UF | George A. Smathers Libraries
UNIVERSITY of FLORIDA

Fiscal Year 2014-2015 Budget Review: The George A. Smathers Libraries

February 2014

FY2014-2015 Budget Review:
The George A. Smathers Libraries

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Dean's Message

The University has understood for many years that the George A. Smathers Libraries are underfunded for their mission to support the full range of teaching, learning, research and clinical practice at the University of Florida. Although this is true for the entire budget, it is especially problematic for the library materials budget, which is dramatically below an appropriate level because there has not been an adjustment for the annual increases in the costs for essential electronic journals, databases and other information resources for many years. At a time when the University is aggressively investing in preeminent faculty, seeking to grow its research funding, and establishing the new online academy, the Libraries are forced by flat or declining funding to continue to reduce the content it makes available to support the University's mission and are unable to meet demands of students and faculty for new and improved services.

For the past 5 years, the recession and the declining state appropriations, as well as the pressure to minimize increases in tuition and fees, have made it difficult for the University to address the situation. The transition into the Responsibility Center Management (RCM) budget model without first addressing the chronic underfunding of the Libraries has exacerbated the situation because there is no effective mechanism for the Libraries to address this. Last year, the Libraries' RCM Budget Review documented that between 2008-2012 total library expenditures at our peer and aspirational peer institutions increased by an average of $1 million, while library expenditures at the University of Florida increased by less than $8,000. While the University is aspiring to improve its institutional rankings, the Libraries ranking is declining because of lack of funding.

The Libraries are asking for an immediate increase of $1.94 million in the Libraries recurring materials budget to avoid further severe cuts in the content we offer to our users and restore some of the materials that have been lost in recent years. We are also asking for a commitment from the University for an annual adjustment in the materials budget to cover price increases so we do not continue to lose important content. Additionally, in order to contribute to the preeminence of the University and to adequately support the University mission of teaching, research and service, the Libraries need to add new, high-demand information resources. This requires a *minimum* increase in the materials budget of 5% in each of the next five years. Much more is needed if the Libraries are to reach a level of funding for materials comparable to our peer and aspirational peer institutions.

This year the colleges will see the costs for support of the Libraries presented differently in the RCM documentation. Rather than a single amount, each College will see its assessment for the Smathers Libraries in three separate categories: library materials, library operations (salaries and operating expenses) and University overhead charged to the libraries (administration, physical plant and campus information technology). Showing the materials budget as a separate line item on the RCM statements will help the Libraries and the Colleges focus on this important priority for investing University resources in direct support of our students, faculty, researchers and clinicians.

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Budget Scenarios

FY2014-2015 Budget Equal to Final FY2013-2014 Budget

When proposing a flat FY2014-2015 budget based on the final FY2013-2014 budget, it is important to first consider the repercussions of the Libraries inadequate funding in previous fiscal years. As depicted in the following tables, and as projected in the previously submitted RCM Budget Reviews, inadequate funding for the Smathers Libraries, particularly in the materials budget, has resulted in continued damage to the information resources provided to the University of Florida community as the Libraries struggle to absorb the escalating cost of large electronic journal packages.

- Monograph acquisition in FY2013-2014 represented a 51% reduction from the level in the prior year.

Monograph Purchases	**Number of titles acquired***	**Expenditures**
FY2012-2013	12,772	$830,207
FY2013-2014	6,266	$407,295
Total Decrease	**(6,506)**	**($422,912)**
% Decrease	**50.9%**	**-----**

* Based on an average cost of $65.00 per monograph.

- Print journal subscription cancellations in FY2013-2014 represented a 38% reduction from the level of the prior year, resulting in a loss of nearly 3,900 titles. A complete list of the cancellations is available in Appendix 1.

Print Journal Cancellations	**Number of subscriptions canceled**	**Cost reduction**
University Libraries	(2,011)	($527,538)
Health Science Center Library	(350)	($214,584)
Total Decrease	**(3,893)**	**($742,122)**
% Decrease	**37.7%**	**-----**

As a result of the inadequate materials budget for FY2013-2014, a total of 3,893 print journals have been or will be cancelled, and 6,506 academic monograph titles will not be added to the collection. This reduction in content has been necessary to reallocate $1,165,034 in materials funding to electronic materials, including the increased funding necessary for cost increases that have occurred over time.

