

UNIT REPORT

Libraries - 02.Reviewer's Report – IE

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Libraries

University Libraries Mission

Mission Statement:

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.

Libraries Inclusion Statement/Intellectual Freedom Statement/Land Acknowledgment. Inclusion Statement: The George A. Smathers Libraries support intellectual freedom, freedom of speech and the open exchange of ideas and opinions that support the community building, learning and research efforts of the University of Florida. The Libraries welcome all members of our community, regardless of their race, sex, sexual orientation, gender identity, religion, disability, age, veteran status, ancestry, national or ethnic origin, or citizenship status. Intellectual Freedom Statement: The Libraries are committed to protecting and advancing intellectual freedom, as an important set of rights. Intellectual freedom includes the right to access the widest diversity of views and expression, including those that are unorthodox, unpopular, or considered dangerous. When intellectual freedom exists, these views and expressions are accessible without the necessity of endorsement by other individuals, groups or institutions, and without the imposition of political, moral, or aesthetic views of another individual, group or institution. Intellectual freedom includes the right to free expression, where an individual or group may fully engage in the quality and diversity of thought and expression, and develop their own views and expression without being coerced and/or inhibited. The right to privacy is essential for intellectual freedom. Land Acknowledgment Statement The Smathers Libraries acknowledge that for thousands of years the area now comprising the state of Florida has been, and continues to be, home to many Native Nations. We further recognize that the main campus of the University of Florida is located on the ancestral territory of the Potano and of the Seminole peoples. The Potano, of Timucua affiliation, lived here in the Alachua region from before European arrival until the destruction of their towns in the early 1700s. The Seminole, also known as the Alachua Seminole, established towns here shortly after but were forced from the land as a result of a series of wars with the United States known as the Seminole Wars. The Smathers Libraries acknowledge its obligation to honor the past, present, and future Native residents and cultures of Florida.

Start: 07/01/2022**End:** 06/30/2023**Progress:****Unit/College:** Libraries**Responsible Roles:**

Goal 1 Library Instruction, Consultation, and Liaison Services

Goal:

The Smathers Libraries provide expert, innovative, timely, and relevant information services, with an emphasis on best practices and services customized to user needs. The reach and impact of these services will be optimized through coordination and crosspollination.

Action Items:

1. In support of the university's Artificial Intelligence (AI) Initiative, the Academic Research Consulting & Services (ARCS) department will use a survey to examine the libraries' faculty and staff abilities to meet the AI information needs of the UF community.
2. ARCS will prepare the Libraries' faculty and staff with training based on the above environmental scan that includes an internal 5-part training series and a beginner's workshop in AI for external stakeholders
3. ARCS will also create a learning opportunity and resource guide for the UF community.

4. By the end of November 2022, the Information Literacy (IL) Committee will conduct one or two Zoom brainstorming sessions or a Qualtrics Survey to get ideas and feedback about what library employees would find most useful in a new Community of Practice for IL. The team will review this feedback, and plan 1-3 sessions and/or projects to be implemented in the Spring 2023 term. The review and plans will be completed by the end of Fall 2022.
5. Digital Services will create training documentation and resources on digitization for use by our Digital Library of the Caribbean (dLOC) partners.
6. Design, development, and evaluation of the Marston Science Library (MSL) Curriculum Project. The project is intended to support the University of Florida scientific community, particularly undergraduate STEM students and Faculty. The curriculum structure will provide instructional and practical support to meet learners where they are and provide opportunities for recognition, learning, and knowledge transfer.
7. Expand opportunities and reduce barriers for faculty to incorporate the Special and Area Studies Collections resources into academic faculty teaching support.
8. Support the Libraries' need to expand accessibility by creating a presentation on the topic of **Designing Accessible Content for Library Marketing and Outreach**. This presentation will be offered to all library staff, but will benefit social media managers and communications liaisons in various library departments in their efforts to create accessible library marketing and outreach materials. After reviewing the presentation, viewers will be able to identify types of disabilities and barriers, discover strategies for accessible and inclusive marketing and outreach and access resources for developing accessible materials to enable all users have the ability to access and engage with content to create a more equitable experience.
9. Provide consultations and liaison services regarding scholarly publishing, repositories, Open Educational Resources (OER), copyright/rights, and these as related to the Digital Library of the Caribbean in relation to the new Revitalizing dLOC grant, where work will continue through 2026.

Measures of Action Items:

1. Create and administer library faculty and staff survey to discern AI information needs.
2. Create and teach a 5-part training series for Smathers Library faculty and staff, based in part on the survey above; and create and teach a beginner's workshop in AI for faculty, staff, and students outside the libraries.
3. Expand existing LibGuide (online resource guide) for AI.
4. Conduct 1-2 brainstorming sessions or Qualtrics Survey during the Fall 2022 semester; plan 1-3 sessions/projects based on brainstorming sessions for the Spring 2023 semester.
5. Training documentation will be provided and discussed with dLOC partners as needed. These materials are available for use in dLOC, so usage statistics can be referenced.
6. Development of **one module** covering core concepts (e.g., evaluating publishing venues) and content-specific areas (e.g., engineering databases) to support the development of learners' Critical STEM Literacy skills in the context of STEM education. Additionally, the module will feature instructional videos, step-by-step tutorials, and short assessment items to support learners' comprehension and self-regulated learning skills. The development of the curriculum will capitalize on existing learning materials (e.g., modules in LibGuides) and will also involve the development of new learning materials as needed. **New videos** will be created as needed and hosted on Mediasite as this platform provides user control and a permanent URL. **Formative evaluation** by Undergraduate STEM students (**N ~ 5**) will guide changes and refinements of the learning materials before their final implementation.
7. Number of and/or feedback from faculty contacts, instruction sessions and class visits to SASC; and SASC website statistics.
8. A completed presentation, with educational slides and a recorded training video made accessible to all staff and external interested parties, and associated departments as applicable.
9. Provide consultations and liaison services in a timely manner. Track types and quantity of consultations/questions using LibAnswers. Utilize tracking data to inform updates to documentation for optimal support, even if a team member is not available for a time. Build out support for this work for the Digital Library of the Caribbean in relation to the new Revitalizing dLOC grant, where work will continue through 2026.

Time Period of Action Items:

1. July 1, 2022 - June 30, 2023
2. July 1, 2022 - June 30, 2023
3. July 1, 2022 - June 30, 2023
4. July 1, 2022 - June 30, 2023
5. July 1, 2022 - June 30, 2023
6. July 1, 2022 - June 30, 2023
7. July 1, 2022 - June 30, 2023
8. July 1, 2022 - June 30, 2023
9. July 1, 2022 - June 30, 2023

Resources of Action Items:

1. ARCS AI team members
2. ARCS AI team members; Smathers Training Program Manager
3. ARCS AI team members; HSCL Marketing team
4. Personnel: Information Literacy Committee, recruited speakers and/or panelists from around the libraries, Training and Professional Development Unit; Informational: ACRL Framework for Information Literacy; Technology: Zoom, Teams, Qualtrics.
5. Digital Services Staff

6. Marston Science Library faculty and staff, Library Technology Services staff, UF Academic Technology staff.
7. Collection Managers, Digital Strategy and Identity Committee, Chair, liaison personnel in areas identified.
8. UF Libraries Accessibility Advisory Committee; UF Libraries Information Literacy Committee.
9. Caribbean Partnerships Librarian; dLOC Program Coordinator for Open Educational Resources; Copyright & OER Librarian; Scholarly Publishing & Repository Librarian; Chair of Digital Partnerships & Strategies.

