



## **2010 RCM Comprehensive Budget Review: The George A. Smathers Libraries**

**January 3, 2011**

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# **2010 RCM Comprehensive Budget Review: The George A. Smathers Libraries**

## **Introduction**

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

### **1. Strategic Value**

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

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

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

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

## **2010 RCM Comprehensive Budget Review: The George A. Smathers Libraries**

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

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

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

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

The libraries at UF fill the role of the intellectual ombudsman as they bring disciplines together in a rapidly changing environment. By teaching information literacy, hosting digital content, and providing technology and research consultation, the libraries offer learners and researchers venues to explore the breadth and depth of information and to create new knowledge. The libraries provide mechanisms for engaging in intellectual content and instruction for developing information literacy skills. Libraries organize and preserve stored information and serve as the steward of the institutional record and

culture. The library is the place where learning and research are unrestrained by disciplinary boundaries.

## **The Health Science Center Libraries**

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

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

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

In addition to primary liaison services, the HSC Libraries received one of the President’s jump start positions and have successfully recruited and hired a Clinical Research Librarian. This librarian works closely with clinical and translational researchers, in particular, those involved in the university’s Clinical and Translational Science Institute (CTSI). The Clinical Research Librarian thus serves as a critical bridge between the clinical and research enterprise. The HSC Libraries recently created another new position, the Consumer Health and Community Engagement Librarian. This librarian provides students and faculty with information related to consumer health, providing them with the skill sets they required to identify and evaluate such information in order to share it with their patients. The HSC Libraries plan to provide additional services to the clinical enterprise through a dedicated Clinical Librarian for the Gainesville campus. This librarian would fulfill critical clinical information needs at the point of care.

## **2. Objectives**

In fulfilling our mission, the Libraries objectives are:

- 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 libraries' consumer health and outreach.

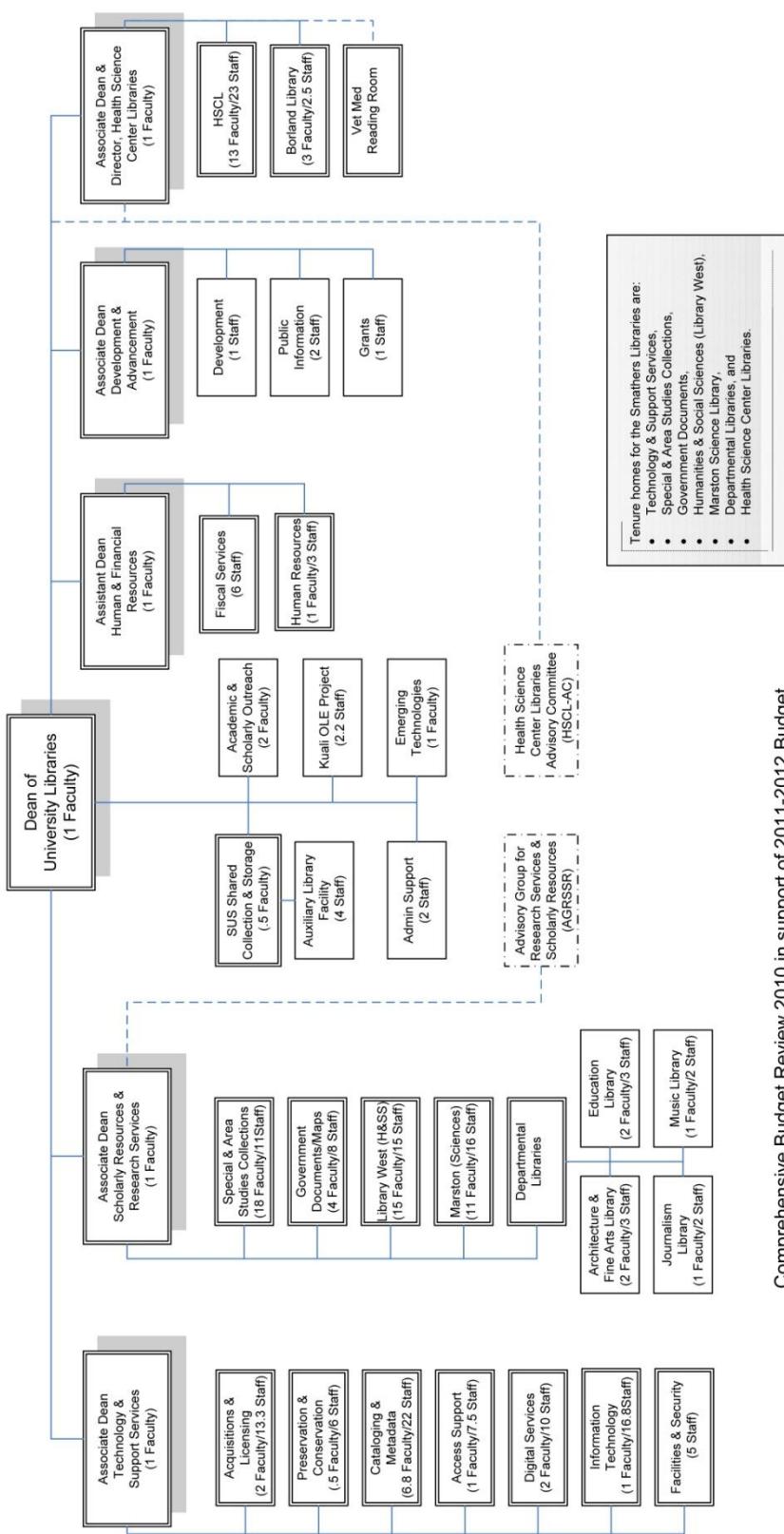
## **3. Organization**

The organization chart for the libraries, with faculty and staff FTE counts, is presented on the following page. This structure was established by a library reorganization that took effect on July 1, 2008. The tenure homes for library faculty were subsequently simplified to correspond with this structure.

The 2008 reorganization created efficiencies and simplified the administrative structure, reducing administrative staffing including assistant director and chair positions. Details about the reorganization are available at

<http://www.uflib.ufl.edu/committees/reorganization/default.html>.

**George A. Smathers Libraries**  
University of Florida  
Including Faculty/Staff FTE



Comprehensive Budget Review 2010 in support of 2011-2012 Budget

The staff of the libraries consists of more than 96 library faculty; 189 professional, technical and clerical staff; 30 Other Personal Services (OPS) staff; and 213 student assistants.

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

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

All library faculty are evaluated on three criteria. These same criteria are used to assess the eligibility for a promotion or the award of tenure. The three criteria are described below:

**First Criterion: Professional Responsibility and Working Relationships.**

Distinction is achieved through sustained, high-quality contributions to librarianship (or the faculty member's area of responsibility) that enhance library services, foster new knowledge, support the university's mission, and provide leadership to the profession. Among the considerations are mastery of job responsibilities; effectiveness at fulfilling responsibilities; commitment of the university, libraries, and research librarianship; and the development of good working relationships.

**Second Criterion: Professional Development and Scholarship.**

Distinction requires evidence of accomplishment in research. Documented activities demonstrating that the faculty member's experience has led to a broad understanding of the field, that he/she has mastered a part of it, and that there has been intellectual development and contributions beyond those called for by routine daily assignments are required. Accomplishment is reflected in scholarly achievement (presentation, or publication) and obtainment of grants and other funding.

**Third Criterion: Service to the Library, University, State, and Profession.**

Distinction requires a strong service record to the library, the university and the profession. Examples would include leadership and significant service through participation and contributions to library-wide committees or task forces; providing major constructive suggestions and criticisms of a library-wide nature that have resulted in improvements in library operations; service on university-wide committees, college or academic departmental programs and endeavors, task forces, senates, or research teams; planning of university programs and initiatives; teaching a relevant credit course or

components of such a course; participation on SUL-wide committees and task forces, or research teams; planning SUL-wide university programs; substantial contribution to the work of a relevant professional organization (e.g. holding major elected or appointed office, planning programs, serving on committees, task forces, or panels); and providing successful formal consultations, workshops, or presentations outside the university.

## **4. Programs**

The George A. Smathers Libraries are organized into four major divisions. The major programs and services delivered by these units were summarized in the Provost's Program Review submitted in May 2010. Appendix A provides highlights from the annual program review. An important element of the program review was the identification of alternative revenue streams to increase funding for the Libraries; these alternatives are described in Section 7 below.

From left to right on the organization chart provided above, the divisions are Technology and Support Services; Scholarly Resources and Research Services; Administrative Support Units and Programs; and the Health Science Center Libraries. The responsibilities of each unit are described below.

### **Technology and Support Services**

The Technology and Support Services division consists of the following functional units: Acquisitions and Licensing, Cataloging and Metadata, Preservation and Conservation, Access Support (Interlibrary Loan, Electronic Reserves and Copyright services), Digital Services, Information Technology, and Facilities. The mission of the Technology and Support Services division is to enable the libraries' technobhoodbhlogy infrastructure to work in support of the information needs of the University of Florida community and to provide vital infrastructure services to all library units, thus ensuring that the Smathers Libraries serve as a catalyst for research and discovery.

The Technology and Support Services division is the result of the 2009 merger of two previous library divisions: Technical Services and Support Services.

#### **Acquisitions and Licensing**

The primary mission of the Acquisitions Department is to efficiently acquire research materials in a variety of formats that support the academic and professional programs of the University of Florida. Acquisitions is responsible for managing license agreements; developing new software programs and macros to enhance technical services workflows; tracking usage statistics; doing reclassification and shared copy cataloging of serials, standing orders and series; overseeing a domestic virtual approval plan; monitoring large materials budgets and paying invoices using EDI file transfer; receiving gift monographs; managing a large Academic Exchange Program, among other activities. The department continues to expanded its support for the patron driven selection program for acquisition of print and electronic books, which ensures that the limited resources for monographs are directed to meet specific user needs.

## **Preservation and Conservation**

The Preservation and Conservation Unit is responsible for the maintenance and repair of both analog and digital archival and library materials, keeping them maintained for use through commercial library binding and a full service conservation lab. The unit is responsible for over 20,000 reels of print master microfilm reels housed in environmentally correct storage and fulfills request for sales and interlibrary loan of these items. The department plays a large support role in disaster recovery and environmental control for the collections.

The Conservation Unit is responsible for the physical condition of the collections. Services include repair and restoration, rebinding, deacidification, encapsulation, construction of protective enclosures, and environmental monitoring. The unit also serves as a resource for the University and the general public for questions relating to the conservation of books, paper, and photographic materials.

The Preservation Department is responsible for many activities, including processing theses and dissertations. Since the fall of 2001, the University of Florida has required electronic theses and dissertations (ETD). The unit is responsible for ETD submissions, tracking access parameters and answering student inquiries. In 2008, the unit undertook a retrospective dissertation scanning project to gather author permission to digitize theses and dissertations previously submitted to the libraries in print. Over 1,600 dissertations were scanned and made available on the Internet during 2009-2010. To date, 6,404 authors have been contacted and 3,603 permissions given, for a return rate of 56%. This project was expanded to Health Science Center titles in 2010.

## **Cataloging and Metadata**

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

The department is currently engaged in an extensive multi-year initiative to catalog over 300,000 federal documents in storage in preparation for their move into the SUS Shared Collection. As of November 2010, 78,604 records have been added to the catalog since the inception of the project in January 2009, making this previously hidden collection of materials visible to patrons. Two other substantially completed projects improve the accuracy and extent of UF data in the WorldCat database including the uploading of 95,000 local serial holdings to OCLC and reviewing 3,500 records. A process to establish the routine update of files for Smathers, Health, and Law holdings is underway, pending

OCLC's review and ingest of the file sent in spring 2010. The Department collaborated with the Florida Center for Library Automation on an OCLC Reclamation Project involving four million records. A review of 350,000 of those records is ongoing.

### **Access Support**

The Access Support Unit provides leadership in the development, coordination and provision of services that facilitate user access to information resources. Access Support serves as the central point for distribution and clarification of policies and procedures for user access services. The unit supports scholarly research within the academic community through interlibrary loans, which include lending scholarly resources to other libraries, borrowing scholarly resources for UF patrons from other libraries, and supporting distance learners research needs through document delivery services; and Course Reserves, which include making available for student study, print and electronic resources selected by faculty for specific course work. Access Support personnel instruct students, faculty, and staff in copyright compliance and obtain copyright permissions for course reserve and interlibrary loan materials.

### **Digital Services**

The Digital Library Center (DLC) is among the largest capacity digitization facilities in the southeastern United States, managing over 6.2 million pages of digital content. The DLC develops, manages, and publishes digital content from curatorial collections, in support of academic programs, organizes conversion and ingest capabilities, facilitates awareness and coordinates instruction in scholarly use and development of digital technologies and their application to collection and publishing services.

The University of Florida Digital Collection (UFDC) is the set of digital collections hosted by UF, including the Digital Library of the Caribbean and the Caribbean Newspaper Digital Library, both of which are international collaboratives, as well as the state-wide Florida Digital Newspaper Library. With rare children's literature books, unique manuscripts and letters, antique maps, museum objects, herbarium specimens, photographs, oral histories, architectural drawings, recordings of speeches and songs, videos of performances, and more, the UFDC offers many resources for research and discovery from anywhere in the world. Over two hundred versions of Robinson Crusoe; over a million pages of Florida and Caribbean newspapers; and, over 6,000 photographs from the University of Florida Archives are significant in that they are co-located, have a browse capability, and are cross-referenced and searchable sets. The UFDC adds more than 1 million pages a year, which are accessible via the libraries' web site.

From July 1, 2009 to June 30, 2010, the DLC digitized 1,305,743 pages. There were 14,249 self and partner-submitted pages for the Institutional Repository and the Digital Library of the Caribbean; 60,752 pages digitized externally via Internet Archive; 55,573 pages "born digital" and brought into the collection from a variety of sources; and 1,175,169 pages digitized onsite.

## **Information Technology**

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

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

## **Facilities and Security Department**

The Library Facilities and Security Department is responsible for all facility planning, construction, maintenance, security, signage, accountable property, office supply distribution, and a system-wide mail and courier service for the Smathers Libraries. This includes over 568,977 square feet of building space. Recent renovations have occurred in several of the branch libraries, including substantial renovations in the Marston Science Library. There are plans to expand the number of facilities with the renovation of Newell Hall as a student learning commons and the construction and renovation of a high density storage facility located within four miles of main campus to house an SUS Shared Collection that over time will include over 4.5 million items. Renovation of the Health Science Center Library and the Smathers Library (Library East) are also planned.

## **Scholarly Resources and Research Services**

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

The Scholarly Resources and Research Services division is the result of the 2008 reorganization, merging two previous library divisions: Public Services and Collection Management.

### **Special and Area Studies Collections**

The Special and Area Studies Collections (SASC) department encompasses two units: Special Collections (rare books, archives, and manuscript collections) and Area Studies

(interdisciplinary collections pertaining to geographical, national or cultural regions). These collections directly support a variety of academic disciplines and research programs. As a public institution, access is afforded to researcher, students and unaffiliated patrons in ways that is not usually permitted in private collections, making these materials especially valuable to scholarship. For example, the Suzy Covey Comic Book Collection directly supports the Comic Studies Program offered by the Department of English, but its holdings are open to all having an interest in the field.

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

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

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

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

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

- **General Manuscripts Collection**

The General Manuscripts Collection consists of more than one thousand manuscript groups and individual manuscripts, filling more than a mile of shelving and covering a wide array of subject interests. These include General Manuscripts, along with manuscripts in the specialized area of Florida History and University Archives. General Manuscripts are a diverse collection of over one hundred groups. Literary papers, creative writing, and papers related to literature comprise the majority of the General Manuscripts collection. A second major emphasis is the Caribbean and Latin America. The Braga Brothers Collection, for example, is an archive of the Cuban sugar industry, believed to surpass any found outside Cuba. Africa and the study of its peoples and lands is a subject area of increasing emphasis for General Manuscripts. Other major areas of focus include social activism, the human sciences including anthropology and psychology, natural science and environmentalism, broadcasting, drama, and the arts.

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

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

- **University Archives**

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

The Office of Archives and Records Management is a new unit, which integrates the University of Florida Archives, established in 1951; the Office of Records Management which was created in 1986 as a unit of the Office of Academic Affairs; and the Health Science Center Archives which was established in 2003 in the Office of the Vice President of Health Affairs. This integrated University Archives allows for the efficient transfer of historical records from individual offices, improving the university's records-keeping and providing documentation on the institution's significant policy decisions and important milestones. The Archives serves an important role in the university's public and community relations campaigns, and provides generations of alumni a shared sense of community and history.

- **Architecture Archives**

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

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

- **Popular Culture Collections**

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

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

- **Latin American Collection**

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

- **African Studies Collection**

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

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

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

- **Asian Studies Collection**

The Asian Studies Collection supports the Asian Studies Program at the University of Florida, which includes East and South Asian history; East, South and Southeast Asian languages and literatures; East, Southeast, South and Central Asian religions; and Asian-related areas within other humanities and social science fields. The Asian Studies Collection serves the research and curricula needs of the Asian Studies faculty, the Asian-related M.A. and Ph.D. students in the separate disciplines, and undergraduates working in various aspects and stages of Asian Studies.

### **Government Documents and Maps**

The Government Documents department at the University of Florida is the Regional Federal Depository Library for the State of Florida and the Caribbean serving over forty selective Federal Depository Libraries in Florida, Puerto Rico and the U.S. Virgin Islands. As the Regional Depository, the department is required by law to receive and retain forever all publications published by the federal government and distributed by the U.S. Government Printing Office via the Federal Depository Program. The Federal Documents collection has close to two million documents in paper, microfiche, and microprint formats. The department is also one of two depositories in Florida for European Union documents and is a depository for publications of the state of Florida. The department also houses a unique collection of planning documents published by counties and cities in Florida.

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

### **Library West (The Humanities and Social Sciences Library)**

Library West is the largest branch in the George A. Smathers Libraries with a capacity for 1.7 million print volumes and current holdings of over 1.1 million print volumes and 2.2 million volumes overall. It is the home of the Humanities and Social Sciences collections, including business, as well as 80,000 volumes from the Price Library of Judaica and an important collection of microforms with an emphasis on historical Florida newspapers. The collections support over 128 academic programs at both the undergraduate, graduate, and research levels. Renovated in 2006, the Library West building includes seating for 1,400 and a large Information Commons comprised of over

140 public computer workstations. Two ADA/Media rooms outfitted with 42-inch monitors and assistive equipment and media production software, as well as another 18 high performance workstations in the open computer area, are available for users with disabilities and for students engaged in media presentations or projects. A number of well-attended special educational events are held throughout the year in the commons area, establishing Library West as a hub of activity on campus in addition to its role as the primary destination for assistance and research materials in the humanities and social sciences.

### **Marston Science Library**

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

### **Departmental Libraries**

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

- **Architecture and Fine Arts Library**

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

- **Education Library**

The Education Library is located Norman Hall. Its collection supports 26 academic degree programs in the College of Education. Significant materials in the Education Library include the Children's Book Collection, the K-12 Textbook Collection, the ERIC Documents Microfiche and several other microfiche and a video collection. The collection consists of more than 145,000 monographic volumes, approximately 600 journal subscriptions, both print and electronic, and more than 585,000 microfiche.

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

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

- **Music Library**

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

## **Administrative Support Units and Programs**

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

### **Office of the Dean of University Libraries**

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

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

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

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

- **Academic and Scholarly Outreach**

The newly created Academic and Scholarly Outreach unit is responsible for overseeing the Libraries scholarly communications and open access initiatives, including the administration of the UF Open Access Publishing Fund Pilot Project, Open Access Week programming, policy development, and outreach to faculty, students, and staff on open access issues and use of the Institutional Repository. The unit is also responsible for the coordination of the libraries many instruction and outreach activities for the campus community.

- **Kuali OLE**

For Academic Libraries in Florida, the Kuali Open Library Environment (OLE) holds the promise of a common, cost-effective, open source system that libraries can use to more effectively collaborate and manage their materials. The system will focus initially on the acquisition of print and digital resources, with the agile capacity to be adapted to financial and other content systems at each participating institution.

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

## **Human and Financial Resources**

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

- **Human Resources**

The Library Human Resources Office provides guidance and support to employees and managers on human resources policies and procedures. Core services and competencies include: recruiting and retaining faculty, staff and OPS employees; overseeing the completion of personnel-related paperwork and transactions; administering an employee evaluation program responsive to department needs and challenging to employee skills; working with employees and managers on sensitive employee relations issues; supporting faculty through the key processes for tenure and promotion; maintaining a training program committed to continued education and staff development; and leave and benefits administration.

- **Fiscal Services**

The Library Fiscal Services Office supports the operations of the various library units, departments and programs and ensures effective interaction with various UF financial offices and officials by providing timely and accurate business information and advice that enhances decision making by those in leadership positions throughout the Smathers Libraries. Fiscal Services operations are designed to provide high-level customer service, to ensure stewardship of library assets and to leverage library resources to the best possible outcome for library patrons by increasing the transparency and general understanding of the source and availability of the libraries' financial resources and how they are used and managed through a variety of regular financial reports available on the Fiscal Services website.

## **Development and Advancement**

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

- **Development**

The Library Development Office designs, implements and manages the fundraising and donor relations program and participates in strategic planning for development in support of the libraries' mission and objectives. Working collaboratively with the library deans, chairs and librarians, the unit has primary responsibility for directing library efforts that encompass major gifts, donor

stewardship, development of public support groups, coordination of fundraising events, and relations between the Libraries, its Development Council, the University of Florida and the UF Foundation, Inc. The Library Development Office is responsible for the identification, qualification, cultivation, solicitation and the stewardship of gift prospects.

- **Public Information**

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

- **Grants Management**

The Library Grants Program promotes an increase in grant-funded projects in order to meet the goals and mission of the libraries. The program coordinates policies, processes and support mechanisms for grant activities for the libraries. The unit works with library staff, faculty, functional teams and project teams to identify opportunities and to expand the libraries' grants and revenue-producing programs, while building partnerships on campus, as well as with organizations locally, regionally, and nationally for project and revenue funding opportunities. The Library Grants Program is responsible for the collection and compilation of data, timely submission of proposals and the monitoring of awards.

## **Health Science Center Libraries**

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

On July 1, 2009, the Health Science Center Libraries integrated with the George A. Smathers Libraries. Appendix B provides a report on integration one year after implementation.

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

## **Library Advisory Groups**

### **Advisory Group for Research Services and Scholarly Resources (AGRSSR)**

The scale and scope of the UF Libraries scholarly resources (content) and the evolving nature of research services challenge both unified management on the one hand and adequate participative involvement on the other. Fiscal and personnel issues related to the provision of scholarly resources to library patrons by research and public services staff are additional components of the complex nature of an effective academic research library. To achieve a balance between administrative oversight and library-wide investment, the Advisory Group for Research Services and Scholarly Resources (AGRSSR) draws its membership from a wide range of librarians, unit heads, and technical experts to advise on topics ranging from budgeting for and allocation of scholarly resources to policies and procedures for user services.

### **Health Science Center Library Advisory Committee**

The Health Science Center Library Advisory Committee advises the HSCL Director in any matter pertaining to library policies or practices and to recommend improvements to library services or resources on behalf of Library users. The Committee consists of appointed faculty and student representatives from each of the library's primary user groups including the Colleges of Dentistry, Medicine, Nursing, Pharmacy, Public Health & Health Professions and Veterinary Medicine. Shands Hospital is also represented and ex-officio members include the Director of the HSC Libraries, the Senior Vice President,

Health Affairs and the Dean of Libraries. The Committee makes an annual report to the Senior Vice President, Health Affairs and to the Provost.

### **Faculty Senate Support Groups**

#### **Academic Infrastructure Council**

This Council encompasses the university's infrastructure supporting its academic mission, including the provision of physical facilities and other physical resources; libraries; information technology; the campus master plan; and the availability of adequate computer, classroom, laboratory and other resources.

#### **University Libraries Committee**

The Committee assists the Dean of University Libraries in maintaining and promoting the welfare of the University Libraries. It reviews and formulates library policies to serve the needs and concerns of the faculty and students. The committee also serves as an advocate for the University Libraries to the University community. The committee advises the Faculty Senate about the state of the libraries and the committee's position on policy matters affecting the libraries. The committee makes an annual report to the Faculty Senate and the university administration. The members are determined by a combination of Faculty Senate election and selection by the Graduate Student Council and Student Government.

### **Supplemental Data About Library Programs and Services**

The following tables provide an overview of the expenditures for materials, operations, staffing, and administration of the George A. Smathers Libraries for FY 2009-2010; library funded and maintained IT resources for library patrons; and statistics for library usage, space allocation and hours.

