

Smathers Libraries Budget Narrative 2007-2008

1. Library Mission

The mission of the George A. Smathers Libraries is to meet the information needs of the University of Florida community by providing access to all relevant forms of recorded knowledge.

2. Goals

A. Research

1. Participate in implementing the latest version of the Aleph Library Information Management Software in conjunction with Florida Center for Library Automation (FCLA).
2. Participate in implementing an improved user interface to the UF Libraries catalog (based on the Endeca implementation at North Carolina State University) in conjunction with FCLA.
3. Implement the Research Gateway, an integrated search tool for library users that makes searching multiple databases and resources quicker and easier.
4. Reorganize the Libraries to be better aligned with the realities of providing an ever increasing amount of information through remote access.

B. Service

1. Plan the redesign of Marston Sciences Library (MSL), which is a 20-year old design that needs to change to meet current and future needs.
2. Establish electronic training facility in the Education Library.
3. Pursue development of an Arts Library or other options to relieve serious space problems in the Architecture & Fine Arts and Music Libraries.
4. Complete planning and issue recommendations to expand the capacity of the Auxiliary Library Facility (ALF) which is the primary off-site storage location for infrequently used research materials.
5. Analyze current contract for acquiring new domestically published books to more effectively acquire core collection materials and receive the books ready to shelve without further processing.

C. Diversity

The George A. Smathers Libraries System is strongly committed to the diversity of our faculty and staff (see accomplishments, below). As an integral part of the Libraries'

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recruiting program, applicants from a broad spectrum of people, including members of ethnic minorities and disabled persons, are especially encouraged to apply.

However, the realities of the distribution of ethnicities among librarians make recruiting and retaining significant numbers of some groups very difficult. Based on national demographics of both library school graduates and practicing librarians, only about 4% of all librarians are African American. Achieving parity with this statistic would require us to have approximately three African American librarians among our staff of eighty. Our goal is to hire and retain one net additional African American librarian each year for the next three years.

D. Fund Raising

The biggest growing expense the Libraries face is the constant increase in the cost of journals and other periodicals. The Libraries, in conjunction with the purchasing power of the Council of State University Libraries, have negotiated caps on increases in these costs which are far below the general market increase, but 5% of \$6,000,000 on an annual basis is still a major drain on resources. Our primary fund raising goal is to establish a \$10,000,000 fund to endow the growth in costs of these materials. Assuming no major increase in the scope of academic subjects covered, such a fund generating spendable income averaging 3.5% and net annual growth averaging 4.5% will cover the cost of serials increases indefinitely. The Libraries hope to make establishing such an endowment a major part of our participation in the University Capital Campaign.

A society to support the Florida History collection is being formed which will produce at least \$20,000 in annual dues and undertake the goal of a \$100,000 endowment. An easily reformatted \$100,000 proposal has been written and is being used with donors. A stewardship plan is being drafted. Four new donors with the financial means to make \$1,000,000 and above gifts have been identified and at least one cultivation meeting has been held with all four. The "Preserve your Family Treasures" Workshop has been designed and is being aggressively offered to retirement groups (Oak Hammock was the first) in order to identify planned giving prospects. More faculty will be involved in the identification and solicitation of donors. Donor tours of the Libraries will continue on the second Friday of each month. We will capitalize on the arrival of the new Dean for the Libraries to reconnect with more donors through introductory statewide visits to share a vision for the Libraries.

3. Relation to

A. UF Work Plan

While the libraries were not analyzed in detail in the UF Work Plan, the Provost identified the need to examine library needs, performance, and potential and established a Future of the Libraries Committee. The report of this committee identified several

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areas that should be improved in order to support efforts to move into the top ten rank of public universities. Key among these are the need for additional financial support for collections, and the concomitant need for additional space to house, service, and provide access to expanded collections.

B. Board of Governors (BoG) Strategic Plan

The BoG Strategic Plan does not reference libraries. However, as part of the university community which supports the degree programs, research, and production of graduates which are listed, the Libraries indirectly contribute at all levels, in addition to being a component of the general university accreditation process.