Results and Evaluation:

1. The ARCS AI team members designed and launched a seven-question survey to all faculty, staff, and students working at the Smathers Libraries in spring 2022 to assess the library's educational AI needs, receiving 67 responses. One key finding from the study is that more than 50% of the participants felt extremely uncomfortable to somewhat uncomfortable when explaining AI to others. The ARCS chair reviewed and share this information with the Libraries' Joint Chairs committee.
2. The ARCS AI team developed a 5-part AI training series for library employees, which was reviewed and approved by the ARCS Chair. This series introduced basic AI concepts in layperson terms and utilized real-world AI examples from UF research groups to demonstrate these concepts. The structure of the five parts included: "What is AI?," "AI Ethical Challenges," "AI Open Discussion at the Libraries," "Introduction to Tableau," and "Introduction to Natural Language Processing." The training series was offered in both fall 2022 and spring 2023, with substantial assistance from the Smathers Training Program Manager and the RHS Marketing team to review the training flow and promote the workshops internally within the library and to library patrons.
3. The team created a library AI research guide featuring AI information resources. All three results, the trainings, survey, and library guide have been shared at major library conferences and referenced by other university libraries. The Chair of ARCS reviewed all three efforts during the librarians' performance reviews.
4. In order to address the action items the Information Literacy Committee (ILC) took a multifaceted approach that included initial planning sessions as well as specific projects related to the development of a community of practice for library instruction and information literacy. The ILC liaison, Assistant Dean Minson, reviewed the activities that included:
 - Brainstorming sessions – The Information Literacy Committee devoted at least two of its monthly meetings to strategize ways to enhance professional development opportunities across the libraries. Some key projects have been identified during these meetings: Instructional Video Best Practices Project and Sharing Knowledge in Library Learning Spaces (SKILLS) Workshop (s)
 - Projects – 1) Instructional Video Best Practices Project: Based on the aforementioned brainstorming sessions, the ILC has initiated the Instructional Video Best Practices Project. The project involves the creation and organization of guidelines on creating effective library-related video tutorials based on instructional design and multimedia principles (i.e., Cognitive Theory of Multimedia Learning – CTML, Moreno & Mayer, 1999). The guidelines include tips related to the design, development, and management of small instructional video projects; 2) SKILLS: The committee has contacted possible keynote speakers for a half-day workshop, and conversations are ongoing regarding dates, honorarium, etc. The goal is to promote the workshop during the Spring semester (2024). This event will contribute to the committee's effort to launch a community of practice across the Libraries. Post-event feedback will inform changes and possible new directions for the community of practice.
5. Digital Support Services (DSS) staff created a presentation on Metadata Creation for dLOC partners, which was recorded and is now available on the [dLOC Technologies LibGuide](#). A quick guide was also created to accompany the training. A second training was also created on Best Practices for Digitization. This training was also recorded and is available for reference on the dLOC Technologies LibGuide. These recordings are also available on the [dLOC website](#). These results were reviewed by the DSS program director and the Library Technology Services Chair.
6. The MSL Curriculum Team, supported by two graduate students and the MSL science librarians completed the design and development of the General Resources module, which consists of five submodules: 1) UF Virtual Private Network (VPN); 2) Interlibrary Loan and related services (ILL-ILLiad-Uborrow); 3) Databases; and 4) Library Spaces; and 5) Help by Discipline. The MSL Curriculum team has completed the necessary IRB process to collect and use data from learners and STEM faculty as part of the needs assessment stage of the project, which will be used for research purposes (Design and Development Case Study). Data collection (N= 251 participants) related to the needs assessment component of the project was completed in March (2023). Video productions is waiting for an appropriate platform to be acquired (Vimeo); To improve the cost-efficiency of the formative evaluation, the MSL Curriculum Team will conduct the formative assessment when all three modules have been completed so that we compensate students only once to review more content than just one module.
7. The SASC results include:
 - The DSI committee worked on developing the instruction-related content on the SASC website, particularly <https://sasc.uflib.ufl.edu/research-teaching/class-visits/>. Several of participated in orientations, workshops, and open houses attended by faculty and teaching grad students so that we could connect them with our resources and people: the Hands-on Teaching with Special Collections (coordinated with Center for Teaching Excellence), LACC open house, and for the first time this year we participated in the Global Learning Institute showcasing materials for faculty cohort in preparation to internationalize their courses.
 - LACC unit head has designed outreach events to improve student success, such as an Orientation Day for incoming Masters in Latin American Students, and tabling at the MCDA CIME Fishbowl.
 - SASC increased the range of class visits through partnerships with the Masters in Art Education summer intensive programs and the Honors College Orientation, evidenced by Assessment librarian in statistics data.
 - Rare Books and Preservation librarians created new video resources for Handling Special Collections materials and searching for materials in the library catalog.

- The unit developed a scalable interactive activity for very large classes to support visits by introductory QUEST Classes, expanded from ongoing instructional work with smaller classes within the QUEST program and approved by SASC chair.
- Rare books librarian created a new instructional model for class-based exhibits in conjunction with courses in Victorian Literature (<https://storiedbooks.domains.uflib.ufl.edu/Wordpress/storied-books/pulp-periodicals-print/>) which was evaluated by SASC chair.
- The SASC unit produced a podcast episode with the Center for Teaching Excellence (Teaching Beyond the Podium) on incorporating primary sources into classes and collaborating with the Libraries. This video was reviewed by the Library Technology Services and Accessibility Committee for accessibility.

8. Live training (Zoom) presentation was offered through 'Library Training and Professional Development'. There were 15 attendees, and the presentation training document was added to the 'Internal Experts' training archive. To date (09/01/2023), it has been viewed over 111 times. It is included in the onboarding information for new web editors and has been reviewed with the new Smathers Libraries Director of Communications and the Chair of Library Technology Services.

9. The interim chair of Digital Partnerships and Strategies reviewed the sustained, consistent levels of support for inquiries from instructors, researchers, and students seeking information on key focus areas, as documented in LibAnswers. The department worked collaboratively with the Academic Research Consulting & Services, Open Access Committee, Affordable UF, Digital Library of the Caribbean core staff, and other cross-unit groups to streamline reference responses. With new dLOC staff, bolstered reference capacity and initiated conversations on assessment for coming year.

Actions for Improvement

1. The AI training for library employees holds tremendous potential for various outcomes, including strengthening research support for college departments and research units through library liaisons, as well as enhancing the library's research capabilities.
2. Numerous workshop participants have reached out to the ARCS AI team, expressing their interest in integrating AI methods into their projects. This encouraging response highlights the growing need for more liaison librarians to acquire relevant knowledge and skills to effectively address the evolving AI research demands within the UF community.
3. The Director of Assessment reviewed the research guide analytics and noted that the guide has been accessed more than 1300 times since being published in February 2023. The Libraries will continue to focus on AI training and education workshops for librarians and students.
4. The ILC will focus on completing at least one project that has been initiated (Instructional Video Best Practices Project and Sharing Knowledge in Library Learning Spaces (SKILLS) Workshop); and, initiate at least one additional project that supports information literacy and/or librarians' professional development.
5. While the quick guides for metadata creation were translated into Spanish and French, the corresponding metadata template and presentation could also be translated for future use. Digital Support Services will consult with the Caribbean Partnerships Librarian to discuss the feasibility.
6. Complete at least one additional module of the MSL Curriculum. Expand the use of the Vimeo platform beyond the ILC Instructional Videos (pending discussion and approval by the Information Literacy Committee).
7. Build in structures that allow for increased capacity for instruction. The videos are a good example of instruction that can be done ahead of time and then embedded into classes. There is no substitute for bringing students in to see physical items, but repeatable projects and established pull lists will help lessen the total load and allow for more engagement.
8. The committee counted 111 views (number gathered 06/28/23) is an excellent return on the effort. However, the team was unable to execute on the 'recorded training video' measure as the official video platform (Mediasite) available at UF is lacking from an accessibility and external access perspective. To counter this, the presentation was released with the video script / speaker notes included.
9. The department will establish clearer workflows for tracking types and quantity of consultations/reference questions across a growing number of staff and complex projects, working with the Assessment department to develop a tracking tool.

ATTACHMENTS:

UNIT GOALS CONNECTED TO UNIVERSITY GOALS -----

RELATED ITEM LEVEL 1

Goal 1 The University of Florida offers an exceptional academic environment for all.

Goal:

An exceptional academic environment that reflects the breadth of thought essential for preeminence, achieved by a community of students, faculty and staff who have diverse experiences and backgrounds

Objective:

Four objectives are associated with this goal.

- Objective 1. UF students, faculty and staff with increasingly diverse demographic and geographic characteristics.
- Objective 2. A university climate that is inclusive, supportive and respectful to all.
- Objective 3. Diverse, robust educational and interdisciplinary areas of excellence.
- Objective 4. Increased globalization to enhance our effectiveness as world citizens.

RELATED ITEM LEVEL 1

Goal 2 An outstanding and accessible education that prepares students for work, citizenship and life.

Goal:

An outstanding and accessible education that prepares students for work, citizenship and life.

Objective:

Four objectives are associated with this goal.

