

**Fiscal Year 2013-2014 Budget Review:
The George A. Smathers Libraries**

December 2012

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Fiscal Year 2013-2014 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 Science 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 budget 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. Then, 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 of the Smathers Libraries

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 to provide 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 at 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 Smathers Libraries continue their traditional role in knowledge management for the University of Florida 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, as well as for 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 e-mail 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 Smathers 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 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.

At UF, the Libraries 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 HSCL 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 HSCL 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 Health Science Center is charged with both clinical and community outreach missions, which the HSCL actively support.

The HSCL 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 Health Science Center. 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, researchers, 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 Health Science Center; and
- Plan new initiatives based on need.

In addition to primary liaison services, the HSCL 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), serving 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.

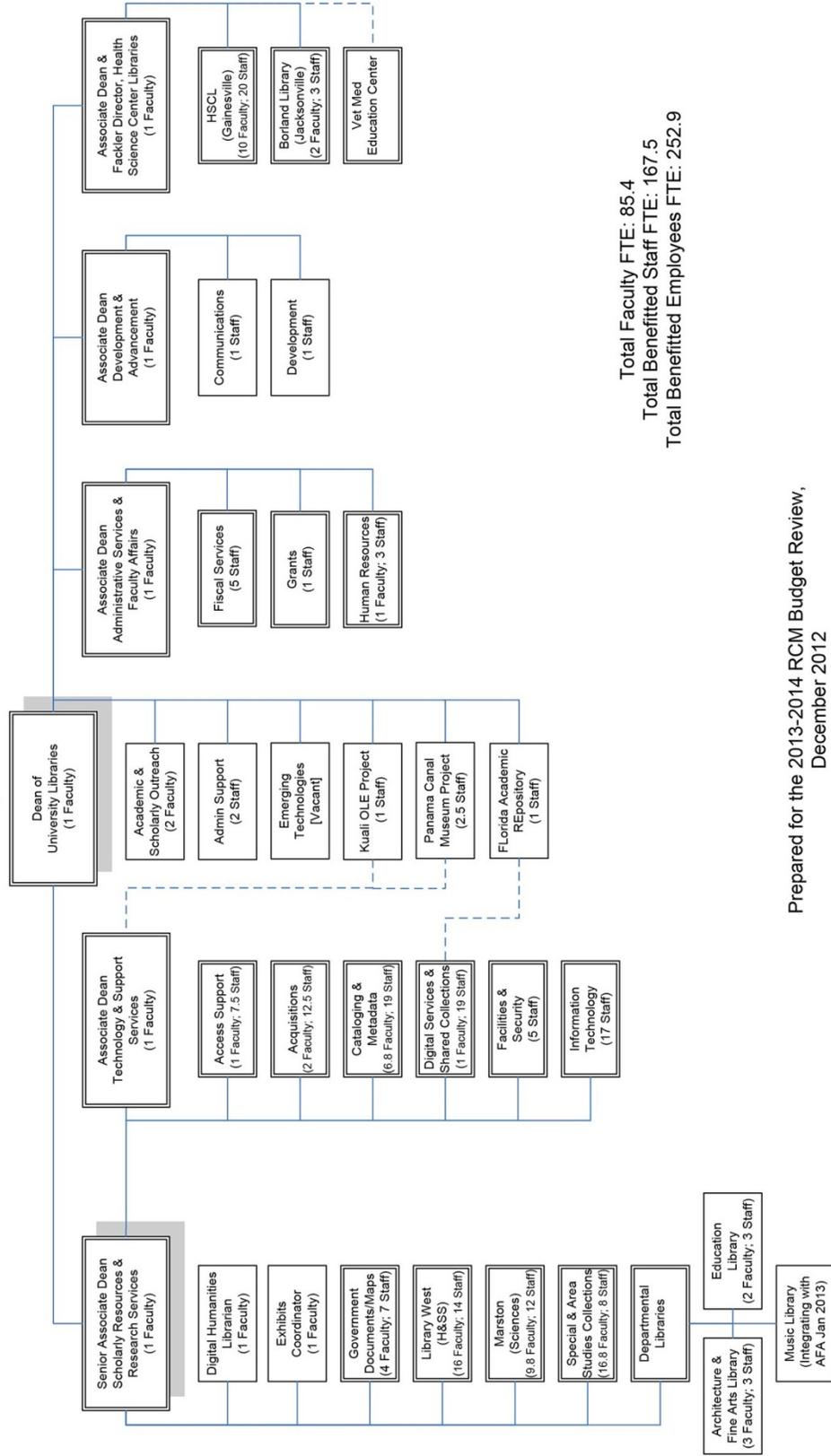
Additional objectives specific to the Health Science Center Libraries include:

- 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 HSCL consumer health and outreach.

3. Organization

The George A. Smathers Libraries are organized into three major divisions. From left to right on the organization chart provided below, 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; Administrative Services and Faculty Affairs; and Development and Advancement. The organization chart for the Libraries, with faculty and staff FTE counts as of December 2012, is presented on the following page.

George A. Smathers Libraries University of Florida



Total Faculty FTE: 85.4
Total Benefitted Staff FTE: 167.5
Total Benefitted Employees FTE: 252.9

Prepared for the 2013-2014 RCM Budget Review,
December 2012

The staff of the Libraries consists of 86 library faculty; 170 professional, technical, and clerical staff; 13 Other Personal Services (OPS) staff; and 149 student assistants.

Librarians at the University of Florida are tenure accruing faculty. All have terminal 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. Services

The George A. Smathers Libraries provide a great variety of services in support of teaching and learning, as well as research and scholarship. The table below provides a listing of essential services along with annual usage statistics where possible. Although the list is not exhaustive it gives an idea of the breadth and depth of services offered by the Libraries to University of Florida staff, students, and faculty.

Service	Usage statistics
Accessibility for general library usage and study	Over 3 million people annually
Staff service points for information, reference, and circulation	17 service points
Face to face reference service	19,483 consultations
Virtual reference services (chat and e-mail)	7,326 sessions
Circulation of library materials	699,440 items
Borrow books and articles for UF patrons	20,820 items
Loan books and articles to others	26,444 items

Service, continued	Usage statistics, continued
Provide a discovery tool for searches across databases and other resources	637,182 searches
Purchase databases for access to electronic content	889 databases
Number of searches by library users	2,566,935 searches
Number of full text articles retrieved	2,577,085 articles
Study space, group study, and computer access across campus	
Seating for individual study	4,452 seats
Group study rooms	56 rooms
Instruction labs	6 labs w/103 computers
General use computers	314 computers
Computers with high end software	30 computers
Microform computers/printers/viewers	16 machines
Netbooks and iPads available for checkout	80 Netbooks and iPads
Scanners	34 scanners
Media production rooms for student use	2 rooms
Presentations to groups for library orientation/instruction	977 sessions
	23,423 attendees
Copyright consultations	93 consultations
Reserve materials for individual courses	15,766 items
Digitized library content for increased access	870,736 new pages/year
	8,115,477 pages total
Provide access to print and electronic journals	141,195 titles
Provide research guides by subject and course (LibGuides)	423 by subject
	75 by course

5. 2013-2014 Budget Scenarios

2013-2014 Projected Annual Uses of Funds Statement: Smathers Libraries

A summary of the 2013-2014 Budget Scenarios for the entire Smathers Libraries is provided in the table immediately below.