4. Top Five Core Achievements

A. Completion and re-opening of Library West which rapidly became one of the most heavily used campus facilities and a center for study, research and collaboration. Features previously unavailable in any campus library have proved to be extremely popular: group studies that facilitate group projects and collaborative efforts; laptops that can be checked out for in-library use; and a study floor accessible to graduate students only. Occupancy counts (about 3400 visitors per day) and circulation increases (about 500 traditional materials items per day, and another 500 checkouts of study rooms, laptops, and DVDs) document the popularity of the service concept. Furthermore, the number of non-UF users who are willing to pay a fee for Special Borrower status has increased four-fold. Open houses were held for faculty and students, and a dedication ceremony with author and UF graduate Michael Connelly was held in February.

B. Completion of a reclassification project for staff to rationalize library worker positions (i.e., job classes unique to libraries), and provide salary equity relative to campus for job classes shared with the broader campus.

C. Demonstrated the need for an increase to the recurring serials budget of \$750,000, which was subsequently funded by UF.

D. Created and implemented a procedure to identify any materials stored at the Auxiliary Library Facility (ALF) which are frequently used, and process them for relocation into Library West or other more readily accessible libraries to maximize speed of delivery to users.

E. The digital collection generated by the Libraries has expanded to 187,000 items, comprising 35 TB of data, 15 TB of which were generated last fiscal year.

5. Problems Faced

A. Funding for Collections

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Chronic funding shortages for collection acquisition and data access relative to peer institutions remain a top concern. These difficulties have been thoroughly documented in the Future of the Libraries report recently completed. The Libraries have operated with a materials budget approximately 30% below that of their peers for decades. See <http://www.aa.ufl.edu/search%5Fcommittees/futureofthelibrary/documents/FOL%20Final%20Report.pdf>

for details. The constant increase in the cost of academic journals and other periodicals is a major factor in these problems. At present, the contracts for most of our journals have a price increase cap of 5% per year. Even if this can be maintained for future contracts (a highly optimistic hope), this rate applied to our \$6 million journals budget results in a compounding increase of \$300,000 per year. To generate this much money from an endowment and maintain current dollar purchasing power would require roughly a net 8% return on a \$10 million dollar fund spending 3% per year.

B. Space

Even with the endemic lack of funds to buy materials, the Libraries have also had severe space shortages. The Architecture and Fine Arts Library is completely full, as is the Music Library, and it is only the installation of compact shelving (which only has one aisle for every eight ranges of materials) which has permitted West to re-open with the complete active humanities and social sciences collections. The Future of the Libraries report identified the dilemma: increasing funds to provide collections comparable to our peers will require a doubling of space available to the Libraries in twenty-five years. The estimated cost to use compact shelving to significantly increase the storage space at ALF is close to \$3 million, and building another storage facility would be that much or more. The expansion of Library West has given us the opportunity to restore approximately 1,000 seats to users which were previously reclaimed for materials storage, but we still do not have sufficient carrel or seating space for users outside the humanities and social sciences. Redesign of MSL to provide more user space will exacerbate materials storage problems. In the very long term, the move of materials to the online environment will slow the need for growth in the physical collection space, but this is decades away. In the meantime, we need at least 4,000 additional linear feet of shelf space per year to accommodate normal acquisitions, and significantly more to accommodate large gifts, archives, and reallocation of space for users.

C. Diversity

Despite all of our efforts to increase diversity, finding and especially retaining African American librarians has been particularly difficult. Although African American librarians have served at various levels of the organization over the past several years, including in the position of Deputy Director of Libraries, at the moment most have gone on to other jobs. Our conversations with our African American employees indicate the retention problem is partially based on the local community being perceived as unfriendly to African American professionals on campus. To some extent, this may be a problem of achieving critical mass. It is difficult to recruit African American faculty to the region, and even more so when the first hired will have few African American colleagues.

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D. Preserving Order

An increasing level of disruptive behavior among some library users is complicating our ability to provide a safe and comfortable learning environment. We are experiencing careless damage (footprints on walls), extreme usage stress (overflowing trash cans, spilled coffee), vandalism (slurs written on walls, broken labels on elevator controls), disruptive behavior (noise in quiet zones, finding beer bottles and worse after weekends) and unlawful entry (carrels forcibly entered and damaged, generally just to permit the intruder a private place to sit for an hour).

