

# HEALTH SCIENCE CENTER LIBRARIES

## Integration and Improvement

March 13, 2009

### I. **Integration**

Official integration of the Health Science Center Libraries (HSCL), including the Borland Library in Jacksonville and the reading room in the College of Veterinary Medicine, into the Smathers Libraries will take place on July 1, 2009. At that time, Wallace McLendon will report to the Dean of University Libraries with the title, Associate Dean and Director, Health Science Center Libraries. As such, that position will be designated certain responsibilities and authorities by the Dean of University of Libraries, including serving as the Dean's representative on the council of the health science center deans.

The integration has been planned to implement President Machen's October 13, 2008, directive to see that "the libraries ... integrate their budgets and reporting structures, ...[while] HSCL retains autonomy to serve the needs of its clients." Our common goal is to assure that integration is a positive step toward improving the ability of HSCL to meet the growing information and research needs of Health Science Center students, faculty, researchers, and clinicians. In the short term, this means assuring that there is some improvement and certainly no diminution in service due to integration, and in the long term, this requires a commitment to bringing funding for HSCL up to both campus and peer standards.

#### **1. Public Services**

Through its expert staff and the appropriate use of technology, HSCL will continue to have responsibility for building collections and providing access to essential resources to support teaching, research and clinical practice in the Health Science Center. HSCL and Smathers will continue to seek additional opportunities for synergy in the delivery of scholarly resources and research services.

IMPACT: No impact on client services; however, as a participant in the Smathers Libraries Advisory Group for Research Services and Scholarly Resources (AGRSSR), HSCL will both share its specialized perspectives on service to its clients and help to set priorities for collections and public services throughout the University.

#### **2. Interlibrary Loan and Electronic Reserves**

Smathers Libraries have already committed to funding an expanded membership in the Center for Research Libraries (CRL) to include both HSCL and the Legal Information Center (LIC), thus making the CRL collections available campus-wide without additional interlibrary loan fees.

Similarly, the Smathers Libraries have committed to licensing and providing training for the ILLiad interlibrary loan software and the Ares electronic reserve software for both HSCL and LIC. This will allow HSCL and LIC to enhance service to their users and the Smathers Access Support Unit will provide copyright clearance for materials placed on electronic reserve for the Health Science Center. Currently Health Science Center faculty are responsible for their own copyright permissions; centralizing this service through HSCL in conjunction with the Smathers Access Support Unit provides a new service for the Health Science Center faculty and assures

copyright compliance. *Fees for HSCL copyright compliance service are estimated at \$6,000 per year.*

There is a major difference in policy and practice between HSCL and Smathers with respect to interlibrary loan requests from UF faculty, students and other clients. Smathers charges no fee for items costing up to \$50. HSCL charges \$5.00 per item and will pay up to \$25.00 to obtain the item. *In order to harmonize the ILL policies, and provide improved service for Health Science Center students and faculty, HSCL will need \$7,000 per year to replace the income generated by ILL fees.*

IMPACT: Provide no fee access to the collections of the Center Research Libraries; enhance interlibrary loan and electronic reserve services through campus-wide use of ILLiad and Ares software; offer new service for copyright clearance; eliminate HSCL interlibrary loan fee and raise the cap on cost per item.

### **3. Development and Grants Support**

Currently HSCL does not have any formal development or grant support. There are significant opportunities for fund raising for HSCL from the alumni and benefactors of the Health Science Center colleges. There are also opportunities for participation in NIH and other grants with Health Science Center faculty. The Smathers Grants Coordinator will support HSCL without additional expense. Smathers Libraries Senior Associate Dean for Development has permission from the Foundation to manage a half time development officer for HSCL and the HSCL director has committed to active participation in the development activities and to provide staff support for the development officer. *The salary, benefits and expenses for a part-time development officer would be \$53,000.*

IMPACT: Provide sustained development support for HSCL for the first time; improve identification of grant opportunities and proposal preparation.