	Flat	5% Cut	Optimal
Faculty Salaries and Benefits	\$7,169,705	\$7,169,705	\$7,628,565
TEAMS/USPS Salaries and Benefits	\$8,645,810	\$8,645,810	\$8,894,095
Other Personal Services	\$358,527	\$358,527	\$358,527
Other Operating Expenses	\$1,754,260	\$1,754,260	\$2,691,583
Library Resources	\$8,671,447	\$7,356,460	\$12,471,447
Total Expense	\$26,599,749	\$25,284,762	\$32,044,217

The official submission for the budget for the Smathers Libraries is reported to the university in three segments: University Libraries, Health Science Center Libraries and Administration. A summary of the 2013-2014 Budget Scenarios for each of these units, along with explanatory notes, is provided separately in the tables below and in more detail in Sections 6, 7 and 8.

2013-2014 Projected Annual Uses of Funds Statement: University Libraries

	Flat	5% Cut	Optimal
Faculty Salaries and Benefits	\$4,818,991	\$4,818,991	\$4,999,342
TEAMS/USPS Salaries and Benefits	\$5,919,661	\$5,919,661	\$6,167,946
Other Personal Services	\$297,214	\$297,214	\$297,214
Other Operating Expenses	\$1,575,036	\$1,575,036	\$2,301,726
Library Resources	\$7,119,810	\$5,994,719	\$10,083,810
Total Expense	\$19,730,712	\$18,605,621	\$23,850,038

5% Cut Scenario Includes:

- \$1,125,091 cut to Library Resources

Optimal Scenario Includes:

- \$180,351 increase in Faculty Salaries and Benefits for 1 African America Collection curator and 2 Liaison Librarians (Physics and Animal Sciences)
- \$248,285 increase in TEAMS/USPS Salaries and Benefits for 2 IT Experts and 2 Political Papers and Special Collections Archivists
- \$726,690 increase in Operating Expense for Repairs and Maintenance
- \$2,964,000 increase in Library Resources to Restore Lost Buying Power

2013-2014 Projected Annual Uses of Funds Statement: Health Science Center Libraries

	Flat	5% Cut	Optimal
Faculty Salaries and Benefits	\$957,266	\$957,266	\$1,160,538
TEAMS/USPS Salaries and Benefits	\$1,295,389	\$1,295,389	\$1,295,389
Other Personal Services	\$61,313	\$61,313	\$61,313
Other Operating Expenses	\$179,224	\$179,224	\$289,857
Library Resources	\$1,551,637	\$1,361,741	\$2,387,637
Total Expense	\$4,044,829	\$3,854,933	\$5,194,735

Flat Scenario Includes:

- \$300,000 preapproved increase to 2013-2014 base (applied to Library Resources)

5% Cut Scenario Includes:

- \$189,896 cut to Library Resources

Optimal Scenario Includes:

- \$203,273 increase in Faculty Salaries and Benefits for 2 Clinical Librarians and 1 Bio-Informatics Librarian
- \$110,633 increase in Operating Expense for Repairs and Maintenance
- \$836,000 increase in Library Resources to Restore Lost Buying Power

2013-2014 Projected Annual Uses of Funds Statement: Administration (Inclusive of Acquisitions and Interim Storage Facility)

	Flat	5% Cut	Optimal
Faculty Salaries and Benefits	\$1,393,448	\$1,393,448	\$1,468,685
TEAMS/USPS Salaries and Benefits	\$1,430,760	\$1,430,760	\$1,430,760
Other Operating Expenses			\$100,000
Total Expense	\$2,824,207	\$2,824,207	\$2,999,444

Optimal Scenario Includes:

- \$75,237 increase in Faculty Salaries and Benefits for 1 Data Curation Librarian
- \$100,000 increase in Operating Expense for recurring funding for the UF Open Access Publishing Fund

Pre-Approved Increases in the Libraries RCM Base Budget

The Senior Vice President for Health Affairs has pre-approved an increase of \$300,000 in recurring funds to the HSCL RCM base budget effective FY 2013-2014. This increase is being applied to the Materials budget of the HSCL.

6. Smathers Libraries 2013-2014 Budget With Flat Funding

Flat Funding – Smathers Libraries

\$26,599,748

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 maintain its facilities and address patron needs for materials and services. Price increases well above the rate of inflation chronically deplete buying power for library materials. In 2012-2013, the Libraries received a 5% budget decrease, resulting in the closure of the Music and Journalism branch libraries and the elimination of other positions. This cut eliminated the strategic accumulation of salary savings which has historically been used to cover inadequacies in the Operations and Materials budgets. As a result, in planning for a flat budget for 2013-2014, operations, through continued underfunding and, to an even greater extent, collections, through reductions in content, are negatively impacted.

The Materials Budget

Cumulative Lost Buying Power:

Despite protecting the Materials budget through the past budget reductions, lost buying power due to high rate increases for library materials, which will total over \$550,000 in 2013-2014 alone, is extremely problematic. The 2013-2014 erosion will be in addition to \$1.07 million in lost buying power from 2011-2012 and 2012-2013, as shown in the table below.

<u>Fiscal Year</u>	<u>Materials Inflation Rate</u>	<u>Lost Buying Power</u>	<u>Cumulative Loss</u>
2011-2012	4.78%	\$530,664	
2012-2013	4.84%	\$540,693	\$1,071,357
2013-2014	4.82%	\$554,721	\$1,626,080

As a result of this chronic 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.