6. Improvement

A. Strategies for Key Areas

1. Diversity

We have significantly increased our efforts to broaden the diversity of our staff. All faculty position vacancy announcements are submitted to 15 individuals who are recognized as grass roots leaders in the field of library diversity initiatives. These include past and present members and officers of the American Library Association's Joint Conference of Librarians of Color.

All faculty position vacancy announcements are submitted to 6 national groups devoted to the advancement of diversity in libraries. These groups include:

REFORMA (National Association to Promote Library and Information Services to Latinos and the Spanish-Speaking)

BCALA (Black Caucus of ALA)

CALA (Chinese American Librarians Association)

APALA (Asian-Pacific American Librarians Association)

The Gay/Lesbian/Bisexual Librarians Network

[ALA Joint Conference of Librarians of Color](#)

Faculty search committees routinely identify national experts for the library functional or subject matter area relevant to the position. The Library Human Resources Office contacts these experts to solicit advice on potential applicants from a broad spectrum of people, including members of ethnic minorities and disabled persons, of the faculty vacancy. In the course of three recently concluded searches the total numbers of individuals contacted in this manner were 127, 142, and 197.

The Library Human Resources Officer is engaging UF campus groups and offices associated with diversity initiatives and minority representation to refine our current recruiting strategies and practices. Most recently he presented at the monthly meeting of the UF Association of Black Faculty and Staff and is currently engaged in dialogue with them.

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2. Development

The Development Office has pursued a multi-pronged strategy for raising money during the past five months. Because the position was vacant for nine months, it was important to reconnect with all donors holding open proposals. Of the 33 open proposals, 20 donors have been contacted, four have passed away, two have not been located, and seven meetings are still pending. The main source of annual funds to the Libraries is interest on endowments. Therefore, new ways to establish annual giving options now include: strengthening the UF phone-a-thon, sending the first direct mail solicitation to lapsed donors, establishing the “name a book for your graduating senior” project, and starting a memorial and tribute gift opportunity. A 2007 public relations plan has been developed. Two donor recognition receptions have been held for prominent individuals. The Dedication of Library West included several donor activities and over \$20,000 was raised from first-time donors for event costs. The Library Leadership Board of 30 volunteers has been revitalized, and their year-end giving exceeded \$25,000, which was a record high. Library faculty are engaged in raising money and two week-long visits have been made in South Florida to identify, cultivate and solicit donors.

A society to support the Florida History collection is being formed which will produce at least \$20,000 in annual dues and undertake the goal of a \$100,000 endowment. An easily reformatted \$100,000 proposal has been written and is being used with other potential donors. A stewardship plan is being drafted. Four new donors with the financial means to make \$1,000,000 and above gifts have been identified and at least one cultivation meeting has been held with all four. The “Preserve your Family Treasures” Workshop has been designed and is being aggressively offered to retirement groups (Oak Hammock was the first) in order to identify planned giving prospects. More faculty will be involved in the identification and solicitation of donors. Donor tours of the Libraries will continue on the second Friday of each month. We will capitalize on the arrival of the new Dean for the Libraries to reconnect with more donors through introductory statewide visits to share a vision for the Libraries.

3. Preserving Order

We are hiring a half-time security guard to patrol Library West during the latest hours of operation.

B. Assessment

Measuring progress in diversity and development is relatively easy: count the dollars and people. Measurements in some other areas of operations are easy to record, but can be hard to interpret. Is a lack of growth in circulation numbers an indication of low

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service, or an indication of the success of our online provision of materials? An increase in Web page accesses/"visits", in various forms, is commonly seen as an increase in service provided, but it also could indicate that the user interface needs improvement to reduce the amount of churning required to find things. We will continue to collect standard library counts of materials and facilities usage, but other sources are needed to properly interpret these numbers. We also have established an ARL Statistics Survey Task Force to improve statistics gathering and reporting for materials added to the collections, in particular electronic resources.