FY2009-2010 Expenditures by Branches and Collections

| University Libraries                          |                            |                            |                       |                    |           |              |
|---|----------------------------|----------------------------|-----------------------|--------------------|-----------|--------------|
| Branch/Collection                             | Subject Specific Materials | Multi-Discipline Materials | Acquisitions Overhead | Total Acquisitions | Salaries  | OPS Expense  |
| Architecture and Fine Arts                    | 157,332                    | 40,340                     | 9,836                 | 207,508            | 284,362   | 8,207        |
| Education                                     | 147,429                    | 37,801                     | 9,217                 | 194,447            | 295,708   | 12,173       |
| Government Documents                          | 156,071                    | 40,017                     | 9,757                 | 205,845            | 702,819   | 15,280       |
| Humanities and Social Sciences (Library West) | 1,845,821                  | 473,270                    | 115,398               | 2,434,490          | 1,548,057 | 43,223       |
| Journalism                                    | 63,896                     | 16,383                     | 3,995                 | 84,274             | 172,106   | 9,628        |
| Marsion Science Library                       | 3,899,662                  | 999,878                    | 243,802               | 5,143,342          | 1,486,310 | 55,226       |
| Music   | 37,963                     | 9,734                      | 2,373                 | 50,070             | 158,167   | 5,550        |
| Special and Area Studies Collections          | 533,356                    | 136,753                    | 33,345                | 703,454            | 1,558,126 | 71,789       |
|   | 6,841,530                  | 1,754,176                  | 427,724               | 9,023,430          | 6,205,655 | 226,502      |
|   |                            |                            |                       |                    | 438,733   | 6,870,891    |
|   |                            |                            |                       |                    |           | 8,546,476    |
|   |                            |                            |                       |                    |           | \$24,440,796 |

| College Support Unit  | Salaries  | OPS     | Expense   | Total     |
|-----------------------|-----------|---------|-----------|-----------|
| Acquisitions          | 829,674   | 14,660  | 10,392    | 854,726   |
| Presentation          | 361,022   | 1,667   | 67,073    | 429,761   |
| Cataloging            | 1,273,251 | 33,157  | 11,143    | 1,317,551 |
| Access Support        | 330,028   | 42,040  | 68,355    | 440,423   |
| Aux. Library Facility | 120,579   | 21,935  | 112,265   | 254,779   |
| Digital Services      | 521,582   | 16,120  | 29,050    | 566,751   |
| Info Technology       | 1,410,442 | 2,964   | 188,411   | 1,601,818 |
| Facilities            | 258,814   | 0       | 32,613    | 291,427   |
| Emerging Technologies | 67,931    | 0       | 1,798     | 69,729    |
| Fiscal Services       | 378,445   | 0       | 2,907     | 381,352   |
| HR                    | 283,881   | 4,304   | 17,036    | 305,221   |
| Development           | 509,192   | 14,413  | 54,078    | 577,684   |
| Admin                 | 957,824   | 0       | 497,430   | 1,455,253 |
|                       | 7,302,665 | 151,259 | 1,092,552 | 8,546,476 |

## IT Resources for Library Patrons as of December 2010 (Part 1)

|  | Library West | MSL   | Journalism  | Music | AFA         | Education                             | SASC        | HSCL                                  | TOTAL   |
|--|--------------|---|-------------|-------|-------------|---------------------------------------|-------------|---------------------------------------|---|
|  | No of Units  | Notes   | No of Units | Notes | No of Units | Notes                                 | No of Units | Notes                                 | No of Units   |
| General Use Computers                            | 100          | 92  | 8           | 6     | 15          | 18                                    | 8           | 60                                    | All public computers have minimum 19" screen<br>307                               |
| High End Computers                               | 20           | All equipped with dual monitors. Adobe CS suite, 3dmax installed  |             |       |             |                                       |             | 10                                    | (4) 24" iMac, (2) PC w/dual 24", (4) PC with special stat. software<br>30         |
| Group Study Computers                            | 18           | 16 computers are equipped with circular boots. 2 computers are equipped with large format plasma monitors |             |       |             |                                       |             | 11                                    | (2) 65", (6) 52" in public areas, (3) 37" in larger study rooms<br>29             |
| Microform Computers                              | 8            | Scans Microfilm, Microfiche, & Slides   |             |       | 1           | Scans Microfilm, Microfiche, & Slides | 1           | Scans Microfilm, Microfiche, & Slides | 16  |
| Bloomberg Computer                               | 1            |   |             |       |             |                                       |             |                                       | 1   |
| Laptops available for checkout                   | 25           | 30  |             |       |             |                                       |             |                                       | 55  |
| Classroom Computers                              | 20           | 22  |             |       |             | 24                                    |             | 37                                    | 103   |
| Total Public Use Computers                       | 192          | 146   | 8           | 6     | 15          | 43                                    | 9           | 122                                   | * When classes not taught, classroom computers available to general public<br>541 |
| Standard Format Scanner                          | 16           | 2   | 2           |       | 1           | 3                                     | 1           | 3                                     | 28  |
| Large Format Scanner                             | 1            | 1   |             |       | 2           |                                       |             |                                       | 4   |
| Special Scanners                                 |              |   |             |       | 2           | Scanner for projector slides          |             |                                       | 2   |
| Total Public Use Scanners (not including Cannon) | 17           | 3   | 2           |       | 5           | 3                                     | 1           | 3                                     | (2) on second floor, (1) on first floor<br>34                                     |

(Continued on next page)

## IT Resources for Library Patrons as of December 2010 (Part 2)

|   |   | Library West  | MSL | Journalism  | Music | AFA | Education   | SASC | HSCL  | TOTAL                   |
|---|---|---|-----|---|-------|-----|---|------|---|-------------------------|
| Video Conference Equipment available for checkout | 1 |   |     |   |       |     |   |      |   | 2                       |
| Flip Video cameras available for checkout         | 3 |   |     | 1   |       |     | 2   | 1    |   | 7                       |
| Group DVD/VHS Booths                              | 8 |   | 4   |   |       |     |   | 1    |   | 13                      |
| Media Rooms available for checkout                | 2 | Studio quality audio, 47" plasma, large format scanners, Adobe CS suite, 3Dmax, video editing, Dragon NaturallySpeaking |     |   |       |     |   |      |   | 2                       |
| Group Study Media Room available for checkout     | 1 |   |     |   |       |     |   |      | 1   | 70" multi touch monitor |
| Computer or Instruction Classroom(s)              | 2 | LCD Projector, DVDVHS Player, Microphone  | 1   | LCD Projector, DVDVHS Player, Microphone, Smart Board |       |     | LCD Projector, DVDVHS Player, Instructor PC Installed with touch screen smart display | 1    | Dual 52" LCD monitors, specialized software (Endnote, Reference Manager, Electronic Medical Record mg., etc.) | 5                       |

## George A Smathers Libraries

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

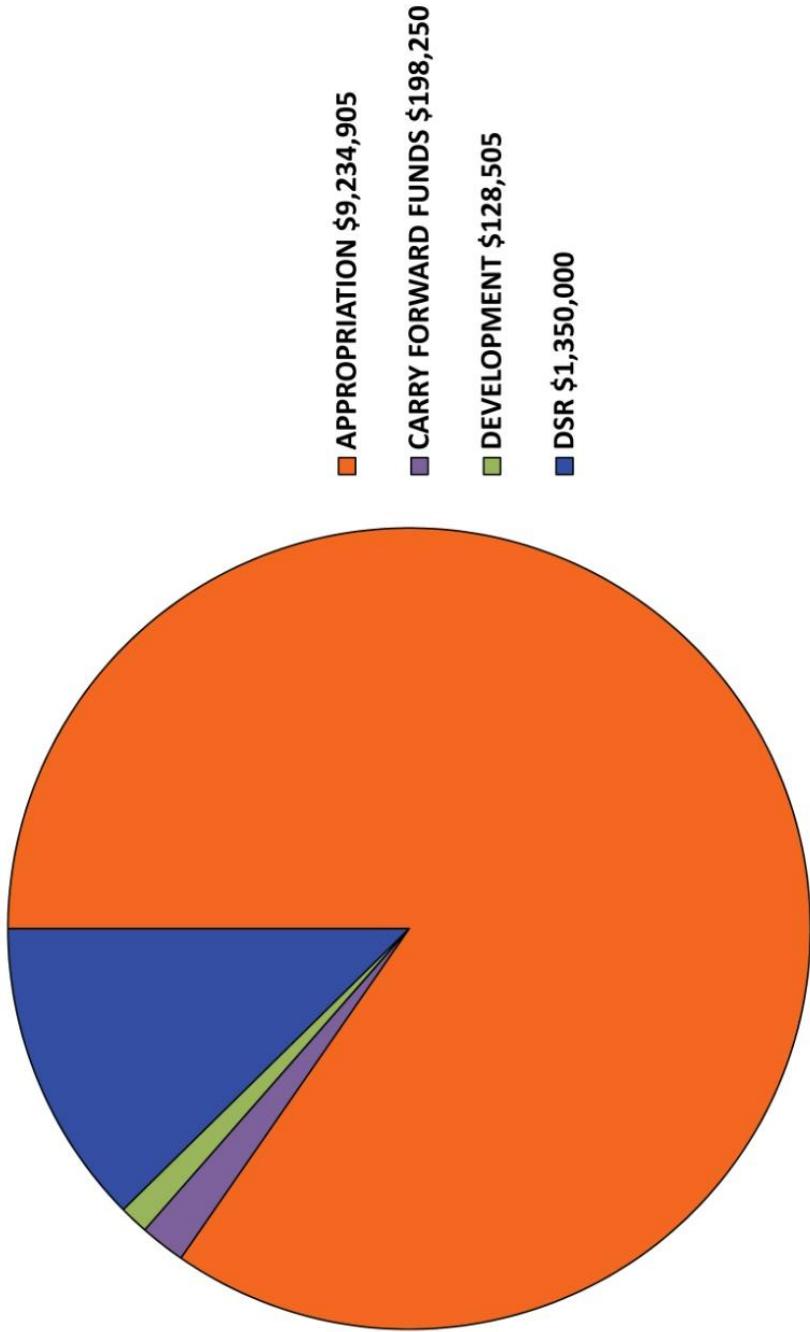
\*With 37 additional hours per week in Library West and Marston prior to and during exams

The Libraries are open each week to the public for a combined total of 557 hours, and over three million people visited the Libraries last year, but these numbers do not reflect the full usage of the collections and services. 65The library website receives hundreds of thousands of hits each year from UF staff, faculty, and students who use the library through the VPN or EZProxy.

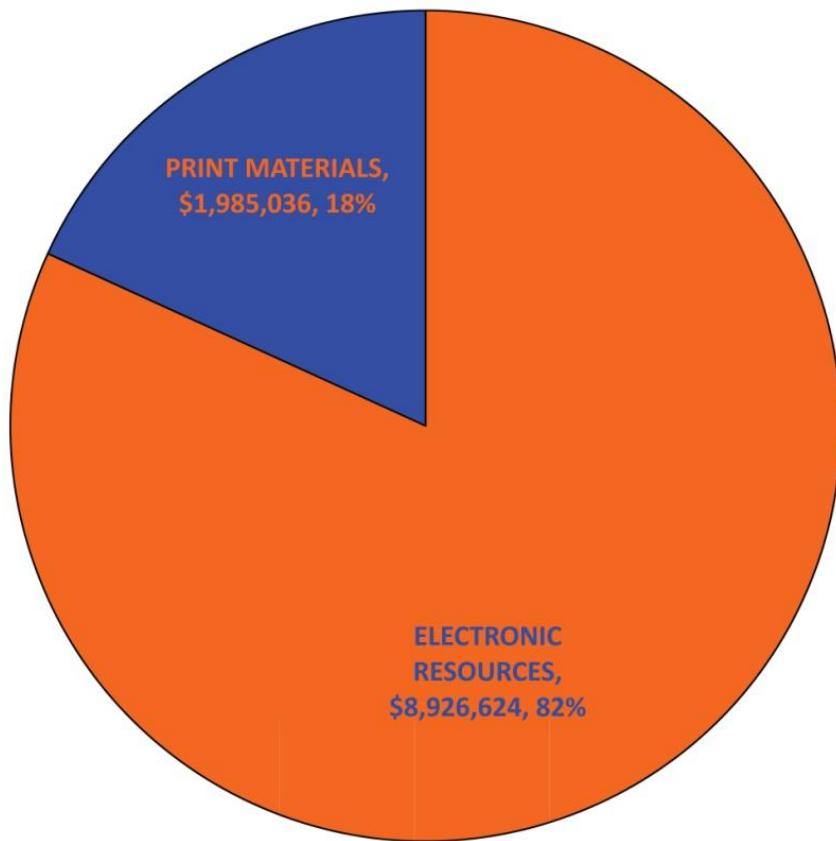
## **Acquisition of Library Materials**

The primary purpose of library collections is to provide content to support every discipline that is taught and every field in which UF conducts research. The following charts reflect the breakdown of expenditures for materials by funding source, material type, and academic discipline. Please note, HSCL expenditures by college closely parallel the percentage of research awards for each college, as shown in Appendix C.

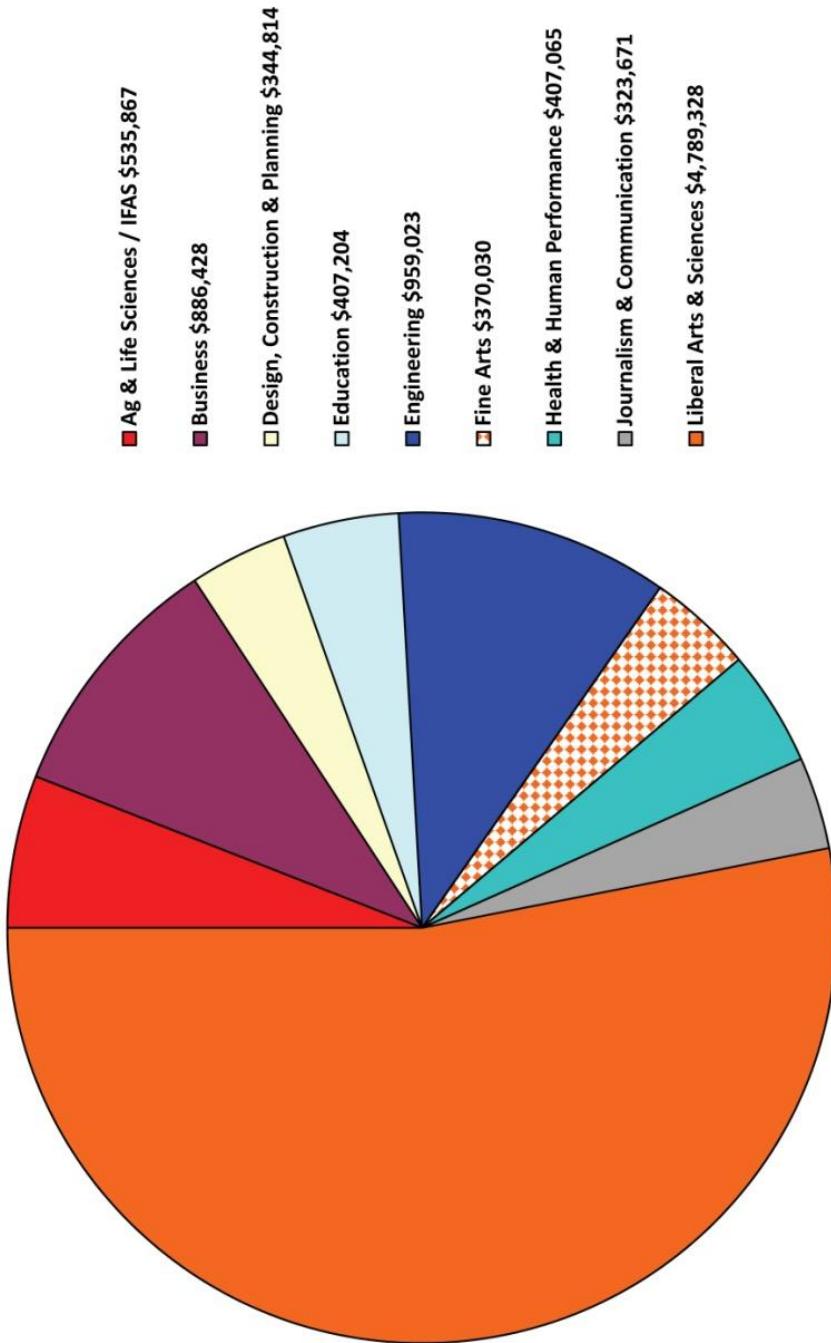
**SMASTHERS LIBRARIES**  
**2009-2010 LIBRARY RESOURCES EXPENDITURES BY SOURCE OF FUNDS**  
**TOTAL = \$10,911,660**



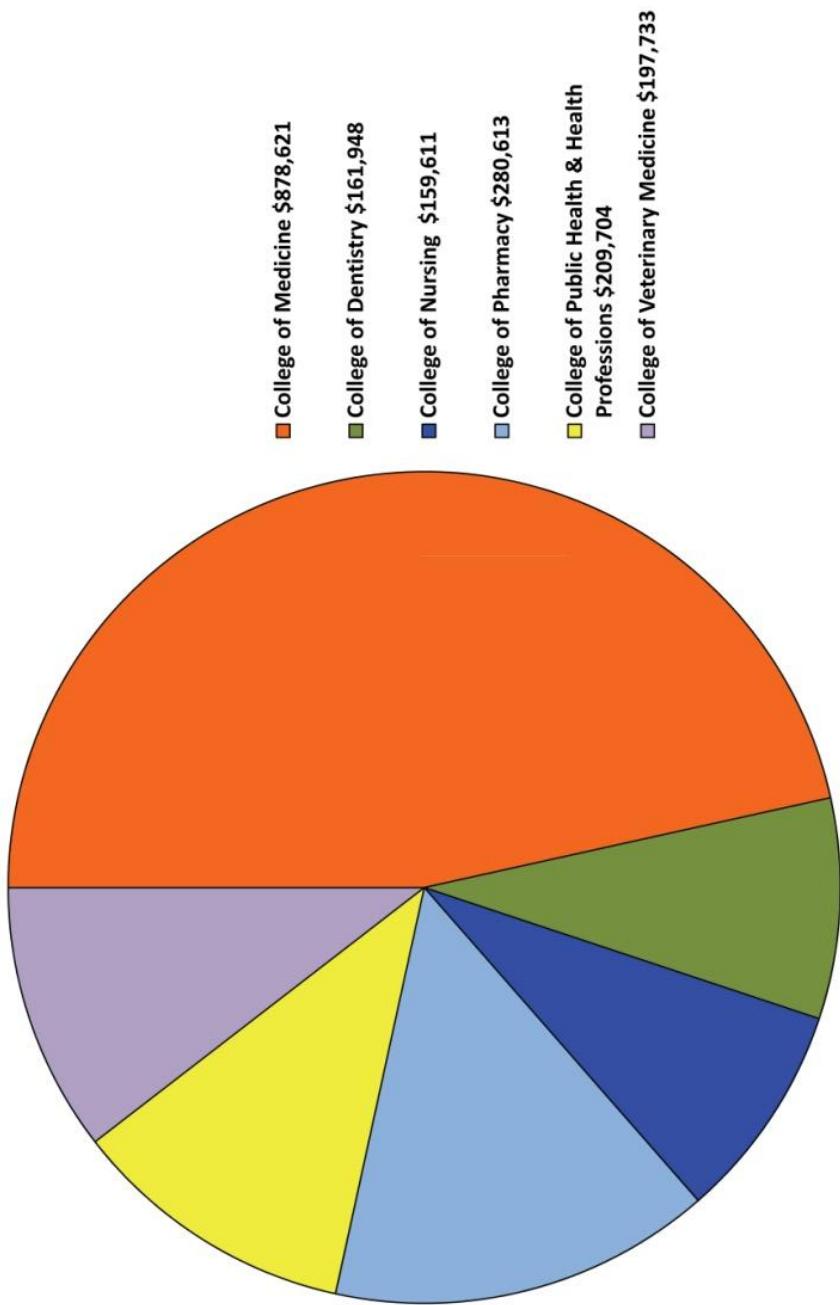
SMATHERS LIBRARIES  
2009-2010 ELECTRONIC VS. PRINT LIBRARY RESOURCES EXPENDITURES  
TOTAL = \$10,911,660



**UNIVERSITY LIBRARIES**  
**2009-2010 LIBRARY RESOURCES EXPENDITURES BY COLLEGE**  
**TOTAL \$9,023,430**



**HEALTH SCIENCE CENTER LIBRARIES**  
**2009-2010 EXPENDITURES**  
**TOTAL \$1,888,230**



## **5. Benchmarks**

For the Comprehensive Budget Review, two benchmark analyses are provided.

The first, an “Assessment of UF Libraries Compared to Peer Academic Institutions” developed by library administration, compares the resources of the UF Libraries and the demand measures for UF to eight similar academic institutions.

The second is the Institutional Comparison section and appendixes from “The Future of the Library” report presented to the UF Provost in December 2006 by a committee of faculty from across the campus. These excerpted sections are copied verbatim from this document. The complete report is available through the Provost’s website at [http://www\\_aa.ufl\\_edu/search\\_committees/futureofthelibrary/](http://www_aa.ufl_edu/search_committees/futureofthelibrary/).

### **2010 Assessment of UF Libraries Compared to Peer Academic Institutions**

The following analysis, based on published statistical data, provides an assessment of the resources of the UF Libraries and the demand measures for UF compared to other similar academic institutions. The data has been interpreted using a number of different approaches and the interpretations are based on a variety of measures for library resources and university characteristics that influence the demand for library materials and services. The two consistent findings throughout are that the scope of the population and programs at UF are significantly above average and the fiscal and human resources available to the UF libraries are significantly below average when compared to those of peer institutions. Said differently, the data collected indicates there is a considerable and uniquely steep gap between the scale of this university’s programs and populations and the resources of the UF library system.

This data lends context to the proposal for increased and sustained investments in the UF libraries submitted as part of the Libraries 2011-2012 budget. As the university transitions to managing its budget under RCM, there is an opportunity to redress the chronic underfunding of the libraries and establish a level of funding that is more appropriate to the size and complexity of the university.

### **Selection of Peers for Comparison**

A wide variety of institutions was considered before arriving at the following as comparators: University of Michigan; University of North Carolina, Chapel Hill; University of Wisconsin, Madison; University of Washington; Ohio State University; University of Pittsburgh; University of Minnesota; and Michigan State University. Each university is a member of the Association of American Universities and the library system for each is a member of the Association of Research Libraries. Each university is a large, public, research institution, with four or more health colleges and a law school. Four (Wisconsin, Washington, Ohio State and Michigan State) are Land Grant

institutions, as is UF. As shown in the table below, all of these universities are ranked in the top 30 public universities by *US News & World Report* for 2010. UF is ranked 15.

|  | US News Ranking |
|--|-----------------|
| University of Michigan                     | 4               |
| University of North Carolina – Chapel Hill | 5               |
| University of Wisconsin                    | 9               |
| University of Washington                   | 11              |
| <b>University of Florida</b>               | <b>15</b>       |
| Ohio State University                      | 18              |
| University of Pittsburgh                   | 20              |
| University of Minnesota                    | 22              |
| Michigan State University                  | 29              |

In analyzing the collected data, a number of comparisons are based on two groupings of these peers: all eight of the non-UF institutions and those 4 institutions with higher rankings than UF. This layered comparison is possible due to the fortuitous placement of UF in the middle of the nine rankings. Where relevant, the peer group used in the comparisons is indicated.

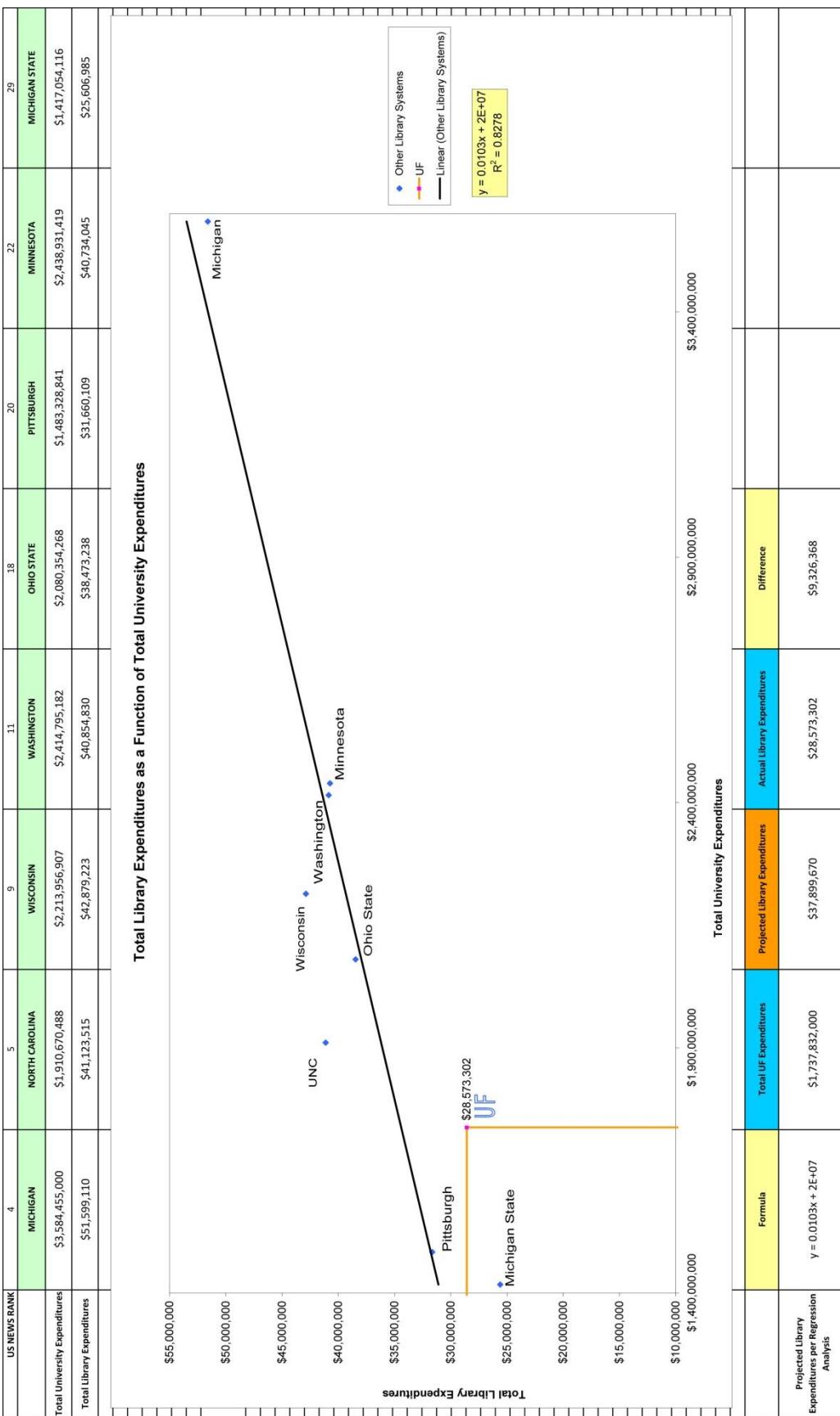
## Data Sources

The data used in this report was collected from two sources. The university data came from the institutions' fall 2008 Integrated Postsecondary Education Data System (IPEDS) report submitted to US Department of Education's Institute for Education Sciences. The library data came from the most recent published (2008) ARL Statistics from the Association of Research Libraries.