2013-2014 Effect from Lost Buying Power:

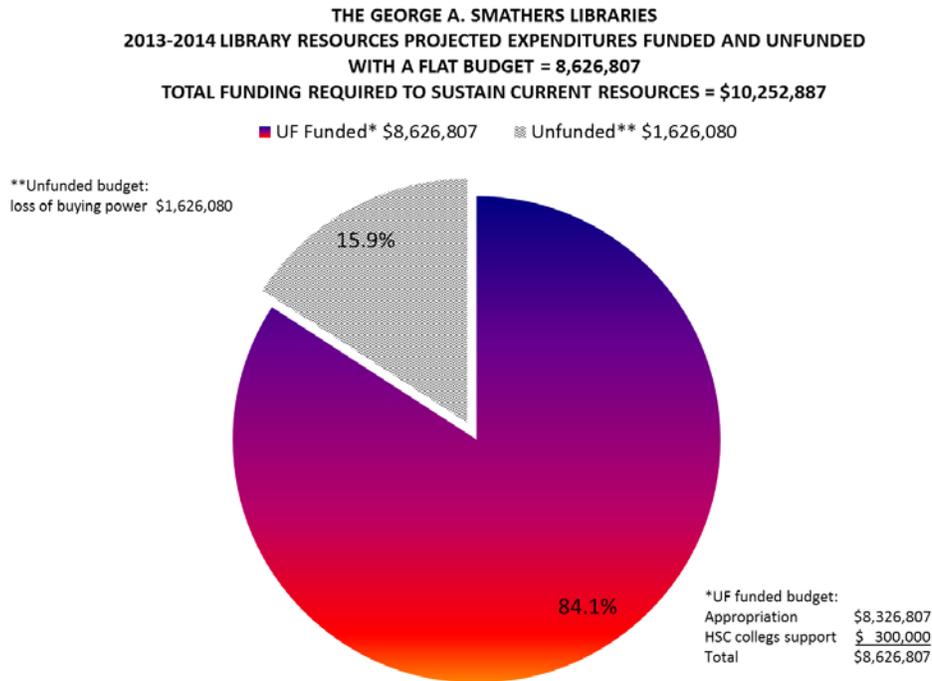
The lost buying power for 2011-2012 and 2012-2013 materials were covered using one-time funding from salary savings. Since that was unsustainable funding, in 2013-2014 the Libraries will experience the cumulative effects of three years of lost buying power.

The distribution of that lost buying power between the University Libraries and the HSCL is reflected in the following table:

	UL	HSCL	Smathers
Lost buying power 2011-2012	\$428,927	\$101,737	\$530,664
Lost buying power 2012-2013	\$444,226	\$96,467	\$540,693
Lost buying power 2013-2014	\$452,523	\$102,200	\$554,723
Total:	\$1,325,676	\$300,404	\$1,626,080

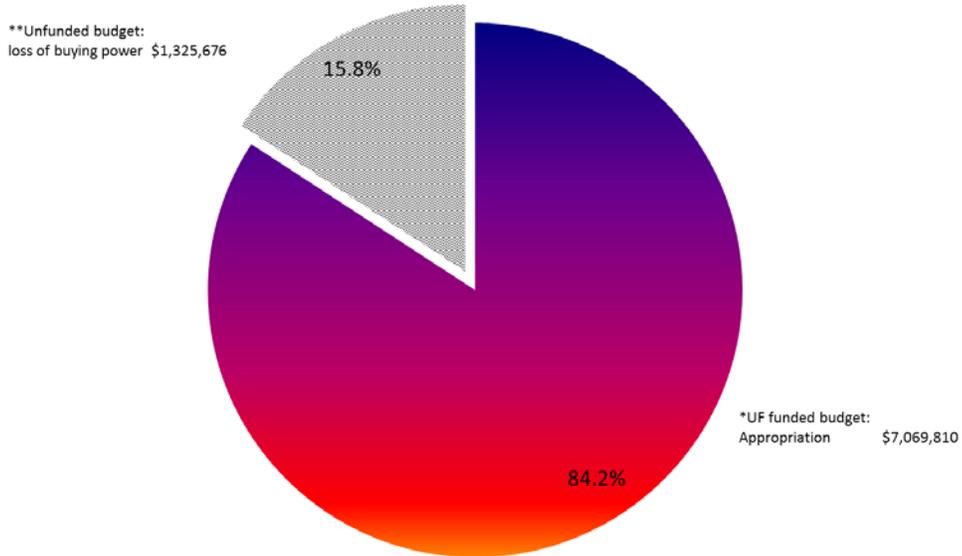
As a result, a flat budget in 2013-2014 will actually equate to a **\$1,626,080 decrease in the Libraries ability to purchase materials** (notwithstanding the authorized \$300,000 increase for the HSCL described above in Section 5).

To sustain the current resources for our faculty and students, the Materials budget needs to be increased to \$10,252,887. Representations of the Materials budgets for the Smathers system, University Libraries and HSCL with lost buying power restored are provided in the following three charts:



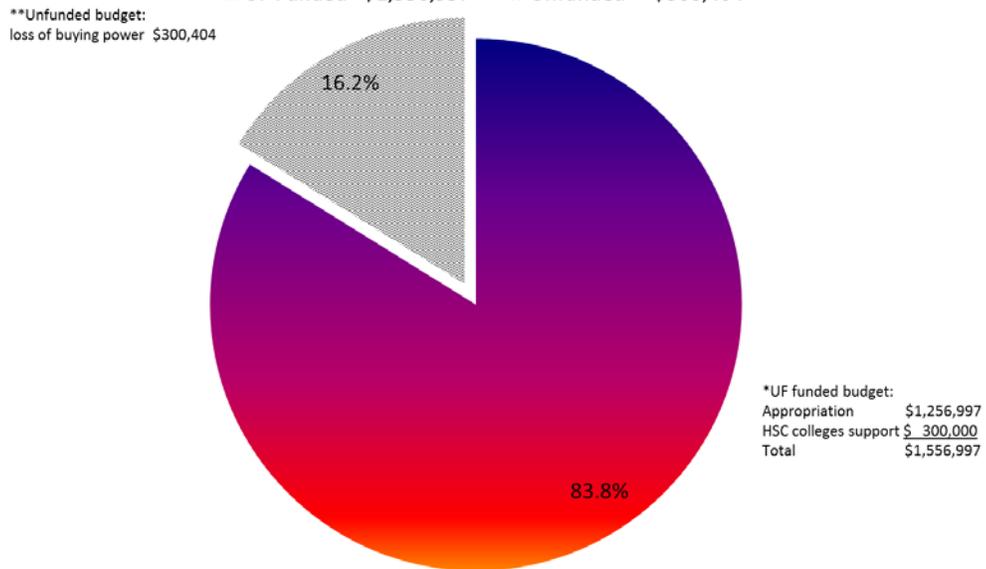
THE UNIVERSITY LIBRARIES
2013-2014 LIBRARY RESOURCES PROJECTED EXPENDITURES FUNDED AND UNFUNDED
WITH A FLAT BUDGET = 7,069,810
TOTAL FUNDING REQUIRED TO SUSTAIN CURRENT RESOURCES = \$8,395,486

■ UF Funded* \$7,069,810 ■ Unfunded** \$1,325,676



THE HEALTH SCIENCE CENTER LIBRARIES
2013-2014 LIBRARY RESOURCES PROJECTED EXPENDITURES FUNDED AND UNFUNDED
WITH A FLAT BUDGET = 1,556,997
TOTAL FUNDING REQUIRED TO SUSTAIN CURRENT RESOURCES = \$1,857,401

■ UF Funded* \$1,556,997 ■ Unfunded** \$300,404



Though the lost buying power impacts the entire Materials budget, a substantial portion of the Electronic Resources budget is for materials licensed and purchased in large journal packages.¹ The loss of any one of the major journal packages would result in the loss of access to hundreds of journals titles cutting deeply into a core journal collection used extensively by our students and faculty. Print monographs and print serials will also be at risk as we attempt to accommodate the continued erosion of buying power.

