied Arts Index
 - Dynamed
 - Early European Books

- EdITLib (Education & Information Technology Digital Library)
 - Education in Video (Alexander Street Press)
 - Embase
 - Emedicine
 - Facts and Comparisons Online
 - Faculty of 1000 Medicine
 - FirstConsult
 - Gideon
 - Global GIS Database
 - Goldfranks Toxicologic Emergencies
 - Handbook of Injectable Drugs
 - Harrison's Practice
 - Ingenuity Pathway Analysis (IPA)
 - JMAEvidence
 - Lexicomp
 - MADCAD
 - Materials Connexion
 - Medicine Complete
 - Micromedex
 - Mosby's Nursing Consult
 - Natural Standards
 - NAXOS streaming audio
 - Newsbank Access World News Research Collection
 - Opera in Video
 - Oxford University Press Archives-Medicine
 - Oxford University Press Archives-Science
 - Pediatric Care Online
 - Pharmacy Library
 - Procedures Consult
 - Proquest Historic Newspapers
 - RISM
 - RIPM
 - Scopus
 - Up-to-Date
 - Video on Demand through Films for the Humanities
 - VisualDX
- Books
 - Springer E-Book annual packages
 - Faculty-driven monograph acquisition – print and electronic
 - Access Emergency Medicine
 - Briggs: Drugs in Pregnancy and Lactation
 - Comprehensive Heterocyclic Chemistry III
 - Encyclopedia of Biostatistics
 - Foundation in Diagnostic Pathology
 - Medicine and Dentistry

- Neuroscience
 - Peer VII - Physicians Evaluation and Educational Review in Emergency Medicine
 - RedBook Online
 - Synthesis Lectures, collection 4
- Back Files
 - Elsevier journal back files
 - American Geophysical Union Journal
 - American Journal of Physiology (before 1997)
 - Annals of Behavioral Medicine (earlier than 1997)
 - Biomedical and Life Sciences Journal
 - Chemical Engineering Journal
 - Chemistry and Materials Science Journal
 - Computer Science Journal
 - Earth & Environmental Science Journal
 - Earth and Planetary Sciences Journal
 - Energy and Power Journal
 - Engineering Journal
 - High Energy/Nuclear Physics and Astronomy Journal
 - Inorganic Chemistry Journal
 - Journal of Chemical Ecology (earlier than 1997)
 - JSTOR Arts & Sciences VI
 - JSTOR Arts & Sciences VIII
 - JSTOR Arts & Sciences IX
 - JSTOR Business III
 - LWW Nursing Archive
 - Materials Science Journal
 - Mathematics Journal
 - Neuroscience Journal
 - Physical and Analytical Chemistry Journal
 - Physics and Astronomy Journal
 - Times Literary Supplement Historical Archive 1902-2005
 - Sage Journal Back files

Providing this restored funding to the Libraries would strengthen the infrastructure and help increase the university's standing in the academic and research communities. Offering faculty, students, researchers and clinicians anywhere and anytime access to information enhances their ability to carry out the university's goals. Access to information plays a strategic role in a number of the university's key activities including successful research initiatives, distance learning initiatives, quality health care and increased patient safety initiatives and educational initiatives including the establishment of new programs. It is well documented that we are experiencing an explosion of information and it is the library's role to deliver the most current and relevant information available, which in turn allows the university to fulfill its mission. Lost buying power and flat materials budgets have hampered the ability of the Libraries to support these academic and research endeavors.

The Salary Budget

The Libraries have hired conservatively for several years using funding from key vacant positions rather than taking cuts in the Materials Budget. Last year, however, the Libraries filled several critical faculty and staff positions. Even with these additions the Libraries remain understaffed to provide core services. A variety of positions are needed to bring the Libraries to full service – a level permitting the appropriate support of the university’s academic and research missions.

Proposed Recurring Expenses:

<u>UL</u>	<u>HSCCL</u>	<u>Smathers Total</u>
\$566,000	\$260,000	\$826,000

The application of these increases is represented in the table below:

Faculty	4 @ \$65,000*	\$260,000
	2 @ \$75,000*	\$150,000
Staff	2 @ \$45,000*	\$90,000
	4 @ \$65,000*	\$260,000
OPS	2 FTE @ \$15,000	\$30,000
Security Guards	\$36,000	\$36,000
Total:		\$826,000

*Includes benefits

Additional recurring positions needed to bring the Libraries up to a full service staff:

- Liaison librarians for underserved colleges and departments (2 faculty)
- Bio-informatics Librarian supporting the scientific intersection of biology, computer science, and information technology (1 faculty)
- Data Curation Librarian to identify, store, describe (curate), retrieve and re-use data, particularly data not available in public or government repositories. This is comparable to the program at Johns Hopkins University Libraries Digital Research and Curation Center (<http://ldp.library.jhu.edu/dkc>), providing support for researchers in meeting federal mandates and enhancing curation and accessibility of their research product. (1 faculty and 2 staff)
- Acquisitions Librarian to research and procure e-resources, manage cost centers and coordinate vended purchases (1 faculty)
- IT Expert to develop library-specific software applications (1 staff)
- Establishment of a Digital Scholarship unit, comparable to those at the University of Virginia (<http://www2.lib.virginia.edu/scholarslab/index.html>), the University of Nebraska-Lincoln (<http://cdrh.unl.edu/>) and Brown University (<http://library.brown.edu/cds/>). The unit will support area specific needs as with E-Science and the Digital Humanities, develop new digital projects with faculty, developing new forms of digital scholarly publishing, and build tools and systems that support digital information and scholarly activity. (1 faculty and 1 staff)