- Objective 1. A high quality, widely recognized, financially accessible undergraduate, graduate and professional education and experience.
- Objective 2. Services that are accessible and available in a timely fashion that support student health, development, and well-being, thereby improving their academic and personal growth and success.
- Objective 3. Academic programs that promote effective and accessible learning through innovation.
- Objective 4. High quality student-faculty interactions in mentored research.

Goal 2 Creative and Dynamic Management of Information Resources

Goal:

The Smathers Libraries' collections are vital resources for our local users and the global community. The Libraries anticipate and effectively respond to our diverse users' current needs by acquiring information resources in the most appropriate formats. The Libraries will continue to steward, curate, reinterpret, digitize, and preserve distinct and targeted collections to satisfy both the current and future educational and research needs of the University of Florida.

Action Items:

1. Complete implementation of Ex Libris/ProQuest's Rialto, a comprehensive materials selection and acquisition marketplace. This includes, but is not limited to, ongoing staff skill development with internal and external presentations and workshops, workflow refinement, subject selector training on title alert notifications and selection, and full implementation of acquisition plans (use-driven, evidence-based, etc.)
2. Complete implementation of UF GO, the new purchase card (PCard) reconciliation system being implemented UF-wide. This includes, but is not limited to, attending presentations, and training sessions, obtaining the appropriate roles in the new system, testing tasks and procedures in the sandbox environment, and documenting workflows. UF GO will allow Pcard holders and approvers to monitor, document, and approve expenses in real time in integration with online Expense Reports, ensuring an increased policy compliance and transparency.
3. Digital Services will continue to digitize and ingest content into the UF Digital Collections (UFDC), as well as the Digital Library of the Caribbean (dLOC). The resources will be used in digital exhibitions and research.
4. Create PANA (Pan-American Authorities), a freely available, trustworthy, one-stop-shop authority file for searching and finding Spanish-language subject headings to use in describing Spanish-language collections. PANA will enhance the discoverability of Spanish-language library collections held in the University of Florida Digital Collections (UFDC) and Digital Library of the Caribbean (dLOC).
5. Support creative and dynamic information resource management by updating and expanding the department's cataloging policies and procedures LibGuide, to be known as *RDS@UF*. This will maintain and enhance a resource for Libraries' staff inside and outside of the department for cataloging-related activities in the state consortium's new integrated library system (ILS).
6. Focus on developing the LibraryPress@UF as a means of acquiring and creating content for the Libraries, including Open Educational Resources, and especially for the Digital Library of the Caribbean in relation to the new Revitalizing dLOC grant, where work will continue through 2026.

Measures of Action Items:

1. Rialto marketplace fully operational; all staff able to work within Rialto with limited need for additional training or troubleshooting. Workflows solidified and documented for ease of reference (with the understanding that workflow refinement is ongoing). Subject selectors fully trained and able to function in areas of new title notification and material selection. Acquisitions plans with outside vendors/publishers integrated with Rialto marketplace when feasible. Continued engagement with future trainings, product updates/enhancements, and opportunities for collaboration on statewide or local user/working groups.
2. UF GO fully operational in Spring 2023; all necessary staff able to monitor, provide expense justification, assign funding sources, approve transactions via PCard Expense Reports that can be reviewed, approved, processed, and audited online. Limited need for additional training or troubleshooting. Workflows solidified and documented for ease of reference.
3. We will be able to monitor the statistics in UFDC and dLOC to determine how much content has been added, along with the corresponding usage.
4. Create streamlined workflows and documentation for PANA to outline the process of creating a standardized Spanish-language authority file.
5. Department employees will bring policy and procedure guidelines up to date and expand into areas missing from the previous LibGuide to account for changes due to the migration of the ILS from Aleph to Alma and the departmental reorganization.
6. Publication of books, digital scholarship, and journals by the LibraryPress@UF. Initialization of OER program for the Digital Library of the Caribbean in relation to the new Revitalizing dLOC grant. Creation of at least 1 handbook publication for the Digital Library of the Caribbean.

Time Period of Action Items:

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5. July 1, 2022 - June 30, 2023
6. July 1, 2022 - June 30, 2023

Resources of Action Items:

1. All staff in Collections Support Unit; selected staff in Accounting & Serials Unit; vendor/publisher representatives; all Subject Selectors (Specialists).
2. All Pcard holders in the Acquisitions & Collections Services Department; accounting staff in the Accounting & Serials Unit; staff in the office of the Controller's Office.
3. Physical materials will be provided by collection managers within the Smathers Libraries. UFDC will be supported by Library Technology Services.
4. Bilingual (English/Spanish) Metadata Working Group consisting of seven members (five library personnel and two non-library personnel), reporting to the Chair of Digital Support Services; Library platforms: Libguide, UFDC, and DLOC.
5. Resource Description Services personnel, Continuing Resources Coordinator.
6. Caribbean Partnerships Librarian; dLOC Program Coordinator for Open Educational Resources; Copyright & OER Librarian; Scholarly Publishing & Repository Librarian; LibraryPress@UF Designer and Coordinator; Chair of Digital Partnerships & Strategies.

Results and Evaluation:

1. The Rialto Marketplace within Alma is fully operational. All librarians and staff who order monographs are actively and successfully using Rialto as their primary ordering platform. They are active in setting up new title alerts and selecting materials. Staff in the Collections Support Unit are fully trained in working in Rialto and continue to refine internal documentation as well as training materials (tutorials, instructions) for Rialto users. The Collections Support Unit, led by the Collections Support Unit Manager, have successfully integrated two evidence-based acquisitions plans with Taylor & Francis and Cambridge University Press with Rialto, which maximizes our use of the system and assists with title selection. We continue to make use of Ex Libris/ProQuest training opportunities; most notably, our ProQuest representatives visited campus in August to provide hands-on training and updates for Rialto users in the Libraries. The Collections Support Unit Manager was also invited by FLVC to present to other librarians in the state on our sophisticated use of Rialto. The Acquisitions Chair and the Director of Administrative Services review this program monthly.
2. UF GO fully went live in April 2023 and we are now making full use of this new system to process and approve all PCard transactions. All necessary staff in the Department monitor submissions, provide expense justification, assign funding sources, and approve transactions. This proved to be a complex migration with little guidance from the UF GO office, so we experienced challenges in getting the correct roles assigned to the appropriate staff in the Department. Though we will have ongoing need for additional training and troubleshooting, this is very minimal. Members of the Collections Support Unit and the Accounting and Serials Unit have led the development of workflows and documentation.
3. The Digital Services team continues to digitize and ingest content into the UF Digital Collections, as well as the Digital Library of the Caribbean. The usage statistics are available on the new UFDC interface at <https://ufdc.ufl.edu/stats>. Currently, the UFDC comprises 1.142 million items that accumulated 293,036 views in AY 2022-2023. The chair of Library Technology Services and the Director of Digital Support Services reviewed these data.
4. A streamlined workflow was created and documented here: <https://guides.uflib.ufl.edu/c.php?g=1156261&p=8440080>. Progress on the project has slowed as the lead Bilingual Metadata position is currently empty. Position is in process for back-filling. The Chair of Resource Description is actively researching and justifying the need for a unit reorganization.
5. The Bilingual Metadata Committee reported to the Chair of Resource Description that the process is in place for both action items and work is progressing. We have identified 35 terms of the original 100 we wanted to have completed.
6. Under the direction of the interim Chair, the department facilitated the strong launch of an OER program for Caribbean Studies as part of the Revitalizing dLOC grant. Team members developed CFP, facilitated proposal review, and selected 15 projects for funding. Three handbooks drafted and under review.

Actions for Improvement

1. Based on the dynamic nature of the Rialto Marketplace, we will continue to meet frequently with our ProQuest representatives to stay abreast of new enhancements and developments that affect the user experience. We are keen to be development partners. We also plan to identify areas where we can continue to integrate acquisitions plans with outside vendors and publishers. As part of our strategy for outreach to new subject selectors, we have incorporated Rialto training into their Department introduction, and will continue this valuable strategy.
2. UF GO is now fully operational, but we hope that the main UF GO office will seek ways to improve their trainings and support. We worked through many challenges within the Department and with little guidance. We will continue to hone workflows and enrich documentation, particularly around troubleshooting common errors and idiosyncrasies of the system.
3. While the usage statistics show usage by month, it does not currently show growth by month (or any given time frame). That functionality could help demonstrate the throughput of the Digital Services Department. Digital Services will consult with Library Technology Services on the feasibility of this proposed improvement.
4. The department will be more effective when the position of the Bilingual metadata specialist, vacated in October 2022, is filled. This position has an active search committee conducting interviews.
5. As mentioned previously, the department will be more effective when the position of the Bilingual metadata specialist, vacated in October 2022, is filled. This position has an active search committee conducting interviews.
6. LibraryPress@UF CFP will be released in Fall 2023 to support more consistent project management and program growth. Collaborating with University of Florida Press to improve outreach and engagement strategy. Also, as a partner in the UF Course Transformation Grants program, LibraryPress will be publishing 1-2 open access textbooks developed by UF instructors in 2024.