In the event of a flat Materials budget for the Smathers Libraries, the cuts resulting from cumulative lost buying power might be implemented as follows:

Fund	UL Cut	HSCL Cut	Total Cut
E-Resources	\$516,000	\$300,000	\$816,000
Print Serials	\$480,000		\$480,000
Print Monographs	\$330,000		\$330,000
Total:	\$1,326,000	\$300,000	\$1,626,000

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 those areas. The HSCL has already eliminated all print spending, so will only be able to take cuts from E-Resources. The University Libraries must still purchase monographs and print serials. Even if this was not the case, the two print budgets together are insufficient to accommodate the entire erosion in buying power.

Many of the electronic resources provided by the Libraries are only affordable when purchased in bundled packages. To make up a deficit of this magnitude, the Libraries would most likely need to cancel a major journal package such as Elsevier, Wiley, or Springer which would similarly threaten the Libraries ability to provide access to research materials needed by the sciences.

Based on all of the above, the Libraries would need to balance this effects of this major deficit between print and electronic resources in an attempt to address the research needs of the whole university community. It would require elimination of approximately 10% of electronic resources and 40% each for print serials and print monographs. This is a devastating cut, reducing the buying power of the appropriated funds available to support the Materials budget by more than 15%. To identify exactly how the cuts would be accomplished liaison librarians would work closely with academic faculty and units on final decisions.

The following list is a sample of the type of materials that might be cut, in addition to the acquisition of 40% fewer monographs and print serials:

- American Physical Society journal package

¹ These materials are often acquired through consortia and involve multi-year contracts. However, in anticipation of this lack of funding for the collections budget in 2013-2014 the Libraries signed no multi-year contracts for major journal packages in 2012-2013.

- 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, liaison librarians would work in direct consultation with academic faculty to identify the actual databases and journal packages to be eliminated.

To summarize, by 2013-2014, the cumulative lost buying power – even with an otherwise flat budget – will further compromise a Materials budget already weakened by budget cuts in the last two years and the continuing loss of buying power. To sustain the current resources for our faculty and students, the Materials budget needs to be increased to \$10,252,887.

The Salary Budget

The Libraries have hired conservatively for several years, using funding from key vacant positions rather than applying budget cuts to the Materials budget. Last year, with the 5% budget

cut the Libraries eliminated several staff positions, primarily through the closure of the Journalism and Music branch libraries. With these losses 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, but will not accumulate salary savings in support of the Materials budget.

The Operations Budget

Maintenance of Public Space in the Libraries:

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 2013-2014, the estimated shortfall in annual expenses required for maintenance is \$837,323.

Technology:

The Libraries are technology hubs. All equipment is supported by the University Libraries and HSCL information technology hardware support units. Additionally, the Libraries utilize over 90 terabytes of server space for archival and operational purposes. 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 also maintain the largest number of public workstations on campus. Despite these commitments, the Libraries receive no centralized IT funding. The costs for these services pose a challenge for the university and, given the strains on the Libraries Staffing and Materials budgets, may prove unsustainable.

Pre-Approved Increases in the Libraries RCM Base

As noted in Section 5 above, the Senior Vice President for Health Affairs has pre-approved an increase of \$300,000 in recurring funds to the Libraries RCM base budget effective FY 2013-2014. This increase is being applied to the Materials budget of the HSCL.

7. Smathers Libraries 2013-2014 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.

In 2012-2013 the Libraries received a 5% budget cut. This was accomplished by closing two branches (Music and Journalism), and eliminating staff positions in addition to making a relatively small cut in the Materials budget. As a result of the branch closures and staff cuts, the Libraries are well below optimal staffing to maintain even core services for the staff, students, and faculty of the university. Therefore, a 5% budget cut in 2013-2014 would by necessity be applied to the Materials budget. Combined with multiple years of cumulative lost buying power described in the Flat Budget scenario above, this cut would be a devastating blow to the ability of the Libraries to support teaching and research and the effects would be felt throughout the university.

The Materials Budget

In the event of a 5% cut, the proposed reductions in the Materials budget for 2013-2014, and the results of lost buying power, are:

	UL	HSCL	Smathers
Lost buying power 2011-2012	\$428,927	\$101,737	\$530,664
Lost buying power 2012-2013	\$444,226	\$96,467	\$540,693
Lost buying power 2013-2014	\$452,523	\$102,200	\$554,723
5% budget cut	\$1,125,091	\$189,896	\$1,314,987
Total:	\$2,450,767	\$490,300	\$2,941,067

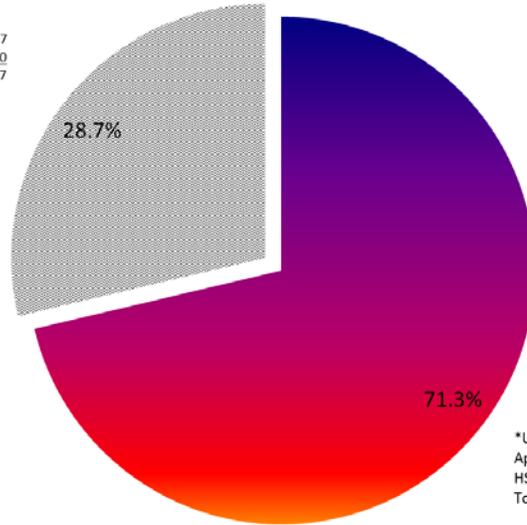
As a result, a 5% budget cut in 2013-2014 will actually equate to a \$2,941,067 decrease in the Libraries ability to purchase materials (notwithstanding the authorized \$300,000 increase for the HSCL described above in Section 5).