- Expanded library hours in Library West to 24/5 (open to patrons from Sunday morning through Friday evening, as well as during the day on Saturday). A pilot of this model is being funded by Student Government for Library West for spring 2012. (2 staff, 2 FTE OPS and expanded contract security services for overnight shifts)

The Operations Budget

Maintenance:

The library facilities are extensive (nearly 475,000 square feet of usable space, containing 3,800 upholstered chairs, and over 41,000 square feet of shelving for materials) and amongst the most heavily used on campus (3 million in-person visitors each year). Student spaces include open areas, restricted-study graduate student areas, group meeting rooms and individual study carrels. The current funding for operations is inadequate to maintain these spaces and the amount of upkeep services provided by UF Physical Plant has been historically inadequate and its services have been further reduced by budget changes.

The Libraries major needs include:

- Rotating repair and painting of walls with an average service of once every 5 years (\$712,272)
- Upholstery cleaning for public seating with an average service every other year (\$28,163)
- Shelving and materials to be dusted and cleaned once per year (\$96,888)

Increased recurring funding would be used to paint and repair walls, clean upholstery, and dust and clean library stacks. None of this upkeep is funded or routinely handled at present. The estimated annual expense for this is \$837,323.

Proposed Recurring Expenses:

<u>UL</u>	<u>HSCCL</u>	<u>Smathers Total</u>
\$726,690	\$110,633	\$837,323

Non-Recurring Investments

Non-recurring funding would be used for Year 2 of a 3-year project to de-duplicate and catalog materials already in the Auxiliary Library Facility (ALF) for transfer to the High Density Facility (HDF). (3 time-limited staff and 6 FTE OPS)

Proposed Expenses:

<u>UL</u>	<u>HSCCL</u>	<u>Smathers Total</u>
\$319,600		\$319,600

Time-Limited Staff	2 @ \$65,000*	\$130,000
	1 @ \$45,000*	\$45,000
OPS Staff	6 FTE @ \$20,000	\$120,000
Operational Expenses	\$24,600	\$24,600
Total:		\$319,600

Pre-Approved Increases in the Libraries RCM Base

The above requests for increases in recurring and non-recurring funding for the Libraries are in addition to the increases in the Libraries RCM base that were pre-approved by the Provost. Those increases are documented in Section 5 above, and include \$360,707 per year for technology previously funded by FCLA and \$1,058,820 per year managing a leased facility for offsite long term retention of low use library materials through a collaborative collection.

6. Additional Sources of Funding for the Libraries

In order to expand library services to support the full breadth and depth of this university, the Libraries need additional sources of funding to supplement the amount available from appropriated funds. This is particularly important for the materials budget, which continues to be eroded by lost buying party when the Libraries should be adding content to support scholarship and research throughout the university.

Four alternatives are described below. Implementation of one or more of these options would provide additional critically needed funding for the Libraries.

Increase DSR Funding

DSR funding for the Libraries is now established as a percentage of the IDC received by UF, so it will expand (and contract) with grant funded research. This 2010 change reflects a recognition that research at UF is dependent on access to extremely expensive, but essential, scholarly resources for which the annual increases in license fees are ongoing and cumulative while the Libraries material budget from state funds is not. Unfortunately, the percentage currently allocated is not sufficient to cover the subscription to the most heavily used online e-journal package for research, Elsevier Science Direct. Having DSR fully fund the Elsevier Science Direct electronic journal package would not only more appropriately reflect the Libraries contribution to sponsored research, but also allow the Libraries to increase access to other material of significant value to researchers.

Dedicate a Library Allocation from the Existing Student Technology Fee

The Libraries maintain the largest number of public workstations on campus, at least comparable to all of the CIRCA labs and instruction facilities, but currently receive no centralized IT funding. The Student Technology Fee is a new source of revenue for student-oriented technology expenses, and a portion should be allocated to the Libraries to maintain its public service technology.

Dedicate a Library Allocation from Annual Tuition Increases

The Libraries are core to the University's academic and research enterprise. The University was successful in obtaining authorization from the Legislature for annual tuition increases to correct historic underfunding and the documented disparity between UF and its peer institutions. As peer review analysis has shown, the Libraries are also chronically and historically underfunded, even when considering the underfunding of the University as a whole compared to its peer institutions. This compromises the Libraries ability to meet the service and information resource needs of UF students, faculty and researchers. Dedicating a portion of the additional revenue generated by the annual tuition increase as new recurring funding for the Libraries would benefit all campus programs by allowing for predictable growth and planned strategic investment in appropriate library services and resources. Over time, this would correct the disparity in access to library resources experienced by UF students, faculty and researchers compared to those at peer institutions.

Establish a Student Library Fee

Other than DSR funding, there is currently no mechanism for expanding library resources over time. A Library Fee, applied to student credit hours or by FTE, should be established to ensure a new and sustainable source of funding for the Libraries in addition to the appropriated funds now received.