Recurring inadequate materials budgets have resulted in an ongoing loss of content for use by the UF community. The 50% decrease in the monographs budget is a significant loss and only part of the story since monographs purchasing has been steadily declining. In the last ten years, the monograph budget for the University Libraries has been cut by 75% and monographs purchasing has been completely eliminated by the HSCL. While the purchase of less print is to be expected as content moves to digital access, it is important to understand that the Libraries purchase electronic books from the monographs

budget, so our ability to add these electronic resources has also been curtailed. The remaining budget for purchasing monographs supports all disciplines, so these reductions affect every college in the university and all of our collections. This affects our ability to sustain preeminent collections like the Latin American Collection.

The severe cuts resulting from the inadequate materials budget for FY2013-2014 are just a precursor to what will be needed to balance the budget if the Libraries receive a flat budget in FY2014-2015. The *Sources of Funds* chart below reflects a flat budget for the Libraries with the million dollar FY2013-2014 cuts remaining in place. The *Projected Expenditures* chart delineates the funding needed to retain the content available in the current fiscal year for use by the students, faculty and staff of the University. The shortfall that will result from another flat materials budget is again over a million dollars, despite cuts that have been made in prior years.

Sources of Funds	**University Libraries**	**HSCL**	**Smathers Total**
Appropriation	$7,069,810	$1,606,997	$8,676,807
DSR	$1,091,313	$300,300	$1,391,613
Total (flat) funding	$8,161,123	$1,907,297	$10,068,420

Required expenditures to retain current content	**University Libraries**	**HSCL**	**Smathers Total**
Electronic resources	$7,605,233	$2,330,142	$9,935,375
Print journals	$518,843	$0	$518,843
Monographs	$421,580	$0	$421,580
Fees/memberships*	$243,239	$23,549	$266,788
	$8,788,895	$2,353,691	$11,142,586

Shortfall	**$627,772**	**$446,394**	**$1,074,166**

* These are memberships that allow us to participate in consortial collections, such as the Center for Research Libraries.

The Libraries have been good stewards of our limited resources as the materials budget has decreased or been flat: journal subscriptions have been dropped; monograph purchases have been limited to just-in-time, demand-driven purchasing; duplicative print/electronic content has been eliminated; and non-recurring funds such as salary savings have been applied to temporarily reduce the materials funding gap. We have forgone purchases of databases, journal archives, streaming video services, and research tools that are core to an academic library supporting a comprehensive research university with a large student population, substantial research portfolio, and significant and growing online programs. These decisions were made in order to retain as much core content as possible for our students and faculty.

However, with a flat budget in FY2014-2015 the Libraries will not be able to protect core electronic content any longer. The majority of electronic journal titles are purchased through packaged bundles that provide an extraordinary amount of content for the price. This makes cutting content in a targeted manner difficult because buying individual titles is prohibitively expensive. In FY2013-2014, the Libraries declined to participate in the state-wide multi-year journal packages for Sage and Springer because of our concern that the materials budget shortfall would not be addressed in FY2014-2015. If we have a

flat materials budget in FY2014-2015, we will need to cancel one or more large journal packages in addition to making other cuts.

To manage spending with a flat materials budget in FY2014-2015, we will be forced to cancel the subscriptions to two major cross-disciplinary journal packages: Springer and Sage, and eliminate a number of electronic databases such as Emerald, Proquest Dissertations & Theses, MLA International, and BIOSIS. A complete list of the Springer and Sage electronic journals that our users will no longer be able to access as a result of this cancellation is available in Appendix 2. Usage for each of the journals is also included. We are not planning a further cut to the monographs budget since it is already below an acceptable level to support a comprehensive university.

These are difficult decisions. The loss of access to these databases and journal titles will affect every faculty member on campus. They cut across all subject areas and are used hundreds of thousands of times over the course of a single year. We may find over time that there are titles so heavily used that we will need to license them individually, which is an expensive and inefficient way to acquire materials and will require even deeper cuts elsewhere. In order to fill the information needs of the campus, the libraries will need to increase our reliance on interlibrary loan services, which delays access for users and increases the costs to the Libraries. Access to these titles will be lost in January 2015 when the 2014 subscriptions, acquired with funds in the FY2013-2014 funding, expire.