ATTACHMENTS:

UNIT GOALS CONNECTED TO UNIVERSITY GOALS -----

RELATED ITEM LEVEL 1

Goal 1 The University of Florida offers an exceptional academic environment for all.**Goal:**

An exceptional academic environment that reflects the breadth of thought essential for preeminence, achieved by a community of students, faculty and staff who have diverse experiences and backgrounds

Objective:

Four objectives are associated with this goal.

- Objective 1. UF students, faculty and staff with increasingly diverse demographic and geographic characteristics.
- Objective 2. A university climate that is inclusive, supportive and respectful to all.
- Objective 3. Diverse, robust educational and interdisciplinary areas of excellence.
- Objective 4. Increased globalization to enhance our effectiveness as world citizens.

RELATED ITEM LEVEL 1

Goal 2 An outstanding and accessible education that prepares students for work, citizenship and life.**Goal:**

An outstanding and accessible education that prepares students for work, citizenship and life.

Objective:

Four objectives are associated with this goal.

- Objective 1. A high quality, widely recognized, financially accessible undergraduate, graduate and professional education and experience.
- Objective 2. Services that are accessible and available in a timely fashion that support student health, development, and well-being, thereby improving their academic and personal growth and success.
- Objective 3. Academic programs that promote effective and accessible learning through innovation.
- Objective 4. High quality student-faculty interactions in mentored research.

RELATED ITEM LEVEL 1

Goal 7 A physical infrastructure and efficient administration and support structure that enable preeminence.**Goal:**

A physical infrastructure and efficient administration and support structure that enable preeminence.

Objective:

Three objectives are associate with this goal.

- Objective 1. A campus with updated facilities, including modern research laboratories, classrooms to support state-of-the-art teaching and learning, contemporary residence halls, and high-quality technology infrastructure.
- Objective 2. An efficient and effective administration that provides superior business services to the campus community, proactively streamlines processes to minimize burden and redundancy, incentivizes excellence through budget appropriations, and attracts and retains talented staff through ongoing professional development opportunities and competitive compensation.
- Objective 3. An attractive, sustainable and safe, campus that offers a high quality of life to faculty, staff, students, alumni and the community, making UF a desirable place to visit, live, work and play.

Goal 3 Integrated Space and Technology Services**Goal:**

Library users need environments that integrate library spaces and technology with a diverse set of services, programming, instruction, collaboration, and specialized resources. The Libraries will continue to provide flexible and integrated spaces and technologies that address user needs through effective library and information resources and services.

Action Items:

1. Design and open makerspace, available to the UF community, within Marston Science Library (MSL) with workspaces and technology to facilitate student learning and innovation.
2. The Access and Resources Sharing (ARS) department will enhance the libraries users' experience through system improvements to the user interface for the Interlibrary Loan (ILL) platform access.
3. ARS will develop new services to address users' needs in the Health Science Center for faster ILL service.

Measures of Action Items:

1. Installation of existing Makery technology into new space. Patron counts, 3D print requests. Documentation of events, class visits, social media, and other activities that utilize the makerspace.
2. Implement single sign on (using GatorLink log on) for Interlibrary Loan platform.
3. Develop rush Interlibrary Loan request service to meet clinician's patient urgent care needs.

Time Period of Action Items:

1. July 1, 2022 - June 30, 2023

2. July 1, 2022 - June 30, 2023
3. July 1, 2022 - June 30, 2023

Resources of Action Items:

1. Marston Science Library faculty and staff, UF Academic Technology staff.
2. Atlas documentation for integrated support for Remote Authentication via Security Assertion Markup Language documentation; Access and resource sharing Chair, Technical assistant; UF IT staff; LTS Chair, programmer
3. UF Health Science Center Libraries; Access and resource sharing Chair; LTS Chair.

Results and Evaluation:

1. Marston Science Library opened the new Makerspace, expanding availability of the sewing machines and other maker tools. Students now have access to all parts of the 3D printing process. The space has been heavily advertised through social media. The Innovative Media Coordinator has hosted several workshops on sewing and sustainable design, 3D printing techniques, etc. Additionally, the Coordinator has increased student OPS funding to meet the growing demand and to increase the open hours of the space. The MSL Chair reviewed the facilities and statistics collection was noted as an area to improve to document the space's activities.
2. ARS launched the new rush Interlibrary Loan request service for urgent patient care in July 2023. Communicated with HSCL liaisons about this new service, such as scope of the service, costs and turnaround time. This service is welcomed by the HSCL liaisons.
3. The libraries Interlibrary Loan platform ILLiad Single Sign-On authentication went live on March 15, 2023. The ARS chair reviewed the activities required including: The existing users' accounts have merged to the new database. There is no action that need to be taken on the patron's end other than simply using their Gatorlink log on to submit their ILL requests. A registration form is provided for new patrons to register. ARS staff manually merged some special users' accounts that did not transfer over as expected, we documented the process. This project moved the Libraries' third-party authentication to the Single Sign On method to better align with campus and library security standards, improved patron's satisfactions and workflow efficiency. A bonus from this project is that the LTS department no longer needs to manually send the daily patron file to OCLC which is a huge staff time saver.

Actions for Improvement

1. The Innovative Media Coordinator will evaluate space usage in order to refine the hours of operation to better meet the student needs.
2. The ARS chair will stay abreast of current trends of ARS platforms enhancements, integrate ARS platforms with Library management system ALMA/ Primo when possible, and continue to enhance user's experience of using the Libraries service.
3. The ARS chair monitors library users' needs, assess current service, and develop new services in the best interests of the users, through regular assessment that is often reviewed with the Associate Dean of Technical Services and the Director of Assessment.

ATTACHMENTS:

UNIT GOALS CONNECTED TO UNIVERSITY GOALS -----

RELATED ITEM LEVEL 1

Goal 1 The University of Florida offers an exceptional academic environment for all.

Goal:

An exceptional academic environment that reflects the breadth of thought essential for preeminence, achieved by a community of students, faculty and staff who have diverse experiences and backgrounds

Objective:

Four objectives are associated with this goal.

- Objective 1. UF students, faculty and staff with increasingly diverse demographic and geographic characteristics.
- Objective 2. A university climate that is inclusive, supportive and respectful to all.
- Objective 3. Diverse, robust educational and interdisciplinary areas of excellence.
- Objective 4. Increased globalization to enhance our effectiveness as world citizens.

RELATED ITEM LEVEL 1

Goal 7 A physical infrastructure and efficient administration and support structure that enable preeminence.

Goal:

A physical infrastructure and efficient administration and support structure that enable preeminence.

Objective:

Three objectives are associate with this goal.

- Objective 1. A campus with updated facilities, including modern research laboratories, classrooms to support state-of-the-art teaching and learning, contemporary residence halls, and high-quality technology infrastructure.
- Objective 2. An efficient and effective administration that provides superior business services to the campus community, proactively streamlines processes to minimize burden and redundancy, incentivizes excellence through budget appropriations, and attracts and retains talented staff through ongoing professional development opportunities and competitive compensation.
- Objective 3. An attractive, sustainable and safe, campus that offers a high quality of life to faculty, staff, students, alumni and the community, making UF a desirable place to visit, live, work and play.

Goal 4 Diversity, Equity, and Inclusion

Goal:

The Smathers Libraries will foster and maintain a culture that supports diversity, equity, and inclusion, as values which are foundational and permeate all aspects of our organization. We will recognize, understand, embrace, and value the ways we differ and rely upon those differences in our users and employees to be more effective and impactful as an organization. Creating a respectful and caring community for all requires cultural awareness, literacy and humility.

