



George A. Smathers Libraries
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College and Center Program Review: 2005

George A. Smathers Libraries

1. *Please identify College progress in the past year to advance the University's strategic plan. In particular, identify hiring done in the past year and the ways these faculty hires have strengthened the College.*

The mission of Smathers Libraries is to support the university community in its pursuit of knowledge, thus contributing to the advancement of the University of Florida to a ranking among the top 10 public universities. Our strategic goals aim at providing excellent information resources and tools to faculty, students, and staff when and where they are needed. We are committed to a service model that imbeds library resources in academic programs, reaches out and collaborates with scholars and others within and beyond the university and adapts quickly to take advantage of technology developments.

As Attachment I demonstrates, the libraries remain far from the top ten in being able to support faculty and students because of restricted funding, inadequate staffing levels and inadequate facilities. In our annual LibQual survey of faculty and students, UF receives substantial criticism from faculty and graduate students regarding the breadth and depth of our collections. Attachments I and II show *that UF falls far short of an adequate resources budget*. In considering the resources allocation, please note that in 2001, the Libraries received a boost from the Legislature that got us up to \$8.1 million, nearer to our peers than in a number of years. The funds were cut almost immediately. We dropped to \$7.5 million in 2002, \$6.5 million in 2003 (this includes a special \$1 million allocation from the Provost's Office), and \$6.3 million in 2004 (with the continued provostial support). In the meantime, the cost of library materials purchased by Smathers Libraries has risen by 21.2%. *Thus, while costs went up by 21.2%, and the Provost's Office supplemented the budget with \$1 million each year, our resources budget dropped by 20%*. The resulting imbalance strikes hard at research support.

Over the past five years, the number of graduate students has increased substantially. UF currently offers PhDs in 85 disciplines, all but six of them (93% of UF's PhD programs) are supported by Smathers Libraries. However, the 85 degrees, represent 115 fields (for example, Romance Languages provides doctorates in French and Spanish which require two different

collections). Since 2000, five new PhD programs have been implemented - Art History, Biomedical Engineering, Criminology, Law & Society, Nursing Sciences and Religion. Four of the five are primarily served by Smathers Libraries. Since the resources allocation has declined during the period in which the number of PhD programs has increased, there is obviously less money to allocate in support of any research program. Thus the poor showing UF makes on the annual comparison with the top ten research libraries and the continued complaints of our students and faculty on the lack of collection support for their work. To really support UF's academic program at the level of quality that the University espouses will require a substantial increase in the resource allocation. Since legislatively earmarked state funds are not an option any more, the university needs to find a way to cover this infrastructure cost. Since resource prices rise each year, the allocation must also rise. Assistance from the President and provost to build a \$100 million endowment for library resources would go a long way towards alleviating this problem.

Attachment II has limitations in use of the data. The figures for Berkeley, UCLA and Michigan are total university library figures because that is the available data. In comparing Smathers with Michigan and UCLA, it must be noted that Michigan and UCLA figures include the cost of supporting medical centers and law libraries while Smathers figures do not. However, a glance at UC Berkeley's fourteen-year investment in science, humanities, social science and professional school library support is eye opening. They have no medical center nor college of architecture and a smaller student body yet they spent \$170 million to Smathers' \$76 million over 14 years. Obviously, \$94 million will purchase a lot of books, journals, electronic databases, and other research resources. Michigan's \$196 million to UF's \$111 million (these are comparable figures including all the libraries of both universities) is equally eye opening. The annual resources budget makes a huge difference over the years and UF has to find a way to sustain a similar investment if it wants to break into the top ten. The university should *continue its current \$1,000,000 resources allocation and increase that by \$1,000,000 for Fiscal 06.*

In 2006, the library will have the opportunity **to reopen an enlarged and updated main library**. Library staff are working hard on planning improved and effective services for faculty and student needs – primarily targeted at the College of Liberal Arts, one of the colleges the university intends to improve, but also serving Business, Health and Human Performance, and Journalism. In order to accomplish this, we will need to further integrate electronic information into library operations and that will require *substantial investment in equipment* to utilize the digitized materials we are creating and acquiring. In addition, we will *require university assistance in purchasing public furniture* for the building. Library West seated 400 students when it closed in 2004. When it reopens in 2006, there will be 1500 seats for students assuming that we can purchase the chairs and tables for them to use. Because no storage space was available for used furniture from Library West, most was disposed of at an auction in January, 2004 (to keep it out of the landfill). Current estimates of the cost for public furniture are \$1.8 million, even though we will reuse some tables and chairs we were able to save. UF Facilities Management estimates

that we will have \$900,000 left in the building project that can be applied to furnishings. That leaves a shortfall of \$900,000.

The libraries have been saving money for the past two years for Library West implementation costs. Moving the collections and staff back to Library West and moving the contents of the Maas Brothers storage facility to a temporary location and then on to the Auxiliary Library Facility (ALF) near the airport, will cost about \$600,000 based on the ball park estimates we have received from several movers. That figure may reduce as we go to bid, but including, as it does, moving about a million volumes to West from 15 foot high shelves into compact shelving in West, moving about 450,000 volumes from Maas Brothers to a temporary location and from there to ALF, moving several million microforms from drawers to a new shelving configuration, and moving staff from three buildings back into Library West, it is not likely to come down by much. Furniture for library staff (many in reduced office space require smaller furniture) will cost about \$300,000. Equipping the public Information Commons will cost about \$300,000. We will also need to purchase some library equipment (gates to prevent books from walking out the doors, a new telephone system – the one we had does not meet new specs, security equipment for isolated parts of West that are far from staff where individual students could be in danger, checkout computers, and some facility costs for the other six libraries), approximately \$300,000. We believe that we can allocate \$400,000 to public furniture and would like a commitment from the University to cover the remaining \$500,000.

The most widely requested change for Library West, one that is supported by students at all levels of the university and in all of the colleges we serve, is the extension of library hours. More and more, we see other universities going to a 24 X 5 service week for their main library – open Sunday noon through Friday 10pm. We would like to do this for UF students, it would make good use of a facility in which the university has invested a considerable amount of its building money -- with its group study rooms, comfortable seating, and user-centered technology, it will be a haven for students to study, conduct research, and use technology to support their academic work. However, this would be an 8-hour addition to the library's work day and a 5-day work week. Thus it would require a complete shift of employees to manage. The new facility will be 140,000 square feet. We will need two FTE for the main circulation desk on the second floor where all entering and leaving traffic is managed as well as book checkout. One will be the Building Manager, the other an assistant. There will be 150 public computers on the third floor and another 15 or 20 scattered on other floors for quick collection look-ups. We will need two FTE to provide technical support and ready reference assistance for the Information Commons on the third floor. Finally, we will need one security guard (hired from and supervised through the UF Police Department) to rove the building between midnight and 8 am – **a total of 5 FTE**. With this major and brightly lit six-floor building (no staff on four of the floors) on University Avenue combined with a substantial homeless population in Gainesville, it seems prudent to have adequate security during the lonely hours of the night. But *from a student perspective, no more loved improvement could be made.*

The libraries have lost a significant number of staff positions this year to compensate for university-mandated increases. The 1½% TEAMS increase cost the libraries \$68,000, approximately 3 FTE LTA's. The Student Assistance increase cost \$75,000, about 4 LTA's to maintain the same number of student hours. We need students to reshelve books, work at circulation desks, digitize print materials, unpack book shipments, check in journals, and perform the myriad tasks that keep the libraries running. Given our small staff size and the large student body in comparison with other universities (see Attachment I), we cannot further reduce our student assistant workforce. Hence, the increase came at the expense of former positions. Thus, in order to increase library hours, the libraries will need the additional staff outlined above.

With the opening of the renovated Library West, the Libraries will have approximately 800 desktop computers and servers, spread over nine locations. Some of these operate specialized services which require broad access by the general public through the Internet (e.g., interlibrary loan request tracking, electronic collections), while others are more generic network services (e.g., Web sites, email, bulletin board). Some of these are portables that literally go all over the world with Library travelers, and require secure access to Library campus facilities while on the road. We also operate a large number of computers that must be available for anyone to walk in and use. Although most use Microsoft operating systems, Linux is required for some of the servers. There is a considerable security burden associated with the myriad patches and strategic choices which must be made. It is *not currently possible to do the kind of daily log file analysis and network monitoring which is recommended to keep the networked resources safe*. Time taken to track down problems that are reported as coming from our area disrupts normal work as well. We need to appoint a full-time security officer for computer operations. This position will be charged with monitoring network security; backup procedures; workstation security; and intrusion detection/response. The skills required to do this kind of work are increasingly specialized and beyond those needed for normal data operations, and keeping those skills current requires a great deal of time as well. This position will also be charged with enhancing and communicating security awareness in the Libraries, since one of the weakest links in most security schemes is the susceptibility of computer users to sophisticated confidence schemes.

Positions hired this year are:

Assistant Librarian Chelsey Dinsmore, Government Documents, Foreign Documents Specialist
 Assistant Librarian Jenna Miller, Marston Science Library, Biological Sciences Bibliographer
 Assistant Librarian Merrie Davidson, Collection Management, Social Sciences Specialist
 Assistant Librarian Florence Turcott, Special Collections, Assistant Archivist

2. *Last year we discussed your strongest departments/programs and an outline of a plan to place them in the top 10 among publics. What steps have you taken in the intervening year to facilitate their advancement?*

Digital initiatives are critical to redefining the library's 21st century role. Over the past five years, the Libraries have transferred nine positions from other units into the Digital Library Center and the Center has not only brought in a considerable amount of grant funding to the libraries – about \$450,000 so far this year – but also has positioned UF as a leader in library digitization. Library grants are given to accomplish a project which generally results in a product that serves scholars. A visit to <http://palmm.fcla.edu/index.html> provides access to major collections of works on Florida (environment, cities, growth, maps, history, politics), the Caribbean, works by UF faculty, and collections including children's literature and historical photographs from Special Collections libraries. Although this is a project of the SUS libraries, more than 90% of the materials in this collection were developed and digitized at UF and many of them (such as the children's literature collection) were funded by grants. The evaluative comments on our recent \$350,000 NEH grant were clear recognition of the respect for our program nationally. Despite FCLA's best efforts, there are hundreds of thousands of digitized pages that have not been ingested into the server yet. UF must have its own library server to provide access to the materials we are providing to faculty and students in much the same way that FSU and USF do.

As it stands, the Digital Library Center has committed virtually all its resources to cost-share on current or pending grants. Augmented funding is now required to provide the technical support for our integrated digital library. As the libraries have given up seven positions in the past few months to fund TEAMS and student assistance increases, there are no positions to transfer. The success and recognition from state and national funding agencies warrant that the library and the university raise the institutional commitment to match these endeavors. We need *three TEAMS staff members with strong technical skills* to support the work of this unit. The addition of Florida newspapers to the other collections of Floridiana is high priority this year as is providing digital services on demand to UF faculty. We surveyed UF faculty over the past year to determine the need for an institutional repository here. We have neither the funding nor the staffing to embark on one in the near future, but we will begin to try and archive materials that are produced by UF scholars to serve some programmatic need, which would be lost to scholarship if the libraries did not step in and preserve them. We need additional staffing to pull this off.

Smathers Libraries manage a substantial *collection conservation program*. Because of Florida's high heat and humidity, and the very large numbers of students using our collections, books and journals can become badly worn very rapidly and require repairs such as recasing and rebinding of materials that cannot or should not go to the commercial library bindery, as well as evaluating and monitoring environmental conditions in the stack areas of all nine Smathers locations. This *support staff position* would work directly for the Conservation Officer, doing a large part of the reasonably difficult work and supervising and training staff in branch and circulation areas who make minor repairs to the circulating collections. The Conservator (who has unique book conservation skills) would then be able to focus on conservation needed for Special Collections materials. The wait time for non-emergency treatments is now several

months. There are over 150 items in the conservation Registry waiting to be treated as well as many special projects not yet on the list.

3. *How many faculty searches are being conducted in the college this year and what progress has occurred to date in filling those positions? In particular, please indicate how authorized lines are being filled this year and how many authorized lines will not be filled this year.*

Positions currently in search are:

Assistant Librarian: Inter-Library Loan Librarian – regrouping after being turned down by two selected candidates

Assistant Librarian: East Asian Cataloger – beginning stages of search

Assistant Librarian: Digital Metadata Librarian – beginning stages of search

Assistant Librarian: Reference/Selection specialist to serve the needs of IFAS users of Marston Library – beginning stages of search

Assistant/Associate-In: Library Personnel Officer – beginning stages of search

Planned Searches After July 1, 2004:

Assistant Librarian- Geo-Information System Specialist in Documents

It is very difficult to say how many *authorized positions* will not be filled this year because PeopleSoft does not provide a listing of vacant positions. It simply lists filled positions and gives a dollar amount for other funds. In the mid-1990's, the libraries were urged by the then Provost to put funds needed for Expense and Equipment into positions that we intended to hold vacant because of the Legislature's habit of frequently cutting Expense and Equipment to reduce the recurring drain on the State Budget. They only cut positions in times of real exigency. As a result Smathers had numerous unfilled positions in various parts of the library budget. However, as a result of the TEAMS 1½% and student assistance increases, we know that we have effectively *eliminated at least 7 LTA positions*. We intend to develop in house controls over the coming year that will permit us to track our budget much more closely.

The libraries need about *\$1.7 million in operating budget* to manage nine facilities (three stand alone campus buildings, four branches in other campus buildings, one rental storage facility and one off site UF storage facility) that serve the needs of 40,700 students (according to the 2004 Fall Enrollment Table) and about 350 employees. We have been informed by Computing and Networking Services that they expect us to pick up a \$3.50 per month, per wall-plate charge for every public (and staff) computer we have. There is no problem with the staff computers – we will convert the phone expense to VOIP and wall plate expense. However, we do not have the *\$72,000 cost to activate all of the wall plates installed in the new Library West* where students can use either library computers or plug in their own. There will also be greatly increased maintenance costs for the compact shelving. Since all of the library's book collections will be in compact shelving, a breakdown demands a rapid response from a service provider and we must

have maintenance contracts for this purpose. Our two current installations of compact shelving in Marston and Smathers library cost \$64,000 per year. These two installations are less than half the size of the new Library West installation. We will need at least **\$120,000 annually to pay for the additional compact shelving maintenance**. We have also been advised by Physical Plant that we will have to pay *escalator maintenance*. We do not yet know that figure.

This year Smathers will close the *Maas Brothers offsite storage facility*. We have had a \$200,000 allocation from the Provost's Office since the mid-1990's to pay for the rent on this facility. Our increased expenses owing to the much larger size of Library West, the delivery system required to maintain it, maintenance on computers, shelving, escalators, and the fact that we may have to move the contents of Maas Brothers twice – once to another off site rental and then finally to ALF – because our landlord has told us that she may need us to vacate the premises to raze the buildings for a new tenant before we will return the contents of ALF to Library West. *We request that the Provost's office leave that \$200,000 in the Smathers' budget* to cover the increased costs of operating the new West plus the storage facility.

ISSUES FOR DISCUSSION ONLY:

1. *What are your goals for undergraduate education in the next 3 to 5 years?*
Not Applicable
2. *What are your goals for graduate education in the next 3 to 5 years?*
Not Applicable
3. *What Distance/Continuing/Executive Education programs do you have in place and what new ones are you considering. Will you request on-book or off-book status?*
Not Applicable
4. *How have you gone about diversifying the faculty and staff in the past 12 months?*
5. *How well do your departments track Ph.D. students post-graduation?*
Not Applicable