To sustain the current resources for our faculty and students, the Materials budget needs to be increased to \$10,252,887. Representations of the Materials budgets for the Smathers system, University Libraries and HSCL with lost buying power restored are provided in the following three charts:

**THE GEORGE A. SMATHERS LIBRARIES
 2013-2014 LIBRARY RESOURCES PROJECTED EXPENDITURES FUNDED AND UNFUNDED
 WITH A 5% BUDGET CUT = 7,311,820
 TOTAL FUNDING REQUIRED TO SUSTAIN CURRENT RESOURCES = \$10,252,887**

■ UF Funded* \$7,311,820 ■ Unfunded** \$2,941,067

**Unfunded budget:
 5% cut-appropriation \$ 1,314,987
 loss of buying power \$ 1,626,080
 Total \$ 2,941,067

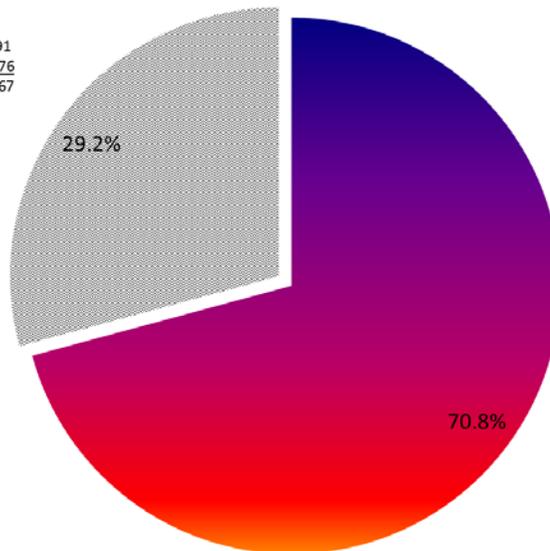


*UF funded materials budget:
 Appropriation \$7,011,820
 HSC colleges support \$ 300,000
 Total \$7,311,820

**THE UNIVERSITY LIBRARIES
 2013-2014 LIBRARY RESOURCES PROJECTED EXPENDITURES FUNDED AND UNFUNDED
 WITH A 5% BUDGET CUT = 5,944,719
 TOTAL FUNDING REQUIRED TO SUSTAIN CURRENT RESOURCES = \$8,395,486**

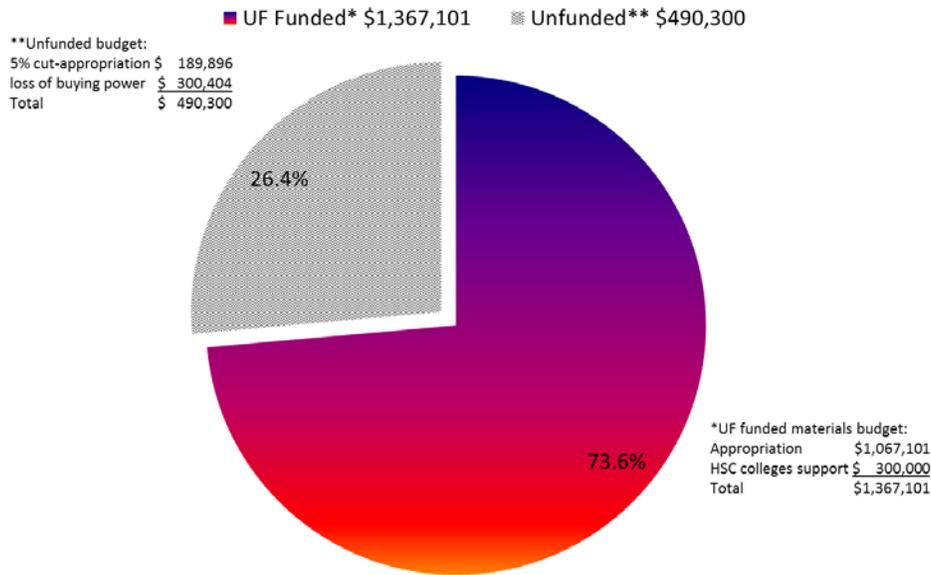
■ UF Funded* \$5,944,719 ■ Unfunded** \$2,450,767

**Unfunded budget:
 5% cut-appropriation \$1,125,091
 loss of buying power \$ 1,325,676
 Total \$2,450,767



*UF funded materials budget:
 Appropriation \$5,944,719

THE HEALTH SCIENCE CENTER LIBRARIES
2013-2014 LIBRARY RESOURCES PROJECTED EXPENDITURES FUNDED AND UNFUNDED
WITH A 5% BUDGET CUT = 1,367,101
TOTAL RESOURCES REQUIRED TO SUSTAIN CURRENT RESOURCES = \$1,857,401



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

Fund	UL Cut	HSCL Cut	Total Cut
E-Resources	\$1,230,000	\$500,000	\$1,716,000
Print Serials	\$720,000		\$720,000
Print Monographs	\$500,000		\$500,000
Total:	\$2,450,000	\$500,000	\$2,950,000

As in the flat budget scenario, the University Libraries would attempt to distribute the additional cut between E-Resources, and print serials and monographs. The HSCL eliminated all print purchasing in last year’s budget reduction, so their cut would have to come from electronic resources. With a \$1.31 million overall reduction on top of the lost buying power, two-thirds of the remaining allocation for print serials and monograph would be eliminated, making it impossible for the Libraries to maintain the print collections necessary to support a top research university. Further, the substantial cut in E-Resources will be impossible to implement without cutting a major journal package. Three of the major journal packages, Elsevier, Wiley, and Springer were all up for renewal on multi-year contracts, but the Libraries deferred, instead, signing only one-year contracts, since a cut of this size would require the cancellation of one of these packages.

As in the flat budget scenario, liaison librarians, acquisitions staff and academic faculty would work together to determine which materials would be cut. In addition to a substantial reduction in purchasing and subscribing to monographs and print serials, the following list is a sample of the type of titles that might be cut, including one of the large journal packages:

- Elsevier Science Direct journal package
- Springer journal package
- Wiley 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 cumulative lost buying power, would result in a loss of nearly three million dollars from a Materials budget already weakened by prior lost buying power and budget cuts. To sustain the current resources for our faculty and students, the Materials budget needs to be increased to \$10,252,887.

The Salary Budget

In 2011-2012, the Libraries received a 5% budget cut, resulting in the closure of two branches and the elimination of staff positions. As a result of this and historic underfunding for staffing, the Libraries are well below optimal staffing to maintain even core services for the staff, students and faculty of the university. Accordingly, no cuts are currently proposed to the Salary budget.

The Operations Budget

Maintenance of Public Space in the Libraries:

The library facilities are extensive and amongst the most heavily used on campus. The current funding for operations is inadequate to maintain these facilities 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. Accordingly, no cuts are currently proposed to the Operations budget.