Action Items:

1. Build/nurture the middle management community of practice with LMMLT, transitioning away from a committee structure.
2. Create a presentation on the topic of Designing Accessible Content for Library Marketing and Outreach. This presentation will be offered towards all library staff, but will benefit social media managers and communications liaisons in various library departments in their efforts to create accessible library marketing and outreach materials.
3. The Health Science Center Library DEI Team will develop guidance for library instructors on handling offensive and potentially harmful terminology found when searching the literature.
4. The Special and Area Studies Collections unit will expand the department's efforts to acquire physical and digital collections, assess the unit's building accessibility and enhance engagement with diverse audiences to ensure the broadest representation of collections, outreach, public programs, observances and satisfactory facilities.
5. LibraryPress@UF will publish three books in the Haskins Series, bringing back to life out of print books on African Americans in digital editions.

Measures of Action Items:

1. Restructure of the LMMLT to create greater equity for members through the use of active subgroups with increased flexibility in meeting times and types, in addition to more asynchronous work.
2. A completed presentation, with educational slides and a recorded training video made accessible to all staff and external interested parties, and associated departments as applicable.
3. Creation of guidance document; usage statistics for this document
4. Number of and/or curatorial assessments of collections/items identified by curators for acquisition and completed acquisitions; report of accessibility audit; number of, depth of, and/or feedback from engagement activities.
5. Publish and release the Haskins books on: Barbara Jordan, Cotton Club, and Scott Joplin. Preparation for fourth and final book in the series, which will be print and digital companion, on Shirley Chisholm.

Time Period of Action Items:

1. July 1, 2022 - June 30, 2023
2. July 1, 2022 - June 30, 2023
3. July 1, 2022 - June 30, 2023
4. July 1, 2022 - June 30, 2023
5. July 1, 2022 - June 30, 2023

Resources of Action Items:

1. LMMLT members, library staff at large, faculty liaison
2. UF Libraries Accessibility Advisory Committee; UF Libraries Information Literacy Committee
3. HSCL DEI sub-team
4. Collection Managers, SASC Inclusion, Diversity, Equity, and Accessibility Committee, Digital Strategy and Identity Committee, Chair, identification of a point person for each engagement activity, Guide to DEI Observances.
5. Scholarly Publishing & Repository Librarian; LibraryPress@UF Designer and Coordinator; Chair of Digital Partnerships & Strategies.

Results and Evaluation:

1. The LMMLT dissolved its organization and is working as a Community of Practice.
2. Live training (Zoom) presentation was offered through 'Library Training and Professional Development'. There were 15 attendees, and the presentation training document was added to the 'Internal Experts' training archive. To date (09/01/2023), it has been viewed over 111 times. It is included in the onboarding information for new web editors and has been shared with the new Director of Communications for the UF George A. Smathers Libraries.
3. Due to turnover in membership of this sub-team and other priorities of the DEI Team that arose during the year, the document has not yet been completed. The sub-team met several times to discuss the desired outcomes and have completed a draft project. The Associate Dean for Research Health Sciences reviewed and will develop a path forward for the Libraries' cultural competencies reviews of search strategies.
4. The SASC results included:
 - o PCMC had a two-day community event in September aimed at West Indian/Panamanian communities. LACC had multiple outreach events and observances (e.g., Hispanic Alumni Association).
 - o Highlighting diverse children's book creators has been a key component of Baldwin events for students and community: Celia C. Pérez, Susan Kusel, and L.L. McKinney.
 - o Significant acquisitions in the history of disability/printing for the blind including photos of educational settings in the 19th century and a near-perfect example of the first raised system of type developed for the use of blind readers.
 - o The Rare Books librarian supervised an undergraduate student project through the Libraries Undergraduate Internship Program, The Hidden Histories of Trans Literature, which surveyed existing holdings in Rare Books relevant to the study of LGBTQ history and provided recommendations of titles for future acquisition.
 - o In FY 2023 the Madelyn M. Lockhart African Studies Library Fund supported online, perpetual access to [Africa Commons: Black South African Magazines](#) with over 50,000 pages of historically significant magazines, written and targeted specifically for Black

African audiences along with separate access to hundreds of South African films and over 400,000 archival items from Coherent Digital.

5. All three books are in final stages of editing and review prior to publication.

Actions for Improvement

1. None anticipated at this time.
2. The chair of the Accessibility Advisory Committee discovered late August 2023 that the link to the presentation in the training archive was broken. It has since been fixed, but the Training and Professional Development team were unsure how long the link was unavailable. Despite this, the committee feels that 111 views an excellent return. Additionally, the team was unable to execute on the 'recorded training video' measure as the official video platform (Mediasite) available at UF is lacking from an accessibility and external access perspective. To counter this, the presentation was released with the video script / speaker notes included.
3. The Associate Dean for Research Health Sciences reviewed and will develop a path forward for the Libraries' cultural competencies reviews of search strategies. Then, he sub-team will re-invigorate efforts to complete this guidance and share with colleagues, with an expected completion date of December 2023.
4. After review with Senior Associate dean, the SASC chair will seek the Facilities department help with an accessibility audit. Since it is an old building, we expect that there will be improvements that will need to be made. SASC currently has an interim chair and associate chair that will continue to expand outreach into the undergraduate classes, increasing workshops and trainings to disseminate more awareness and use of the SASC multicultural collections.
5. Through the LibraryPress@UF CFP and Revitalizing dLOC activities, identify and support projects that highlight scholarship and collections that share perspectives of diverse communities.

ATTACHMENTS:

UNIT GOALS CONNECTED TO UNIVERSITY GOALS -----

RELATED ITEM LEVEL 1

Goal 1 The University of Florida offers an exceptional academic environment for all.

Goal:

An exceptional academic environment that reflects the breadth of thought essential for preeminence, achieved by a community of students, faculty and staff who have diverse experiences and backgrounds

Objective:

Four objectives are associated with this goal.

- Objective 1. UF students, faculty and staff with increasingly diverse demographic and geographic characteristics.
- Objective 2. A university climate that is inclusive, supportive and respectful to all.
- Objective 3. Diverse, robust educational and interdisciplinary areas of excellence.
- Objective 4. Increased globalization to enhance our effectiveness as world citizens.

RELATED ITEM LEVEL 1

Goal 2 An outstanding and accessible education that prepares students for work, citizenship and life.

Goal:

An outstanding and accessible education that prepares students for work, citizenship and life.

Objective:

Four objectives are associated with this goal.

- Objective 1. A high quality, widely recognized, financially accessible undergraduate, graduate and professional education and experience.
- Objective 2. Services that are accessible and available in a timely fashion that support student health, development, and well-being, thereby improving their academic and personal growth and success.
- Objective 3. Academic programs that promote effective and accessible learning through innovation.
- Objective 4. High quality student-faculty interactions in mentored research.

RELATED ITEM LEVEL 1

Goal 5 A strengthened public engagement of the university's programs with local, national, and international communities.

Goal:

A strengthened public engagement of the university's programs with local, national, and international communities.

Objective:

Three objectives are associated with this goal.

- Objective 1. Increased engagement and outreach of UF programs leading to positive impacts in such areas as health, the economy, environment and community.
- Objective 2. Improved communication leading to increased public awareness of and value placed on UF programs and their impact on society.
- Objective 3. Increased technology translation and entrepreneurial activities.

RELATED ITEM LEVEL 1

Goal 6 Alumni who are successful in their careers and in life and who are proud to be graduates of the University of Florida.**Goal:**

Alumni who are successful in their careers and in life and who are proud to be graduates of the University of Florida.

Objective:

Two objectives are associated with this goal.

- Objective 1. Alumni who make significant contributions to their professions and society.
- Objective 2. Alumni who engage with and support the University's educational, research, and service missions.

Goal 5 Transformative Collaborations**Goal:**

The Smathers Libraries will leverage its unique competencies, expertise and role in the University to connect with the UF community and external partners, with particular emphasis on collaborative interdisciplinary and multidisciplinary efforts. The Libraries are committed to a culture of transformative collaboration resulting in strong collegial relations across library units and a robust, engaged partnership with our university community and beyond.