## Results of the Data Analysis

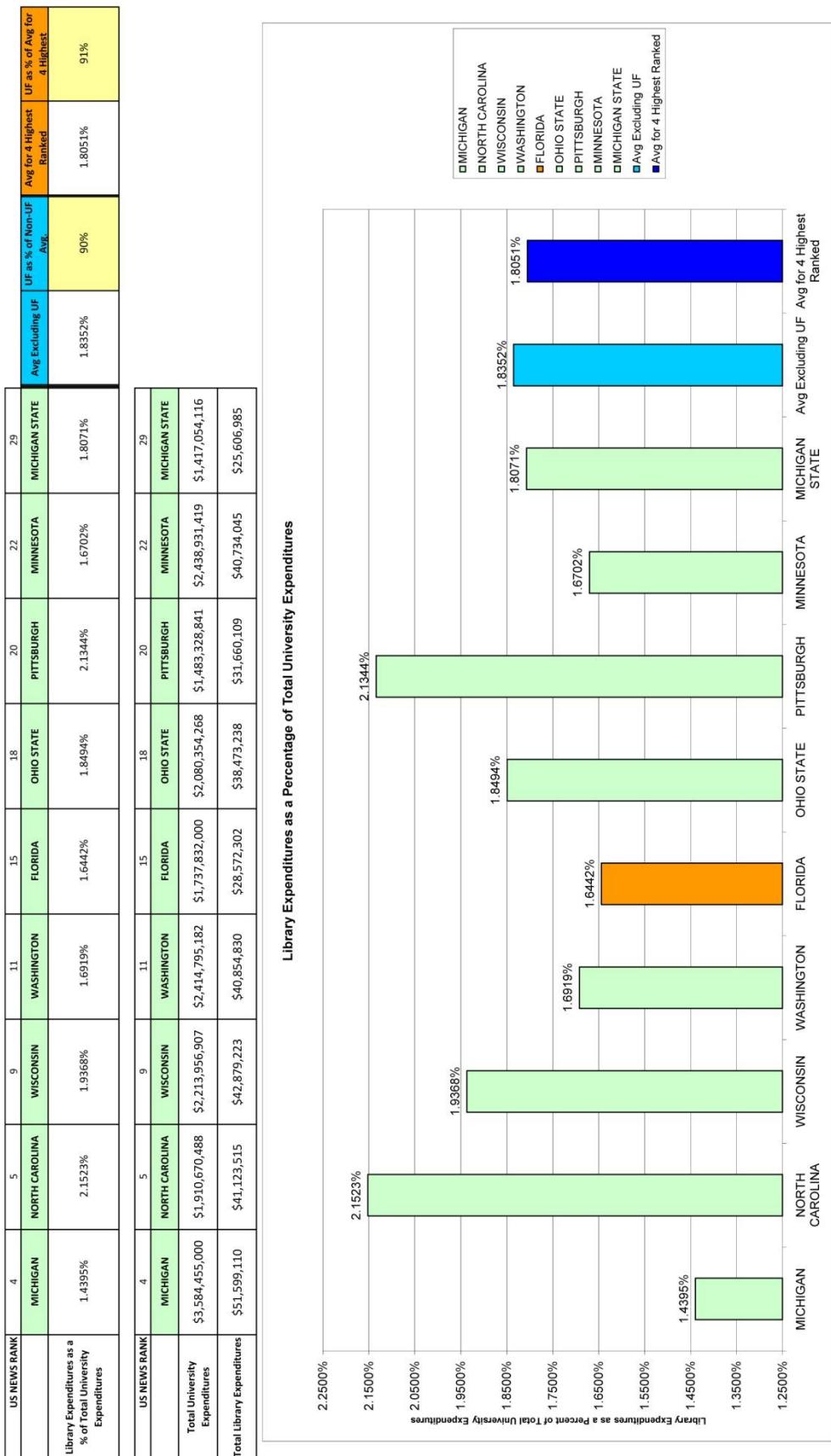
The data and analysis are depicted in 5 charts in this narrative.

- **Total Library Expenditures as a Function of Total University Expenditures**  
The table reports the total university and total library expenditures for each peer institution. Included is a scatter chart reflecting this data and the resulting trend line. The data for UF and the UF library system is also depicted and its plot is considerably below the trend line. Please note the correlation coefficient ( $r^2$ ) for these two data series is .83, representing a strong correlation. Using the formula from the linear regression analysis of this data for the peer institutions and applying the figure for UF total expenditures, the projection for comparable library expenditures is calculated at \$37,899,670, while the actual UF expenditures for this period were \$28,573,302. Accounting for the size of the university's financial resources, this figure represents a considerable gap in the level of investment in library resources between UF and these eight peer institutions.



- **Library Expenditures as a Percentage of Total University Expenditures**

This table and bar chart reflect library expenditures as a percentage of the total university expenditures. The UF library system's expenditures as a percentage of the university expenditures are the second lowest for all peers. The only lower percentage is for Michigan, which is a result of the huge level for total university expenditures (more than double the total expenditures for a number of the peer universities). The total expenditures for the Michigan libraries were \$51.6 million, which is the highest for all peer institution libraries and 38% above the average for library expenditures of the 8 peer institutions. The expenditures by the UF library system as a percentage of the university's expenditures is 10% below the average percentage for both peer sets (all 8 institutions and the 4 higher ranked institutions). Without the downward skewing of the average percentages caused by Michigan, the gap between UF and its peers would be even more pronounced.



- **Comparison of UF Library and University Statistics With Peer Institutions**  
This table compares library and institutional statistics across UF and the 8 peer universities. UF statistics are compared to the averages for the eight peers (blue highlighted heading) and the four higher ranked peers (orange highlighted heading). The yellow highlighted cells reflect UF as a percentage of the averages. The ‘Library Statistics’ represent resources and the UF library system falls significantly below the average for each of these measures for both peer sets. The ‘University Statistics’ are a reflection of demand and UF is above the average for each of the measures for both peer sets. There is a definite disparity between library resources and the characteristics of the university that reflect demand for library services and materials when compared to these peer institutions. These resource and demand statistics are further interpreted in the final two charts.

| Comparison of UF Library and University Statistics With Peer Institutions              |              |              |              |              |              |              |              |              |              |                  |                        |                          |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|------------------|------------------------|--------------------------|
| US NEWS RANK   | 4            | 5            | 9            | 11           | 15           | 18           | 20           | 22           | 29           | MICHIGAN STATE   | MINNESOTA              | PITTSBURGH               |
| LIBRARY STATISTICS (Source: 2007-2008 Association of Research Libraries Statistics)    |              |              |              |              |              |              |              |              |              |                  |                        |                          |
| EXPENDITURES   |              |              |              |              |              |              |              |              |              | Avg Excluding UF | UF as % of Non-UF Avg. | Avg for 4 Highest Ranked |
| Library Materials Expenditures   | \$20,525,876 | \$16,322,573 | \$10,974,532 | \$14,862,427 | \$12,427,750 | \$13,178,838 | \$14,857,024 | \$16,578,284 | \$11,267,304 | \$14,820,857     | 84%                    | \$15,671,352             |
| Total Library Expenditures   | \$51,599,110 | \$41,123,515 | \$42,879,223 | \$40,954,830 | \$26,573,302 | \$38,472,238 | \$31,660,109 | \$40,734,045 | \$25,606,985 | \$39,116,382     | 73%                    | 44,114,170               |
| PERSONNEL SALARIES   |              |              |              |              |              |              |              |              |              |                  |                        | 65%                      |
| Salaries & Wages Professional Staff  | \$11,897,358 | \$10,086,200 | \$14,155,552 | \$11,904,128 | \$6,042,307  | \$8,394,752  | \$6,678,304  | \$7,854,878  | \$5,251,600  | \$9,602,922      | 63%                    | \$12,160,810             |
| Total Salaries & Wages   | \$25,853,159 | \$18,943,723 | \$23,459,430 | \$22,029,970 | \$13,953,783 | \$16,642,379 | \$12,538,822 | \$18,117,695 | \$11,669,365 | \$18,656,818     | 75%                    | \$22,571,571             |
| PERSONNEL-FTE  |              |              |              |              |              |              |              |              |              |                  |                        | 62%                      |
| Professional Staff (FTE)   | 169          | 148          | 229          | 193          | 102          | 143          | 120          | 111          | 82           | 149              | 68%                    | 185                      |
| Support Staff (FTE)  | 305          | 209          | 166          | 206          | 190          | 156          | 173          | 200          | 122          | 192              | 99%                    | 222                      |
| Total Staff (FTE)  | 570          | 452          | 553          | 523          | 381          | 470          | 382          | 394          | 288          | 454              | 84%                    | 525                      |
| US NEWS RANK   | 4            | 5            | 9            | 11           | 15           | 18           | 20           | 22           | 29           | MICHIGAN STATE   | MINNESOTA              | PITTSBURGH               |
| UNIVERSITY STATISTICS (Source: National Center for Educational Statistics - Fall 2008) |              |              |              |              |              |              |              |              |              |                  |                        |                          |
| PhD's Awarded  | 710          | 600          | 755          | 631          | 858          | 759          | 392          | 775          | 458          | 635              | 135%                   | 674                      |
| Prof Degrees Awarded   | 730          | 604          | 646          | 503          | 1,250        | 852          | 563          | 788          | 324          | 626              | 200%                   | 621                      |
| Total PhD's and Prof Degrees   | 1,440        | 1,204        | 1,401        | 1,134        | 2,108        | 1,611        | 955          | 1,563        | 782          | 1,261            | 167%                   | 1,295                    |
| PhD Fields   | 118          | 69           | 107          | 80           | 124          | 103          | 68           | 100          | 112          | 95               | 131%                   | 94                       |
| Faculty(Full Time)   | 5,290        | 2,969        | 3,086        | 3,668        | 4,399        | 3,217        | 4,123        | 2,623        | 2,615        | 3,449            | 128%                   | 3,753                    |
| Total Student Enrollment   | 41,028       | 28,567       | 44,620       | 49,933       | 51,474       | 53,715       | 35,048       | 51,140       | 46,510       | 43,195           | 119%                   | 39,787                   |
| Total Graduate & Prof Students   | 15,034       | 10,672       | 11,758       | 11,139       | 16,820       | 13,503       | 10,135       | 18,533       | 10,305       | 12,579           | 134%                   | 12,026                   |

- **UF Library Compared to Average Resources of Peer Libraries**

One of the challenges in analyzing data across institutions is the need to reflect differences in the scale of the institutions. The peer group serves as a group of similar universities, but there are still variances in programs and populations. The following tables compare three library resource measures (Library Material Expenditures, Professional Staff FTE and Total Staff FTE) to several factors intended to capture the parent institution's size or scale: full time Faculty, PhD Fields, PhD's and Professional degrees awarded, Graduate and Professional Student count, and Total Student Enrollment. The statistic used here is UF's percentage of the average of each resource measure divided by the indicated university statistic. For example, UF's materials expenditures per faculty are 64% of the average for all eight peers. As another example, UF's total library staff per total student enrollment is 68% of the average for all eight peers. The second table compares UF to just the four higher ranked peer institutions. While the exact percentages vary and no one factor is authoritative when viewed by itself, it is notable that in no comparison for either peer group does the UF library system exceed 68% of the average.

### UF Library Compared to Average Resources of Peer Libraries

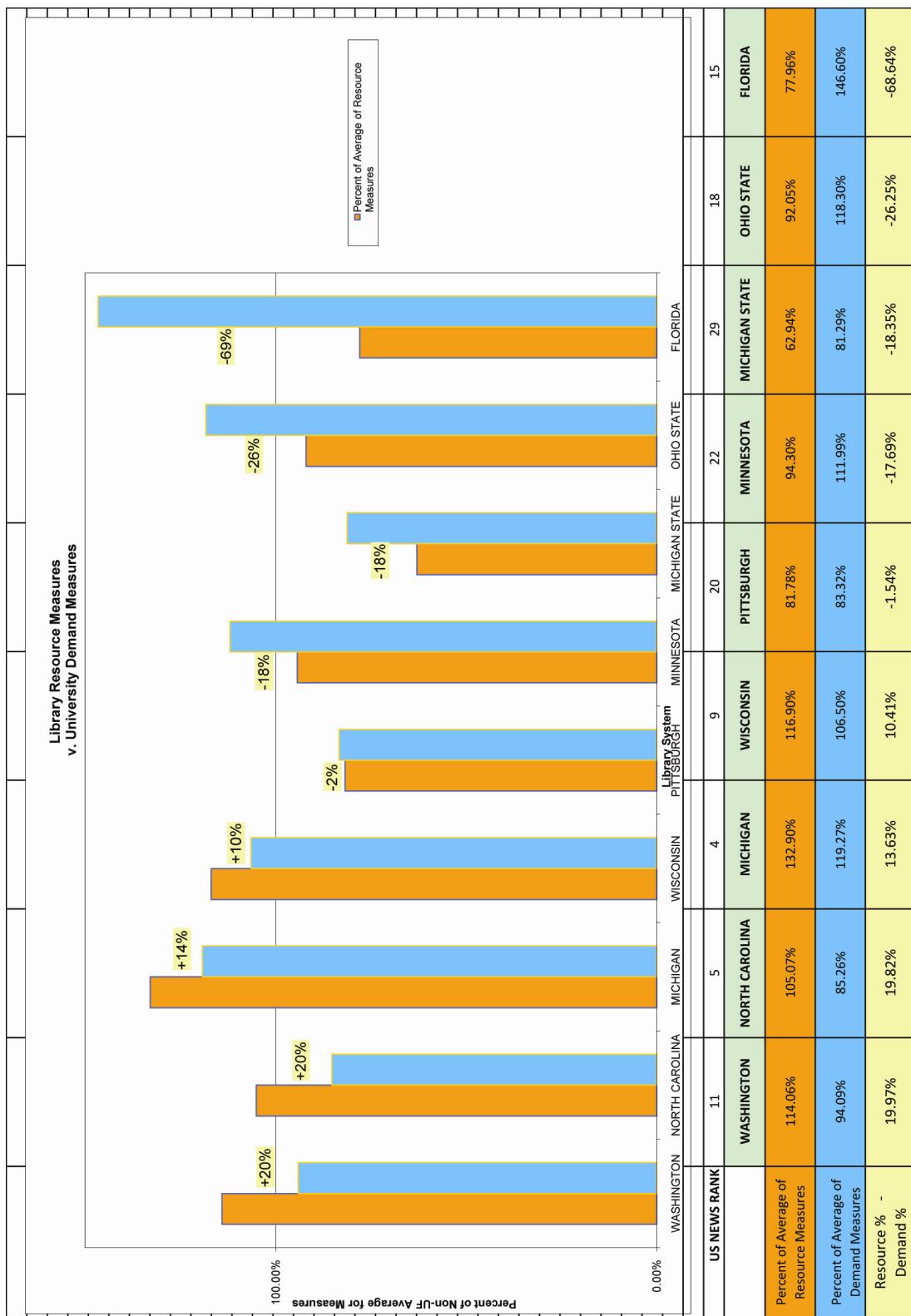
| UF Library Compared to Average Resources of 8 Peer Libraries<br>(Michigan, UNC Chapel Hill, Wisconsin, Washington, Ohio State, Pittsburgh, Minnesota, and Michigan State) |   |  | UF Library Compared to Average Resources of 4 Peer Libraries for Higher Rated Universities<br>(Michigan, UNC Chapel Hill, Wisconsin, and Washington) |   |   |
|---|---|--|--|---|---|
| University Statistic as Basis of Comparison   | Library Materials Expenditures (UF as % of Non-UF Avg.) | Total Library Staff (FTE) (UF as % of Non-UF Avg.) | University Statistic as Basis of Comparison  | Library Materials Expenditures (UF as % of Avg for 4 Highest) | Professional Library Staff (FTE) (UF as % of Avg for 4 Highest) |
| Per No. of University Faculty   | 64%   | 52%  | 64%  | Per No. of University Faculty                                 | 67%<br>44%  |
| Per No. of PhD Fields   | 61%   | 50%  | 62%  | Per No. of PhD Fields   | 57%<br>40%  |
| Per No. of PhD's & Prof Degrees Awarded   | 40%   | 33%  | 40%  | Per No. of PhD's & Prof Degrees Awarded                       | 39%<br>27%  |
| Per No. of Total Graduate and Prof Students   | 61%   | 49%  | 61%  | Per No. of Total Graduate and Prof Students                   | 57%<br>39%  |
| Per Total Student Enrollment  | 67%   | 55%  | 68%  | Per Total Student Enrollment                                  | 59%<br>42%  |

- **Library Resource Measures v. University Demand Measures (2 pages)**  
For each peer institution, data reflects library resources: Library Materials Expenditures, Total Library Expenditures, Salaries and Wages for Professional Staff, Total Salaries and Wages, and FTE counts for Professional Staff, Support Staff and Total Staff. Data also reflects the scale and diversity of the university's programs: PhD's awarded, Professional Degrees awarded, combined PhD's and Professional degrees awarded, PhD Fields, full time Faculty and Total Student Enrollment. For each measure the average, excluding UF, was calculated along with the percentage for each institution compared to this average. For example, looking at Library Resource Measures in the table, Michigan spent 138% of the non-UF average for library materials. As another example, looking at the Demand Measures, Michigan State only generated 72% of the non-UF average for the number of PhD's awarded. The average percentage of each university's resource and demand measures is reported, respectively, in the orange and blue highlighted cells of the table. The bar graph reflects these overall averages and shows the relationship of resource and demand for each institution. For example, the University of Washington's Library Resource Measures are 20% higher than the Demand Measures, while the comparable measures for UF show that Library Resource Measures are 69% below those for Demand Measures. The graph depicts the uniquely large gap between the UF library system's comparison to averages for resource versus demand measures compared to these peer institutions. The conclusion is that UF library resources are not measuring up to the demand measures for such a large and complex institution.

### Library Resource Measures v. University Demand Measures

**Library and University Statistics as a % of the Non-UF Average for Each Statistic**

| US NEWS RANK                                   | 4        | 5              | 9         | 11         | 15      | 18         | 20         | 22        | 29             |
|--|----------|----------------|-----------|------------|---------|------------|------------|-----------|----------------|
|  | MICHIGAN | NORTH CAROLINA | WISCONSIN | WASHINGTON | FLORIDA | OHIO STATE | PITTSBURGH | MINNESOTA | MICHIGAN STATE |
| <b>LIBRARY RESOURCE Measures</b>               |          |                |           |            |         |            |            |           |                |
| Library Materials Expenditures                 | 138.49%  | 110.13%        | 74.05%    | 100.28%    | 83.85%  | 88.92%     | 100.24%    | 111.86%   | 76.02%         |
| Total Library Expenditures                     | 131.91%  | 105.13%        | 109.62%   | 104.44%    | 73.05%  | 98.36%     | 80.94%     | 104.14%   | 65.46%         |
| Salaries & Wages Professional Staff            | 123.89%  | 111.28%        | 147.41%   | 123.96%    | 62.92%  | 87.42%     | 69.55%     | 81.80%    | 54.69%         |
| Total Salaries & Wages                         | 138.57%  | 101.54%        | 125.74%   | 118.08%    | 74.79%  | 89.20%     | 67.21%     | 97.11%    | 62.55%         |
| Professional Staff (FTE)                       | 113.14%  | 99.08%         | 153.31%   | 129.21%    | 68.28%  | 95.73%     | 80.33%     | 74.31%    | 54.90%         |
| Support Staff (FTE)                            | 158.75%  | 108.78%        | 86.40%    | 107.22%    | 98.89%  | 81.20%     | 90.05%     | 104.10%   | 63.50%         |
| Total Staff (FTE)                              | 125.55%  | 99.56%         | 121.81%   | 115.20%    | 83.92%  | 103.52%    | 84.14%     | 86.78%    | 63.44%         |
| Average of Resource Measures                   | 132.90%  | 105.07%        | 116.90%   | 114.06%    | 77.96%  | 92.05%     | 81.78%     | 94.30%    | 62.94%         |
|  |          |                |           |            |         |            |            |           |                |
| US NEWS RANK                                   | 4        | 5              | 9         | 11         | 15      | 18         | 20         | 22        | 29             |
|  | MICHIGAN | NORTH CAROLINA | WISCONSIN | WASHINGTON | FLORIDA | OHIO STATE | PITTSBURGH | MINNESOTA | MICHIGAN STATE |
| <b>DEMAND Measures (University Statistics)</b> |          |                |           |            |         |            |            |           |                |
| PhD's Awarded                                  | 111.81%  | 94.49%         | 118.90%   | 99.37%     | 135.12% | 119.53%    | 61.73%     | 122.05%   | 72.13%         |
| Prof Degrees Awarded                           | 116.57%  | 96.45%         | 103.15%   | 80.32%     | 199.60% | 136.05%    | 89.90%     | 125.83%   | 51.74%         |
| Total PhD's and Prof Degrees                   | 114.17%  | 95.46%         | 111.08%   | 89.91%     | 167.14% | 127.73%    | 75.72%     | 123.92%   | 62.00%         |
| PhD Fields                                     | 124.70%  | 72.92%         | 113.08%   | 84.54%     | 131.04% | 108.85%    | 71.86%     | 105.68%   | 118.36%        |
| Faculty (Full-Time)                            | 153.38%  | 86.09%         | 89.48%    | 106.35%    | 127.55% | 93.28%     | 119.55%    | 76.05%    | 75.82%         |
| Total Student Enrollment                       | 94.98%   | 66.13%         | 103.30%   | 104.02%    | 119.17% | 124.35%    | 81.14%     | 118.39%   | 107.67%        |
| Total Graduate & Prof Students                 | 119.27%  | 85.26%         | 106.50%   | 94.09%     | 146.60% | 118.30%    | 83.32%     | 111.99%   | 81.29%         |



## **Conclusion**

The data is scalable to the size and funding level of UF. From this data, it is clear that the library resources at UF are insufficient to support appropriately the students, faculty and research enterprise at UF. Compared to peer institutions, even those ranked below UF by *US News & World Report*, the students, faculty and researchers at UF are not afforded comparable library resources and services.

### **2006 Assessment of UF Libraries Compared to Peer Academic Institutions**

In 2006, Provost Fouke charged a committee of campus faculty to develop a report on the future of the Libraries at UF. The committee membership represented Chemistry, English, Economics, Molecular Genetics and Microbiology/Pediatrics, Classics, Anthropology, Law, French, Art, Zoology, Microbiology and Cell Science, and History. *The Future of the Library* report was presented to the UF Provost in December 2006.

The 47 page report includes a detailed Institutional Comparison section, with two appendixes, which assessed the resources of the UF Libraries as compared to other academic libraries. Following the discussion and conclusions related to the libraries at the University level, the Institutional Comparison has an additional section that provides analysis specific to the Health Science Center Library. These components of the report are excerpted verbatim below. The complete report is available from the Provost's website at: [http://www\\_aa.ufl\\_edu/search\\_committees/futureofthelibrary/](http://www_aa.ufl_edu/search_committees/futureofthelibrary/).

## **I. Institutional Comparisons**

In considering what the future holds for UF libraries, it was first important to determine where we now stand, establishing a baseline for recommendations in this report. Traditionally, academic libraries have been ranked by the Association of Research Libraries (ARL). Currently, the ARL bases its rankings on five measures: volumes held, volumes added, current serial titles, total operating expenditures, and number of professional and support staff. As examples, the 2003-2004 rankings show Michigan State ranked as 39, Florida 38, Arizona 30, Ohio State 21, Wisconsin 11, Berkeley 4, and Harvard 1. Libraries with top ARL rankings are usually at large institutions and have histories of stable and adequate funding.

In this report we compare the University of Florida's library funding, both total and by major category, to that at other libraries. We choose two comparison groups. The first is ARL libraries at five large land-grant institutions(a "peer" group) with medical and law schools, and the second is all American universities that report data to ARL. Universities in the first group are close to us in size and mission, so that unadjusted expenditure comparisons are meaningful. That is not the case with the second group, which contains over eighty universities with more widely varying size and missions. To make comparisons meaningful, statistical methods are used to adjust expenditures for the number of students, the number of faculty, the presence of law and medical schools, and *U.S. News & World Report* rankings. For both comparisons, the latest statistics available represent the 2003-2004 academic year.

The institutions selected for comparison to Florida in the peer group are: Michigan State, Ohio State, the University of Arizona, the University of Minnesota, and the University of Wisconsin. For some comparisons, Arizona and Michigan State are omitted because their colleges in the health science fields are very different from ours.

### **Data Sources for Comparisons**

Unless otherwise noted, the library data presented is from the 2003-2004 statistical data collected by the Association of Research Libraries. It is available at an interactive search site maintained by the University of Virginia Library at <http://fisher.lib.virginia.edu/cgi-local/arlbin/arl.cgi?task=setupreport>. The health science center library data is from the 2003-2004 ARL Academic Health Science Library

Statistics available at <http://www.arl.org/stats/lawmed/medindex.html>. Data for Michigan State does not include health science library statistics.

### **Library-Institutional Factors**

In comparing libraries at the five peer institutions, we first present their major library user populations: undergraduates, graduate students, and faculty. Second, we compare their libraries' resources measured by research and instructional staffing, facilities, collection building, and expenditures. Finally, we normalize expenditures by degrees granted and by programs offered.