The Libraries have managed the collection as well as possible with the available resources, but we have exhausted all options. A flat budget in FY2014-2015 will result in severe cuts to electronic journal and database content. Monograph purchases, though spared from further cuts in the FY2014-2015 budget, have already been virtually eliminated. Our total materials budget is already below the level for FY2008-2009 in actual dollars, without calculating the loss of purchasing power due to price increases, so we are already delivering substantially less content. With these further reductions in content, our ability to meet the information needs of the University and appropriately support its teaching, research and clinical initiatives will be compromised.

FY2014-2015 Budget with Reasonable Growth and Prioritized Increases

Although the call for this RCM Budget Review requests an ***Optimal Budget***, the Libraries are presenting critical needs and a request for reasonable growth, recognizing that a truly optimal budget is not attainable in the short term. We will be presenting separately an updated peer analysis that creates benchmarks for an ***Optimal Budget***.

First priority: Critical materials funding
As described above, in order to avoid additional cuts in the available content, including selected databases and all Springer and Sage electronic journal titles, the Libraries need an infusion of $1.1 million into the recurring materials budget.

Second priority: Sustained materials funding
The Libraries need a commitment from the University for an annual adjustment in the materials budget to cover price increases so we do not continue to lose important content. An additional 5% per year would allow the Libraries to cover these costs and sustain the information resources currently available to our users. For FY2014-2015, this would be an increase of $434,000.

Third priority: Improved materials funding
The Libraries need an additional increase of at least 5% in FY2014-2015 and each of the next 5 years to allow us to begin to restore content lost with years of decreasing or flat budgets and to add new content in support of students, faculty and researchers. These modest increases would allow incremental progress toward a materials budget more appropriate to support a comprehensive research university with a large student population, substantial research and growing online programs. For FY2014-2015, this would be an increase of $434,000.

Fourth priority: Increased hours for Marston Science Library (MSL)
As a result of the renovation of the ground floor of Marston Science Library, the Libraries have been asked to offer 24/5 access. The addition of this new student learning commons and the additional service hours is expected to increase use of MSL from approximately 1 million visits per year to an estimated 1.7 million visits. Accommodating this will require an addition of $100,000 to the recurring budget for staffing.

Fifth priority: Operating budget
The fifth priority in an optimal budget would be to end the Libraries' dependence on carryforward for core services in the operating budget. On average, the Libraries spend $750,000 each year in operational expenses such as maintaining public space and technology for students and other users. 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 library users face inadequately maintained furnishings and facilities.

In recent years, carryforward has also been allocated to cushion the impact of inadequate facilities and technology funding and minimize the reduction in the content available to students, faculty and researchers resulting from the flat or declining material budgets. The Libraries are generating less and less carryforward and can no longer absorb these operational expenses.

Sixth priority: New positions to better serve the academic community
The Libraries remain understaffed to provide core services. A variety of positions are needed to allow us to respond to specific requests for library services and to make incremental progress toward a level of support more appropriate to the University's academic, research and clinical missions. The most critical of these requirements are represented by the positions proposed below.

Proposed Recurring Expenses for Library Personnel:

University Libraries	HSCL	Smathers Total
$438,322	$203,273	$641,595

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

	FTE	Expense
Faculty	**5**	$393,310*
Staff	4	$248,285*
Total:	9	$641,595*

* Includes benefits

The proposed recurring positions are:

- Bio-informatics Librarian supporting the scientific intersection of biology, computer science, and information technology (1 faculty);
- Clinical librarians at HSC Gainesville and Shands Jacksonville delivering information resources services directly to the point of care to facilitate effective decision making (2 faculty);
- Data Curation Librarian to identify, store, describe (curate), retrieve and re-use data, comparable to the program at Johns Hopkins University Libraries Digital Research and Curation Center (http://ldp.library.jhu.edu/dkc), providing support for researchers in meeting federal mandates and enhancing curation and accessibility of their research product (1 faculty);
- IT staff to develop software applications to support data management and to increase the accessibility of library materials (2 staff); and
- Special and Area Studies Collections archivists to process and make available these unique and valuable collections (1 faculty and 2 staff).

FY2014-2015 Projected Annual Uses of Funds Statements: Smathers Libraries

As noted above, the Libraries are presenting critical needs and a request for reasonable growth, recognizing that a truly optimal budget is not attainable in the short term, but the term Optimal is used in the tables below to reflect the terminology in the call for the RCM Budget Review.

A summary of the FY2014-2015 Budget Scenarios for the entire Smathers Libraries is provided in the table immediately below.