Action Items:

1. The Open Access Committee will develop and share a public version of the Evaluation Rubric for Open Access Funding Initiatives.
2. The Open Access Committee will develop and implement outreach to inform University of Florida scholars of existing and new opportunities to publish their scholarship in Open Access venues, including guidance for the UF Author Rights Policy.
3. SASC will expand existing partner relationships, creating or elevating strategic collaborations with UF units and external partners.
4. Complete the work as defined for this year for the Revitalizing dLOC grant, which includes over 80 international partners, a Rights Advisory Board, Scholarly Advisory Board, Executive Board, consultants on collections and the program, and employees. Work for this year includes hiring of 3 employees (one is permanent: Caribbean Partnerships Librarian) with successful onboarding and collaboration with the core team, across UF, and across partners. Work also includes running regular meetings, webinars, and engagements with all groups, and this year will start the Intensive Engagements with 4 selected institutions to build out the program definition.
5. The "What's One Thing" (WOT) grant team will compile and publish the analysis of the "What's One Thing People Don't Know?" digital book, combining images from the UF Digital Collections with workshop responses as a way to highlight UF collections.
6. The Assessment Advisory Committee will develop a program to issue incentive funds for library teams conducting studies and outreach in which they are collecting data from participants. The funds will function as support of projects in which there may not be funding available to support the challenge of soliciting participation.

Measures of Action Items:

1. Internal and external availability of the rubric, comments and feedback from libraries and relevant communities of practice (e.g., OA publishing representatives, other academic libraries, SPARC), Evaluation Rubric used routinely in evaluating OA support opportunities.
2. Summary of promotion and marketing conducted, including news releases, social media, and presentations.
3. Number of, strengthening of existing partnerships and/or feedback from community events, grant projects, webinars, exhibits, and similar activities.
4. Successfully hire the 3 remaining positions, successfully onboard the 3 new employees, conduct outreach and community engagement activities with the different advisory and leadership groups and the consultants, conduct the 4 Intensive Engagements with 4 partners.
5. WOT Digital book is published through LibraryPress@UF.
6. The AAC will present a completed program that includes committee review of fund requests and publish this information to all library employees.

Time Period of Action Items:

1. July 1, 2022 - June 30, 2023
2. July 1, 2022 - June 30, 2023
3. July 1, 2022 - June 30, 2023
4. July 1, 2022 - June 30, 2023
5. July 1, 2022 - June 30, 2023
6. July 1, 2022 - June 30, 2023

Resources of Action Items:

1. Members of OA Committee, Members of Collections Committee.
2. Members of OA Committee, Library Promotion & Marketing, Social Media Coordinator.
3. All Collection Managers, Interim chair, and external Funding (e.g., Grants and Endowments).
4. Copyright & OER Librarian; Scholarly Publishing & Repository Librarian; LibraryPress@UF Designer and Coordinator; Chair of Digital Partnerships & Strategies.
5. Director of Assessment; WOT Graduate Intern; WOT Advisory Committee; LibraryPress@UF publications coordinator.
6. Assessment Advisory Committee.

Results and Evaluation:

1. The rubric was developed by the committee and it comprises six categories and three rankings. The rubric is operationalized with definitions and examples. The rubric was submitted to and reviewed by the Senior Associate dean and the Assessment Advisory Committee. The rubric was then presented to the statewide consortium's Library Assessment Standing Committee. Members of the OA

Committee will present the rubric at two national conferences in Fall 2023 (CORE Forum and the Charleston Conference). Thus far, the rubric has been used to evaluate six transformative agreements.

2. The OA Committee members presented at the UF Faculty Senate, creating awareness for and receiving approval of an Author Rights Policy which supports faculty research dissemination. The committee has a committee email address, and regularly receives requests for financial support, publication information and other publishing information. The committee responds to 2-3 inquiries per week. Through the committee's participation in the international Open Access week, social media and direct emails are sent to faculty and researchers to increase their awareness of our programs. Additionally, the Libraries have participated in a marketing campaign with Elsevier, surveying authors and offering participation in Elsevier's OA publication discounts. The OA committee member and Chair of Libraries' Acquisitions also participates in statewide licensing negotiations and reviews all activities with the Senior Associate Dean and the OA Committee. The OA Committee presented at the Libraries' March 2023 Town Hall meeting, sharing committee efforts and current OA information.
3. SASC was hugely successful with all activities reviewed by the Dean of Libraries and the Senior Associate Dean:
 - For the above PCMC event, we partnered with the Center for Latin American Studies and Pan Caribbean Sankofa (external group).
 - UF and University of Miami Librarians through the project "Planning Collaborative Practices for Archiving Farmworker Communities' Histories" have partnered with two community-based organizations: The Farmworker Association of Florida and the Rural Women's Health Projects. Librarians and library specialists have volunteered with the organizations, participated and sponsored community events, conducted oral histories, and have begun post-custodial archiving projects with them.
 - The Baldwin has worked to build a closer relationship with P.K. Yonge. Both librarians discussed books and programs, particularly related to award winners and the Diverse BookFinder, and they had a performance at the school and distributed copies of *Alice's Adventures in Wonderland* as part of the Lewis Carroll Society of North America conference in November 2022.
 - 2023 LAC DH symposium > collaboration between LACC/West and UNF. Had co-sponsors from departments across UF (Center for Latin American Studies, Center for Humanities in the Public Sphere, Department of Spanish & Portuguese, Digital Humanities Working Group, Department of Languages, Literatures, and Culture). Additional sponsors included UNF Department of Spanish & Portuguese, Florida Digital Humanities Consortium, and Alliance for Digital Research on Early Latin America.
 - Built on existing relationships with the History Department, Center for Medieval and Early Modern Studies and the Center for the Humanities and the Public Sphere to launch a new speaker/workshop series, *Thought in Practice*, showcasing library collections in conjunction with current humanities scholarship. Last year's workshop for graduate students was led by Profs. Anthony Grafton (Princeton, History) and Jim Hankins (Harvard, History). Secured funding for continuation this year to feature two additional speakers Frederic Clark (USC, Classics) and Hannah Marcus (Harvard, History of Medicine).
 - Liaison to University Library Committee for incorporating graduate students and faculty into library literacy objectives for all QUEST students.
 - Strengthened connections with the Center for Teaching Excellence through the College Teaching Liaisons program, serving as one of two Libraries representatives to the program, which includes representatives from all UF colleges who advise on avenues for training and development for new faculty and grad students.
 - We continue support and licensing/permissions for the use of digital images from the Bob Campbell Papers, with most relating to photos of Dian Fossey's mountain gorilla conservation at Karisoke, Rwanda. We worked with Discovery+ on a National Geographic Society 360-degree virtual reality film project for the Karisoke Ellen (DeGeneres) Campus Welcome Center and will support another film project on "Pablo's Group" by award-winning director James Reed (*My Octopus Teacher*; 2020 Netflix). This year we supported permissions to (among others) the BBC and several other UK, German, and Korean publications.
 - The Judaica Library continued its partnership with institutions in Argentina to enable global access to previously inaccessible Jewish newspapers and archival materials. This year, we added 13,000 pages from *Mundo Israelita* (Argentina's first Jewish Spanish language weekly) and 18,000 pages from *La Luz* (a Sephardic Spanish newspaper).
4. The DPS interim chair reviewed and noted that funds allowed for hire of 4 new employees, all successfully onboarded from July 2022-January 2023. New capacity has facilitated recruitment of 10 new dLOC partners. As described in Revitalizing dLOC grant proposal, activities underway with committees on scholarship, open education, and copyright. Currently 4 Intensive Engagements nearing completion. This work was also reported to NEH in a required annual report.
5. "What's One Thing People Don't Know?": digital humanities, digital collaborations, digital collections was published in January 2023 and presented to the Smathers Libraries Town Hall and the Joint Chairs for review.
6. After review by the Deans and the Joint Chairs Committee, the Research Participants Incentive Fund was established in March 2023 and published to the entire library. One study team applied and used funds for focus groups conducted in Summer 2023.

Actions for Improvement

1. The rubric is a dynamic document which we recently evaluated for its effectiveness and usefulness. The OA committee continues to use the rubric and will share feedback from fall conferences to improve its comprehensiveness.
2. The OA Committee will work with the new Libraries Director of Communications to create a better approach to participation in OA Week events and to structure regular announcements and outreach events to keep faculty informed of the changing scholarly landscape.
3. The interim chair and associate chair reviewed all department activities. The department curators are doing a great job developing new collaborations while also ensuring that existing collaborations remain strong. The interim chair will focus on better showcasing how numerous and varied the SASC partnerships and collaborations are across the various collection centers. Better promotion will lead to additional fruitful and transformative collaborations.