### **User Populations**

In 2003-2004, the Association of Research Libraries statistical report [<http://fisher.lib.virginia.edu/arls/index.html>] indicated that the user populations for each university were:

**Table 1. User populations at each institution, 2003-2004**

|                             | Arizona | Florida | Michigan State | Minnesota | Ohio State | Wisconsin |
|-----------------------------|---------|---------|----------------|-----------|------------|-----------|
| Full time students          | 30,149  | 42,042  | 38,355         | 35,071    | 43,796     | 36,672    |
| Full time graduate students | 5,932   | 10,825  | 7,657          | 8,898     | 10,212     | 9,493     |
| Full time faculty           | 1,428   | 2,865   | 1,972          | 1,626     | 2,967      | 2,076     |
| Total                       | 37,509  | 55,732  | 47,984         | 45,595    | 56,975     | 48,241    |

Ohio State and UF have the highest major user populations, over 55,000 each, divided in similar proportions among undergraduates, graduate students, and faculty. Michigan State, Minnesota, and Wisconsin—though also very large – have user populations of fewer than that 50,000.

### **Library Staff involved in Research and Instruction**

Table 2 shows the library professional and support staff at each university. In academic libraries, professional and support staff are the most heavily involved in providing instructional, reference and research services. The counts include staff at various branch libraries. Florida includes the staffing of all ten branches in its count.

**Table 2. Library Staff supporting instructional and research**

|                            | Arizona<br>(L, M) | Florida<br>(B,L,M) | Michigan<br>State<br>(L) | Minnesota<br>(L,M) | Ohio St.<br>(L,M) | Wisconsin<br>(L,M) |
|----------------------------|-------------------|--------------------|--------------------------|--------------------|-------------------|--------------------|
| <b>Professional Staff*</b> | 100               | 112                | 81                       | 98                 | 121               | 217                |
| <b>Support Staff</b>       | 159               | 208                | 123                      | 200                | 159               | 185                |
| <b>Total</b>               | 259               | 320                | 204                      | 298                | 280               | 402                |

**Includes:** B (branches), L (law), M (medical)

Of note here is the fact that Wisconsin has almost twice Florida's professional staff, although UF serves approximately 7,500 more users. Aside from Wisconsin, UF's professional staffing is roughly in line with that of the other institutions, with a relatively large support staff.

## Facilities

Only two data factors related to facilities are touched upon in this report: branch libraries and square footage of the main library. Branch libraries are important because of their staffing and collection implications.

**Table 3. Number of branch libraries at each institution**

|                  | Arizona | Florida | Michigan<br>State | Minnesota | Ohio<br>State | Wisconsin |
|------------------|---------|---------|-------------------|-----------|---------------|-----------|
| Branch libraries | 3       | 10      | 14                | 5         | 20            | 40        |

With the acceleration in the use of electronic resources, square footage has become less useful as a measure of collection richness. Nonetheless, it does provide a heuristic measure of collection breadth and depth. It is also related to Frazier's concept of an academic library as a social-academic "collaboratory," or workspace. The size of each main library is given in Table 4.

**Table 4.**  
**Square footage of main libraries**

| Institution    | Square Footage |
|----------------|----------------|
| Arizona        | 263,696        |
| Florida        | 177,000        |
| Michigan State | 313,936        |
| Minnesota      | 382,213        |
| Ohio State     | 299,695        |
| Wisconsin      | 363,085        |

## Collection Building by Book and Byte

Another section of this report (**III Balancing the Collections**) analyzes the collections at UF. Here, we compare collection sizes and expenditures, though the availability of electronic resources has made total volume counts less meaningful for some purposes as we migrate to electronic access. This is especially true for some of the sciences. For many fields in the humanities and social sciences, however, access to large print collections still determines the richness of a library collection. Table 5 below shows total collection sizes reported in 2004.

**Table 5.**

Total volumes held in universities and total medical volumes

| Institution    | Total Volumes     | Total Medical Volumes       |
|----------------|-------------------|-----------------------------|
| Arizona        | 5,201,065 (L,M)   | 233,682                     |
| Florida        | 4,075,290 (L,M,B) | 348,046                     |
| Michigan State | 4,747,959 (L)     | Not included in ARL reports |
| Minnesota      | 6,374,293(L,M)    | 477,861                     |
| Ohio State     | 5,809,505 (L,M)   | 214,766                     |
| Wisconsin      | 7,807,097 (L,M,B) | 315,657                     |

Includes L=law, M=medicine, B=branch libraries

## Collection building in 2003-2004

Table 6 shows collection building during 2003-2004. Florida purchased fewer current serial titles (25,330) than any of its five peers. Ohio State, at 35,561, was next lowest. Wisconsin bought over 55,000 current serial titles. In terms of monographs purchased, Florida bought approximately 47,500 (third lowest); both Ohio State and Wisconsin each purchased some 20,000 more. Though we cannot say for sure without a more thorough look at monograph purchases, it is likely that the low monograph and serial purchases have the greatest impact on the humanities and social sciences. Electronic journal subscriptions may partially balance the serials situation portrayed here, but generally electronic journals are more closely aligned with science and technology.

**Table 6. Total current serials and monographs purchased, 2003-2004**

|                         | Arizona<br>(L,M) | Florida<br>(B,L,M) | Michigan<br>State (L) | Minnesota<br>(L,M) | Ohio St.<br>(L,M) | Wisconsin<br>(L,M) |
|-------------------------|------------------|--------------------|-----------------------|--------------------|-------------------|--------------------|
| Current<br>Serials      | 36,060           | 25,330             | 37,880                | 35,801             | 35,561            | 55,164             |
| Monographs<br>purchased | 56,666           | 47,528             | 30,693                | 37,161             | 67,671            | 68,483             |

Includes B (branches), L (law), M (medicine)

## Collection Building Expenditures

The expenditures listed below (Table 7) show the main classes of materials that were purchased in 2004. The total materials expenditures include formats beyond monographs and serials, but these are comparably insignificant. The total materials figure includes electronic journals, computer files (literature collections, periodical back files, etc.), and hardware and software.

**Table 7.**  
**Monographs, serials, and total materials expenditures for 2004**

|                    | Arizona      | Florida      | Michigan<br>State | Minnesota    | Ohio State   | Wisconsin    |
|--------------------|--------------|--------------|-------------------|--------------|--------------|--------------|
| Monographs         | \$2,683,130  | \$1,695,403  | \$1,802,797       | \$2,280,527  | \$3,507,436  | \$2,638,090  |
| Serials            | \$8,874,139  | \$7,217,600  | \$6,570,003       | \$9,291,150  | \$9,113,712  | \$6,727,764  |
| Total<br>materials | \$12,638,919 | \$10,167,169 | \$8,778,721       | \$11,847,047 | \$12,621,148 | \$10,596,306 |

### **Electronic vs. Print Expenditures**

Because electronic resources are often bundled for sale, it is extremely difficult to pull out individual number counts. Often several hundred electronic books and journals are available under one licensing agreement. However, some expenditure comparisons (Table 8) offer further insight into electronic vs. print formats.

Of interest in the serial situation is the fact that Florida and Wisconsin each spend less than two million dollars on electronic journals, while Arizona, Minnesota, and Ohio State spend about four million each. Initially, it appears that both Wisconsin and Florida may fail to acquire a large number of electronic journals; however, it is possible that consortial agreements have resulted in significant cost savings. It is unlikely, however, that Florida and Wisconsin have been in stronger bargaining positions than their peers.

**Table 8. Comparison of total serial to electronic serial expenditures for 2003-2004**

|  | Arizona     | Florida     | Michigan<br>State | Minnesota   | Ohio St.    | Wisconsin   |
|--|-------------|-------------|-------------------|-------------|-------------|-------------|
| Total<br>Expenditure for<br>Serials        | \$8,874,139 | \$7,217,600 | \$6,570,003       | \$9,291,150 | \$9,113,712 | \$6,727,764 |
| Expenditures<br>for Electronic<br>Journals | \$3,905,137 | \$1,801,347 | \$2,581,546       | \$3,946,325 | \$4,247,736 | \$1,605,662 |

Table 9 shows that Florida spends more on computer files than Ohio State and Minnesota, and less than Arizona, Michigan State, and Wisconsin. With respect to spending on computer hardware and software, Florida lags behind all of the peer

institutions and very far behind Wisconsin, spending only 24% as much as the average of the five peers. Even excluding Wisconsin, Florida spends only 36% as much as the average for the other four.

**Table 9.**  
**Expenditures on Computer files and hardware/software for 2003-2004**

|                          | Arizona   | Florida   | Michigan State | Minnesota | Ohio St.  | Wisconsin   |
|--------------------------|-----------|-----------|----------------|-----------|-----------|-------------|
| <b>Computer Files</b>    | \$488,191 | \$236,314 | \$387,800      | \$131,403 | \$31,837  | \$433,597   |
| <b>Hardware/software</b> | \$544,980 | \$227,038 | \$778,925      | \$676,862 | \$553,375 | \$2,168,246 |

### Overall Expenditure

Table 10 compares overall expenditures. The striking difference in staffing by Wisconsin noted earlier is also reflected in the salary category. Wisconsin spends more than any other university on salaries, nearly \$10 million more than UF.

**Table 10. Expenditures by main categories, 2003-2004**

|  | Arizona      | Florida      | Michigan State | Minnesota    | Ohio State   | Wisconsin     |
|--|--------------|--------------|----------------|--------------|--------------|---------------|
| Total Salaries   | \$11,150,833 | \$11,711,598 | \$10,379,727   | \$15,770,857 | \$12,880,990 | \$21,584,660  |
| Total Library Materials                                | \$12,638,919 | \$10,167,169 | \$8,778,721    | \$11,847,047 | \$12,621,148 | \$10,596,306  |
| Other Operating Expenditures & Miscellaneous Materials | \$3,694,102  | \$3,086,012  | \$3,444,330    | \$3,798,669  | \$2,731,127  | \$7,095,014** |
| Total Expenditures                                     | \$27,064,875 | \$25,112,380 | \$22,557,590   | \$31,640,604 | \$28,509,784 | \$39,251,812  |

**Notes:**  
Includes L=law, M=medical, B=branch  
\*No university spent more than \$550,000 on miscellaneous materials.  
\*\*Wisconsin indicates that a substantial amount of Other Operating Expenditures was prepaid in 2002-2003.

### Discussion

As noted earlier, the purpose of our comparison with a limited number of peer institutions is to avoid complications that arise from the differing needs of institutions with large differences in size and mission. To focus even more strongly on institutions that closely resemble Florida and have comparable medical schools, we now further limit the comparison group to Minnesota, Ohio State, and Wisconsin, with the caveat that Minnesota and Wisconsin have noticeably fewer undergraduates than either Ohio State or Florida. They do have more faculty, however.

We use the more restricted peer group to compare spending relative to the number of degrees granted and to the number of degree programs, which serve as additional

measures of user needs. In 2003-2004, UF granted more total degrees than Minnesota, Ohio State or Wisconsin. It lagged Minnesota and Ohio State in one category, professional degrees.

**Table 11. Degrees granted 2003-2004**

|               | Florida | Minnesota | Ohio State | Wisconsin |
|---------------|---------|-----------|------------|-----------|
| Bachelors     | 8,574   | 6,049     | 8,288      | 6,156     |
| Masters       | 3,022   | 2,677     | 2,606      | 1,968     |
| Doctorate     | 694     | 592       | 560        | 627       |
| Professional* | 539     | 715       | 782        | 631       |
| Total         | 12,290  | 10,033    | 12,236     | 9,382     |

\*includes dentistry, nursing, public health, law, medicine, veterinary medicine, and pharmacy

Also shown is a comparison of the majors offered for advanced research degrees. Counts were taken from the 2003-2004 graduate catalogs for each of the universities, when available online. The registrar's office at Ohio State was contacted directly. The Table 11 counts do not include professional degrees in law and medicine, but do include the doctorates associated with health sciences.

Because Florida offers almost 100 more research majors at the masters level than any of the other three universities, we expected that the collection breadth and depth and the library services would be larger and be reflected in higher levels of funding. This is not the case, however. Florida's spending is actually lower. Consequently, the spending per program at Florida is far below that at the other institutions.

**Table 12. Majors offered for advanced research degrees, 2003-2004**

|           | Florida | Minnesota | Ohio State | Wisconsin |
|-----------|---------|-----------|------------|-----------|
| M.A./M.S. | 233     | 112       | 127*       | 155       |
| Ph.D.     | 124     | 101       | 95         | 108       |

\* as of Fall 2005

Table 13 below shows funding available to support the doctoral degree research programs, assuming that undergraduate needs are sublimated, and expenses for the law and medical libraries are removed. For Florida, before computation we have subtracted five doctoral research programs served by the medical library. That is, the funds available for non-law and non-medical programs are divided by 119 instead of 124 to obtain the \$153,655 average per program for Florida. For Minnesota, Ohio State, and Wisconsin, we have not subtracted programs that may be served by their medical libraries. Consequently their numbers may be biased downward. Even so, they average 68% more funding per program than Florida.

|  | Florida    | Minnesota  | Ohio State | Wisconsin  |
|--|------------|------------|------------|------------|
| Total library expenditures                   | 25,112,380 | 31,640,604 | 28,509,784 | 39,251,812 |
| <u>Subtract</u> Medical library expenditures | -4,340,931 | -5,044,351 | -3,413,349 | -3,805,672 |
| <u>Subtract</u> Law library expenditures     | -2,486,555 | -3,414,887 | -2,443,223 | -983,935   |
| Monies available for non-law/non-medical     | 18,284,894 | 23,181,366 | 22,708,171 | 33,002,917 |
| Potential expenditures per program           | \$153,655  | \$229,518  | \$239,033  | \$305,583  |

### The Longitudinal View

To add perspective to our analyses for 2003-2004, we present total inflation-adjusted expenditures for the years 1999-2000 to 2003-2004 in Table 14.

| Fiscal Year | Total library expenditures 2000-2004 (thousands of constant 2003-04 dollars) |          |                |           |            |           |
|-------------|--|----------|----------------|-----------|------------|-----------|
|             | Arizona  | Florida  | Michigan State | Minnesota | Ohio State | Wisconsin |
| 1999-00     | \$24,870   | \$25,597 | \$20,268       | \$32,963  | \$28,876   | \$34,390  |
| 2000-01     | \$25,296   | \$30,330 | \$20,100       | \$32,159  | \$30,149   | \$35,574  |
| 2001-02     | \$26,528   | \$26,190 | \$20,298       | \$33,839  | \$29,019   | \$35,046  |
| 2002-03     | \$26,272   | \$26,746 | \$21,112       | \$32,167  | \$27,694   | \$40,224  |
| 2003-04     | \$27,064   | \$25,112 | \$22,557       | \$31,641  | \$28,510   | \$39,252  |

Expenditures become more meaningful when compared to the potential user populations, as shown in Table 15 for the same years.

**Table 15. Changes in user populations, 1999-2000 to 2003-2004**

|  | Arizona | Florida | Michigan State | Minnesota | Ohio St. | Wisconsin |
|--|---------|---------|----------------|-----------|----------|-----------|
| Total 1999-2000  | 33,781  | 43,574  | 42,693         | 37,636    | 51,040   | 45,416    |
| Total 2000-2001  | 33,937  | 45,408  | 44,216         | 39,618    | 46,659   | 46,400    |
| Total 2001-2002  | 35,796  | 52,910  | 45,058         | 41,428    | 52,606   | 47,258    |
| Total 2002-2003  | 36,846  | 54,025  | 46,766         | 43,926    | 54,445   | 45,250    |
| Total 2003-2004  | 37,509  | 55,732  | 47,984         | 45,595    | 56,975   | 48,241    |
| Increase in populations<br>2000-2004                                 | 3,728   | 12,158  | 5,291          | 7,957     | 5,965    | 2,825     |
| <b>Total fulltime undergraduates, graduate students, and faculty</b> |         |         |                |           |          |           |

From Tables 14 and 15 we calculate that while Florida's user population rose by 28%, more than at any of the other institutions, its inflation-adjusted total library spending fell slightly, by 2%, so that real spending per user fell by 30%. Minnesota and Ohio State also experienced spending decreases, of 3% and 1%, while their user populations rose, by 21% and by 12%. Thus they had real declines of approximately 24% and 13% per user (vs. Florida's 30%). Meanwhile, Arizona, Michigan State, and Wisconsin had real spending increases of 9%, 11%, and 14%. Their user populations rose by 11%, 12%, and 6%. Thus, Florida had a greater drop in library spending per user than any of the comparison institutions.

### Comparison to a Larger Set of Universities

Though comparison to a select group of institutions has the strong advantage of requiring less worry about just how library needs vary according to such university differences as size and mission, there remains the concern that the results may depend strongly on the particular institutions selected. For this reason we include, in an appendix (See **Appendix 1**), a statistical analysis of library spending at more than eighty research universities. For the analysis, we augmented the ARL data from two other sources: the 2006 *U.S. News & World Report* rankings and spreadsheets on the web site of The Center, a research group at the University of Florida that compares research spending and other measures across a large number of universities. From results of four sets of regressions reported in the appendix, as well as many others run as checks of robustness and not reported, a conclusion that emerges is:

Florida's total library spending is lower than expected for a university of its size and quality, and spending on total electronic materials is remarkably low.

Another finding is striking:

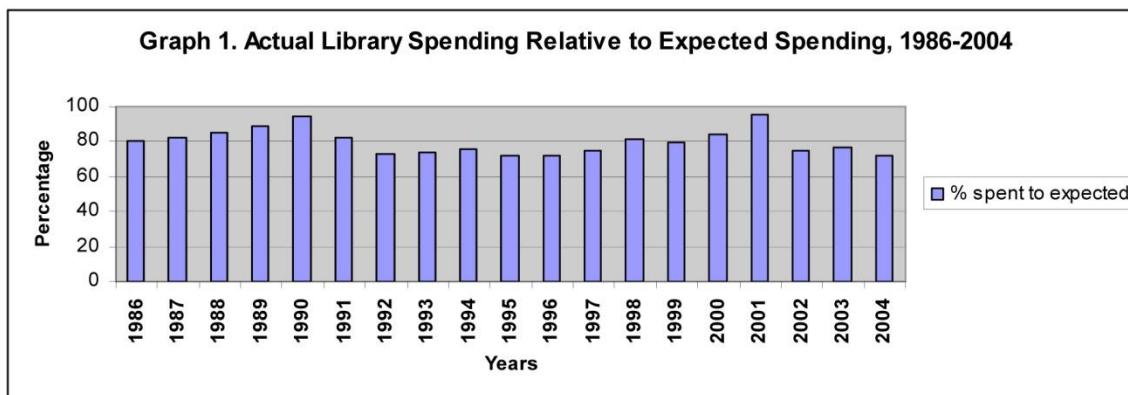
- An 18-point higher U.S. News rating is associated with about 36% more library spending, controlling for size and the presence of medical and law schools. Eighteen points represents the difference between, say, 59 (Florida, Texas, UC Santa Barbara, UC Davis) and 77 (Berkeley, Carnegie Mellon). The result is very similar using peer evaluations instead of the US News total.

## Conclusions

Although ARL attempts to standardize its data collection instruments, we are aware that discrepancies in counts and terminology are inherent in any data set. Nonetheless, certain results are evident.

First in terms of user populations, Ohio State and the University of Florida are the most closely matched, although Ohio State's user population growth from 2000-2004 has been half (6,000) of UF's (12,000). As of fall 2003, they were very similar in numbers of full time students, graduate students, and faculty. Ohio State's main libraries have 120,000 more square feet and 1.8 million more volumes than UF's. From 2001 through 2004, their total library budgets exceeded UF's by 1 to 3 million dollars a year which was reflected in greater purchasing power for electronic journals, current serial titles, and hardware and software. Perhaps the most telling data is presented in Table 13, which indicates the average amount Florida, Minnesota, Ohio State, and Wisconsin could spend on supporting Ph.D. research programs, if all monies were allocated to that purpose. The other institutions could spend between \$80,000 to \$160,000 more per program. Drawing on our regression analysis (Appendix 1), of a larger number of institutions, we find that UF's total spending is 30% lower than would be expected for a university of its size and rating with law and medical schools. An increase of 30% in the 2003-2004 academic year would have given the UF libraries a total operating budget of \$32.6 million, or an increase of approximately \$7.5 million, an amount more in line with the spending at Minnesota and Ohio State.

As a final check of the funding situation and to verify that the 2003-2004 academic year funding was not an anomaly, a further regression was done for all years for which necessary data was present, using the preferred specification from the appendix. The results displayed in Graph 1 show the actual library expenditures as a percentage of the expected funding for a university of Florida's size and stature.



Since 1986, the library has never received the funding that would be expected, considering the size and mission of the University of Florida, and has more often than not received less than 80% of the amount that would put it in line with other institutions.

Inadequate funding has been an underlying factor throughout the history of the library system at UF. In 1982, Dr. Robert Mautz chaired a fact-finding Task Force on Evaluation of the Library Management Policies and Practices. He reported: "Most of the problems the library faces arise from the fact that operating resources have not been commensurate with the growth of the faculty, student body, collections, complexity of information, automation, nor to the addition of constituencies not previously served." Those findings are equally valid twenty-four years later.

The funding issues are exacerbated by the soaring costs of some electronic resources, by the development of a plethora of discrete information services on campus and beyond, and by changes in research, teaching and learning modalities in the university environment. These factors are impacting all facets of the university, not just the library.

***Thus, summary recommendations are:***

- 1) *Increase library funding to appropriate levels to support programs, including new IT and digital functions.*
- 2) *Support the development of a UF institutional repository by the library system as a university-wide service, and as an open access alternative for distributing research results.*
- 3) *Revisit space issues, as current space does not appear adequate for collection growth or to create the "social-collaborative" workspaces suggested by Frazier.*

## The Health Science Center Library

The coverage and services of health science libraries are extremely difficult to compare. For that reason, they have been omitted from the analyses described above. That is an important omission, and as partial compensation we add Tables 16 and 17 showing enrollments and expenditures per student for Florida, Minnesota, Ohio State, and Wisconsin.

**Table 16. 2003-2004 enrollment for health related colleges**

|                     | Florida | Minnesota | Ohio State | Wisconsin |
|---------------------|---------|-----------|------------|-----------|
| Dentistry           | 373     | 556       | 617        | *         |
| Medicine            | 906     | 1969      | 2,288      | 1322      |
| Nursing             | 936     | 821       | 1,028      | 689       |
| Pharmacy            | 1855    | 581       | 788        | 641       |
| Public Health       | 1560    | 610       | *          | *         |
| Veterinary Medicine | 511     | 425       | 668        | 371       |
| Total               | 6141    | 4962      | 5389       | 3023      |

\* Ohio State and Wisconsin have Colleges of Medicine and Public Health;  
Wisconsin has no college of dentistry

**Table 17. Expenditure per student in health science center libraries, 2003-2004**

|                          | Florida   | Minnesota | Ohio State | Wisconsin |
|--------------------------|-----------|-----------|------------|-----------|
| Total Expenditures       | 4,340,931 | 5,044,351 | 3,413,349  | 3,805,672 |
| Total Student Enrollment | 6141      | 4962      | 5416       | 3023      |
| Expenditure per student  | 707       | 1017      | 630        | 1259      |

In 2005, UF's total enrollment in health related colleges was 6914, up 773 students from three years before. With a current budget of \$3,774,948, the average student expenditure has now fallen to \$546, which represents a 23% decline from 2003-04. Indeed, even without adjustment for enrollment or inflation, the decline in spending is 13%. Though we have not explored the causes of the decline and the categories in which it has occurred, we speculate that it would be difficult for the health science center libraries to improve or even maintain the quality of their services for long in this situation.

The University of Florida Health Science Libraries recognize a different set of institutions as peers, based size, diversity of colleges, and other factors. Information on those peers may be found in the Integration of this report.

## Appendices

### **Appendix 1:**

#### **Comparative Library Regressions**

In the text of the report, we compare the University of Florida's libraries on several dimensions to those at six peer institutions, all large land grant universities with law schools and medical schools. As additional support for the findings reported there, in this appendix we broaden the comparison group to include all of the American institutions of higher education whose libraries gather expenditure and staff figures for the Association of Research Libraries. We use the most recent numbers, those for the 2003-2004 academic year. We augment the ARL data from two other sources: the 2006 *U.S. News & World Report* rankings and The Center spreadsheets at the University of Florida.

Ideally, we would compare the library services provided by the University of Florida to services provided by other institutions: how effectively compared to others do the libraries at UF aid our teaching, research, and service missions? Since we know of no practical way to do that, we look at inputs instead. We estimate what might be roughly thought of as "demands" for various library inputs as functions of various university characteristics. The characteristics are the number of students, the number of faculty, the presence of a medical school, the presence of a law school, and, as a crude measure of quality, the *U.S. News & World Report* scores. We expect the demand for the various library inputs to vary positively with each of these measures.

The input measures we use are total library spending, total library salaries, the number of professional library staff, spending on electronic materials including software, all library spending on materials, spending on journals (serials), and spending on monographs. Our method is ordinary least squares regression. All of the variables are in logarithms, except for the US News rating, and dichotomous indicators of the presence of a law school or a medical school. Primarily for ease of exposition, we add a dichotomous variable UF, which takes the value one if the observation is for the University of Florida and zero otherwise.

We report results from four sets of specifications of the regression equation. In the first set the independent variables are the log of the number of students, the log of the number of faculty, the *U.S. News* rating (on a scale of one to 100), and the dichotomous variables for medical school, law school, and UF. With this specification, we have data for 82 institutions (only 79 for total spending on electronic materials). As a minor variation, we impute values for the *U.S. News* ratings for an additional 20 institutions, using a standard imputation method that avoids inducing bias.

Next, returning to the original 82 observations, we assume that in providing library services, universities experience constant returns to scale in the sense that an institution with 40,000 students and 3,000 faculty requires twice the library services of one with 20,000 students and 1,500 faculty. This assumption is counterintuitive, especially with respect to acquisitions and undergraduates. Few academics would encourage a high school graduate to go to LSU instead of Swarthmore because of LSU's larger holdings. Even for faculty, the increase in their number will result in more people per discipline, not just more disciplines. Our first and second sets of regressions strongly reject constant returns, and suggest that a doubling of university size is associated with an increase in total library spending of about sixty percent. Since UF is a very large institution, not allowing for economies of scale makes our spending look especially low relative to our peers. We include this specification in case economies of scale are being rapidly eroded by changes in information and communications technology and by the determination of the publishers of commercial journals to seek perfect price discrimination, to charge what the market will bear, which may rise in proportion to size.

Finally, we go to the other extreme, and add a host of new variables to the first specification for the 102 institutions. These variables, from The Center, are (in logarithmic form) the number of postdoctoral fellows, annual giving, the number of members of the National Academy of Sciences, and total research spending. We also add the peer component of the *U.S. News* rating. These extra variables generally have t-statistics less than one, indicating they do not belong. The inclusion of this extra noise biases the coefficient of UF toward zero, making it appear that UF is closer to average spending holding other things constant. Even with this method, the University of Florida's total library spending is 18% below the amount predicted.

The conclusions that emerge most strongly are that (1) Florida's total library spending is lower than expected for a university of its size and quality, and (2) spending on total electronic materials is remarkably low. Spending on monographs is also very low, but the *number* of monographs purchased is not much below the number expected. Spending on serials, in contrast, is close to the expected value (except for the probably inappropriate constant-returns-to-scale specification), perhaps reflecting the ability of the publishers of commercial journals to price discriminate against (extract a lot of money from) large institutions.

The results of our preferred set of specifications are summarized in Table 1. The column for total spending serves to illustrate how to interpret the results. It suggests that:

1. A 10% higher number of students is associated with 4.8% more library spending, other things the same. The coefficient is over five times its estimated standard error (0.09), suggesting it is estimated with reasonable precision.

2. A 10% higher number of faculty is associated with 1% higher library spending, other things the same. The effect is not only small but also statistically insignificant. The estimated coefficient is only slightly larger than its standard error.

3. An 18-point higher U.S. News rating is associated with about 36% more library spending, controlling for size and the presence of medical and law schools. Eighteen points represents the difference between, say, 59 (Florida, Texas, UC Santa Barbara, UC Davis) and 77 (Berkeley, Carnegie Mellon). The result is very similar using peer evaluations instead of the US News total.

4. Having a medical school is associated with 8% higher spending.

5. Having a law school is associated with 18% higher spending.

6. UF's total spending is 30% lower than would be expected for a university of its size and rating with law and medical schools. The coefficient is not very precisely estimated, however. The calculation is  $1/e^{.36} = .70$ .

**Table 1:** Regressions Explaining Total Library Spending and Categories of Library Spending by the Number of Students, the Number of Faculty, the U.S. News & World Report Rating and the Presence of Medical and Law Schools.

| Variable | Spending         | Salaries         | Staff            | Electronic       | Materials        | Serials          | Monos            |
|----------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Students | 0.48<br>(0.09)   | 0.53<br>(0.10)   | 0.33<br>(0.12)   | 0.41<br>(0.17)   | 0.36<br>(0.09)   | 0.22<br>(0.08)   | 0.67<br>(0.20)   |
| Faculty  | 0.10<br>(0.09)   | 0.16<br>(0.10)   | 0.23<br>(0.11)   | 0.04<br>(0.17)   | 0.09<br>(0.09)   | 0.12<br>(0.08)   | -0.05<br>(0.19)  |
| USNews   | 0.020<br>(0.002) | 0.022<br>(0.002) | 0.018<br>(0.002) | 0.017<br>(0.004) | 0.016<br>(0.002) | 0.010<br>(0.002) | 0.028<br>(0.004) |
| Medical  | 0.08<br>(0.06)   | 0.05<br>(0.06)   | 0.08<br>(0.08)   | 0.16<br>(0.11)   | 0.08<br>(0.06)   | 0.10<br>(0.05)   | -0.02<br>(0.13)  |
| Law      | 0.18<br>(0.06)   | 0.20<br>(0.06)   | 0.20<br>(0.08)   | 0.01<br>(0.11)   | 0.18<br>(0.06)   | 0.13<br>(0.05)   | 0.16<br>(0.13)   |
| UF       | -0.36<br>(0.22)  | -0.40<br>(0.25)  | -0.26<br>(0.30)  | -0.55<br>(0.43)  | -0.29<br>(0.22)  | -0.11<br>(0.19)  | -0.67<br>(0.50)  |
| Constant | 10.04<br>0.59    | 8.26<br>(0.67)   | -1.78<br>(0.81)  | 9.28<br>(1.16)   | 10.67<br>(0.60)  | 11.74<br>(0.51)  | 6.49<br>(1.34)   |

|                |      |      |      |      |      |      |      |
|----------------|------|------|------|------|------|------|------|
| N              | 82   | 82   | 82   | 79   | 82   | 82   | 82   |
| R <sup>2</sup> | 0.78 | 0.77 | 0.64 | 0.35 | 0.33 | 0.69 | 0.49 |

Note: Data are from the report of the Association of Research Libraries, described in the text, and from the *U.S. News & World Report* web site (subscription required). The dependent variables are (across the columns): the logarithm of total library spending, the logarithm of the number of total library staff, the logarithm of all spending on electronic materials including software, the logarithm of all total library spending on materials, the logarithm of spending on serials, and the logarithm of spending on monographs. Three institutions did not report their spending on electronic materials separately. The independent variables (down the rows) are the logarithm of the number of students, the logarithm of the number of faculty, the *U.S. News* rating, the presence of a medical school, the presence of a law school, an indicator for UF, and a constant term. Standard errors are in parentheses. To differ significantly from zero in the standard statistical sense, the magnitude of an estimated coefficient should be about twice its standard error. The standard errors for UF are relatively large partly because Florida is much larger than most universities, which is a reason we emphasize comparisons with other very large institutions in the text.

**Table 2:** The University of Florida's Share of Its Predicted Measures of Library Inputs, Using Four Sets of Specifications

| Input          | Short 82 | Short 102 | Long 102 | Constrained 82 |
|----------------|----------|-----------|----------|----------------|
| Total Spending | 70%      | 76%       | 82%      | 52%            |
| Salaries       | 67%      | 74%       | 80%      | 54%            |
| Staff          | 58%      | 83%       | 89%      | 57%            |
| Electronic     | 58%      | 58%       | 54%      | 39%            |
| All Materials  | 75%      | 82%       | 86%      | 51%            |
| Serials        | 89%      | 96%       | 102%     | 57%            |
| Monographs     | 51%      | 56%       | 58%      | 39%            |

Notes: The columns represent the various sets of regression specifications. Short 82 has short sets of regressors representing the number of students, the number of faculty, the presence of medical and law schools, and the *U.S. News & World Report*

ratings. Short 102 has the same regressors except that the number of observations is expanded to 102 by including imputed ratings for 20 institutions. Long 102 is the same as Short 102 except that regressors representing the number of postdoctoral employees, the number of members of the National Academy of Sciences, total research funds, total giving, and the *U.S. News* peer rating are added, imputed when necessary. Constrained 82 is the same as Short 82 except that the coefficients of Log Total Students and Log Faculty are constrained to sum to one, thus imposing the assumption of constant returns to scale.

The 70% in the cell representing total spending and Short 82 says that the University of Florida's total library spending is only 70% of what the specification Short 82 predicts it would be based on the other 81 institutions.

## **Appendix 2:**

The Health Science Center Library at UF has made some comparisons with medical libraries identified as serving similar clientele and colleges: University of Maryland-Baltimore, University of Michigan, University of Minnesota, University of North Carolina-Chapel Hill, and University of Washington.

Data on health science college enrollments is taken from enrollment figures from each of the universities: Office of the Registrar, University of Wisconsin-Madison [http://registrar.wisc.edu/students/acadrecords/enrollment\\_reports/Stats\\_all\\_2003-2004Fall.pdf](http://registrar.wisc.edu/students/acadrecords/enrollment_reports/Stats_all_2003-2004Fall.pdf); University of Minnesota, Institutional Research and Reporting <http://www.irr.umn.edu/stix/fall03/f03stixtab1.pdf>; Ohio State figures are available at <http://www.ureg.ohio-state.edu/ourweb/srs/srscontent/intadobe.html>; and University of Florida Enrollment [http://www.ir.ufl.edu/factbook/i-02\\_hist.pdf](http://www.ir.ufl.edu/factbook/i-02_hist.pdf).

Facility size and branch data were taken from the web sites of the universities, building data collected in 1993, and email responses from appropriate staff at the universities.

Degrees granted information came for the University of Minnesota came from **2005-2006 University Plan, Performance, and Accountability Report** [ Retrieved 10/22/2006 at <http://www.academic.umn.edu/accountability/reports/20042005.html> ]; **Ohio State: Degrees Awarded by College Offering Major, Summer 2003-Spring 2004** [<http://www.ureg.ohio-state.edu/ourweb/srs/srscontent/degree/majcollege/Adobe/cnts0304.pdf>]; **Wisconsin's 2003-2004** figures [Retrieved 10/22/2006 at <http://www.wisc.edu/about/facts/#degrees> ; and UF's figures from **Degrees, Grades, & Graduation/Retention Rates** [Retrieved 10/22/06 <http://www.ir.ufl.edu/factbook/degree.htm>]

Other library data for this section was obtained from:

Association of Academic Health Science Libraries Data for FY 04/05; personal communications with Jane Blumenthal, Director, University of Michigan Health Science Library; Linda Watkins, Director, University of Minnesota Health Sciences Library, Carol Jenkins, Director and Steve Squires, Library Administration, University of North Carolina Chapel Hill Health Sciences Library, Terry Ann Jankowski, Head of Information and Education Services, University of Washington Health Sciences Library, and from personnel at the University of Maryland Baltimore Health Sciences Library.

## 6. 2011-2012 Budget Proposals

| FY 2012 Projected Annual Uses of Funds Statement              |   |                         |                     |                     |                     |
|---|---|-------------------------|---------------------|---------------------|---------------------|
| College/Office Name:  | George A. Smathers Libraries              |                         |                     |                     |                     |
| Department Name:  | University Libraries - Appropriated Only  |                         |                     |                     |                     |
| DeptID (Level 4)  | 5501                                      |                         |                     |                     |                     |
| Person Completing Form:                                       | Grace Strawn                              |                         |                     |                     |                     |
| Phone Number:   | 273-2560                                  |                         |                     |                     |                     |
| FTE   | FY 2012 Proposed Budget<br>(5% Reduction) | FY 2012 Proposed Budget | FY 2011 Budget      | FY 2010 Actual      | FY 2009 Actual      |
| <b>Salaries &amp; Benefits</b>                                |   |                         |                     |                     |                     |
| Faculty Salaries  | \$4,925,444                               | \$5,492,967             | \$5,146,124         | \$4,248,626         |                     |
| Faculty Fringe Benefit Pool Expense                           | \$1,347,580                               | \$1,554,510             | \$1,511,687         | \$1,180,927         |                     |
| Faculty-COM Salaries  |   |                         |                     |                     |                     |
| Faculty-COM Fringe Benefit Pool Expense                       | \$0                                       | \$0                     |                     |                     |                     |
| TEAMS/USPS-Exempt Salaries                                    | \$3,360,023                               | \$3,694,596             | \$3,404,633         | \$3,220,762         |                     |
| TEAMS/USPS-Exempt Fringe Benefit Pool Expense                 | \$1,139,357                               | \$1,274,636             | \$1,177,163         | \$1,065,277         |                     |
| TEAMS/USPS-Non-Exempt Salaries                                | \$2,188,473                               | \$2,537,471             | \$2,288,680         | \$2,284,042         |                     |
| TEAMS/USPS-Non-Exempt Fringe Benefit Pool Expense             | \$933,435                                 | \$1,134,249             | \$1,023,040         | \$961,578           |                     |
| Total Salaries & Benefits                                     | \$13,894,311                              | \$15,688,429            | \$14,551,327        | \$12,961,213        | \$12,769,885        |
| Other Temporary/OPS Faculty Salaries                          | \$12,489                                  | \$12,489                | \$12,489            | \$152,814           |                     |
| Other Temporary/OPS Faculty Fringe Benefit Pool Expense       | \$300                                     | \$300                   | \$300               | \$2,828             |                     |
| Graduate Assistants Salaries                                  | \$6,893                                   | \$6,893                 | \$6,893             | \$7,405             |                     |
| Graduate Assistants Fringe Benefit Pool Expense               | \$607                                     | \$607                   | \$607               | \$859               |                     |
| Post Docs/Housestaff Salaries                                 |   |                         |                     |                     |                     |
| Post Docs/Housestaff Fringe Benefit Pool Expense              | \$0                                       | \$0                     |                     |                     |                     |
| Student Assistants Salaries                                   | \$318,308                                 | \$318,308               | \$318,308           | \$160,654           |                     |
| Student Assistants Fringe Benefit Pool Expense                | \$1,592                                   | \$1,592                 | \$1,592             | \$799               |                     |
| Additional Pay Salaries                                       |   |                         |                     | \$8,361             |                     |
| Additional Pay Fringe Benefit Pool Expense                    | \$0                                       | \$0                     |                     | \$176               |                     |
| Total OPS & Additional Pay                                    | \$340,189                                 | \$340,189               | \$340,189           | \$333,896           | \$401,536           |
| <b>Total Salaries &amp; Benefits</b>                          | <b>\$14,234,500</b>                       | <b>\$16,028,617</b>     | <b>\$14,891,516</b> | <b>\$13,295,109</b> | <b>\$13,171,421</b> |
| <b>Contractual Services</b>                                   |   |                         |                     |                     |                     |
| Repairs & Maintenance   | \$63,484                                  | \$81,484                | \$63,484            | \$68,919            | \$65,748            |
| Utilities (PPD Only)  | \$168,418                                 | \$895,108               | \$168,418           | \$147,217           | \$185,688           |
| Data Processing   |   |                         |                     |                     |                     |
| Office Supplies / Software / Materials / Pubs                 | \$145,480                                 | \$412,692               | \$125,984           | \$133,565           | \$70,731            |
| Rent  | \$57,516                                  | \$57,516                | \$57,516            | \$67,045            | \$61,451            |
| Printing & Reproduction                                       | \$19,193                                  | \$19,193                | \$19,193            | \$15,600            | \$14,414            |
| Insurance   | \$14,460                                  | \$14,460                | \$30,060            | \$10,137            | \$12,190            |
| Telephone   |   |                         |                     |                     |                     |
| Postage & Freight   | \$73,400                                  | \$73,400                | \$73,400            | \$72,865            | \$83,629            |
| Food  | \$80,000                                  | \$80,000                | \$80,000            | \$70,975            | \$76,027            |
| Advertising   |   |                         |                     |                     | \$307               |
| Travel and Training   | \$9,600                                   | \$9,600                 | \$9,600             | \$10,173            | \$7,744             |
| Dues & Subscriptions  | \$136,500                                 | \$136,500               | \$136,500           | \$93,725            | \$169,124           |
| Scholarships  | \$43,224                                  | \$43,224                | \$43,224            | \$50,314            | \$41,474            |
| Graduate Assistantship Tuition Waivers                        |   |                         |                     |                     |                     |
| Miscellaneous Other/ Contingencies                            | \$24,300                                  | \$48,900                | \$8,700             | \$25                | \$422               |
| Concession Fund Expenses                                      |   |                         |                     |                     |                     |
| <b>Total Operating Expenses</b>                               | <b>\$835,575</b>                          | <b>\$1,872,077</b>      | <b>\$816,079</b>    | <b>\$740,561</b>    | <b>\$788,950</b>    |
| <b>Equipment</b>  |   |                         |                     |                     |                     |
| Library Resources   | \$13,000                                  | \$13,000                | \$13,000            | \$12,963            |                     |
| Financial Aid Appropriation                                   | \$6,763,310                               | \$10,000,406            | \$7,513,310         | \$7,468,266         | \$7,783,468         |
| Risk Management Insurance                                     |   |                         |                     |                     |                     |
| Debt-Service  |   |                         |                     |                     |                     |
| <b>Total Other</b>  | <b>\$6,776,310</b>                        | <b>\$10,013,406</b>     | <b>\$7,526,310</b>  | <b>\$7,481,229</b>  | <b>\$7,783,468</b>  |
| <b>Administrative Overhead</b>                                |   |                         |                     |                     |                     |
| Other Transfers Out   |   |                         |                     |                     |                     |
| Net Transfers   | \$0                                       | \$0                     | \$0                 | \$0                 | \$0                 |
| <b>Total Expenditures</b>                                     | <b>\$21,846,385</b>                       | <b>\$27,914,100</b>     | <b>\$23,233,905</b> | <b>\$21,516,899</b> | <b>\$21,743,839</b> |
| <b>Direct Bill to Component Units (provide details below)</b> |   |                         |                     |                     |                     |
| <b>Support Unit Total Expenditures</b>                        | <b>\$21,846,385</b>                       | <b>\$27,914,100</b>     | <b>\$23,233,905</b> | <b>\$21,516,899</b> | <b>\$21,743,839</b> |

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

Notes for the table above appear on the following page.

**5% Reduction (Based on Flat Budget Below)**

\$415,000 Salaries

\$750,000 Library Resources

**Proposed Budget (Based on Flat Budget Below)**

**Salary**

\$825,000 New Positions

\$620,000 for Special Projects

**Operating Expense**

\$2,487,096 Library Resources - Replace Lost Purchasing Power

\$18,000 Increased Security

\$726,690 Maintenance

\$99,508 Replace Lost FCLA Funding

\$67,200 CNS - Additional Server Costs

\$120,000 Additional IT Costs

\$24,600 For Special Projects

**Flat Budget**

**Salaries**

\$67,358 Faculty Spousal Program (Provost Funded)

\$85,961 Faculty Spousal Program (Provost Funded)

\$73,131 Scholarly Communication Librarian (Provost Funded)

\$76,980 University Archivist (Provost Funded)

\$69,156 University Records Manager (Provost Funded)

\$49,120 Lib Assoc II - Processing Archivist (Provost Funded)

\$49,120 Lib Assoc II (Graham Center Funded)

\$63,097 IT Expert (FCLA Funded)

**OPS**

\$10,000 from IFAS

\$7,000 from College of Journalism

\$12,789 - Archival Processing (Provost Funded)

**Expense**

\$43,285 Archival Supplies (Provost Funded)

\$15,600 DCE Contribution added to Base Budget per Provost

## Smathers Libraries 2011-2012 Budget With 5% Less Funding

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**5% Less Funding – Smathers Libraries** **\$1.348 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 proposal. For the purpose of this RCM report, the Smathers Libraries are presented in a combined budget, but where appropriate, the data is also reported separately for the two components.

Over the last several years, the Libraries have been extremely conservative in filling vacated staff and faculty positions in order to meet anticipated or actual budget cuts, and have historically cut materials last and/or least when facing budget reductions. As a result, the Libraries are severely understaffed. Accordingly, when modeling for a 5% cut for the next fiscal year, collections (materials) and library hours bear the brunt of the cuts.

Additional information about the Libraries that will be useful in considering this budget proposal has been provided separately.

- An overview of current library facilities and services is available at [http://www.uflib.ufl.edu/pio/Smathers\\_Libraries/SmathersLibraries2010.html](http://www.uflib.ufl.edu/pio/Smathers_Libraries/SmathersLibraries2010.html)
- A comparison of staffing levels and materials budgets for peer institutions in the Association for Research Libraries (ARL) is available at <http://www.uflib.ufl.edu/pio/budget/budget-narrative2010-2011.pdf>.

### **The Materials Budget:**

The impact of material cuts on library patrons is intensified by lost buying power due to high rate increases for library materials. These increases will total nearly \$700,000 in 2011-2012 alone. This is in addition to \$2.4 million in lost purchasing power from 2007-2008 through 2010-2011.

| <b>Fiscal Year</b> | <b>Inflation Rate</b> | <b>Lost Buying Power</b> | <b>Cumulative Loss</b> |
|--------------------|-----------------------|--------------------------|------------------------|
| 2007-2008          | 5.8623%               | \$546,742                | \$ 546,742             |
| 2008-2009          | 5.8691%               | \$579,464                | \$1,126,206            |
| 2009-2010          | 5.8759%               | \$614,185                | \$1,740,391            |
| 2010-2011          | 5.8827%               | \$651,032                | \$2,391,423            |
| 2011-2012          | 5.8896%               | \$690,137                | \$3,081,560            |

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

| <b>Cumulative Lost Buying Power:</b> | <b>UL</b>   | <b>HSCL</b> | <b>Smathers Total</b> |
|--------------------------------------|-------------|-------------|-----------------------|
|                                      | \$2,487,096 | \$594,465   | <b>\$3,081,560</b>    |

Although the lost buying power impacts the entire collections budget, the majority of the Electronic Resources budget is for materials licensed and purchased through consortia and, therefore, cannot be

cut by UF independently. As a result, Print Monographs (books) and Print Serials (journals) experience a highly disproportionate reduction when we adjust for lost purchasing power or budget cuts. In the event of a 5% cut in the budget for the Smathers Libraries, the proposed reductions in the materials budget for 2011-2012, including those made as a result of lost purchasing power, are:

| <b>Proposed Materials Cuts:</b>     | <u>UL</u>          | <u>HSCL</u>      | <u>Smathers Total</u>   |
|-------------------------------------|--------------------|------------------|-------------------------|
| -5% Budget Cut:                     | \$750,000          | \$113,000        | <b>\$863,000</b>        |
| 2011-2012 Lost<br>Purchasing Power: | <u>\$556,138</u>   | <u>\$133,999</u> | <b><u>\$690,137</u></b> |
| <b>TOTAL:</b>                       | <b>\$1,306,138</b> | <b>\$246,999</b> | <b>\$1,553,137</b>      |

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

|                      | <u>-5% Budget Cut</u> | <u>2011-2012 Lost<br/>Purchasing Power</u> | <u>Smathers Total</u> |
|----------------------|-----------------------|--|-----------------------|
| Print Serials        | \$300,000             | \$200,000                                  | \$500,000             |
| Print Monographs     | \$300,000             | \$300,000                                  | \$600,000             |
| Electronic Resources | <u>\$263,000</u>      | <u>\$190,137</u>                           | <u>\$453,137</u>      |
| Total:               | <b>\$863,000</b>      | <b>\$690,137</b>                           | <b>\$1,553,137</b>    |

A \$500,000 cut in Print Serials represents a 30% decrease. While many serials are now available electronically, a large number of important titles in the Humanities and Social Sciences, including many foreign language journals, are still available only in print. To implement this cut, library subject selectors would work with the academic faculty and units, directly or through the Faculty Senate, to identify the specific materials to be forfeited.

A \$600,000 cut in Print Monographs represents a 57% decrease in the number of volumes added to the Libraries' book collections. This loss will primarily affect the Humanities, and to a lesser degree the Social Sciences, as they are still heavily dependent on print monographs. In all likelihood these titles will never be added to the collections, since print runs for academic titles are so small that most academic books go out of print within the year and future purchasing will be focused on current, rather than retrospective, acquisition. For the HSCL, however, this represents a 100% loss of monograph acquisitions as this eliminates the entire print monograph budget.

A \$453,137 cut in Electronic Resources<sup>1</sup> (ER) is a comparatively low 6% decrease, but the options for what can be cancelled in ER are tightly constrained by statewide consortial licenses and purchasing agreements. These cuts would have to come from databases and journal packages purchased or licensed by UF alone. The Sciences and Health Sciences are heavily dependent on electronic access and would be deeply impacted by these cuts. Again, subject selectors would work in direct consultation with academic faculty, or through the Faculty Senate, to identify cuts from the following list of databases and journal packages likely to be eliminated:

- American Physical Society journal package
- American Society of Civil Engineers journal package
- CAB abstracts
- Digital Campus

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<sup>1</sup> The total Electronic Resources budget is \$7.48 million, of which \$1.4 million is funded by DSR.

- Emerald Full Text
- EBMR (Evidence Based Medicine Reviews)
- JAMA & Archives (Journal of the American Medical Association)
- 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
- OVID Journals
- 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

These proposed cuts, when combined with the 2011-2012 lost buying power, would result in a loss of \$1.5 million from a materials budget already weakened by prior lost purchasing power and budget cuts. The cumulative effect would amount to a 17% decrease in materials for 2011-2012.

#### **The Salary Budget:**

As noted above, the Libraries have hired conservatively in the past three years and have given up funding for vacant positions rather than take cuts in the Materials Budget. As a result, the Libraries are severely understaffed. In the event of a 5% cut in the budget for the Smathers Libraries, the proposed reductions in the salary budget for 2011-2012 are:

| <b>Proposed Salary Cuts:</b> | <b>UL</b><br>\$415,000 | <b>HSCL</b><br>\$70,000 | <b>Smathers Total</b><br><b>\$485,000</b> |
|------------------------------|------------------------|-------------------------|---|
|------------------------------|------------------------|-------------------------|---|

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

|  |                         |
|--|-------------------------|
| Elimination of staff positions         | \$100,000 (2 positions) |
| Unfilled vacant tenure track positions | \$280,000 (4 positions) |
| Anthropology Librarian                 |                         |
| Political Science Librarian            |                         |
| Emerging Technologies Librarian        |                         |
| Clinical Librarian                     |                         |
| Unfilled vacant staff positions        | <u>\$105,000</u>        |
| Exhibits Coordinator                   |                         |
| Cataloging Staff                       |                         |
| <b>Total:</b>                          | <b>\$485,000</b>        |

A key consequence of eliminating two staff positions would be a reduction in the University Libraries operating hours. The current plan, subject to input from the University Administration, Faculty Senate and Student Government, would be for all branches (excluding Health Science) to be closed from Friday night at 6 p.m. until Sunday afternoon at 2 p.m. Students would lose access to the Libraries for 16 hours per weekend: 4 hours Friday night (from 6 until 10 p.m.); 8 hours on Saturday (from 10 a.m. until 6 p.m.) and 4 hours on Sunday (10 a.m. until 2 p.m.). This would affect primarily Library West and Marston, but AFA, Education and Government Documents/Maps also have weekend hours during this time frame that would be eliminated. This is a 15% reduction in overall hours, and at Library West alone would affect approximately 3,000 students each weekend.

As a result of unfilled library faculty vacancies, the disciplines of Anthropology and Political Science are currently being serviced on a temporary basis by a part-time graduate student and another liaison librarian with other subject specialization and assignments. Neither situation is acceptable for the long-term: the graduate student can only handle basic services, and the liaison librarian is continually pulled between multiple departments. As a result, basic services are provided, at best, and limited instruction and research services are available to these departments.

Our current Emerging Technologies librarian was reassigned to cover a crucial service position, Interlibrary Loan, which was previously staffed by two librarians. Technologies are constantly changing in libraries, and without the position we will miss opportunities to provide the best services for our faculty and students and to enhance their access to library materials.

The exhibits coordinator would provide services across the Smathers Libraries, shoring up a good, but underfunded and understaffed, program of outreach to the campus and to the community.

One of the core services identified by the HSC in their strategic planning is the clinical mission: providing the highest quality patient care and patient safety. Clinical librarians are becoming increasingly common in health sciences libraries and this Clinical Librarian position is key to assisting the HSC in attaining their patient care goals. Studies have found that there are numerous benefits to having a librarian as part of a clinical team: saving clinicians' time, supporting evidence-based patient care at the bedside, and developing future information systems. Other studies have found that online literature searches provided during morning report result in a reduction in the length of stay for patients. The inability to hire a Clinical Librarian will adversely impact the HSC's ability to help provide the highest quality patient care and safety.

The jeopardized cataloging position would catalog federal documents in preparation for the SUS high density facility and generate catalog records for UF electronic theses and dissertations, foreign language materials, maps, music scores and rare books. The loss of this position would substantially affect these areas and delay readiness of UF materials for the high density facility.

**The Operations Budget:**

Although the Libraries are not proposing cuts in the Operations Budget, we are experiencing increasing costs and eroding funding in both maintenance and technology, which have the same effect as budget reductions of over \$1 million. Even by allocating the entire 5 percent cut to materials and staff eliminations, the Libraries' operations budget will become increasingly inadequate.

**Maintenance:**

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

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

**Technology:**

The University of Florida Libraries are technology hubs. The Libraries maintain over 1,000 workstations, 110 scanners, and 50 networked printers with 300 individual printers. All equipment is supported by the Libraries' Information Technology Hardware Support Unit(s).

Smathers Libraries utilize over 90 terabytes of server space for archival and operational purposes. Costs for virtualization and back-up with CNS are \$150,120 in 2010-2011. It is anticipated that costs for virtual CNS hosting and back-up will be an additional \$67,200 for 2011-2012, given current growth patterns. Based on volume increases for digital collections, including electronic theses and dissertations, this trend will continue in successive years.

The Libraries maintain the largest number of public workstations on campus (541), but receive no centralized IT funding. Instead, the Libraries have relied heavily on technology funding provided by the Florida Center for Library Automation (FCLA) to sustain its technology. At the direction of the SUS provosts, FCLA is now phasing out its direct support for technology at the SUS libraries. The table below shows that the Libraries have lost \$112,972 through 2011-2012 and will lose an estimated total of \$369,634 by 2014-2015, as shown in the table below.

**FCLA Technology Funds for the Smathers Libraries:**

|            | <u>UL</u> | <u>HSCL</u> | Smathers<br><u>Total</u> | Change in Total from<br>Prior Year | Cumulative<br>Change from<br>2007-2008 |
|------------|-----------|-------------|--------------------------|------------------------------------|--|
| 2007-2008  | \$316,826 | \$52,808    | \$369,634                | \$0                                | \$0                                    |
| 2008-2009  | \$320,031 | \$53,981    | \$374,012                | \$4,378                            | \$4,378                                |
| 2009-2010  | \$268,651 | \$45,587    | \$314,238                | (\$59,774)                         | (\$55,396)                             |
| 2010-2011  | \$265,023 | \$47,980    | \$313,003                | (\$1,235)                          | (\$56,631)                             |
| 2011-2012* | \$217,319 | \$39,344    | \$256,662                | (\$56,341)                         | (\$112,972)                            |
| 2012-2013* | \$162,989 | \$29,508    | \$192,497                | (\$64,166)                         | (\$177,137)                            |
| 2013-2014* | \$108,659 | \$19,672    | \$128,331                | (\$64,166)                         | (\$241,303)                            |
| 2014-2015* | \$54,330  | \$9,836     | \$64,166                 | (\$64,166)                         | (\$305,468)                            |
| 2015-2016  | \$0       | \$0         | \$0                      | (\$64,166)                         | (\$369,634)                            |

\* FCLA technology funds are allocated based on student FTE at each SUS. The amounts to be received by UF and the shares for UL and HSCL are estimates based on current allocations. If enrollment at the other institutions continues to outpace UF, this decline in funding will be steeper.

Even if the Libraries' technology budget is protected by cuts to other areas, the reduced FCLA funding must be replaced in the Libraries' budget or funded from the central IT budgets or student technology fee, or the current level of service will suffer, including periodic replacement of public access computers and peripherals.

Similarly, the CNS charges for hosting the Libraries' digital collections and other data is increasing steadily, so without an annual increase in funding to cover these expenses, indefinite future funding by the Libraries is not possible. For the Libraries these are equivalent to utility charges that must be adequately supported through the Libraries budget or incorporated into the central IT budgets.

## Smathers Libraries 2011-2012 Budget With Flat Funding

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### **Flat Funding – Smathers Libraries**

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

Over the last several years, the Libraries have been extremely conservative in filling vacated staff and faculty positions in order to meet anticipated or actual budget cuts, and have historically cut materials last and/or least when facing budget reductions. As a result, the Libraries are severely understaffed. The operational budgets of the Libraries, particularly the HSCL, are inadequate to address facilities and patron needs. Price increases well above the rate of inflation chronically deplete purchasing power for library materials. Accordingly, in planning for a flat budget, operations and, to an even greater extent, collections are negatively impacted.

Additional information about the Libraries that will be useful in considering this budget proposal has been provided separately.

- An overview of current library facilities and services is available at [http://www.uflib.ufl.edu/pio/Smathers\\_Libraries/SmathersLibraries2010.html](http://www.uflib.ufl.edu/pio/Smathers_Libraries/SmathersLibraries2010.html)
- A comparison of staffing levels and materials budgets for peer institutions in the Association for Research Libraries (ARL) is available at <http://www.uflib.ufl.edu/pio/budget/budget-narrative2010-2011.pdf>.

### **The Materials Budget:**

Despite protecting the materials budget through the past budget reductions, lost buying power due to high rate increases for library materials, which will total nearly \$700,000 in 2011-2012 alone, is extremely problematic. The 2011-2012 erosion will be in addition to \$2.4 million in lost purchasing power from 2007-2008 through 2010-2011, as shown in the table below.

| <b>Fiscal Year</b> | <b>Inflation Rate</b> | <b>Lost Buying Power</b> | <b>Cumulative Loss</b> |
|--------------------|-----------------------|--------------------------|------------------------|
| 2007-2008          | 5.8623%               | \$546,742                | \$ 546,742             |
| 2008-2009          | 5.8691%               | \$579,464                | \$1,126,206            |
| 2009-2010          | 5.8759%               | \$614,185                | \$1,740,391            |
| 2010-2011          | 5.8827%               | \$651,032                | \$2,391,423            |
| 2011-2012          | 5.8896%               | \$690,137                | \$3,081,560            |

| <b>2011-2012 Lost Buying Power:</b> | <u>UL</u> | <u>HSCL</u> | <u>Smathers Total</u> |
|-------------------------------------|-----------|-------------|-----------------------|
|                                     | \$556,138 | \$133,999   | <b>\$690,137</b>      |

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

| <b>Cumulative Lost Buying Power:</b> | <u>UL</u><br>\$2,487,096 | <u>HSCL</u><br>\$594,465 | <u>Smathers Total</u><br><b>\$3,081,560</b> |
|--------------------------------------|--------------------------|--------------------------|---|
|--------------------------------------|--------------------------|--------------------------|---|

Though the lost buying power impacts the entire collections budget, the majority of the Electronic Resources budget is for materials licensed and purchased through consortia and, therefore, cannot be cut by UF independently. As a result, Print Monographs (books) and Print Serials (journals) experience a highly disproportionate reduction when we adjust for lost purchasing power. In the event of a flat materials budget for the Smathers Libraries, the reductions from 2011-2012 lost purchasing power will be attributed as follows:

|                      | <u>UL</u> | <u>HSCL</u> | <u>Smathers Total</u> |
|----------------------|-----------|-------------|-----------------------|
| Print Serials        | \$200,000 | \$0         | \$200,000             |
| Print Monographs     | \$200,000 | \$100,000   | \$300,000             |
| Electronic Resources | \$156,138 | \$33,999    | <u>\$190,137</u>      |
|                      |           | Total:      | <b>\$690,137</b>      |

A \$200,000 loss in Print Serials represents a 12% decrease. While many serials are now available electronically, a large number of important titles, including many foreign language journals, are still available only in print. To manage these cuts, library subject selectors would work with the academic faculty and units to identify the specific materials to be forfeited.

A \$300,000 loss in Print Monographs represents a 28.5% decrease in the number of volumes added to the Libraries' book collections. This loss will primarily affect the Humanities, and to a lesser degree the Social Sciences, as these disciplines are still heavily dependent on print monographs. In all likelihood these titles will never be added to the collections, since print runs for academic titles are so small that most academic books go out of print within the year and future purchasing will be focused on current, rather than retrospective, acquisition. For the HSCL, however, this represents a 100% loss of monograph acquisitions as this eliminates the entire print monograph budget.

A \$190,137 loss in Electronic Resources (ER) is a small percentage of the overall materials budget, but the choices for what can be cancelled in ER are tightly constrained by statewide consortial licenses and purchasing agreements. As a result the cuts would have to come from databases and journal packages purchased or licensed by UF alone. The Sciences and Health Sciences are heavily dependent on electronic access and would be deeply impacted by these losses. Again, subject selectors would work in direct consultation with academic faculty to identify cuts from the following list of databases and journal packages likely to be eliminated:

- Digital Campus
- Emerald Full Text
- Optics infobase
- CAB abstracts
- National Research Council of Canada journal package
- PsycBooks
- Springer Protocols Current Content
- STATI-Ref
- Mental Measurements Yearbook
- Karger Publishing Package- sample titles

American Journal of Nephrology  
Cytogenetic and Genome Research

- Mary Ann Liebert Publisher Package - sample titles
  - Human Gene Therapy
  - Journal of Neurotrauma
- Thieme Publisher Package - sample titles
  - Seminars in Respiratory & Critical Care
  - Synlett
  - Synthesis

Continued lost buying power for 2011-2012, resulting from a flat budget, will further compromise a materials budget already weakened by past lost purchasing power and budget cuts. The cumulative effect would amount to a 5.89% decrease in materials for 2011-2012.

#### **The Salary Budget:**

As noted above, the Libraries have hired conservatively in the past three years and have given up funding for vacant positions rather than take cuts in the Materials Budget. As a result, the Libraries are severely understaffed. In the event of a flat budget for the Smathers Libraries, we will fill some of the critical vacancies, with particular emphasis on subject specialists and liaisons with academic departments, in order to restore essential services for faculty and students.

#### **The Operations Budget:**

##### **Maintenance:**

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

The current operations budget permits limited repainting and cleaning of upholstery, primarily to address extreme situations. It does not allow for routine, scheduled cleaning and maintenance of public spaces. With a flat budget for 2011-2012, the estimated shortfall in annual expenses required for maintenance is \$837,323.

##### **Technology:**

The University of Florida Libraries are technology hubs. The Libraries maintain over 1,000 workstations, 110 scanners, and 50 networked printers with 300 individual printers. All equipment is supported by the Libraries' Information Technology Hardware Support Units.

Smathers Libraries utilize over 90 terabytes of server space for archival and operational purposes. Costs for virtualization and back-up with CNS are \$150,120 in 2010-2011. It is anticipated that costs for virtual

CNS hosting and back-up will be an additional \$67,200 for 2011-2012, given current growth patterns. Based on volume increases for digital collections, including electronic theses and dissertations, this trend will continue in successive years.

The Libraries maintain the largest number of public workstations on campus (541), but receive no centralized IT funding. Instead, the Libraries have relied heavily on technology funding provided by the Florida Center for Library Automation (FCLA) to sustain its technology. At the direction of the SUS provosts, FCLA is now phasing out its direct support for technology at the SUS libraries. The table below shows that the Libraries have lost \$112,972 through 2011-2012 and will lose an estimated total of \$369,634 by 2014-2015.

**FCLA Technology Funds for the Smathers Libraries:**

|            | <u>UL</u> | <u>HSCL</u> | Smathers<br><u>Total</u> | Change in Total from<br>Prior Year | Cumulative<br>Change from<br><u>2007-2008</u> |
|------------|-----------|-------------|--------------------------|------------------------------------|---|
| 2007-2008  | \$316,826 | \$52,808    | \$369,634                | \$0                                | \$0   |
| 2008-2009  | \$320,031 | \$53,981    | \$374,012                | \$4,378                            | \$4,378                                       |
| 2009-2010  | \$268,651 | \$45,587    | \$314,238                | (\$59,774)                         | (\$55,396)                                    |
| 2010-2011  | \$265,023 | \$47,980    | \$313,003                | (\$1,235)                          | (\$56,631)                                    |
| 2011-2012* | \$217,319 | \$39,344    | \$256,662                | (\$56,341)                         | (\$112,972)                                   |
| 2012-2013* | \$162,989 | \$29,508    | \$192,497                | (\$64,166)                         | (\$177,137)                                   |
| 2013-2014* | \$108,659 | \$19,672    | \$128,331                | (\$64,166)                         | (\$241,303)                                   |
| 2014-2015* | \$54,330  | \$9,836     | \$64,166                 | (\$64,166)                         | (\$305,468)                                   |
| 2015-2016  | \$0       | \$0         | \$0                      | (\$64,166)                         | (\$369,634)                                   |

\* FCLA technology funds are allocated based on student FTE at each SUS. The amounts to be received by UF and the shares for UL and HSCL are estimates based on current allocations. If enrollment at the other institutions continues to outpace UF, this decline in funding will be steeper.

Even if the Libraries' budget is flat, the FCLA funding must be replaced in the Libraries' budget or funded from the central IT budgets or student technology fee in order to sustain the current level of service, including periodic replacement of public access computers and peripherals.

Similarly, the CNS charges for hosting the Libraries' digital collections and other data is increasing steadily, so without an annual increase in funding to cover these expenses, indefinite future funding by the Libraries is not possible. For the Libraries these are equivalent to utility charges that must be adequately supported through the Libraries' budget or incorporated into the central IT budgets.

**Recurring Increases to the Base Budget Already Authorized:**

|                                   | <u>UL</u> | <u>HSCL</u> | <u>Smathers Total</u>  |
|-----------------------------------|-----------|-------------|------------------------|
| UF Archives & Records             |           |             |                        |
| Management (Salary, OPS, OE):     | \$172,846 | \$115,370   | \$288,216 <sup>1</sup> |
| Scholarly Communications (Salary) | \$73,131  | \$0         | \$73,131 <sup>2</sup>  |
| Clinical Research (Salary)        | \$0       | \$57,510    | \$57,510 <sup>2</sup>  |
| Distance Learning Fees (OE)       | \$15,600  | \$62,400    | \$76,000 <sup>3</sup>  |

**Committed Non-Recurring Funding:**

|                                  | <u>UL</u> | <u>HSCL</u> | <u>Smathers Total</u> |
|----------------------------------|-----------|-------------|-----------------------|
| Graham Center Archivist (Salary) | \$49,120  | \$0         | \$49,120 <sup>4</sup> |
| Trailing Spouse – Basic Sciences |           |             |                       |
| Librarian, HSCL (Salaries)       |           | \$40,200    | \$40,200 <sup>5</sup> |

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<sup>1</sup> \$241,470 in Salaries, \$12,789 in OPS; and \$33,967 in Operating Expenses. In addition, \$263,000 is committed for archival shelving in 2012-2013. (Authorized by the Provost and the Sr. Vice President of Health Affairs.)

<sup>2</sup> Jump start positions. (Authorized by the President)

<sup>3</sup> Student fee formerly passed through by DOCE to be added to the base budget. (Authorized by the Provost)

<sup>4</sup> Time-limited position funded by the Graham Center.

<sup>5</sup> \$20,100 from the Provost; \$20,100 from CLAS.

## Smathers Libraries 2011-2012 Budget With Increased Funding

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|  |                       |                    |
|--|-----------------------|--------------------|
| <b>Increased Funding – Smathers Libraries:</b> | <b>Recurring:</b>     | <b>\$5,222,056</b> |
|  | <b>Non-Recurring:</b> | <b>\$704,600</b>   |

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 proposal. For the purpose of this RCM report, the Smathers Libraries are presented in a combined budget, but where appropriate, the data is also reported separately for the two components.

Over the last several years, the Libraries have been extremely conservative in filling vacated staff and faculty positions in order to meet anticipated or actual budget cuts, and we have lost over 5.8% per year in purchasing power for materials. As a result, the Libraries are severely understaffed and materials available to support our students, faculty and researchers are contracting, rather than expanding. Accordingly, when modeling for an ideal budget for the next fiscal year, both collections (materials) and library faculty and staff are identified for significant increases in investment.

Additional information about the Libraries that will be useful in considering this budget proposal has been provided separately.

- An overview of current library facilities and services is available at [http://www.uflib.ufl.edu/pio/Smathers\\_Libraries/SmathersLibraries2010.html](http://www.uflib.ufl.edu/pio/Smathers_Libraries/SmathersLibraries2010.html)
- A comparison of staffing levels and materials budgets for peer institutions in the Association for Research Libraries (ARL) is available at <http://www.uflib.ufl.edu/pio/budget/budget-narrative2010-2011.pdf>.

### **The Materials Budget:**

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

| <b>Fiscal Year</b> | <b>Inflation Rate</b> | <b>Lost Buying Power</b> | <b>Cumulative Loss</b> |
|--------------------|-----------------------|--------------------------|------------------------|
| 2007-2008          | 5.8623%               | \$546,742                | \$ 546,742             |
| 2008-2009          | 5.8691%               | \$579,464                | \$1,126,206            |
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| 2011-2012          | 5.8896%               | \$690,137                | \$3,081,560            |

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

| <b>Cumulative Lost Buying Power:</b> | <b>UL</b>   | <b>HSCL</b> | <b>Smathers Total</b> |
|--------------------------------------|-------------|-------------|-----------------------|
|                                      | \$2,487,096 | \$594,465   | <b>\$3,081,560</b>    |

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 as follows:

**Proposed Recurring Expenses:**

|                       |                    |
|-----------------------|--------------------|
| E-Journals            | \$ 630,000         |
| Databases             | \$1,300,000        |
| E-Books               | \$ 300,000         |
| Print Monographs      | \$ 100,000         |
| Electronic Back Files | <u>\$ 750,000</u>  |
| Total:                | <b>\$3,080,000</b> |

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

Planned growth in funding for materials is needed to maintain the purchasing power once restored and provide for an increased materials budget over time to allow the Libraries to address the evolving needs of the academic and research units. Future needs for sustainable funding for materials beyond 2011-2012 will be addressed in the zero-based budget review to be presented to the budget review committee in December.

The following are examples of how the restored materials funding would be spent in 2011-2012.

|          |  |
|----------|--|
| Journals | Individual Electronic Journal titles in direct consultation with faculty.<br>Electronic Journal packages in direct consultation with faculty.<br>Likely journals and journal packages to be acquired include:<br>Biology of Blood and Marrow Transplantation<br>Cell Cycle<br>Chinese Academic Journals/Century Journals Project<br>Current Gene Therapy<br>Elsevier's complete Clinics in series<br>Endocrine Practice<br>Evidence Based Medicine Reviews<br>Gastrointestinal Endoscopy Clinics of North America<br>HFSP Journal<br>Immunologic Research<br>International Journal of pharmaceutical compounding<br>International Review of Cytology<br>Journal of American Academy of Audiology |
|----------|--|

Journal of Cardiovascular Computed Tomography  
Journal of Clinical Psychiatry  
Journal of Hospital Librarianship  
Journal of Knee Surgery  
Journal of Neuroradiology  
Journal of Pediatric Endocrinology and Metabolism  
Journal of the American Association for Laboratory Animal Science  
Journal of Visualization  
Journal of Visualized Experiments  
Neurocritical Care  
Neuropsychopharmacology  
Pink Sheet: Prescription pharmaceuticals and biotechnology  
Reviews in the Neurosciences  
Veterinary Clinics of North America: Equine Practice  
Veterinary Clinics of North America: Exotic Animal Practice  
Veterinary Clinics of North America: Food Animal Practice  
Veterinary Clinics of North America: Small Animal Practice  
Wiley's Current protocols in series

|           |   |
|-----------|---|
| Databases | ArtBibliographies Modern<br>Black Abolitionist Papers<br>Cabell's Directory of Educational Curriculum and Methods<br>Cabell's Directory of Education Psychology and Administration<br>Cabell's Directory of Educational Technology and Library Science<br>Classical Scores Library<br>Congressional Research Digital Collection<br>Counseling and Therapy in Video<br>CSH Protocols<br>Current Protocols in Bioinformatics<br>Current Protocols in Cytometry<br>Current Protocols in Human Genetics<br>Current Protocols in Immunology<br>Current Protocols in Microbiology<br>Current Protocols in Nucleic Acid Chemistry<br>Current Protocols in Pharmacology<br>Current Protocols in Stem Cell Biology<br>Current Protocols in Toxicology<br>Design and Applied Arts Index<br>Dynamed<br>Early European Books<br>EdITLib (Education & Information Technology Digital Library<br>Education in Video (Alexander Street Press)<br>Embase<br>Emedicine<br>Facts and Comparisons Online<br>Faculty of 1000 Medicine<br>FirstConsult<br>Gideon |
|-----------|---|

|            |   |
|------------|---|
|            | Global GIS Database<br>Goldfranks Toxicologic Emergencies<br>Handbook of Injectable Drugs<br>Harrison's Practice<br>Ingenuity Pathway Analysis (IPA)<br>JAMAEvidence<br>Lexicomp<br>MADCAD<br>Materials Connexion<br>Medicine Complete<br>Micromedex<br>Mosby's Nursing Consult<br>Natural Standards<br>NAXOS streaming audio<br>Newsbank Access World News Research Collection<br>Opera in Video<br>Oxford University Press Archives-Medicine<br>Oxford University Press Archives-Science<br>Pediatric Care Online<br>Pharmacy Library<br>Procedures Consult<br>Proquest Historic Newspapers<br>RISM<br>RIPM<br>Scopus<br>Up-to-Date<br>Video on Demand through Films for the Humanities<br>VisualDX |
| Books      | Springer E-Book annual packages<br>Faculty-driven monograph acquisition – print and electronic<br>Likely acquisitions would include:<br>Access Emergency Medicine<br>Briggs: Drugs in Pregnancy and Lactation<br>Comprehensive Heterocyclic Chemistry III<br>Encyclopedia of Biostatistics<br>Foundation in Diagnostic Pathology<br>Medicine and Dentistry<br>Neuroscience<br>Peer VII - Physicians Evaluation and Educational Review in Emergency Medicine<br>RedBook Online<br>Synthesis Lectures, collection 4   |
| Back Files | Springer Historical Archive<br>Elsevier journal back files.<br>Sage journal back files<br>American Geophysical Union Journal<br>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

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

**The Salary Budget:**

Decreasing and tightly constrained budgets have caused the UF libraries to be extremely conservative over the last several years in filling vacated staff and faculty positions. Many librarians currently serve multiple departments or colleges. This problem cuts across disciplines, but the most severe needs tend to fall in the Sciences and Social Sciences. At the same time, a number of new initiatives on campus and within the Libraries require increased staff effort and new types of staffing. 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.

| <b>Proposed Recurring Expenses:</b> | <u>UL</u><br>\$843,000 | <u>HSCL</u><br>\$130,000 | <b>Smathers Total</b><br><b>\$973,000</b> |
|-------------------------------------|------------------------|--------------------------|---|
|-------------------------------------|------------------------|--------------------------|---|

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

|                     |                                 |
|---------------------|---------------------------------|
| Faculty             | 8 @ \$65,000*                   |
| Visiting Faculty    | 1 @ \$55,000*                   |
| Staff               | 2 @ \$45,000* and 4 @ \$65,000* |
| OPS                 | 2 FTE @ \$15,000                |
| Contracted Services | Security Guard @ \$18,000       |
| Total:              | <b>\$973,000</b>                |

\*includes benefits

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

- Liaison librarians for underserved colleges and departments (4 faculty)
- Bio-informatics Librarian supporting the scientific intersection of biology, computer science, and information technology (1 faculty)

New programs and initiatives made possible by additional staffing include:

- Establishment of a campus Data Curation program, comparable to the Johns Hopkins University libraries' Digital Research and Curation Center (<http://ldp.library.jhu.edu/dkc>), providing support for researchers in meeting federal mandates and enhancing curation and accessibility of their research product. (1 faculty and 2 staff)
- Continuation of support for VIVO (<http://vivo.ufl.edu/about>) beyond the end of the grant in August 2011 when the program is left unstaffed. (1 faculty and 1 staff)
- Expanded library hours in Library West to 24/5 (open to patrons from Sunday morning through Friday evening, as well as during the day on Saturday) as repeatedly requested by Student Government. (2 staff, 2 FTE OPS and expanded contract security services for overnight shifts)
- Expanded web services and mobile applications to enhance access to library materials and research assistance, comparable to those at North Carolina State University libraries (<http://www.lib.ncsu.edu/dli/>). (1 staff)
- Establishment of a Digital Scholarship Unit, comparable to those at the University of Virginia (<http://www2.lib.virginia.edu/scholarslab/index.html>), the University of Nebraska-Lincoln (<http://cdrh.unl.edu/>) and Brown University (<http://library.brown.edu/cds/>). The unit will support area specific needs as with E-Science and the Digital Humanities, develop new digital projects with faculty, developing new forms of digital scholarly publishing, and build tools and systems that support digital information and scholarly activity. (1 faculty preparing for implementation in 2012-2013.)
- Establishment of a long sought Post-MLS Fellowship position to be used to support special projects. (1 Visiting Faculty)

#### The Operations Budget:

##### **Maintenance:**

| <b>Proposed Recurring Expenses:</b> | <u>UL</u> | <u>HSCL</u> | <u>Smathers Total</u> |
|-------------------------------------|-----------|-------------|-----------------------|
|                                     | \$726,690 | \$110,633   | <b>\$837,323</b>      |

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.

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 expenses for this \$837,323.

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

**Technology:**

| <b>Proposed Recurring Expenses:</b> | <u>UL</u> | <u>HSCL</u> | <u>Smathers Total</u> |
|-------------------------------------|-----------|-------------|-----------------------|
|                                     | \$286,708 | \$43,464    | <b>\$330,172</b>      |

The University of Florida Libraries are technology hubs that are among the most frequented student spaces on campus. The Libraries maintain over 1,000 workstations, 110 scanners, and 50 networked printers with 300 individual printers. All equipment is supported by the Libraries' Information Technology Hardware Support Unit(s).

Smathers Libraries utilize over 90 terabytes of server space for archival and operational purposes. Costs for virtualization and back-up with CNS are \$150,120 in 2010-2011. It is anticipated that costs for virtual CNS hosting and back-up will be an additional \$67,200 for 2011-2012 given current growth patterns. Based on volume increases for digital collections, including electronic theses and dissertations, this trend will continue in successive years.

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**FCLA Technology Funds for the Smathers Libraries:**

|            | <u>UL</u> | <u>HSCL</u> | <u>Smathers Total</u> | <u>Change in Total from Prior Year</u> | <u>Cumulative Change from 2007-2008</u> |
|------------|-----------|-------------|-----------------------|--|---|
| 2007-2008  | \$316,826 | \$52,808    | \$369,634             | \$0                                    | \$0                                     |
| 2008-2009  | \$320,031 | \$53,981    | \$374,012             | \$4,378                                | \$4,378                                 |
| 2009-2010  | \$268,651 | \$45,587    | \$314,238             | (\$59,774)                             | (\$55,396)                              |
| 2010-2011  | \$265,023 | \$47,980    | \$313,003             | (\$1,235)                              | (\$56,631)                              |
| 2011-2012* | \$217,319 | \$39,344    | \$256,662             | (\$56,341)                             | (\$112,972)                             |
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| 2013-2014* | \$108,659 | \$19,672    | \$128,331             | (\$64,166)                             | (\$241,303)                             |
| 2014-2015* | \$54,330  | \$9,836     | \$64,166              | (\$64,166)                             | (\$305,468)                             |
| 2015-2016  | \$0       | \$0         | \$0                   | (\$64,166)                             | (\$369,634)                             |

\* FCLA technology funds are allocated based on student FTE at each SUS. The amounts to be received by UF and the shares for UL and HSCL are estimates based on current allocations. If enrollment at the other institutions continues to outpace UF, this decline in funding will be steeper.

The FCLA funding must be replaced in the Libraries' budget or funded from the central IT budgets or student technology fee in order to sustain the current level of service, including periodic replacement of public access computers and peripherals.

Similarly, the CNS charges for hosting the Libraries' digital collections and other data is increasing steadily, so an annual increase in funding to cover these expenses is necessary. For the Libraries these are equivalent to utility charges that must be adequately supported through the Libraries' budget or incorporated into the central IT budgets.

The Libraries are also requesting \$150,000 annual to upgrade technology in group study rooms.

**Non-Recurring Investments:**

The Libraries have identified essential non-recurring investments, including support for special projects associated with the BOG-Funded SUS High Density Storage Facility that will be constructed next year. While these are projects that can be supported with non-recurring funds, some of them are multi-year projects and will need to be supported beyond 2011-2012. The expenses provided below are the estimated cost for the coming year only.

| <b>Proposed Expenses:</b> | <u>UL</u>        | <u>HSCL</u>      | <u>Smathers Total</u> |
|---------------------------|------------------|------------------|-----------------------|
|                           | \$644,600        | \$60,000         | <b>\$704,600</b>      |
| Time-Limited Staff        | 2 @ \$65,000*    | 2 @ \$65,000*    |                       |
| OPS Staff                 | 5 FTE @ \$15,000 | 5 FTE @ \$15,000 | and 8 FTE @ \$20,000  |
| Operational Expenses      | <u>\$24,600</u>  |                  |                       |
| Total:                    | <b>\$704,600</b> |                  | *includes benefits    |

- Start up funding for the preparation and transfer of thousands of the already digitized rare, visually striking, and out of copyright items held by the Libraries, including historic children's books and antique maps, for print-on-demand which will generate a sustainable revenue stream

comparable to that received by the Cornell University Libraries. (2 time-limited staff for 12 months and operating expenses for equipment, software, and CNS storage.)

- Year 1 of a 2 year project to de-duplicate and catalog materials already in the Auxiliary Library Facility (ALF) for transfer to the High Density Facility (HDF). (3 time-limited staff and 6 FTE OPS)
- Year 1 of a 2 year project to inventory print journals in ALF for move into the HDF (1 time-limited staff and 1 FTE OPS)
- Year 1 of multi-year project to prepare print journals for move to be in the HDF. The result is the eventual conversion approximately 11,000 square feet in HSCL into public spaces for students (1 time-limited staff plus 1 FTE OPS)
- Year 1 of multi-year project to prepare print journals and government documents to be moved into the HDF. The result is the eventual conversion approximately 23,000 square feet in Marston into public spaces for students. (2 time-limited staff plus 5 FTE OPS)

## 7. Opportunities

For purposes of the RCM Comprehensive Budget Review, the following opportunities are organized into three major categories: currently funded opportunities, opportunities to be funded, and alternative revenue streams.

### **Currently Funded Opportunities**

- **UF Archives and Records Management**

The new Office of Archives and Records Management collects the papers and records of individuals and organizations associated with the University in both print and electronic formats. This will result in the efficient transfer of historical records from individual offices, improving the university's records-keeping and providing documentation on the institution's significant policy decisions and important milestones. With the addition of the first full-time University Archivist and a processing archivist, the new office will be better positioned to fulfill the archives' important role in the university's public and community relations campaigns, and provide generations of alumni a shared sense of community and history.

- **Scholarly Communications and Open Access**

Open Access (OA) is free, permanent, online access to scholarly publications. Open access publishing benefits UF students and faculty and other researchers worldwide. The libraries support open access publishing by administering the UF Open Access Publishing Fund and operating the Institutional Repository (IR@UF) as a portal to UF digital scholarship. In 2010, the Libraries launched a self-submittal tool, allowing UF authors to easily submit their digital scholarship to the IR for preservation and access. The library is well positioned to support these and future OA initiatives because of its essential role in providing patrons with access to reliable information and the fact that the collection and preservation of such content is integral to the libraries' mission.

- **Clinical Research and Services**

One of the key strategic initiatives of UF&Shands surrounding the clinical mission is to provide the “...highest-quality patient care and patient safety...” (Guzick, David S. Our Strategic Plan. *On the Same Page* May 20, 2010 p. 1). It is documented in the literature that adding an information specialist to the patient care clinical team yields positive results, such as, a reduction in the hospital length of stay. It is noted as well that librarians assist clinical teams by providing literature searches which save the clinician’s time. Quality patient care and safety is also enhanced by the provision of evidence-based patient care at the point of care. With the addition of a clinical librarian at the Gainesville location, the library is in the position to provide services that would create efficiencies and enhance the level of patient care.

While the HSCL’s new Clinical Research Librarian is providing focused information services to the faculty in the Clinical and Translational Science Institute, the HSC’s research enterprise could be further supported through hiring a Bioinformaticist to would provide instruction, consultation, resource management and other services to researchers using fact-based databases and analysis tools in their molecular, genetic, genomic and proteomic studies.

- **OLE**

The Kuali Open Library Environment (OLE) holds the promise of a common, cost-effective, open source system that libraries can use to more effectively collaborate. The system will focus initially on the acquisition of print and digital resources, with the agile capacity to be adapted to financial and other content systems at each participating institution. As a founding partner, the Libraries are assisting in the design and implementation of the system in collaboration with other research libraries. This will ensure that the resulting system supports the needs of academic libraries in Florida.

- **SUS Shared Collection and UF High Density Storage Facility**

In 2007, a high density storage facility at the University of Florida was approved to provide access to the shared research collection for the SUS libraries. Plans are underway for construction of the facility and for the movement of UF collections already in off-campus storage to establish the SUS Shared Collection. As a result, UF and other academic libraries in Florida will have access to a central shared repository, enabling more effective management of little used, but still important, print collections and freeing on campus space to be repurposed for much needed seating and other public spaces.

- **Repurposing On Campus Library Space**

The 2010 move of the Information Technology unit to the Eastside Campus and the planned move of the Preservation and Conservation, and Digital Services units to the renovated Auxiliary Library Facility (ALF) building in 2013 frees office

and processing space in the Smathers Library (Library East) to be utilized by the Special and Area Studies Collections Department. The initial result will be removal of the wall separating public and processing spaces within the Grand Reading Room. This will expand the current public space in the most historic and prestigious room in the Libraries. Eventually the other historic reading rooms in Smathers Library will be returned to public use.

- **Expanding Grant Program**

The Libraries' Grants Management Office (one FTE of staff) has been very successful in promoting library grant activities since its inception in 2008. External support of library curation, digitization and outreach has increased substantially from \$193,637 expended in 2007-2008 to \$464,646 expended in 2009-2010 and the office continues to identify new opportunities to obtain external grant funding to support library and university priorities. Appendix D provides a list of current grants.

- **Expanded Interdisciplinary and Inter-Institutional Collaboration**

The list of interdisciplinary collaborations undertaken by the Libraries is extensive and wide-ranging. Librarians work with faculty in for credit courses, through the museums, on national grants, advisory councils, conferences, and academic support programs. The Libraries also collaborate through local, state, and national consortia to optimize resources and provide the highest levels of support for the academic programs of the University of Florida. Key regional consortial memberships include the Florida State University System (SUS), Association of South East Research Libraries (ASERL), and South East Conference Academic Council (SECAC). The Libraries are also institutional partners in the Digital Library of the Caribbean, providing others with digital access to unique materials in the UF Latin American Collection and providing UF students and faculty with digital access to unique materials from the partner institutions.

## **Opportunities to be Funded**

- **Expanded Library Liaison Program**

Responsibilities of a library liaison include four main areas of service and support for faculty and students: communication, outreach activities, resource identification and acquisition, and user services, including both reference and instruction. Results from assignment of a library liaison include improved access to resources, program evaluation, accreditation support, and increased library participation in curriculum and other academic committees. Liaisons are the primary link between academic faculty and library faculty. Though there are already a number of successful liaisons, two preeminent examples are the HSCL liaison to the Genetics Institute and the Library West liaison to the College of Business. An expanded program will support additional disciplines.

- **Bio-Informatics**

As the complexity of bioinformatics-related databases and analysis tools increases, the level of expertise required to provide support services for molecular researchers also increases. Researchers in these areas need assistance in the retrieval and analysis of biological data of many types – sequence, structure, genomic, proteomic, metabolomic. In recent years, leading biomedical libraries have begun to hire PhD scientists to meet complex bioinformatics needs, including data analysis and selection of and instruction in the use of licensed bioinformatics tools. Three biomedical libraries, Washington University, University of Pittsburgh, and Harvard, have each hired two bioinformaticists. Libraries are ideal home bases for such services, as they are trusted, neutral environments filled with librarians who know how to manage information and data; the addition of scientists who know how to analyze molecular data is a natural extension of the role of the library. The HSCL have proposed to hire a PhD scientist with research and library experience to provide expert and high level bioinformatics support services, primarily related to non-bibliographic information resources.

- **Data Curation**

As data sharing becomes more important in biomedical and health research, the ability to identify, store, describe (curate), retrieve and re-use data, particularly data not available in public or government repositories, becomes paramount for furthering the research enterprise. The National Institutes of Health requires data-sharing plans to be included in all grant proposals, and is actively strengthening its data-sharing requirements for NIH-funded research. The proposed Data Librarian will work closely with researchers in all the sciences including the social sciences and others to identify their data-related needs, and work with a proposed informatician to develop computer-based solutions. An Informatician would directly support the efforts of a Data Librarian by providing database creation and management services, object oriented programming maintenance and expertise, server administration, interface development, maintaining scripts and scheduled tasks used to insert and summarize data, and the development of web-based tools for accessing data.

- **VIVO continuation**

VIVO is an open source semantic web application that, when installed and populated with content, enables the discovery of research and scholarship across disciplines at participating institutions. UF is one of the initial partners funded through an NIH grant that will be completed in August of 2011. Once the funding ends, VIVO must be sustained and fully implemented across UF in order to enhance interdisciplinary collaboration and identification of potential research partners. The libraries are already playing a key role in the VIVO implementation under the grant and have the skills and contacts to continue to manage this as a campus-wide asset.

- **Newell Hall Student Learning Commons**  
Establishing a state-of-the-art Student Learning Commons will meet a critical need for UF students to have an attractive, secure, and continuously-available facility designed and equipped to accommodate the way they work. This 24/5 facility will provide space for undergraduate and graduate students to conduct research, study, and work collaboratively. Seating for approximately 700 students will be provided, including individual and group study spaces, computer workstations, and a variety of soft/lounge seating and study tables and/or carrels. This will also reduce congestion in Library West and the Marston Science Library during peak periods.
- **24/5 Access to Library Facilities**  
The two largest libraries are currently open until 1:00 a.m. five days a week, but continue to receive requests from Student Government and individual students for extended hours throughout the semester, not just immediately prior to and during exams. The Libraries are proposing to keep either Library West or the Marston Science Library open 24 hours a day Sunday through Thursday. This late night and early morning access would benefit a broad cross-section of the campus community.
- **Expanded web services and mobile applications**  
Studies show that by 2013, mobile phones will overtake PCs as the most common Web access device worldwide. By 2014, there will be a 90% mobile penetration rate and 6.5 billion mobile connections. As library resources continue to move to online content, it is essential that the Libraries provide access to these resources on the mobile devices available to and preferred by library patrons.
- **Digital Scholarship Unit**  
The Digital Scholarship Unit will support digital scholarship and digital curation across campus. This includes support for the following: data curation for all fields and the university, area specific needs as with E-Science and the Digital Humanities, developing new digital projects with faculty, developing new forms of digital scholarly publishing, and building tools and systems that support digital information and scholarly activity.
- **Post-MLS Fellowship**  
The Libraries propose to establish a long sought Post-MLS (Masters in Library Science) Fellowship position to be used to support special projects. The position would enhance the Libraries efforts to increase diversity in the profession, but beyond this the selected librarian would be assigned to assist with development and support of new opportunities, including pilot projects, for which staffing is not otherwise available. The Libraries could use this position to experiment with the introduction of expertise in new technologies and techniques for delivery of library services.

- **Print On Demand**

The Libraries are seeking non-recurring funding for the preparation and transfer of thousands of the already digitized rare, visually striking, and out of copyright items held by the Libraries, including historic children's books and antique maps, for print-on-demand through a contracted service provider such as Amazon.com. This model has been used at peer libraries and would generate a sustainable revenue for the Libraries.

- **Repurposing On Campus Library Space**

The Libraries are seeking non-recurring, multi-year funding to prepare little used print collections for transfer to the SUS Shared Collection in the high density storage facility. Moving print journals would result in the eventual conversion approximately 11,000 square feet in HSCL into public spaces for students. Similarly, moving print journals and government documents would result in the eventual conversion approximately 23,000 square feet in Marston into public spaces for students.

## **Alternative Funding for the Libraries**

- **Increased DSR Funding**

DSR funding for the Libraries is now established as a percentage of the IDC received by UF, so it will expand (and contract) with grant funded research. This 2010 change reflects a recognition that research at UF is dependent on access to extremely expensive, but essential, scholarly resources for which the annual increases in license fees are ongoing and cumulative while the Libraries' material budget from state funds is not. Unfortunately, the percentage currently allocated is not sufficient to cover the subscription to the most heavily used online e-journal package for research, Elsevier Science Direct. Having DSR fully fund the Elsevier Science Direct electronic journal package would no only more appropriately reflect the Libraries' contribution to sponsored research, but also allow the Libraries to increase access to other material of significant value to researchers.

- **Dedicated Library Allocation from the Student Technology Fee**

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

- **Dedicated Library Allocation from Annual Tuition Increases**

The Libraries are core to the University's academic and research enterprise. The University was successful in obtaining authorization from the Legislature for annual tuition increases to correct historic underfunding and the documented disparity between UF and its peer institutions. As documented above, the

Libraries are also chronically and historically underfunded, even when considering the underfunding of the University as a whole compared to peer institutions. This compromises the Libraries' ability to meet the service and information resource needs of UF students, faculty and researchers. Dedicating a portion of the additional revenue generated by the annual tuition increase as new recurring funding for the Libraries would benefit all campus programs by allowing for predictable growth and planned strategic investment in appropriate library services and resources. Over time, this would correct the disparity in access to library resources experienced by UF students, faculty and researchers compared to those at peer institutions.

- **Establish a Student Library Fee**

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

## 8. Barriers

### Facilities

The library facilities are extensive and amongst the most heavily used on campus. 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. With a flat budget for 2011-2012, the estimated shortfall in annual expenses required for minimal maintenance is \$837,323.

### Technology

The University of Florida Libraries are technology hubs, yet no central funding is provided by UF to procure, maintain and support the use of this technology by students and other library patrons. The Libraries have relied heavily on technology funding provided by the Florida Center for Library Automation (FCLA) to sustain its technology. At the direction of the SUS provosts, FCLA is now phasing out its direct support for technology at the SUS libraries. The Libraries have lost \$112,972 through 2011-2012 and will lose an estimated total of \$369,634 by 2014-2015. Even if the libraries' budget is flat, the FCLA funding must be replaced in the libraries' budget or funded from the central IT budgets or student technology fee in order to sustain the current level of service, including periodic replacement of public access computers and peripherals.

Costs for virtualization and back-up with CNS are \$150,120 in 2010-2011. It is anticipated that costs for virtual CNS hosting and back-up will be an additional \$67,200 for 2011-2012, given current growth patterns. Based on volume increases for digital collections, including electronic theses and dissertations, this trend will continue in successive years, so without an annual increase in funding to cover these expenses, indefinite future funding by the Libraries is not possible. For the libraries these are equivalent to utility charges that must be adequately supported through the libraries' budget or incorporated into the central IT budgets.

## **Materials**

Despite protecting the materials budget through the past budget reductions, lost buying power due to high rate increases for library materials, which will total nearly \$700,000 in 2011-2012 alone, is extremely problematic. The 2011-2012 erosion will be in addition to \$2.4 million in lost purchasing power from 2007-2008 through 2010-2011, for a total loss of \$3.1 million.

### **2011-2012 Lost Buying Power:**

| UL        | HSCL      | Smathers | Total            |
|-----------|-----------|----------|------------------|
| \$556,138 | \$133,999 |          | <b>\$690,137</b> |

### **Cumulative Lost Buying Power:**

| UL          | HSCL      | Smathers | Total              |
|-------------|-----------|----------|--------------------|
| \$2,487,096 | \$594,465 |          | <b>\$3,081,560</b> |

As a result of the lost purchasing power, the Libraries have had no opportunity to maintain, much less develop, suitable collections. The Libraries are unable to purchase and license the range of print and electronic resources, which are core to an academic library's capacity to support a research enterprise with the breadth and depth of UF's. The impact of this has been across the Smathers Libraries, affecting all disciplines. Though the lost buying power impacts the entire collections budget, the majority of the Electronic Resources budget is for materials licensed and purchased through consortia and, therefore, cannot be cut by UF independently. As a result, Print Monographs (books) and Print Serials (journals) experience a highly disproportionate reduction when we adjustments are made for lost purchasing power. Continued lost buying power for 2011-2012, resulting from a flat budget, will further compromise a materials budget already weakened by past lost purchasing power and budget cuts. The cumulative effect would amount to a 5.89% decrease in materials for 2011-2012.

## **Staffing**

Decreasing and tightly constrained budgets have caused the UF libraries to be extremely conservative over the last several years in filling vacated staff and faculty positions. Many librarians currently serve multiple departments or colleges. This problem cuts across disciplines, but the most severe needs tend to fall in the Sciences and Social

Sciences. At the same time, a number of new initiatives on campus and within the Libraries require increased staff effort and new types of staffing. 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.

## **Appendix A: UF Libraries Program Review: Highlights (May 2010)**



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## UF Libraries Program Review – May 2010

### HIGHLIGHTS

#### DSR Funding

- The Libraries secured a change to the DSR funding that provides a percentage of IDC rather than a fixed dollar amount, thereby indexing DSR support to future growth in research funding.
- In 2010-2011 the DSR allocation will be 2% of IDC, or approximately \$1.45 million. The increased funding was added to the HSCL materials budget, bringing the HSCL share of DSR allocation to 21% (\$318,000). This aligns itself with the 20% that HSCL contributes towards the purchase of \$4 million in shared e-resources (\$800,000).
- Perception of inequity in the allocation of DSR funding to HSCL persists based on the fact that 50% of research funding is generated by the HSC. If HSCL received 50% of the Libraries DSR funding, it would receive approximately \$725,000; if HSCL paid 50% of the shared electronic resources, it would need to contribute approximately \$2,000,000.

#### Personnel

- As a result of the centralization of HR and fiscal functions as part of the integration with Smathers Libraries, HSCL was able to repurpose one faculty position to create a strategically critical Consumer Health Librarian.
- The Jump Start position for a Clinical Research Librarian at HSCL has been filled. Jennifer Lyon will start work on July 23rd. She is currently working at the Eskin Biomedical Library, Vanderbilt University Medical Center.
- Recruitment is underway for a second Jump Start position for Scholarly Communications.
- As a result of a trailing spouse appointment, HSCL will now have a “Basic Biomedical Sciences Liaison,” an identified need for over five years. Rolando Milian, who is an ARL Diversity Scholar, will start work on August 16<sup>th</sup>. He currently works at Yale University.

#### Budget

- In the four years from 2007-2008 through 2010-2011, the Libraries materials budget remained flat. However, the Libraries cumulative loss of purchasing power during that four year periods is approximately \$2.4 million due to increases in the costs for electronic and other resources.
- Assessments for the Retirement Incentive and Budget Recall will result in a loss of over \$675,000 in salaries and benefits for the Libraries. The Libraries are seeking waiver of these assessments or restoration of the funds to avoid vacancies in critical positions.

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## Goals

- Facilities: \$2 million has been provided from PECO funds to plan for the construction of a High Density Storage Facility at NE 39<sup>th</sup> Avenue and Waldo Road to house the SUS Shared Library Collection; the existing building will be renovated to house processing, digitization and preservation services as well as research space. If funding is available, renovation of Newell Hall to create a Student Learning Commons will begin. The Libraries are studying and beginning the preliminary programming for the renovation and repurposing of the Smathers Library building to support the UF Libraries Special and Area Studies Collections. The major impediment is uncertainty about the availability of PECO and Stimulus Funds for the High Density Storage Facility and Newell Hall. Both facilities will require significant operating endowments, although CSUL has approved sharing the operating costs of the Storage Facility through an assessment based on student FTE at the participating institutions.
- Collections: The Libraries will play a lead role in expanding access to and preservation of the SUS Shared Library Collection with and through the Council of State University Libraries. With the selection of a preferred materials supplier for the SUS, the creation of a single SUS-wide bibliographic catalog, and the implementation of a SUS-wide interlibrary loan system (UBorrow) will enable greater collaboration that can reduce duplication and encourage greater diversity of research materials, thus enhancing the possibilities for access to more information state-wide with the existing resources. The major impediment is the infancy of this type of deep SUS-wide collaboration efforts, with both fiscal and personnel implications.

## Alternative Revenue Streams

- DSR has committed to work with us next year to calculate a new rate for the Libraries percentage of IDC, with the goal of getting it up to 2.5 or 3.0%. It is appropriate to link library resource funding with research given the role of the libraries in supporting these activities, but the increases currently discussed do not represent a solution to the state of inadequate funding for materials given the size and scope of UF.
- Other than DSR funding, there is currently no mechanism for expanding library resources over time. A Library Fee or similar mechanism, applied to student credit hours or by FTE, should be sought to ensure a new and sustainable source of funding for the Libraries in addition to the appropriated funds now received.
- The Libraries public IT resources are at least comparable to all of the CIRCA labs and instruction facilities on campus. Despite a greater number of public computers offered through the Libraries, we receive none of the recently established student technology fees. We are developing a proposal for recurring funds from the student technology fee to support the Libraries' public IT resources. The hope is that these funds will offset the recurring operating expenses we incur annually of approximately \$150,000.

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## **Appendix B: Integration One Year Later (July 1, 2010)**



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## **INTEGRATION ONE YEAR LATER** **July 1, 2010**

Integration of the Health Science Center Libraries (HSCL), including the Borland Library in Jacksonville, into the Smathers Libraries took place on July 1, 2009. The integration was implemented according to an October 13, 2008 directive by President Machen. The Smathers Libraries and the Health Science Center Libraries (HSCL) were instructed to follow the design described in the Future of the Libraries Report: “the libraries … integrate their budgets and reporting structures … [while] HSCL retains autonomy to serve the needs of its clients.” The integrated library system’s common goal is to assure that integration improves 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 has meant maximizing services and resources through the use of the combined assets and avoiding any diminution in service as a side effect of integration. In the long term, the establishment of an integrated library system requires a University and Health Science Center (HSC) commitment to bring the funding of the HSCL up to both campus and peer standards and to provide sustainable funding for the integrated university library system.