### **4. HR and Finance**

The Smathers Libraries will provide for the personnel services, training and human resources management of HSCL with its current HR staff. As the dean's designee, the HSCL Director will be responsible for selection, evaluation and retention of HSCL employees, consistent with the general requirements of the Libraries and the University. This will allow HSCL to reassign a significant portion of the time from one senior staff member, who currently performs those functions.

The Smathers Libraries will provide for the financial service needs of the HSCL, other than the invoicing component of HSCL's interlibrary loan services, integration of which is under development. This will be accomplished by transferring two HSCL staff, an accountant and a senior fiscal assistant, into Smathers fiscal services department. This will allow HSCL to reassign a significant portion of the time from one senior staff member, who currently supervises those individuals.

Separate department IDs will be established and maintained for the HSCL materials, operations, salaries and benefits, and auxiliaries, as well as the incidental trust fund and other University of Florida Foundation accounts, so HSCL income and expenses can be segregated, managed and appropriately reported. As the dean's designee, the HSCL Director will be responsible for determining the use of these funds, consistent with the general requirements of the Libraries, the University and the Foundation.

The Smathers Libraries Acquisitions department will handle financial transactions related to the acquisition of content for HSCL; these services are already well integrated due to the current level of joint purchasing. Selection of content to be purchased or licensed will remain the responsibility of HSCL, as will budgeting for acquisition of content.

IMPACT: No impact on client services; frees some HSCL Staff for other assignments.

### **5. Technology**

The HSCL pays annual Internet/Intranet port fees of approximately \$42,000 to the CIO of the Health Science Center. Comparable fees for the Smathers Libraries are centrally funded and not part of the Libraries budget. Central funding of these fees would free up other funds for public service workstations, expanding the popular collaboration commons, and otherwise enhancing technology for delivery services to HSCL clientele. *Fees for HSCL ports are estimated at \$42,000 per year, but are likely to increase over time.*

IMPACT: Enhance technology for delivery services to HSCL clientele.

### **6. Facilities**

While HSCL will continue to submit direct requests for routine maintenance through the Health Science Center, Smathers Libraries will support major projects and long-term planning for the HSCL facilities.

There is an immediate need to rekey the external and internal locks, which are currently managed with metal keys. *The estimated cost to install electronic locks and swipe card technology is \$85,000.*

IMPACT: Provides professional support for planning improvements to HSCL facilities and management of major projects; improves HSCL security through installation of electronic locks.

### **7. Other Areas for Exploration**

In the short term, no integration of HSCL information technology support and services with Smathers systems department is planned. Similarly, although there is already significant collaboration between Smathers and HSCL for cataloging, no immediate integration is planned. HSCL does not have digitization or preservation services while Smathers has both. We will continue to explore opportunities for greater collaboration and additional support from Smathers to HSCL in these areas, but changes, if any, are likely to be determined after the initial integration has been completed.

### **8. Market Equity**

In 2007, Smathers Libraries completed a multi-year effort to establish comprehensive, rational and consistent staffing structure, as well as to implement internally and externally equitable salary levels for staff. This was done in conjunction with University Classification and Compensation and included the development of the new Library Assistant and Library Associate classifications, which were also adopted by the LIC. Market equity for faculty is still under review, and therefore it is not being addressed at this time. *Integration of HSCL staff into the Smathers structure, with appropriate adjustments to maintain internal market equity, will cost an estimated \$100,457.*

IMPACT: Provides consistent staffing structure with equitable salaries.

**9. Staffing**

HSCL has lost 17 FTE (7 faculty, 5 staff positions, and 5 OPS/student assistants) since 2002-2003 due to budget cuts and realignment of funds to fund library materials. It will lose 2 more FTE (one faculty and one staff) if the 10% budget cut for 2009/2010 comes to fruition. This year, the College of Nursing withdrew funding for half of its HSCL Liaison position. *Retaining current level of faculty support will require an additional \$35,750.*

IMPACT: Maintains current number of faculty to sustain current client services.