Technology:

The Libraries are technology hubs. All equipment is supported by the University Libraries and HSCL information technology hardware support units. The Libraries maintain the largest number of public workstations on campus, but receive no centralized IT funding. Due to inadequate current funding, no cuts are proposed to the technology funding.

Pre-Approved Increases in the Libraries RCM Base

As noted in Section 5 above, the Senior Vice President for Health Affairs has pre-approved an increase of \$300,000 in recurring funds to the Libraries RCM base budget effective FY 2013-2014. This increase is being applied to the Materials budget of the HSCL.

8. Smathers Libraries 2013-2014 Budget With Increased Funding

Increased Funding – Smathers Libraries:

Recurring: \$5,444,468

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 buying power for library materials. Accordingly, when modeling for an improved budget for the next fiscal year, funding for both materials and library faculty and staff positions are identified for significant increases in investment.

The Materials Budget

Cumulative Lost Buying Power:

Decreasing and tightly constrained budgets combined with high rate increases for academic journals and other library materials have caused the Libraries to lose nearly \$4 million in buying power since 2007-2008.

<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	5.69%	\$635,231	\$2,180,017
2011-2012	4.78%	\$530,664	\$2,710,681
2012-2013	4.84%	\$540,693	\$3,251,374
2013-2014	4.82%	\$554,723	\$3,806,097

As a result, the Libraries have had no opportunity to maintain, much less develop, suitable collections to meet the needs of our faculty and students. The Libraries are unable to purchase and license the range of print and electronic resources necessary to support a research enterprise with the breadth and depth of this university. The impact of this spans the Smathers Libraries, affecting all disciplines.

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	1,000,000
E-Journals	1,800,000
E-Books	\$500,000
Print Monographs	\$200,000
Electronic Back files	\$300,000
Total	\$3,800,000

The funding would be used to maintain crucial current journal packages as well as 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 investigation and dissemination, so 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 buying 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 below in Section 6: Alternative Funding for the Libraries.

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

- Journals
 - Avoid cancellation or reduction in available titles from the Elsevier Science Direct, Springer, or Wiley journal packages
 - Biology of Blood and Marrow Transplantation
 - Cell Cycle
 - Chinese Academic Journals/Century Journals Project
 - Endocrine Practice
 - 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 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
 - 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)
 - JAMA Evidence
 - Lexicomp
 - MADCAD
 - Materials Connexion
 - Medicine Complete
 - Micromedex
 - Mosby's Nursing Consult
 - 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

Restoring this funding to the Libraries would strengthen the university's infrastructure and help increase its 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, quality health care, and increased patient safety, as well as distance learning and other educational initiatives and 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 only critical positions for years, applied budget cuts disproportionately to salary funding, and used funding from key vacant positions rather than making cuts in the Materials budget. Last year, the Libraries took further cuts in staff positions to achieve the 5% cut. As a result, 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. The most critical of these requirements are represented by the positions proposed below.

Proposed Recurring Expenses:

<u>UL</u>	<u>HSCCL</u>	<u>Smathers Total</u>
\$503,873	\$203,273	\$707,146

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

Faculty	7	\$458,861*
Staff	4	\$248,285*
Total:	11	\$707,146*

*Includes benefits

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

- African American Collection curator supporting the new major in African American studies (1 faculty)
- Liaison librarians for underserved colleges and departments: Physics and Animal Sciences (2 faculty)
- Bio-informatics Librarian supporting the scientific intersection of biology, computer science, and information technology (1 faculty)
- Clinical librarians at Health Science center in Gainesville and Shands Jacksonville delivering information resources services directly to the point of care to facilitate effective decision making (2 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)
- IT Experts to develop software applications to increase the accessibility of library materials (2 staff)
- Political Papers and Special Collections Archivist to process and make available these unique and valuable collections which are underutilized due to the limited accessibility (2 staff)

The Operations Budget

University of Florida Open-Access Publishing Fund:

The University of Florida Open-Access Publishing (UFOAP) Fund supports the goal of making UF research findings immediately, freely, and globally available. When funds are not available from other sources, the UFOAP Fund will assist UF authors by paying reasonable article processing fees for publishing in open access journals and for a portion of paid access fees

charged by other publishers. Articles that comply with the eligibility criteria will be funded on a first-come, first-served basis. The UFOAP Fund was established with non-recurring funds at the direction of the Provost as a test of concept. The program has proven popular and successful. In order to sustain the program, the Libraries require \$100,000 in recurring funding for Open Access support.

Maintenance of Public Space in the Libraries:

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, group meeting rooms, individual study carrels and exclusive graduate student study areas. 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>HSCL</u>	<u>Smathers Total</u>
\$726,690	\$110,633	\$837,323

9. 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 power 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.

Establish a Student Library Fee

There is currently no mechanism for expanding library funding over time, other than increasing charges to the colleges. A Student 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. Unlike the Smathers Libraries, many academic research libraries are funded through such fees. A recent survey revealed the average and median of those fees were in excess of \$10 per student credit hour (SCH). If UF were to implement a fee based on \$5 per undergraduate student credit hour and \$7.50 per graduate student credit hour, the funds generated would exceed \$6 million per year. The Libraries feel this is a viable source of alternative funding because of the visibility of library services and because of a growing commitment on the part of Student Government to the Libraries at UF. In fact, SG has committed to fund the additional cost required to make Library West available 24 hours a day from Sunday through Thursdays.

Increase Funding from the Division of Sponsored Research

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 Materials budget from appropriated funds is not. Unfortunately, the Division of Sponsored Research (DSR) funding currently allocated is not sufficient to cover even the subscription to the most heavily used online 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 materials 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, so it is appropriate that a portion 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 has had success in obtaining authorization 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.

Addendum: 2013-2014 Hyperion Submissions

The tables inserted below represent the fund allocations submitted to the University of Florida budget system using the Hyperion software. They are included here to document the detailed allocation of funds for each of the three budget scenarios: Working Cut (-5%), Working Optimal (increase), and Working Flat. The system requires three separate submissions: University Libraries, Health Science Center Libraries, and Library Administration.