There have been numerous accomplishments as a result of library integration, and the overall effect of integration has been an ability to better target the Libraries’ services in support of the varied and sometimes competing strategic directions of our diverse institution. Integration allowed us to pool resources in those areas that we serve in common, which allowed the integrated library system to devote more time and resources to the areas that we each uniquely serve. Historically, there has been extensive collaboration between the Smathers Libraries and HSCL, particularly in the area of the acquisition of library resources as exemplified by the TIP (Tuition Increase from the Professional Schools) received by the Libraries. Integration provided some additional opportunities for collaboration particularly for the HSCL, which would have never been possible under the previous organizational structure. An outline and the significance of the integration-generated changes follow:

- The centralization of the fiscal & human resources management functions provided a net savings of one FTE that was then repurposed to serve in a more essential capacity within the HSCL. That personnel change, in return, freed one full time professional librarian position that was repurposed to serve the area of consumer health and community outreach. This position is now in place and poised to help fulfill the UF&Shands strategic initiative to increase their community engagement and outreach work.

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In addition, at the Borland Library, a Senior Fiscal Assistant position was reclassified to a Library Assistant II when the job responsibilities were changed from strictly fiscal processes to include more time spent on the reference desk. This permits the Borland faculty to do more research and outreach.

- Prior to integration, the HSCL had never participated in the University's dual career program. As an integrated part of the University Libraries, the HSCL was able to place a Basic Biomedical Sciences librarian. This filled a long standing and critical need for the HSCL.
- In partnership, Smathers and the HSCL have realized a change to the DSR funding method that provides the Libraries with a percentage of campus IDC rather than a fixed dollar amount, thereby allowing for future growth in pace with University research growth. The increased funding was added to the base HSCL material budget, bringing HSCL's share of the DSR allocation to 21% (up from 16%) which better corresponds with the 20% HSCL contributes towards the overall shared acquisitions of resources.
- Integration allowed HSCL staff to participate for the first time in the Smathers' mini-grant program – a competitive internal award program that supports projects benefiting patrons. Recently the Borland staff received an award to fund the creation of a database of mobile applications useful in clinical practice. This mobile application is intended to be an authoritative one-stop shop for health professionals.
- The Medical/Health Libraries of Florida received a Planning Grant from the National Network of Libraries of Medicine/Southeastern Atlantic Region in order to pursue further collaboration strategies among the medical libraries in Florida. The receipt of this grant was largely due to the support and counsel of the Smathers' Grants manager. The HSCL had no such resource prior to integration.
- HSCL, including the Borland Library, integrated interlibrary loan services (ILLiad) and electronic-course reserve services (Ares) with the Smathers Libraries operations, opening the potential for sharing the workload among all the libraries. The financial processes are supported by the integrated fiscal services unit.
- The HSC Libraries received one of the Provost's jump-start positions and has successfully recruited and hired a Clinical Research Librarian from Vanderbilt - the preeminent program in this area. This librarian will work closely with clinical researchers and, in particular, those involved in the University's CTSI. As such, she will serve as a critical bridge between the clinical and research enterprises. She will also have primary responsibility for the information needs of residents; a population base that had not been served by the HSCL before. This position is critically important for the HSC, and it seems much less likely to have been funded had not the HSCL's request been part of the proposal submitted by the integrated library system.

- The integration provides the HSCL access to the Smathers Libraries Development Office. The Libraries' Associate Dean for Development has worked diligently in pursuing development opportunities for us. In the coming year, we will establish Friends of the Library groups in both Gainesville and Jacksonville to further assist us in our work.
- Following integration the Smathers Libraries provided funds to the HSCL to contract with an architect to begin planning for a phased renovation project. The HSCL is the only major library on campus that has never been remodeled or renovated since its construction, so this assessment and planning prepares us for much needed improvements should the resources become available. At the same time, the Dean of Libraries has tirelessly pursued renovation funds.
- During the integration planning process we identified pay inequities in HSCL staff salaries when compared to the Legal Information Center and the Smathers Libraries. This represented a major obstacle to a successful integration. We worked with Smathers' HR and UF's Classification and Compensation post- integration to address this issue. We successfully completed and implemented a staff market equity plan in April 2010.
- Because the integrated Library System is geographically dispersed, we have been resourceful in establishing communication. Smathers has installed teleconferencing equipment in one of the large meeting rooms to accommodate communication with the HSCL in Gainesville and Borland Library in Jacksonville. This service also improves remote accessibility for the Smathers' Branches and operations across campus. Over the coming year we will increase the teleconference capabilities in order to further facilitate communication.

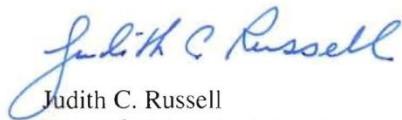
In the interest of candor, it is necessary to note some challenges that resulted from integration.

- The need to include all library employees - regardless of location - when planning meetings, special events and other activities is a clear challenge. While distance can be solved by using technologies such as teleconferencing, the time-demands related to being part of a large integrated library system are consequential. In particular, faculty and staff at the HSCL have a full complement of local responsibilities – college level curriculum committee meetings, instruction at the local level, house calls to their constituents. The addition of committee and other responsibilities within the Smathers' system (including travel time) is felt acutely. This investment of time can be worthwhile because it increases the sense of community and real opportunities for collaboration. We will continue to monitor this situation to ensure that benefits received are worth the time invested in each situation.

- Another and more serious challenge of integration is maintaining the recognition within the Health Science Center that the core mission of the HSCL remains unchanged – exemplary service to the six colleges and associated institutes and centers related to their specific information needs and tied to their goals. Additionally, it is important to convey the fact that through integration the HSCL has expanded its ability to support the clinical enterprise. We have found that integration need not, and should not, distract from that mission. Rather integration should facilitate accomplishment of that mission. This expectation of facilitation has been a constant factor in decision making about the allocation of resources and changes in library policies and procedures since integration. Although there is a consolidated master budget for the Smathers Libraries, we have maintained as separate the funding of the HSCL and developed detailed financial reporting and independent budget gathering for the HSCL. This eliminates any question of the fair and equitable treatment of the HSCL within the integrated system and supports the HSC accreditation processes. The standing of the HSCL and its orientation to the needs of the HSC has been supported by the decision of the Dean of Libraries to establish the HSCL Director at the rank of Associate Dean upon integration. This reflects the standing and autonomy of the HSCL within the integrated library system and assures the Director's participation in the highest level decisions.

Overall, and as a result of integration, the HSCL is now better equipped to serve its mission and partner with the six HSC colleges with their clinical, research, educational and outreach work.

Sincerely,

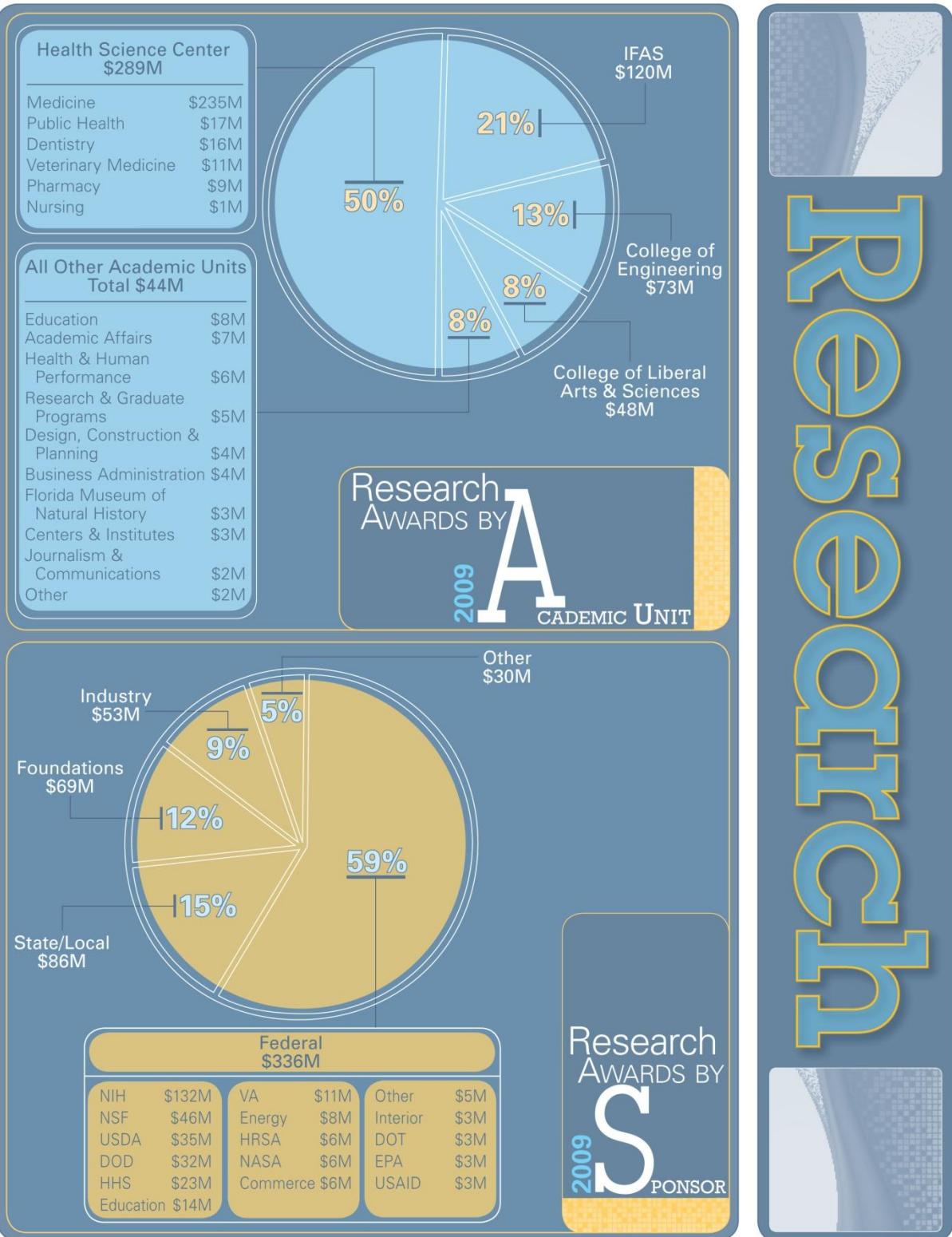


Judith C. Russell  
Dean of University Libraries



Cecilia E. Botero  
Associate Dean George A. Smathers  
Libraries and Director of Health Science  
Center Library

**Appendix C: UF Research 2009: An Extract from Office of Research Annual Report (2009)**



## **Appendix D: UF Libraries Grants Activities Report for FY 2010**

## **UF Libraries Grants Activities Report for FY 2010**

### **Awarded Projects (awaiting for full documentation):**

**Gaming Against Plagiarism** - (\$298,660 cash) a two-year project to create, test, and refine an online game that will help graduate science and engineering students to learn to recognize and avoid plagiarism, in partnership with UF's Digital Worlds Institute, UF's NSF funded I<sup>3</sup> Program, and seven university partners: Purdue University, Virginia Commonwealth University, University of Houston, Loyola Marymount, Oakland University, Rowan University, and UCF. Two consultants on the project will be Dr. Donald McCabe (Rutgers University - expert in college cheating) and Dr. Rick Ferdig (Kent State University - expert in game pedagogy). (Project team: M. Foss Leonard (PI), A. Buhler (Co-PI), M. Johnson (Co-PI), M. Royster)

[National Science Foundation – Ethics Education in Science and Engineering](#)

**Planning for Florida's Health: A Statewide Process for Re-inventing Academic Health Sciences Library Collaboration** – (\$6,000 cash) to complete a strengths, weaknesses, opportunities, threats survey (SWOT) and plan for leveraging assets while eliminating duplication of effort/services with these medical/health academic library partners: FAU, FIU, FSU, Nova Southeastern, UM, UCF, and USF. (Project lead: C. Botero (PI) [National Network of Libraries of Medicine – Express Planning and Assessment Award](#) (start date: 7/1/10; end date: 6/30/11)

**Center for African Studies (CAS)** – (\$112,000 cash) Four-year funding will provide \$20,000 for library OPS personnel, \$60,000 for acquisitions, \$8,000 for four thematic areas of collection enhancement, \$16,000 for digitization, and \$8,000 in consortial library projects. (Project team: D. Reboussin, L. Taylor), start date 11/15/10, end date 8/14/14.

### **Current External Grant Funded Projects:**

**Center for the Humanities and the Public Sphere (Rothman Funds)** – (\$5,000 cash) for a Library Enhancement Grant in the Humanities to acquire the print back issues of the bibliographic annual publication on sinology published by Kyoto University. (Project team: D. Hickey, with Dr. Macdonald and Dr. Wang) Fiscal year 2011.

**Shifting Patterns: Examining the Impact of Hiring Non-MLS Librarians** – (\$3,000 cash and \$3,080 cost share) to develop an understanding of the dynamics involved in hiring practices and to identify essential elements for initiating non-MLS degreed librarians into the profession. Data gathered will be used to create a framework for a model orientation program libraries can adapt to their local environment. Assuring that non-MLS degreed librarians have a meaningful introduction to the theoretical and practical foundations of the field will greatly enhance their ability to collaborate and contribute to the library enterprise. (Project team: PI: B. Simpson with support from B. Keith) [ALA Carroll Preston Baber Research Grant](#) Start date: 7/1/2010; end date 12/30/2011.

**Saving St. Augustine's Architectural Treasures** – (\$41,181 cash request and \$41,232 cost share) in partnership with the applicant organization, Flagler College, the Save America's

Treasures' project will conserve and digitally preserve an irreplaceable collection of the earliest architectural drawings of John Carrère (1858-1911) and Thomas Hastings (1860-1929). Created for Henry Flagler in St. Augustine, Florida, these drawings had been "lost" for decades. (Project team: PI is J. Nemmers, T. Caswell, J. Freund, M. Mariner, R. Renner) [Save America's Treasures](#). Start date: 7/01/10, end date: 5/12/12.

**Advancing Access and Preservation Best Practices in Florida** – (\$32,225 cash and \$10,141 cost share) in partnership with the Florida Center for Library Automation, Florida State University, the University of Central Florida, the University of Miami, and the University of South Florida to provide training to archivists and others who care for historical records through a workshop series covering preservation and access standards and practices including: 1) preservation and management of photographs, 2) minimal level processing of multi-format archival collections, 3) descriptive standards, and 4) archival information systems used to document and access historical materials. NEH funding will support a regional education program, which will provide training at no cost to participants. A secondary goal is to establish a level of expertise among key Florida archivists and professionals so that they can implement and sustain an in-state education program. A third goal is to determine educational needs through surveys and evaluative tools. (Project team: PI is J. Nemmers, Society of American Archivists, and partner institutions) National Endowment for the Humanities, Preservation & Access Education & Training. [National Endowment for the Humanities](#). Start date: 02/01/10, end date: 01/31/2011.

**VIVO Enabling National Network of Scientists** – (\$1,729,030 cash plus additional funding for equipment and travel as necessary over two years) UF partnership with Cornell University Library and six academic medical research institutions, to create an integrated national information network for biomedical researchers that will serve not just researchers, but also students, administrative and service officials, prospective faculty and students, donors and funding agencies, and the public. This will fully implement "GatorScholar" (under a new name, possibly "VIVO @ UF") at UF and replicate this system with partners. (Project team: V. Davis , S. Russell Gonzalez, M. Tennant, G. Hack, A. Buhler, E. Bushhausen, N. Ferree, N. Schaefer, R. Jesano, C. Botero, M. Johnson) [National Institutes of Health](#) Start date: 09/25/09, end date: 08/31/2011.

**America's Swamp: The Historical Everglades Project** – (\$72,650 award, and \$77,845 cost share requirement) over three years to digitize 99,690 pages from six collections relating to the exploration, development and conservation of the Everglades from 1878-1929. (Project team: PI - J. Nemmers, Co PI - L. Taylor, F. Turcotte, J. Freund, and J. Cusick) [National Historical Publications & Records Commission](#), end date 12/31/11.

**Lincoln, The Constitution and the Civil War** – (\$2,500 cash request, and no cost share requirement) to host a prepared traveling exhibition (produced by ALA and National Constitutional Center), in Library East, whenever it is made available to the UF Libraries (sometime from mid 2009 – 2011); and to present five public outreach programs. Partners include City of Gainesville Division of Cultural Affairs and the Public Library System. (Project team: PI - C. Dinsmore, Co PI - C. Seale, S. Arlen) [National Endowment for the Humanities \(NEH\) Small Grants to Libraries](#), end date 12/31/13.

**Caribbean Newspaper Digitization Library: Disseminating and Preserving Records of Daily Life** – (Total award to FIU: \$440,000, approximate UF total \$123,702 cash request and \$41,224 cost share) four year subcontract, negotiated annually, beginning October 2009, to digitize newspaper runs from various countries in the Caribbean. Leaders are FIU's Latin American & Caribbean Center and UF's Center for Latin American Studies, with partnering libraries at FIU, UCF, USF, and University of Virgin Islands. (Project team: PI at UF is L. Taylor, with M. Sullivan and other DLC participants) [Dept. of Education Technological Innovation and Cooperation for Foreign Information Program \(TICFIA\)](#), end date 09/30/13.

**From the Air: the photographic record of Florida's lands** – (\$67,008 in cash, and \$23,994 cost share contribution) for Phase III –, to provide 1) digitization of the historic Aerial Photography Florida Collection from 1971-1990; 2) technology infrastructure upgrade for open access and retrieval and database enhancement; and 3) broader public access through a user-friendly interface that will increased use by middle and high school students, and the general public. (Project team: PI is C. McAuliffe, with J. Aufmuth, M. Sullivan, J. Farrington, R. Renner, and J. Pen, M. Ochoa) [Florida Department of State Division of Library and Information Resources, Library Services and Technology Act Grants](#), end date 09/30/10.

**Express Outreach Project Award from National Network of Libraries of Medicine: Southeastern/Atlanta Region:** (\$6,000 for 2009-2010). To conduct an assessment of the health literacy of parishioners from Mt. Canaan Missionary Baptist Church, in Jacksonville, and to develop and implement a plan to address low health literacy levels in Jacksonville. (K. Moeller is PI)

**Assessment of User Skills and Efficiency in the Application of Bioinformatics Resources to Answer Biological Questions** – (\$25,000 cash). The purpose of this project is to gain an understanding of the ways in which research scientists use online resources created by the National Center for Biotechnology Information (NCBI). Study participants include a diversity of researcher types (faculty, post-docs, research staff, graduate students, undergraduates) from a number of U.S. educational institutions. The results of this project are expected to provide insights into library-based bioinformatics support services, instructional session content, teaching methods, and marketing of bioinformatics-related instruction and services. The research will also provide NCBI with information on the usability of their website, FAQs, and other online support. (M.R. Tennant) [Medical Library Association, Donald A.B. Lindberg Research Fellowship](#). Start date: 07/1/07, end date: 12/31/2010.

**University of Florida Area Health Education Centers Program (AHEC)** – (\$30,000 cash contract for services) for HCSL to support the mission of the UF AHEC Program Office and the community based activities of its four AHEC centers (Big Bend AHEC in Tallahassee, Suwannee River AHEC in Alachua, Northeast Florida AHEC in Jacksonville, and West Florida AHEC in Crestview). Support includes: include we have done, includes reference assistance, document delivery, database training, preceptor support, support for students on rotations, consultation and technical assistance. The UFAHEC mission is to improve access to primary health care in north Florida's medically underserved areas through academic-community educational partnerships designed to recruit, train and retain community-based health professionals. One of 5 AHEC programs supporting the state's 5 medical schools, UF AHEC

reports to the UF College of Medicine and is part of the Florida AHEC Network which has, over this past decade, addressed the primary health care needs of Florida's most vulnerable populations through a series of innovative strategies designed to: extend academic health resources; provide information and support for community providers; influence health professions education; and, influence the future health professional workforce. (Project lead: L. Butson is PI), end date 6/30/10.

**Express Outreach Project Award from National Network of Libraries of Medicine:  
Southeastern/Atlanta Region:** (\$6,000 for 2008-2009). To conduct an assessment of the health literacy of parishioners from Mt. Canaan Missionary Baptist Church, in Jacksonville, in order to develop and implement a plan to address low health literacy levels in Jacksonville. (Project lead: K. Moeller)

**Title VI Grant Awards Include Library Funding:**

**Center for African Studies (CAS) –** (\$35,400 managed by CAS) Funding will provide \$2,000 for Library membership in national cooperative Title VI projects (African materials microfilming/digitization); \$5,000 stipend plus tuition waiver for graduate assistant; \$15,000 for Library materials/monographs Africana; \$8,400 for digital resources; and, \$5,000 for the Abraham Collection digitization. (Project team: P. Malanchuk and D. Reboussin), end date 08/14/2010

**Center for European Studies (CES) –** (\$60,000 managed by CES) for the 09/10 fiscal year, funding will provide \$30,000 to acquire monographs and \$30,000 acquire electronic resources (eBooks, etc.). (Project team: A. Aissing and M. Loving) end date 08/14/2010.

**Center for Latin American Studies (CLAS) –** (\$16,232 managed by CLAS) For the 09/10 fiscal year, funding will support the Latin American Collection includes \$3,432 for a graduate assistant position; \$7,500 for travel to bring visiting scholars to UF to use the collection; \$4,300 to acquire electronic resources (CD-ROMS); and \$1,000 for Library international travel. (Project team: R. Phillips and P. Losch) end date 08/31/10.

**Declined Awards:**

**University of Florida Opportunities for Research Assistance Students (uFLORAS)  
Program:** (\$50,000 cash request and \$36,727 cost share contribution) to support the uFLORAS peer-to-peer program for training 10 Hispanic students to provide academic outreach to other Hispanic students by working with four campus programs that target first generation, Hispanic, minority, and disadvantaged students. uFLORAS proposes to serve 2,490 students; 500 of whom are expected to be of Hispanic heritage. (Project team: PI - M. Shoop, Co-PI M. Johnson)  
[SEMILLAS Program/Walmart](#)

**Academic Research Library Longitudinal Recruitment Study** – \$2,500 for Phase I of a multi-year longitudinal study to investigate the efficacy of the current recruitment strategies employed by Academic Research Libraries (ARLs). These strategies include advertising job vacancies and soliciting applications from a broad spectrum of applicants, with the purpose of

recruiting traditionally underrepresented groups in the academic library workforce. (Project team: PI – B. Keith, Co PI – B. Smith, S. Coleman) [ALA Diversity Research Grant Program](#)

**Phase IV, Cataloguing and Creating Access to British and American Children's Literature (undated)** – (\$349,999 cash request and \$350,108 cost share) to continue cataloguing the Baldwin Library of Historical Children's Literature Collection for approximately items that are not dated, and selecting items for digitization. Most of them would fall between 1800 and circa 1920; approximately that about 93% would be in the public domain and out of copyright. (Project team: N. Poehlmann, J.A. Carey, R. Smith, and DLC) [National Endowment for the Humanities, Humanities Collections and Reference Resources](#)

**Digging into Data: Baldwin Historical Children's Literature Digital Library** (working title) – (no cash or cost share, benefit is the potential availability of this software tool for use by researchers to mine UF's digital collections) to create and test an automated system that extracts specific features of the collection that can then be visualized so researchers can make more effective use of their research time. The UF Dept. of Computer and Science Information and Engineering is the applicant in partnership with the Libraries, UF Data Infrastructure, IFAS, Visual Arts and English/Linguistics, plus the Alberta College of Art and Design, Canada. (Project team: PI is Paul Fishwick, Computer Science professor, with very minor roles for L. Taylor and M. Sullivan) [National Endowment for the Humanities, Digging into Data](#)

**A Framework for Preservation and Access to Humanities Collections** - The University of Illinois, School of Literatures, Cultures and Linguistics, Center for Translation Studies and Department of Linguistics and University of Florida's Center for Latin American Studies propose to create a framework for accessing humanities collections, specifically for Jaqi languages. A prior NSF funded grant supported the digitization of primary source materials in Jaqi languages for the University of Florida Digital Collections (<http://www.uflib.ufl.edu/ufdc/?c=jaqi>). This research is of direct relevance to all humanities collections and the new project will develop new frameworks and methods for accessing linguistic information. Researchers will use select materials from the UF Digital Collections and will share their results with the scholarly community at large and with the Libraries in particular for use in refining and conducting research with the UF Digital Collections. (Project team: H. Beck, IFAS professor, with very minor roles for R. Renner and D. Benson) [National Endowment for the Humanities Preservation and Access Research and Development](#)

**An Ontology Framework for Digital Humanities Collections** – (\$96,707 cash request with \$38,939 cost share--only \$5,917 is Libraries' cost share) to support collaboration between Baldwin Library curator, African Studies librarian, two scholars from the Center for Latin American Studies, a linguistic scholar from University of Illinois (CU) and an IFAS scholar, Dr. Howard Beck, the proposed fellow who will take a sabbatical for one year to work with DLC. Scholars will work on digital projects related to the Baldwin, African Studies, and Latin American collections, with DLC support, to provide an ontology framework for digital humanities scholars. (Project team: D. Reboussin, R. Smith, D. Benson, L. Taylor) [National Endowment for the Humanities](#). Start date: 06/01/10, end date 05/30/11.

**Helios: Connecting Florida's Asian Collections** – (\$3,241 cash) to plan this statewide project, with UF's Harn Museum of Art as applicant organization, in collaboration with Smathers Libraries, and in partnership with the Norton Museum of Art, Lowe Art Museum, Frost Art Museum, Morikami Museum & Japanese Gardens, the Appleton Museum of Art and others. The project team seeks IMLS funding for Phase II of a four-phase planning process for collectively sharing important Asian artistic and cultural assets, both physically and virtually, with curators, scholars, museum-goers, K-12 institutions, university and college institutions, and the general public. (Project team: D. Hickey is PI with B. de Farber, H. Nakano, and L. Taylor) Start date: 9/1/10; end date: 8/31/10. [Institute of Museum & Library Services, National Leadership Collaborative Planning Grant I](#)

**Pending Notification of Award:**

**Gladys Brooks Foundation Endowment** – (\$100,000 cash) Pre-proposal to establish an endowment to generate interest income for digitizing materials from the Baldwin Library of Historical Children's Literature. (Project team: S. Huang, R. Smith and L. Taylor.