4. Improve documentation and project management strategies for 2024 cohort of Intensive Engagement partners, which involve numerous individuals working across geography and language.
5. Future work will include an extensive text analysis of all 40 workshops' comments, analyzed with the Appreciative Inquiry framework.
6. The incentive fund will need to be presented to committees and branches to encourage use of these funds that support their efforts.

ATTACHMENTS:

UNIT GOALS CONNECTED TO UNIVERSITY GOALS -----

RELATED ITEM LEVEL 1

Goal 3 Faculty recognized as preeminent by their students and peers.

Goal:

Faculty recognized as preeminent by their students and peers.

Objective:

Five objectives are associated with this goal.

- Objective 1. An increased number of faculty recognized by distinguished awards, fellowships, and memberships.
- Objective 2. An increased number of high-impact scholarly publications and creative works.
- Objective 3. An increased professional and public visibility of UF faculty.
- Objective 4. An increased faculty participation in professional service and leadership.
- Objective 5. A nurturing and invigorating academic and professional environment for all faculty across the research, teaching, and service missions of the university.

RELATED ITEM LEVEL 1

Goal 4 Growth in research and scholarship that enhances fundamental knowledge and improves the lives of the world's citizens.

Goal:

Growth in research and scholarship that enhances fundamental knowledge and improves the lives of the world's citizens.

Objective:

Four objectives are associated with this goal.

- Objective 1. Documented advances in productivity and recognition of UF research programs.
- Objective 2. Exceptional graduate and postdoctoral scholars who will contribute to influential research and scholarship.
- Objective 3. Increased extramural and intramural funding that enhance both basic and translational research.
- Objective 4. Processes and systems that facilitate excellence in research and scholarship.

RELATED ITEM LEVEL 1

Goal 5 A strengthened public engagement of the university's programs with local, national, and international communities.

Goal:

A strengthened public engagement of the university's programs with local, national, and international communities.

Objective:

Three objectives are associated with this goal.

- Objective 1. Increased engagement and outreach of UF programs leading to positive impacts in such areas as health, the economy, environment and community.
- Objective 2. Improved communication leading to increased public awareness of and value placed on UF programs and their impact on society.
- Objective 3. Increased technology translation and entrepreneurial activities.

RELATED ITEM LEVEL 1

Goal 6 Alumni who are successful in their careers and in life and who are proud to be graduates of the University of Florida.

Goal:

Alumni who are successful in their careers and in life and who are proud to be graduates of the University of Florida.

Objective:

Two objectives are associate with this goal.

- Objective 1. Alumni who make significant contributions to their professions and society.
- Objective 2. Alumni who engage with and support the University's educational, research, and service missions.

Goal 6 Improve Individual and Community Health and Wellness

Goal:

The Smathers Libraries will promote the health and wellness of our employees, users and communities through workplace programs, outreach, and library services, including support for health care professionals, students, and patients.

Action Items:

1. The Health Science Center Libraries will develop plans to scale existing services to meet the information needs of the growing UF Health enterprise.
2. Borland Library personnel will develop new collaborative partnerships at UF Health Jacksonville and in the Jacksonville community.
3. The wellness committee will make six wellness opportunities available to Smathers Libraries employees this assessment cycle.
4. The wellness committee will coordinate with various UF library locations to offer a total of 12 wellness events to their users (e.g., students, faculty, etc.) this assessment cycle.

Measures of Action Items:

1. Number of stakeholders met with or otherwise engaged; outreach plans developed.
2. Number of new memberships on working groups and collaborative projects with other entities.
3. Six wellness opportunities created.
4. 12 wellness events delivered to HSCL users.

Time Period of Action Items:

1. July 1, 2022 - June 30, 2023
2. July 1, 2022 - June 30, 2023
3. July 1, 2022 - June 30, 2023
4. July 1, 2022 - June 30, 2023

Resources of Action Items:

1. Health Science Center Libraries management team
2. Health Science Center Libraries staff, UF Health Jacksonville personnel
3. Wellness committee members, UF Libraries Training Program calendar access.
4. Wellness committee members, time of some library personnel at participating library locations, public-facing space at participating library locations.

Results and Evaluation:

1. Given pauses in UF Health expansion beyond Jacksonville, HSCL efforts this year primarily centered around meeting with stakeholders and developing plans for outreach at existing UF Health locations:
 - UF Health Jacksonville: The Borland Library at Jacksonville initiated hiring for 2 faculty positions (including one new position). RHS Management Team has a goal of refreshing the current Borland Library space to meet student needs until there is a new education building. Libraries leadership met with a representative of the Jacksonville Community Foundation on future renovation plans. RHS leadership met with College of Medicine – Jacksonville leadership on future renovation plans and discussed having a library presence in any new education space. RHS Associate Dean attends regular meetings of the Associate Deans of Education in the HSC; 4 of these address plans for expansion in Jacksonville. She also discussed plans for Borland in a one-on-one meeting with Dr. David Nelson and in a presentation to the HSC Deans and Dr. Nelson.
 - Herbert Wertheim UF Scripps Institute for Biomedical Innovation & Technology: RHS personnel took 4 trips to the Scripps campus to meet with key stakeholders, including Jim Lapple (Chief Financial Officer) and Courtney Miller (Director of Academic Affairs) and provide on-site training to researchers. RHS personnel hosted at least 6 other virtual training sessions specifically for Scripps researchers. All individuals on the Scripps campus now have access to licensed library content, including graduate students.
 - Sacred Heart Ascension residency programs in Pensacola: One HSCL liaison librarian traveled to Pensacola to deliver on-site training during new resident orientation to the 3 UF programs there (Internal Medicine, Obstetrics and Gynecology, and Pediatrics).
2. The Borland Library Program Director met twice with the leadership of the Center for Thriving Communities and is still in the process of developing specific goals for collaboration. Borland personnel held a donation drive in June 2023 to benefit JASMYN (Jacksonville Area Sexual Minority Youth Network).
3. The committee reported to Health Science Center Library Chair that they made more than six wellness opportunities available to employees during the assessment cycle. We offered wellness workshops on the training calendar as well as numerous other wellness activities including weekly yoga classes throughout the fall and spring semesters, a monthly wellness calendar with suggested activities, and a winter “yarn therapy” event during which library employees crocheted hats for newborns which were donated to UF Shands-Jacksonville. In addition, we explored the feasibility of adding a chair massage event to the annual library employee picnic. While we found that library administration was supportive of the event and our committee could handle the logistics. Ultimately the Florida School of Massage was unable to provide enough massage therapists for the event and we were unable to offer the planned event.
4. The Wellness committee was involved in more than 12 wellness events offered to library users (e.g., “yarn therapy” events, crafting gators out of beads, mandala coloring and button making, etc.). Many of these were timed to correspond to potentially high-stress times for students, such as midterms and finals. For activities that required more than around a half an hour to complete, the majority of users opted to take the supplies with them to be used at a later time if given the option. The liaison to the Wellness Committee, Health Science Center Library Chair Norton, reviewed this work with the committee.

Actions for Improvement

1. RHS Leadership will continue to identify and meet with key leaders across the UF Health Enterprise. The RHS Management Team will work to identify what costs are involved in new services being provided to the Scripps campus and develop a strategy for requesting funding from the appropriate unit(s).
2. New Borland librarians will be included in existing outreach efforts and encouraged to develop additional partnerships (particularly where they already have professional connections or experience with related partnerships).

3. The Wellness Committee continues offering wellness activities on the training calendar and providing the monthly wellness calendar. Based on positive feedback and engagement, the committee will move forward with another winter “yarn therapy” event for library employees.
4. The committee will explore adding wellness events at additional library locations as local interest and bandwidth allow. Based on observed user preferences, the committee will include “grab-and-go” options along with in-person offerings whenever appropriate. For example, for crochet events, we will provide patterns and yarn in bags that users can take with them to complete the project whenever and wherever is convenient for them.

ATTACHMENTS:

UNIT GOALS CONNECTED TO UNIVERSITY GOALS -----

RELATED ITEM LEVEL 1

Goal 1 The University of Florida offers an exceptional academic environment for all.

Goal:

An exceptional academic environment that reflects the breadth of thought essential for preeminence, achieved by a community of students, faculty and staff who have diverse experiences and backgrounds

Objective:

Four objectives are associated with this goal.