Smathers Libraries	**Flat**	**Optimal**
Faculty Salaries and Benefits	$7,897,408	$8,290,718
TEAMS/USPS Salaries and Benefits	$9,114,893	$9,463,177
Other Personnel Services	$357,975	$357,975
Operating Expenses	$1,734,262	$2,484,262
Library Resources	$8,676,807	$10,618,654
Total Expense	**$27,781,345**	**$31,214,786**

The official submission for the budget for the Smathers Libraries is reported to the University in three segments: University Libraries, Health Science Center Libraries and Administration. A summary of the 2014-2015 Budget Scenarios for each of these units, along with explanatory notes, is provided separately in the tables below.

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FY2014-2015 Projected Annual Uses of Funds Statement: University Libraries

University Libraries	Flat	Optimal
Faculty Salaries and Benefits	$5,186,622	$5,376,659
TEAMS/USPS Salaries and Benefits	$5,980,036	$6,328,320
Other Personnel Services	$296,722	$296,722
Operating Expenses	$1,041,798	$1,791,798
Library Resources	$7,069,810	$8,404,563
Total Expense	**$19,574,988**	**$22,198,062**

The Optimal Scenario for the University Libraries includes funding for:

- Essential materials;
- Staffing to support 24/5 MSL hours (2 staff);
- Increased operating expenses;
- Data Curation Librarian (1 faculty);
- Information technology (2 staff); and
- Special and Area Studies Collections archivists (1 faculty and 2 staff)

FY2014-2015 Projected Annual Uses of Funds Statement: Health Science Center Libraries

HSCL	Flat	Optimal
Faculty Salaries and Benefits	$1,138,550	$1,341,823
TEAMS/USPS Salaries and Benefits	$1,285,571	$1,285,571
Other Personnel Services	$61,253	$61,253
Operating Expenses	$123,864	$123,864
Library Resources	$1,606,997	$2,214,091
Total Expense	**$4,216,235**	**$5,026,602**

The Optimal Scenario for the Health Science Center Libraries includes:

- Essential materials;
- Bio-informatics Librarian (1 faculty); and
- Clinical librarians at HSC Gainesville and Shands Jacksonville (2 faculty)

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FY2014-2015 Projected Annual Uses of Funds Statement: Administration of the Libraries (Inclusive of Acquisitions and Interim Storage Facility)

Administration of the Libraries	**Flat**	**Optimal**
Faculty Salaries and Benefits	$1,572,236	$1,572,236
TEAMS/USPS Salaries and Benefits	$1,849,286	$1,849,286
Other Personnel Services		
Operating Expenses	$568,600	$568,600
Library Resources		
Total Expense	**$3,990,122**	**$3,990,122**