University Libraries

UL

	University Libraries	Library-Main	Support Unit Funding
	FY14 Budget Working Cut Base	FY14 Budget Working Optimal Base	FY14 Budget Working Flat Base
FTE	182.50	189.50	182.50
611110 - FACULTY-EARNINGS	3,911,519	4,057,908	3,911,519
Faculty Salaries	3,911,519	4,057,908	3,911,519
611120 - FACULTY-EARNINGS FRINGE POOL	907,472	941,435	907,472
Faculty Fringe Benefit Pool Expense	907,472	941,435	907,472
Faculty Salaries and Benefits	4,818,991	4,999,342	4,818,991
621110 - EXEMPT TEAMS/USPS-EARNINGS	2,675,543	2,866,973	2,675,543
TEAMS/USPS-Exempt Salaries	2,675,543	2,866,973	2,675,543
621120 - EX TEAMS/USPS-EARN FRNG POOL	794,636	851,491	794,636
TEAMS/USPSExempt Fringe Benefit Pool Expense	794,636	851,491	794,636
631110 - NONEXEMPT TEAMS/USPS-EARNINGS	1,732,307	1,732,307	1,732,307
TEAMS/USPS-Non-Exempt Salaries	1,732,307	1,732,307	1,732,307
631120 - NONEX TEAM/USPS-EARN FRNG POOL	717,175	717,175	717,175
TEAMS/USPS-Non-Exempt Fringe Benefit Pool Expense	717,175	717,175	717,175
Teams Salaries and Benefits	5,919,661	6,167,946	5,919,661
Salaries and Benefits	10,738,652	11,167,288	10,738,652
655110 - STUDENT ASSISTANTS-EARNINGS	292,246	292,246	292,246
Student Assistants Salaries	292,246	292,246	292,246
655120 - STUDENT ASST-EARN FRNG POOL	4,968	4,968	4,968
Student Assistants Fringe Benefit Pool Expense	4,968	4,968	4,968
Other Personal Services	297,214	297,214	297,214
715100 - SEMINAR EXPENSE	100	100	100
719100 - JANITORIAL SERVICES	100	100	100
719300 - OTHER PAYMENTS - NON EMPLOYEES	65,000	65,000	65,000
719400 - MOVING CONTRACTOR	12,000	12,000	12,000
Contractual Services	77,200	77,200	77,200
733000 - BUILDING MAINT and SUPPLIES	65,000	65,000	65,000
Building Maintenance and Supplies	65,000	65,000	65,000
736000 - MOTOR FUELS AND LUBRICANTS	6,000	6,000	6,000
Moter Fuels and Lubricants	6,000	6,000	6,000
741100 - REPAIRS AND MAINT - BUILDINGS	1,500	728,190	1,500
742100 - REPAIRS and MAINT - FURN and EQUIP	2,500	2,500	2,500
742200 - MAINTENANCE CONTRACTS - EQUIP	140,000	140,000	140,000

	University Libraries	Library-Main	Support Unit Funding
	FY14 Budget Working Cut Base	FY14 Budget Working Optimal Base	FY14 Budget Working Flat Base
742300 - REPAIRS and MAINT - VEHICLES	10,000	10,000	10,000
742400 - RPR/MAINT-COMPUTER/ELECTRONICS	1,000	1,000	1,000
749000 - REPAIRS and MAINTENANCE - OTHER	1,000	1,000	1,000
Repairs and Maintenance	156,000	882,690	156,000
711700 - DATA PROCESSING SERVICES	124,134	124,134	124,134
Data Processing	124,134	124,134	124,134
731110 - GAS, LIQUID/COMPRESSED	500	500	500
731300 - AUDIO/VISUAL EQUIPMENT	2,500	2,500	2,500
731800 - ATTRACT - AUD/VIS EQUIP <1 000	2,500	2,500	2,500
732100 - OFFICE SUPPLIES - GENERAL	38,900	38,900	38,900
732900 - ATTRACT-OFFICE EQUIP (NOT CAP)	14,000	14,000	14,000
734100 - COMPUTER SUPPLIES	20,000	20,000	20,000
734200 - COMPUTER SOFTWARE	20,000	20,000	20,000
734800 - ATTRACT-COMP EQUIP (NOT CAP)	30,000	30,000	30,000
734900 - ATTRACT - COMP PERIPHERAL<1000	10,000	10,000	10,000
738000 - MISC OTHER SUPPLIES	12,000	12,000	12,000
739700 - ATTRACT - SMALL HANDTOOLS<1000	500	500	500
Office Supplies / Software / Materials / Pubs	150,900	150,900	150,900
792100 - RENTALS - SPACE	544,466	544,466	544,466
792200 - RENTALS - EQUIPMENT	4,530	4,530	4,530
792900 - RENTALS - OTHER	18,000	18,000	18,000
Rent	566,996	566,996	566,996
793200 - OFFSET PRINTING	1,000	1,000	1,000
793300 - SPECIALTY PRINTING	3,000	3,000	3,000
793900 - PRINTING REPRODUCTION - OTHER	1,000	1,000	1,000
Printing and Reproduction	5,000	5,000	5,000
722100 - TELEPHONE - LOCAL	60,800	60,800	60,800
722120 - TELEPHONE INSTALL/MAINT/REPAIR	2,000	2,000	2,000
722130 - TELEPHONE LEASING	12,400	12,400	12,400
722150 - TELEPHONE - LONG DISTANCE	5,000	5,000	5,000
722200 - CELLULAR	15,000	15,000	15,000
Telephone	95,200	95,200	95,200
794000 - POSTAGE	55,000	55,000	55,000
794100 - FREIGHT	100	100	100
794200 - COURIER SERVICE	17,500	17,500	17,500
Postage and Freight	72,600	72,600	72,600
713000 - ADVERTISING / MARKETING	2,100	2,100	2,100
Advertising/ Marketing	2,100	2,100	2,100

UL

	University Libraries	Library-Main	Support Unit Funding
	FY14 Budget Working Cut Base	FY14 Budget Working Optimal Base	FY14 Budget Working Flat Base
771100 - IN STATE TRAVEL	24,500	24,500	24,500
771200 - OUT OF STATE TRAVEL	120,800	120,800	120,800
772000 - FOREIGN TRAVEL	14,250	14,250	14,250
Travel and Training	159,550	159,550	159,550
791000 - MEMBERSHIPS and DUES	75,000	75,000	75,000
791100 - SUBSCRIPTIONS	13,000	13,000	13,000
791200 - PROFESSIONAL LICENSES	900	900	900
Dues and Subscriptions	88,900	88,900	88,900
799900 - MISCELLANEOUS OPERATING EXP	5,456	5,456	5,456
Miscellaneous Other/ Contingencies	5,456	5,456	5,456
Other Operating Expenses	1,575,036	2,301,726	1,575,036
785000 - LIBRARY RESOURCES and PUBLICATIONS	5,994,719	10,083,810	7,119,810
Library Resources	5,994,719	10,083,810	7,119,810
Total Other	5,994,719	10,083,810	7,119,810
Total Expense	18,605,621	23,850,038	19,730,712