- Objective 1. UF students, faculty and staff with increasingly diverse demographic and geographic characteristics.
- Objective 2. A university climate that is inclusive, supportive and respectful to all.
- Objective 3. Diverse, robust educational and interdisciplinary areas of excellence.
- Objective 4. Increased globalization to enhance our effectiveness as world citizens.

RELATED ITEM LEVEL 1

Goal 2 An outstanding and accessible education that prepares students for work, citizenship and life.

Goal:

An outstanding and accessible education that prepares students for work, citizenship and life.

Objective:

Four objectives are associated with this goal.

- Objective 1. A high quality, widely recognized, financially accessible undergraduate, graduate and professional education and experience.
- Objective 2. Services that are accessible and available in a timely fashion that support student health, development, and well-being, thereby improving their academic and personal growth and success.
- Objective 3. Academic programs that promote effective and accessible learning through innovation.
- Objective 4. High quality student-faculty interactions in mentored research.

RELATED ITEM LEVEL 1

Goal 5 A strengthened public engagement of the university’s programs with local, national, and international communities.

Goal:

A strengthened public engagement of the university’s programs with local, national, and international communities.

Objective:

Three objectives are associated with this goal.

- Objective 1. Increased engagement and outreach of UF programs leading to positive impacts in such areas as health, the economy, environment and community.
- Objective 2. Improved communication leading to increased public awareness of and value placed on UF programs and their impact on society.
- Objective 3. Increased technology translation and entrepreneurial activities.

RELATED ITEM LEVEL 1

Goal 6 Alumni who are successful in their careers and in life and who are proud to be graduates of the University of Florida.

Goal:

Alumni who are successful in their careers and in life and who are proud to be graduates of the University of Florida.

Objective:

Two objectives are associate with this goal.

- Objective 1. Alumni who make significant contributions to their professions and society.
- Objective 2. Alumni who engage with and support the University’s educational, research, and service missions.

Institutional Effectiveness Detail

Providing Department: Libraries

Administrative Support Services:

Administrative Support Services

Administrative leadership in the Libraries monitors the effectiveness of its administrative support services and provides vision in areas related to fiscal, human resources, Development, Communications and more. The leadership team prepares budgets, prioritizes vacancies, addresses market equity concerns, and enhances support services to the campus community. The Administrative leadership team strives to improve communications across all library units to provide a more equitable distribution of information.

The Libraries are administered through a system of shared governance. Shared governance in the academic mission of the University calls for collaborative participation of administrators and faculty in the decision and policymaking 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.

Academic and Student Support Services:

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

Creating spaces that facilitate innovation, creativity and troubleshooting.

The Smathers Libraries provide spaces that meet the various needs of the student body and strive to continuously improve existing spaces. Smathers provides spaces that include quiet, silent, collaborative, as well as spaces to socialize. In each building, whenever possible, lactation rooms and gender-inclusive restrooms are available. Additionally, Smathers provides the Marston Makerspace for a hands-on, start-to-finish experience with 3D printing and modelling.

Assess services and respond to needs of online patrons and employees.

The Libraries continue to transition instructional tools and curricula to an online environment, including the development of guides to assist students during a pandemic. The Libraries' Information Literacy Committee provides a Library Research button in all online courses and students access to research and support services from their courses and they support the development of online learning modules for just-in-time support. The Ask-A-Librarian chat service continues to provide virtual support and the team assesses student needs to provide the most useful hours of operation. The Libraries perform research studies that provide data for informed decision making. The Libraries employ evidence-based instructional design approaches to support learners' inquiry within STEM disciplines. The curriculum structure provides instructional and practical support to meet learners where they are and provide opportunities for recognition, learning, and knowledge transfer. The development of the curriculum capitalizes on existing learning materials (e.g., modules in LibGuides) and will also involve the development of new learning materials as needed.

Ongoing enhancements of resources.

The Libraries continue to assess library webpages to be accessible, mobile responsive and user-friendly with the goal of increasing access to the Libraries online. The Libraries' Usability Committee explores the user's experience when utilizing our pages for academic work and efficiency of digitizing and delivery of print collections. The Assessment Advisory Committee undertakes annual assessment projects focused on user-driven services. The Libraries' strives to provide strong virtual services such as the new library catalog interface, Primo VE (tutorial called Searching with Primo Search), the UF VPN, and connecting students with a Libraries' subject specialist librarian.

Support student health and wellness.

The Libraries consider health and wellness initiatives as a part of the larger academic and student support services. Initiatives included a Kwikboost cell phone charging locker to help students disconnect from their devices while studying; installation of under-desk treadmills at the Health Science Center Library (HSCL) whose team leads the Health and Wellness Committee; and expansion of wellness-related activities. The HSCL team also examined their liaison library program for training needs. At the Jacksonville branch of the HSCL, the team partners with the Jacksonville Public Libraries to coordinate community consumer health literacy.

Research:

The majority of Library faculty members are in tenure-track faculty positions. As such, they conduct research and produce scholarship, most often in some aspect of the field of library and information science or a discipline related to their subject specialty. The typical research assignment is 10% of the faculty member's overall work assignment. Training and development is provided to support these efforts, including extensive training in Tenure and Promotion requirements as well as training in areas of research methods and analysis. Additionally, the Libraries provide research support services through the Academic Research Consulting Services (ARCS) program. Annually, the Libraries present on data science topics related to Research Misconduct, Protection of Human Subjects, Data Management Practices, Rigor & Reproducibility, and more.

Administrative support for faculty research includes research and writing training series, grant writing, travel funding, research time, Strategic Opportunities Programs (i.e., internal grants), Library Graduate/Undergraduate Student Internship Program, as well as participation in the university FEO's and sabbatical programs.

Faculty research is supported by the Libraries' internal Strategic Opportunities Grants. These projects included digitization of collections; evaluation of resources, services and spaces; exploration of user information needs; expansion of the digital collections with assessment of user satisfaction; and more.

The Libraries continue to expand our success in receiving external grants. Funding agencies include Florida Library Technology & Information (LTIA), Arts & Humanities Research Council, Andrew W. Mellon Foundation, National Endowment for the Humanities, U.S. Department of Education, Council on Library and Information Resources (CLIR), US Department of Agriculture, and National Fish and Wildlife Service (NFWS), the Institute of Museum and Library Services that features the American Recovery Plan Act, National Leadership Grants, and the Library Services and Technology Act. In many cases, the library faculty member services as PI. In other cases, the library employee serves as Co-PI or consultant. There are also UF funding sources, such as the Clinical and Translational Science Institute, UF Technology Funds, or Center for the Humanities & the Public Sphere which are largely dedicated to supporting the mission of the sponsoring unit.

The LibraryPress@UF was founded in 2006. It publishes scholarly, educational, and creative works, with an emphasis on promoting public access to scholarship and ethical practices in scholarly publishing. As a joint imprint of the Libraries and University of Florida Press, the LibraryPress@UF complements the work of the UF Press to collectively contribute to the shared missions of the Libraries, Press, and UF. As part of the Digital Partnerships & Strategies Department (DPS), LibraryPress is also responsible for the contribution of 19 UF open-access journals to FloridaOJ; this is a critical service for UF faculty wishing to offer open-access journals. The Libraries' publication, The SOURCE, features descriptions of the many scholarly efforts by both faculty and staff including research and collaborations.

Community and Public Service:

The Libraries' primary responsibility under community and public service goals is to ensure that the collections and 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 side in each library for community use. To increase awareness of the availability of library services to the public, the Libraries host events and exhibits that attract a wide audience.

The Smathers Libraries collaborates with archives, libraries, museums and academic institutions in the Caribbean to digitize and digitally preserve rare books, newspapers and manuscripts as well as contemporary community archives, bibliographies and educational resources. "dLOC began as a dream to enable access and preservation of important materials, always with the goal of building community.

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. The Libraries continue to be a leader in the state at influencing plans for e-resources that benefit all including sharing of research to the Council of State Universities Libraries, who are considering joining the project. The Smathers Libraries negotiate reduced subscription costs to better meet the needs of a reduced collections budget and work with the Open Access Committee to assess the value of transformative agreements and alignment with UF resources needs.

Effectiveness Oversight:

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Institutional Effectiveness Report Complete: true

XResponsible Roles: