

Institutional Effectiveness Plan

University of Florida

Academic Affairs

Libraries

University Libraries Mission

Mission:

The Smathers Libraries partner with UF faculty, students and staff, as well as the University's collaborators and constituents, to facilitate knowledge creation that contributes to UF's standing as a preeminent public research university. The Libraries encourage creativity and inquiry necessary to support the University's global ambitions and play an important role in attracting and retaining top students, faculty and staff.

Vision:

The Libraries ignite curiosity, serve as the locus of knowledge management, and promote intellectual exchange within our diverse global learning community.

To accomplish its mission and vision, the Smathers Libraries will:

- Offer key services at the point of need to meet the requirements of the University enterprise
- Initiate and participate in collaboration and community building
- Assure effective, efficient and equitable access to pertinent information resources for all library users

The Smathers Libraries will leverage our unique expertise, skill and role on campus to:

- Promote a productive, diverse and team-based working and learning environment
- Foster an internal environment with equal partnership among all employees, based on the principles and practices of courtesy, professionalism and mutual respect
- Focus on the user experience and user needs for decision making
- Engage in assessment and evidence based decision making
- Innovate, experiment and adapt

Start: 7/1/2016

End: 6/30/2017

Progress: Ongoing

Unit/College: Libraries

Responsible Roles: Assessment Librarian (Spears, Laura), University Librarian (Reakes, Patrick)

Goal 1: Develop and Manage Creative and Dynamic Content

Continue to develop preeminent and distinctive research collections while providing seamless access to core resources in the most appropriate formats, including the expansion of the "just in time" method of collection building.

Start: 7/1/2016

End: 6/30/2017

Progress: Ongoing

Division/College: Libraries

Responsible Roles: Assessment Librarian (Spears, Laura), University Librarian (Reakes, Patrick)

Action Items

1. Explore options including acquisition of additional offerings that maximize the Libraries' purchasing power for electronic resources (i.e., streaming video, e-books and other e-formats) to support UF online and distance learning, and course reserve initiatives.
2. Continue to evaluate and to expand cost-effective, "just in time" consortial and UF purchasing plans, including Patron Driven Acquisition (PDA), Evidence Driven Acquisition (EDA) and Demand Driven Acquisition (DDA) models, to meet users' research needs.
3. Improve textbook access and affordability through expansion of Open Educational Resource (OER) offerings and other means, with both consortia and UF acquisitions and initiatives.
4. Identify and acquire collections that highlight the underrepresented people of the U.S., Latin America, and the Caribbean, among others (e.g., African and Jewish diasporas).
5. Ensure easy, seamless access to library materials by participating fully in the implementation of the new statewide integrated library system (ILS) online materials discovery system that includes a new interface and link resolver (i.e., automatic hypertext links that connect users to their desired resources).
6. Optimize discoverability of, access to and repurposing of the pre-eminent collections such as Latin American & Caribbean, Judaica, Florida History, and Historical Children's Literature by implementing and expanding use of authorities and Linked Data.
7. Optimize responsible use of video materials by improved identification of public performance rights for video content available to UF stakeholders, including acquisition of a user-friendly streaming interface, outreach to relevant stakeholders, awareness training for librarians and retrospective record revision as needed.
8. Optimize access of materials, both borrowed and loaned print and e-books, through the inter-library loan system for students and faculty using UBorrow (state university library loan program) branch delivery preference and increased use of an e-book sharing application (e.g., Occam's Reader).

Measures of Action Items

1. Assess faculty and student needs; examine available options; work with Acquisitions to identify suppliers and adjust orders.
2. Assess user research needs and current levels of demand; identify consortia and UF opportunities; develop model for implementation.
3. Participate in statewide OER task force; identify opportunities to provide access and to bring awareness of currently available collections to relevant campus stakeholders
4. Continue to network at highest levels, both on campus and externally to identify content for acquisition or collaborative digitization; expand collaborations using grant programs and strategic conference attendance; successfully complete initiatives such as the NEH Challenge grant (Judaica).
5. Participate with the state agency (Florida Academic Library Services Cooperative or FALSC) and statewide working groups tasked with deployment of the ILS; send representatives to all training and information meetings and share content with library faculty and staff.
6. Assessment of interoperability (i.e., seamless searches across collections) afforded by authorities and Linked Data systems to relevant stakeholder groups; examine current needs and awareness; monitor progress of library efforts to apply authorities and Linked Data solutions; assess usability improvements.
7. Assess public performance rights status of existing video collections; conduct feasibility study of retroactive inclusion of license data into the library catalog; obtain funds for streaming video interface (currently considering UDVD Browser).
8. Establish UBorrow choices in ILS; Create awareness of convenience for faculty and students of both UBorrow and Occam's Reader; Track and analyze UBorrow and Occam's Reader use patterns.