Health Science Center Libraries

HSC

	5517XXXX HSC Library	Library HSC	Support Unit Funding
	FY14 Budget Working Cut Base	FY14 Budget Working Optimal Base	FY14 Budget Working Flat Base
FTE	39.00	42.00	39.00
611110 - FACULTY-EARNINGS	777,001	941,995	777,001
Faculty Salaries	777,001	941,995	777,001
611120 - FACULTY-EARNINGS FRINGE POOL	180,264	218,543	180,264
Faculty Fringe Benefit Pool Expense	180,264	218,543	180,264
Faculty Salaries and Benefits	957,266	1,160,538	957,266
621110 - EXEMPT TEAMS/USPS-EARNINGS	604,403	604,403	604,403
TEAMS/USPS-Exempt Salaries	604,403	604,403	604,403
621120 - EX TEAMS/USPS-EARN FRNG POOL	179,508	179,508	179,508
TEAMS/USPS-Exempt Fringe Benefit Pool Expense	179,508	179,508	179,508
631110 - NONEXEMPT TEAMS/USPS-EARNINGS	361,725	361,725	361,725
TEAMS/USPS-Non-Exempt Salaries	361,725	361,725	361,725
631120 - NONEX TEAM/USPS-EARN FRNG POOL	149,754	149,754	149,754
TEAMS/USPS-Non-	149,754	149,754	149,754
Teams Salaries and Benefits	1,295,389	1,295,389	1,295,389
Salaries and Benefits	2,252,655	2,455,928	2,252,655
655110 - STUDENT ASSISTANTS-EARNINGS	60,288	60,288	60,288
Student Assistants Salaries	60,288	60,288	60,288
655120 - STUDENT ASST-EARN FRNG POOL	1,025	1,025	1,025
Student Assistants Fringe Benefit Pool Expense	1,025	1,025	1,025
Other Personal Services	61,313	61,313	61,313
719300 - OTHER PAYMENTS - NON EMPLOYEES	2,500	2,500	2,500
Contractual Services	2,500	2,500	2,500
733000 - BUILDING MAINT and SUPPLIES	500	500	500
Building Maintenance and Supplies	500	500	500
741100 - REPAIRS AND MAINT - BUILDINGS	1,000	111,633	1,000
742100 - REPAIRS and MAINT - FURN and EQUIP	3,000	3,000	3,000
742200 - MAINTENANCE CONTRACTS - EQUIP	8,000	8,000	8,000
Repairs and Maintenance	12,000	122,633	12,000
711700 - DATA PROCESSING SERVICES	60,000	60,000	60,000
Data Processing	60,000	60,000	60,000
731300 - AUDIO/VISUAL EQUIPMENT	750	750	750
732100 - OFFICE SUPPLIES - GENERAL	10,500	10,500	10,500
732900 - ATTRACT-OFFICE EQUIP (NOT CAP)	3,500	3,500	3,500
734100 - COMPUTER SUPPLIES	1,000	1,000	1,000
734200 - COMPUTER SOFTWARE	3,500	3,500	3,500
734800 - ATTRACT-COMP EQUIP (NOT CAP)	5,000	5,000	5,000
734900 - ATTRACT - COMP PERIPHERAL<1000	15,000	15,000	15,000
738000 - MISC OTHER SUPPLIES	1,000	1,000	1,000

HSCL

	5517XXXX HSC Library	Library HSC	Support Unit Funding
	FY14 Budget Working Cut Base	FY14 Budget Working Optimal Base	FY14 Budget Working Flat Base
Printing and Reproduction	700	700	700
722100 - TELEPHONE - LOCAL	9,000	9,000	9,000
722120 - TELEPHONE INSTALL/MAINT/REPAIR	250	250	250
722150 - TELEPHONE - LONG DISTANCE	750	750	750
722200 - CELLULAR	7,500	7,500	7,500
Telephone	17,500	17,500	17,500
794200 - COURIER SERVICE	200	200	200
Postage and Freight	200	200	200
713000 - ADVERTISING / MARKETING	200	200	200
Advertising/ Marketing	200	200	200
771100 - IN STATE TRAVEL	3,500	3,500	3,500
771200 - OUT OF STATE TRAVEL	27,874	27,874	27,874
Travel and Training	31,374	31,374	31,374
791000 - MEMBERSHIPS and DUES	12,000	12,000	12,000
791100 - SUBSCRIPTIONS	1,000	1,000	1,000
791200 - PROFESSIONAL LICENSES	1,000	1,000	1,000
Dues and Subscriptions	14,000	14,000	14,000
Other Operating Expenses	179,224	289,857	179,224
785000 - LIBRARY RESOURCES and PUBLICATIONS	1,361,741	2,387,637	1,551,637
Library Resources	1,361,741	2,387,637	1,551,637
Total Other	1,361,741	2,387,637	1,551,637
Total Expense	3,854,933	5,194,735	4,044,829

Administration

Administration

	University Libraries	Library Administration	Support Unit Funding
	FY14 Budget Working Cut Base	FY14 Budget Working Optimal Base	FY14 Budget Working Flat Base
FTE	37.50	38.50	37.50
611110 - FACULTY-EARNINGS	1,131,045	1,192,114	1,131,045
Faculty Salaries	1,131,045	1,192,114	1,131,045
611120 - FACULTY- EARNINGS FRINGE POOL	262,403	276,571	262,403
Faculty Fringe Benefit Pool Expense	262,403	276,571	262,403
Faculty Salaries and Benefits	1,393,448	1,468,685	1,393,448
621110 - EXEMPT TEAMS/USPS-EARNINGS	506,987	506,987	506,987
TEAMS/USPS-Exempt Salaries	506,987	506,987	506,987
621120 - EX TEAMS/USPS- EARN FRNG POOL	150,575	150,575	150,575
TEAMS/USPS- Exempt Fringe Benefit Pool Expense	150,575	150,575	150,575
631110 - NONEXEMPT TEAMS/USPS- EARNINGS	546,816	546,816	546,816
TEAMS/USPS-Non-Exempt Salaries	546,816	546,816	546,816
631120 - NONEX TEAM/USPS- EARN FRNG POOL	226,382	226,382	226,382
TEAMS/USPS-Non- Exempt Fringe Benefit Pool Expense	226,382	226,382	226,382
Teams Salaries and Benefits	1,430,760	1,430,760	1,430,760
Salaries and Benefits	2,824,207	2,899,444	2,824,207
793900 - PRINTING REPRODUCTION - OTHER		100,000	
Printing and Reproduction		100,000	
Other Operating Expenses		100,000	
Total Expense	2,824,207	2,999,444	2,824,207