An emerging standard of service delivery is the Association of Research Libraries LibQUAL survey. UF has participated in this project prior to the renovation of Library West, and we plan to conduct it again in Fall 2007 to measure the response to the new design. We will also continue to conduct various Web surveys and focus group analysis of specific items (such as the Research Gateway) to better assess and refine our service offerings.

Analysis of the Libraries collections, using OCLC's WorldCat Collection Analysis software, is being implemented to assist subject bibliographers determine strength of holdings; make comparisons of our collections with peer libraries; and identify specific titles not held that have been requested by our faculty and students via InterLibrary Loan.

7. "Culture of the Libraries"

The culture of providing library service on the UF campus is that of a highly collaborative workforce which serves as support partners to the teaching and research components of the university mission. We attempt to provide this support in physical and virtual environments which maximize ease of access and minimize any elements which divert resources from scholarly pursuits. We make every effort to be the most cost-effective purchaser and supplier of information resources which the state environment allows.

8. Requests for new funding

A. Recurrent

1. 2 FTE OPS Security guards - \$100,000 OPS

As noted in Improvement Strategies 6.C, we have found funds in our current budget to hire .5 FTE of security guard service to cover the last four hours of operation for Library West. However, staff feel there is considerable need for such a position as a full FTE, one each for West and for MSL. Use of an external service is more cost effective than hiring permanent security employees and ensures coverage in case of illness or other absence. (see Problems, 5.D, above)

2. 1 FTE Digital Library Center (DLC) programmer/analyst: IT Expert - \$52,250 (excl.

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fringe)

This position is part of our continuing effort to support and expand the operations of our unit which creates both digital content and appropriate interfaces to access it. (see Achievements, 4.E, above)

3. 1 FTE Information security officer: IT Expert - \$52,250 (excl. fringe)

This position would permit us to properly scan usage logs, audit equipment and network usage, and generally devote full attention to best security practices. At present, this activity is coordinated by staff who have many other duties. It is difficult for them to find time to constantly scan the information environment, yet this is exactly what is needed to effectively monitor and protect a computer plant consisting of 800 workstations and 36 servers distributed over eight buildings.

B. Non-recurrent

1. Purchase electronic backfiles of journals as well as electronic books to support UF programs for science, technology, medicine, and engineering

a. Elsevier journal backfiles to support all disciplines: \$1,200,000

b. Elsevier electronic books: \$700,000

c. Springer journal backfiles and electronic books: \$600,000

d. Blackwell Synergy journal backfiles and electronic books: \$400,000

As noted (Problems, 5.A, above), lack of funding for materials is a long-standing problem that cannot be addressed in any one budget. However, these one-time purchases will permit us to provide significantly greater coverage of older editions of the electronic journals and books which support our technical fields.

2. Consultant to plan the redesign of MSL: \$20,000

As noted (Goals, B.1, above), MSL is in need of redesign to better use the space and make it congruent with the highly successful re-purposing of Library West. These funds will hire an architect/consultant to determine the direction and scope for a major renovation.

College/Unit: Smathers Libraries

Recurring Requests:

Expenses

Funding Justification <i>(Page location of narrative)</i>	Description of Request	Amount

Personnel

Funding Justification <i>(Page location of narrative)</i>	Department/Focus Area <i>(If interdisciplinary, note College/Department Connection)</i>	Salary Plan <i>(Faculty, TEAMS, GRA, OPS)</i>	Title	Months Appointed <i>(9, 12)</i>	FTE	Salary <i>(Includes fringe benefits)</i>	Resources <i>(office/lab renovation and/or equipment)</i>	Support <i>(office support, travel)</i>	Office/Lab Space Availability <i>(yes/no)</i>
7	Libraries	OPS	Security Guard	12	2.00	\$ 100,000	NA	NA	NA
8	Libraries/DLC	TEAMS	IT Expert	12	1.00	\$ 66,880	Computer	Office	Yes
8	Libraries/Systems	TEAMS	IT Expert	12	1.00	\$ 66,880	Computer	Office	Yes