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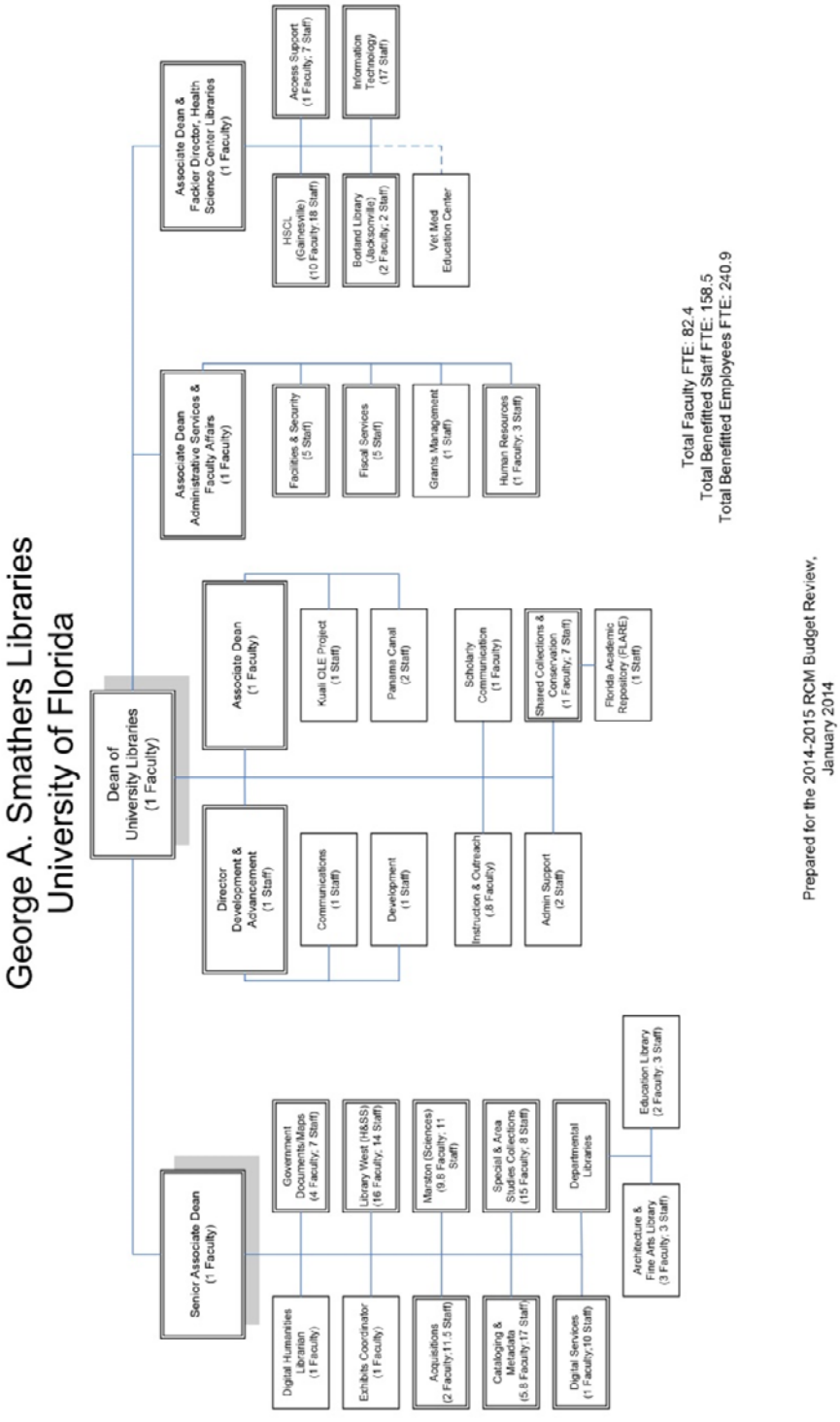
Annual Review

Organization Chart



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Library Services

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 budget review.

University Libraries

The University Libraries are dedicated to supporting the University's threefold mission of teaching, research, and service. The Libraries continue to adjust services and facilities to create supportive learning environments for students and to provide teaching and research support for faculty through:

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

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

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

The Libraries strong focus on customer service is flexible and changing as service desks are consolidated and staff is deployed to engage library users, either in person or virtually.
Librarians teach students how to find reliable information and use it effectively. They are becoming increasingly integrated into the curricula by working with academic faculty in curriculum planning and teaching. The Libraries are working to achieve seamless integration of library resources and instruction

into the curriculum, shifting resources significantly toward digital material rather than print or analog, selecting information resources learners can trust and making the resources as mobile and portable as possible, including availability through handheld devices.

The Smathers Libraries operate an institutional repository (IR@UF) as a portal for archiving and accessing digital scholarly and institutional information. Users can search across all materials in the repository simultaneously as well as submit their own documents to the repository. The 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 lifelong 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;

- Provide expert searching services; Offer specialized information services such as, bioinformatics, data management, and NIH Public Access instruction;
- Create online tutorials and subject guides for the various disciplines;
- Select and acquire materials for purchase or license by libraries to support the full range of disciplines and research of the HSC; and
- Plan new initiatives based on need.

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

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Appendix 1. Title list for University Libraries Print Serials Cancellations

Print journal subscription cancellations in FY2013-2014 represented a 38% reduction from the level of the prior year, resulting in a loss of nearly 3,900 titles. A complete list of the cancellations is available at http://ufdc.ufl.edu/l/IR00003671/00001.

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Appendix 2. Springer and Sage Title Lists with Usage Data

To manage spending with a flat materials budget in FY2014-2015, we will be forced to cancel the subscriptions to two major cross-disciplinary journal packages: Springer and Sage. A complete list of the Springer and Sage electronic journals that our users will no longer be able to access as a result of this cancellation is available at http://ufdc.ufl.edu/l/IR00003671/00001.

Usage for each of the journals is also included. Many titles are highly used while some show little or no usage. These journals are licensed in packages for affordability. Licensing just the high use journals is usually more costly than acquiring the entire package from a publisher.