**Summary of Recurring Expenses for Integration**

Description	2009-2010
Electronic Reserves – Assure Copyright Compliance	\$6,000
Interlibrary Loan – Eliminate Fees to UF Students/Faculty	\$7,000
Development Officer - Half Time	\$53,000
Technology Costs – Internet Port Fees	\$42,000
Market Equity for HSCL Staff	\$100,457
Replace Lost Funding for Current Faculty	\$35,750
<b>TOTAL</b>	<b>\$244,207</b>

There is also a non-recurring expense of \$85,000 to install electronic locks.

**Impact of Integration**

Description	Impact
Public Services	No impact on client services
Interlibrary Loan & E- Reserves	Free access to CRL collections; enhanced ILL and e-Reserves; new copyright clearance service; lower fees for ILL
Development & Grants	Development support; improved grant support
HR & Finance	No impact on client services; Frees HSCL staff for other work
Technology Costs	Enhance technology for delivery services to HSCL clientele
Facilities	Additional support for major projects and facilities planning
Market Equity for HSCL Staff	Consistent staffing structure with equitable salaries
Staffing	Maintain current faculty levels to sustain client services

**II. HSCL Renovation**

The main Health Science Center Library remains in its original 1976 construction state. There are no internal elevators or bathrooms. Additionally, when the HSCL was built in 1976, there was no conception of the role technology would play in information access and management, so it was constructed as a “print volumes” library. Overtime the library has been retrofitted, but a

complete renovation would provide for more efficient use of technology to address the way users now seek information.

The University of Florida priority list of construction using the Federal stimulus funds includes \$5 million for HSCL renovation. This would be adequate to refurbish the existing library, allowing the provision of internal bathrooms and internal access to elevators. If that funding is not made available, then substantial renovation could be accomplished in phases over the next three or four years.

As noted below, the Liaison Committee on Medical Education has identified adequate study space, lounge areas and rooms for small-group sessions as areas of partial or substantial noncompliance with accreditation standards. These are areas that the HSCL could readily address through renovation.

### **III. LCME Accreditation**

The University of Florida College of Medicine is accredited by the Liaison Committee on Medical Education (LCME). On June 25, 2007, Robert Eaglen, Ph.D., Interim LCME Secretary, wrote to President Machen concerning action taken by the LCME with respect to the College of Medicine at its meeting on June 5-7, 2007. Dr. Eaglen statements include:

The LCME noted the following areas in transition whose outcome could affect the school's ongoing compliance with accreditation standards:

Stability of library services. The library's ability to continue to meet the college's educational and other needs will be challenged by anticipated staff retirements and the uncertainty of ongoing funding sources for its operation. (p.3)

On the same page, Dr. Eaglen stipulates:

The second report, which should be submitted to both LCME Secretaries by May 1, 2009, should provide the following information regarding the two areas in transition:

Stability of library services. Provide a chart or graph depicting library funding, total print collections for books and journals, total electronic collections for books and journals, and total numbers of professional staff for the three most recent years. Summarize any successes or challenges in identifying stable funding sources for the library.

On page 4, Dr. Eaglen states:

If there are plans to significantly modify the educational program, or if there is to be a substantial change in student enrollment or in the resources of the institution so that the balance is distorted, the LCME expects to receive prior notice of the proposed change.

In addition, on page 1, Dr. Eaglen also identifies under, "... areas of partial or substantial noncompliance with accreditation standards", issues concerning adequate study space, lounge areas and rooms for small-group sessions. These are concerns that the HSCL could readily address through much needed renovation.

The next accreditation review is scheduled for August 1, 2009, with the library report due to the College of Medicine by July 1, 2009. This is a wonderful opportunity to document commitments for improved HSCL funding and plans for renovation of its facilities, as well as to inform LCME about the integration and the resulting efficiencies.