Time Period of Action Items

1. August 2016-November 2017
2. August 2016-January 2017
3. August 2016-June 2017
4. August 2016-June 2017
5. August 2016-June 2017
6. September 2016-March 2017
7. September 2016-February 2017
8. August 2016-June 2017.

Resources of Action Items

1. Collaboration between Cataloging & Discovery Services (CatDS), Acquisitions and Scholarly Communications to seek grant funding and examine use of open source solutions (e.g., UDVD Browser).
2. Collaboration between Acquisitions and Access Services and Shared Resources to allocate funds for PDA/DDA/EDA plans and licensing desired course reserves; use of Springshare analytics to understand use and user patterns.
3. OER Working Group; Interim chair of Acquisitions; Associate Dean of Scholarly Services, and Scholarly Communications Librarian.
4. Florida History Task Force, Metadata Librarian, Authorities Librarian, Digital Production Services Department (DPSD), Library Dean and Associate Dean; Grant administrator; funding from endowments.
5. Associate Dean of Digital Services & Shared Collections, CatDS, Access Services and Shared Resources, Discovery Layer Review Task Force, Library and University IT departments.
6. Collaboration between DPSD, CatDS and Assessment Librarian; fees for ontologies consultant; potential project for Library Intern assigned to Assessment. Collaboration between Scholarly Communication Librarian, CatDS, Metadata Librarian, Authorities Librarian, Access Services and Shared Resources, Assessment Librarian; use data from Aleph.
7. Collaboration between Access Services and Shared Resources, Student workers, Library Liaisons, Acquisitions data from Aleph, Iliad.

Goal 2: Integrate Space, Technology and Services

Provide multi-purpose library spaces which serve as inviting venues for a variety of functions and deliver diverse and up-to-date technology resources to foster innovation, enhance learning and improve collaboration.

Start: 7/1/2016

End: 6/30/2017

Progress: Ongoing

Division/College: Libraries

Responsible Roles: Assessment Librarian (Spears, Laura), University Librarian (Reakes, Patrick)

Action Items

1. Continue to explore movement of print materials into shared storage or to online-only formats for space recovery in all branches.
2. Consider space use and/or renovations/upgrades for campus libraries in support of identified user needs.
3. Deliver 24/7-Overnight Library Hours access to library space for students (Health Science Center Library [HSCL] and Library West).
4. Expand the variety and amount of hardware, peripherals and accessories available for both in-library use and patron borrowing.
5. Establish and implement assessment criteria to monitor guests and capture details of attendees at events in order to assess user trends and needs in the Smathers Libraries spaces and collections

(Special and Area Studies Collections [SASC] such as Judaica Suite, Baldwin Collection and Latin American & Caribbean Collection).

Measures of Action Items

1. Analyze circulation of print materials (i.e., monographs) to identify titles that could potentially be switched to an online-only format or moved to shared/offsite storage; identify and request funding from Board of Governors; and seek alternative storage solutions (e.g., Iron Mountain).
2. Increased space assessments of users with recommendations of priority space renovations/projects such as graduate student spaces (e.g., Library West 4th floor repurposing, Marston Science Library proposed graduate floor, Education and AFA renovations); appraisal of fiscal resources available.
3. Track monthly the use patterns for Library West and Marston Science Library; assess HSCL overnight library needs with survey; re-assess both locations in Spring 2016 with sample assessment.
4. Continue to purchase and install additional hardware and related accessories.
5. Establish assessment criteria for units within SASC; monitor numbers of users and capture details of attendees at events in order to assess user trends and needs in the Smathers Libraries spaces and collections.

Time Period of Action Items

1. August 2016-December 2016
2. September 2016-June 2017
3. August 2016-May 2017
4. July 2016-June 2017
5. October 2016-January 2017

Resources of Action Items

1. Acquisitions; Assessment librarian; use data and collaboration with Liaison librarians and Associate Dean of Shared Collections.
2. Assessment Librarian/Statistics and Assessment Committee and Facilities.
3. Assessment Librarian/Statistics and Assessment Committee and Facilities.
4. Technology Fee funding, internal Libraries funding, IT Department and Facilities.
5. Assessment Librarian/Statistics and Assessment Committee; SASC Chairs and SASC Statistics & Assessment Working Group, Smathers Libraries Communication, Facilities and Development departments.

Goal 3: Facilitate Transformative Collaboration

Engage with the university community as an expert partner and expand efforts within the Libraries to create a culture that strengthens and encourages collaborative initiatives.

Start: 7/1/2016

End: 6/30/2017

Progress: Ongoing

Division/College: Libraries

Responsible Roles: Assessment Librarian (Spears, Laura), University Librarian (Reakes, Patrick)

Action Items

1. Participate in the Council of State University Libraries Collections Advisory Council to expand collaborative purchasing across the state university system.
2. Expand the Data Management and Curation Task Force into working group (Data Management

- and Curation Working Group (DMCWG) to support campus-wide faculty and graduate student data management needs.
3. Expand collaborations that connect UF students, faculty and researchers with librarians, building networks (e.g., through CoLAB Workshops) to leverage extant community assets and embedding librarians into academic silos (health librarians participating within clinical settings; co-teaching courses in the Judaica Suite) resulting in increased community outreach.
 4. Expand and implement local and international collaborations that further the Smathers Libraries initiatives, including international agreements with the Biblioteca Nacional José Martí de Cuba and the Center of Documentation and Research of the Jewish Communities in Mexico; and locally, the Florida Museum of Natural History's Environmental Archaeology Program; the Museums, Performing Arts Center, and, the College of the Arts on the Arts & Humanities Master Plan; UF collaborations with UF Historic St. Augustine. These collaborations establish access to previously inaccessible collections and/or expands the reach of existing, underappreciated collections.
 5. Expand collaboration with UFIT in support of the outward facing hardware and software support provided in the UF Libraries.
 6. Continue to support a campus-wide Open Access (OA) initiatives while providing ongoing educational opportunities on issues such as ownership rights, sustainability, archiving of online resources, public access to funded research, and open access to scholarship to maximize discoverability and impact of University output.
 7. Continue to support a strong culture of collaboration within the Libraries by empowering internal subject matter experts to share their knowledge and expertise with their colleagues through training and other venues.
 8. Continue to develop offsite-storage to meet the needs of Smathers Libraries and its partners.

Measures of Action Items

1. Begin implementation of statewide shared purchasing model and assess effectiveness of process and costs involved.
2. Generate and disseminate Data Management Guidelines & Best Practices, leading to campus-wide implementation; expand researcher identities/naming awareness and training.
3. Multiple, transdisciplinary networks exist or will be created (e.g., Digital Humanities Working Group, Data Management & Curation Working Group) through CoLAB workshops and health liaison librarian contacts; collaborative grants proposed/awarded; health librarians publishing on increased interaction with Health Science faculty.
4. Digitization of and access to materials from Biblioteca Nacional José Martí de Cuba and the Center of Documentation and Research of the Jewish Communities in Mexico; and locally, collaboration with the Florida Museum of Natural History's Elizabeth S. Wing Papers.
5. Completion of the UFIT technology upgrade projects in Marston Science Library and Library West.
6. Increase number of campus-wide OA initiatives, training/instruction sessions provided and expand advocacy for UF OA policy/OA fund.
7. Provide opportunities for collaborative learning and sharing of best practices in the areas of technology, acquisitions, digitization, grants management, exhibits, assessment, data management, training, and management.
8. Submit updated legislative budget proposals for the high-density facility to the Board of Governors; engage in conversations with Iron Mountain and other vendors about alternative storage solutions; and complete plans and budget requirements for alternative storage solutions.

Time Period of Action Items

1. August 2016-December 2016
2. September 2016-June 2017
3. July 2016-June 2016

4. August 2016-May 2017
5. July 2016-June 2017
6. October 2016-January 2017
7. August 2016-May 2017
8. August 2016 – May 2017

Resources of Action Items

1. UF Libraries CAC representatives, existing acquisitions funds.
2. Data Management & Curation Working Group.
3. Various library chairs (e.g., Digital Scholarship Librarian, HSCL interim chair), Grants coordinator and Data Management & Curation Working Group.
4. Digital Production Services Department, Digital Scholarship Librarian, Associate Dean of Discovery, Digital Services & Shared Collections, Facilities Department (coordinating with UF IT), and Dean of University Libraries.
5. IT staff, UFIT staff, Technology Fee funding, internal funding.
6. University Libraries Committee, subject liaison librarians, Provost funding.
7. Human Resource Department, University Libraries participating librarians, various subject experts, relevant webinars.
8. Associate Dean of Discovery, Digital Services & Shared Collections, Facilities Department (coordinating with UF IT), and Dean of University Libraries.

Goal 4: Expand Digital and Digitized Collections

Strengthen the Libraries capacity to create and curate scholarly content in a diverse range of digital formats and create scalable services/sustainable infrastructure to support digital collections.

Start: 7/1/2016

End: 6/30/2017

Progress: Ongoing

Division/College: Libraries

Responsible Roles: Assessment Librarian (Spears, Laura), University Librarian (Reakes, Patrick)

Action Items

1. Increase university-wide participation in the UF Institutional Repository (IR@UF) with a focus on expanding open access to faculty research and publications with increased digital infrastructure based on authorities and Linked Data, outreach to research scholars and IR@UF advocacy.
2. Expand Data Management & Curation Working Group (DMCWG) initiatives that support faculty and graduate student research that include policy dissemination, and data management infrastructure development.
3. Increase internal capacity for digitization and expand collaborations with external partners that include all types of content providers (Family Search, Newspaper.com, Digital Public Library (DPL), Adam Matthew Digital, Elsevier Ltd., etc.).
4. Establish long-term collection management policies and procedures for the acceptance and maintenance of content in the UF Digital Collections (UFDC).

5. Develop collaborative projects for grant proposals that enable the Libraries staff to seek grant funding for innovative partnerships that expand digital content in UFDC and beyond.
6. Establish the LibraryPress@UF in collaboration with the UF Press during 2016, with beta activities and the release of 4 books to occur in 2017, for full initial implementation in 2018.

Measures of Action Items

1. Increase application of authorities and Linked Data and improved authority/naming/researcher I.D. protocols; conduct faculty awareness and training beginning with Agriculture scholars pilot; increase usability of and awareness of IR@UF initiatives such as the IR@UF-Elsevier Collection.
2. The DMCWG will execute recently awarded Strategic Opportunities Grant (SOG) to establish data storage best practice model; develop and disseminate data management policies; conduct librarian training; monitor librarian outreach; track increases in consultations and research tools used such as ORCID and the IR@UF.
3. Measure increase in collaborations and digitized items relative to previous years. Monitor new projects initiated with other units on campus and external partners.
4. Monitor status of creation of new policy and amended procedures as well as establishing assessment of policy impact.
5. Increased grant awards specifically for digitization projects and integrated digital scholarship projects and programs.
6. Completion of beta activities; 4 books released; funding obtained for full initial 2018 implementation.

Time Period of Action Items

1. July 2016-June 2017
2. July 2016-June 2017
3. July 2016-June 2017
4. July 2016-June 2017
5. July 2016-June 2017
6. July 2016-June 2017

Resources of Action Items

1. Cataloging and Discovery Services (CatDS), DPSD, DMCWG, liaison librarians, UF faculty, SOG grant funding.
 2. DMCWG, campus collaborations (e.g., Informatics Institute).
 3. CatDS, DPSD, Library Deans.
 4. DPSD, Assessment Librarian.
 5. Grants development office, DPSD, Digital Scholarship Librarian.
 6. Digital Scholarship Librarian, University Press of Florida and UF Press
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University Libraries IE Detail

Start: 7/1/2016

End: 6/30/2017

Progress: Ongoing

Providing Department: Libraries

Responsible Roles: Assessment Librarian (Spears, Laura), University Librarian (Reakes, Patrick)

Administrative Support Services

The Libraries are administered through a system of shared governance. Shared governance in the academy of the University calls for collaborative participation of administrators and faculty in the decision and policy making process. The purpose of shared governance is to provide avenues for University improvement and productivity through the creation of a partnership based upon mutual respect and collaboration.

Administrative support services action items are listed in the table below.

Action Item	Measure	Timeline	Responsible Party
Administrative leadership in the Libraries will prepare the Smathers Libraries budget as part of the budget review process in Fall 2016.	The Libraries will adjust budget expenditures and priorities with internal review mechanisms.	Fall 2016	Brian Keith Judy Russell Patrick Reakes Ben Walker
Financial Services will continue to monitor budget expenditures throughout the year producing a monthly budget report	Each budget center's year to date spending is analyzed in the monthly report to monitor spending and adherence to university policy.	Monthly reconciliation; Annual closeout.	Brian Keith Anne-Marie Hollingshead
Financial Services will explore more effective and user-friendly means for accountability of the various expendable accounts.	Discover or create accessible and interoperable database or process for fund accountability across units and for assessment efforts.	Fall 2016- Spring 2017	Brian Keith Anne-Marie Hollingshead Laura Spears
Administrative services will produce a quarterly report for all Library endowments tracking increases in expendable accounts from the UF Foundation as well as transfers from expendable accounts to PeopleSoft accounts for purchasing.	Each request for transfer is monitored and approved by the Associate Dean for Scholarly Resources and Services to ensure they meet the stated purpose of the endowment.	Ongoing, quarterly	Patrick Reakes
Budget training and awareness for all librarians	Trainings are developed, scheduled and delivered.	October 2016- January 2017	Anne-Marie Hollingshead
Continue to develop and deliver need-based training modules for evolving T&P criteria, management skills, data management and IT initiatives.	Trainings developed by library staff and faculty are facilitated and supported.	September 2016-June 2017	Bonnie Smith Judith Roberts Joseph Piazza
Formulate next steps based on the ClimateQUAL Faculty/Staff survey results.	Prioritize and disseminate current follow-up plan and begin to implement, concluding with descriptive report of actions taken.	October 2016- April 2017	Bonnie Smith Laura Spears Brian Keith Patrick Reakes

Academic and Student Support Services

The Libraries' Unit/Service goals encompass academic and student support services since this is one of the roles of the Libraries. These efforts will include:

1. Three assessments are planned that include: 1) Understanding graduate students' needs within library

- 2) Identifying and capturing library instruction impact on student learning; and, 3) Examining patron acquisitions (PDA) – also called demand driven acquisitions (DDA).
- 2. Assess services and respond to needs of patrons and employees with disabilities.

The Disabilities Services Task Force will continue their role in making sure the needs of students with disabilities are addressed.

Research

The majority of Library faculty members are in tenure track faculty positions. As such they are expected to research and produce scholarship, most often in some aspect of the field of library and information science discipline related to their subject specialty. The typical research assignment is 10% of the faculty member work assignment. Training and development is provided to support these efforts.

Administrative support for faculty research includes research and writing training series, travel funding, time, Strategic Opportunities Programs (i.e., internal grants), and the new Library Graduate Student Internship Program, in addition to participation in university FEO’s and sabbatical programs.

Faculty research is monitored and evaluated through a formal mentor process, annual evaluations, a mid review and the tenure process itself.

Community and Public Service

The Libraries’ primary responsibility under community and public service goals is to ensure that the college services supported by the State of Florida are available not only to the staff, students and faculty of the University of Florida, but to everyone who walks through the doors. Policies and procedures are in place to allow for the circulation of print materials to the public, and computers are set aside in each library for community use.

Licenses with all electronic database and journal vendors are written to allow full use by the public of electronic resources in each of the Libraries.

Secondarily, the Libraries provide a variety of programs and exhibits available to the community. In 2016 will include the public reading of the constitution on Constitution Day, a variety of exhibits highlighting the Libraries Special Collections and Archives, the UF Authors Series; and activities to celebrate Martin Luther King Day, International Education Week, and National Library Week.

Finally, staff and faculty of the Libraries are strong supporters of University efforts on behalf of the community. For example, an annual Silent Auction is held to support the Community Campaign, and there is always a library booth in the March of Dimes Walk.

Effectiveness Oversight

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Institutional Effectiveness Report Complete: