George A. Smathers Libraries
Enterprise Vision and Restructuring
Submitted by Stephanie Haas and Betsy Simpson, 2/14/08

To assure all members of the UF academic community have the information and technology resources and fluencies necessary to create, discover, evaluate, and share information.

While simply stated, this vision has broad implications for the future endeavors of the library system. We acknowledge that it can only become a viable vision through the reiterative setting of strategic goals and the allocation of adequate resources to meet those goals; nonetheless, it sets a baseline concept for considering the reorganization of the current library structure. The key assumptions outlined in the Association of College and Research Libraries' 2007 Environmental Scan were deemed appropriate indicators of future library activities that are functionally congruent with this vision and provided additional guidance in formulating the organizational structure presented later in this document. Released in January 2008, the Environmental Scan was developed from an in-depth analysis of the major trends impacting the delivery of academic library services and is available at
http://www.ala.org/ala/acrl/acrlpubs/whitepapers/Environmental_Scan_2.pdf

ACRL Top Ten Assumptions for the Future of Academic Libraries and Librarians
http://www.ala.org/ala/acrl/acrlpubs/crlnews/backissues2007/april07/tenassumptions.cfm

1. There will be an increased emphasis on digitizing collections, preserving digital archives, and improving methods of data storage and retrieval. Academic libraries have an opportunity to make their unique collections available to the world in unprecedented ways. In fact, the digitization of unique print collections may emerge as one of the primary missions of academic libraries in the 21st century. Librarians should collaborate with disciplinary colleagues in the curation of data as part of the research process.

2. The skill set for librarians will continue to evolve in response to the needs and expectations of the changing populations (students and faculty) that they serve. Changes in skill sets among library professionals are well underway. Entry level salaries are increasing, due in part to the increased expectations of a new generation of professionals who have other career options. The aging of the profession can be viewed as having a number of positive benefits, for as retirements increase, new opportunities will open for a new generation of MLS librarians and other allied professionals. Libraries that are open to creating new career paths within their organizations are in an optimal position to embrace the future.

3. Students and faculty will increasingly demand faster and greater access to services. Statements such as "print journals are to today's students what microfiche was to the previous generation" are becoming increasingly common. Similarly, the refrain "print journal material is becoming invisible" can be heard. What implications do information- seeking behaviors and attitudes have for the selection of materials, and in what format?

4. Debates about intellectual property will become increasingly common in higher education. While this is not a new issue, what is new is the increased opportunity for infringement upon intellectual property rights brought about by online access.

5. The demand for technology-related services will grow and require additional funding. The digital revolution is in its infancy; academic libraries are still operating in a predominantly print world. Futurists predict that both the supply and demand for print material will continue to increase in the near future, but a tipping point will inevitably occur. Tipping points are often followed by an abrupt decline in interest in out-of-favor technologies. Consider: What library products and services will decline over the next ten years? Will libraries be able to reallocate resources into new technologies? Which products and services are already effectively dead, but are being kept on "life support," hence are slowing efforts to embrace new technologies?

6. Higher education will increasingly view the institution as a business. Today, universities are extremely focused on fundraising and grant writing, maximizing revenue, reducing costs, and optimizing physical space. Do academic libraries have sufficient data to defend how their resources are allocated?

7. Students will increasingly view themselves as customers and consumers, expecting high-quality facilities and services. Today's students are increasingly paying the true cost of their education

and demanding to be treated as customers. This has profound implications, ranging from how teaching faculty interrelate with students to the quality of residential housing and library facilities. Universities are becoming more aware of the importance of attractive library facilities as an effective recruitment tool. Is your library a strong advocate for high-quality, customer-friendly library facilities and services?

8. Distance learning will be an increasingly more common option in higher education, and will coexist but not threaten the traditional bricks-and-mortar model. Throughout higher education, technology has made possible the rapid proliferation of online instruction. The "just-in-time" model of imbedding library tutorials into Web-based courses complements traditional "just-in-case" library instruction, and may surpass it in the future. Libraries will want to continue to develop products and services that scale, i.e. are easily replicated, in an increasingly resource-stretched environment.

9. Free public access to information stemming from publicly funded research will continue to grow. This is perhaps the most unpredictable and exciting of the ten assumptions, and legislation will play a key role here. Finished research will still need to be vetted, edited, organized, and disseminated in logical ways. It could be advantageous for the academic community to return to the scholarly publication business if it can be proven to address the soaring cost of access to published scientific research. Libraries could and should play a leading role, understanding that it may require reallocation of institutional resources.

10. Privacy will continue to be an important issue in librarianship. This is another assumption that has taken on greater attention and importance due to advances in technology. The debate becomes even more of an issue for libraries that are moving toward authentication and/or password access to electronic workstations located in public areas of the library.
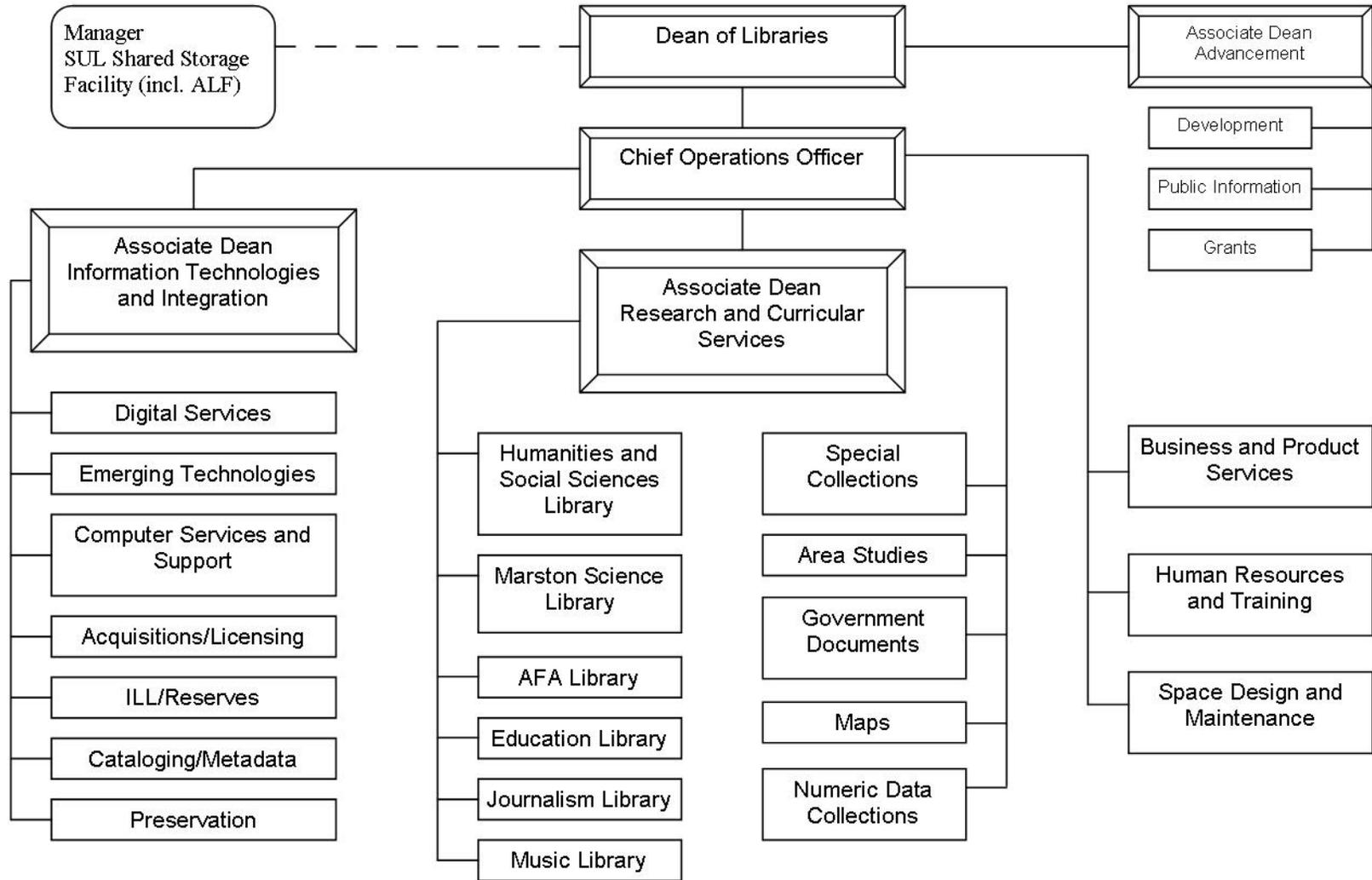
The organizational structure and definitions presented on the following pages are intended to redefine functional units to allow the university library system to address the trends identified. It is to be expected that all collections and collection related services will have virtual components in the future. A set of concise structural definitions of positions and units are included to assist the reader.

Please know that we are offering this structure as a base design in the architectural planning of our new enterprise.   All comments and suggestions are welcome and may be added to the blog.

George A. Smathers Libraries
Proposed Structure 2/14/2008
Stephanie Haas and Betsy Simpson

Manager
SUL Shared Storage
Facility (incl. ALF)

Dean of Libraries

Associate Dean
Advancement

Development

Public Information

Grants

Chief Operations Officer

Associate Dean
Information Technologies
and Integration

Associate Dean
Research and Curricular
Services

Digital Services

Emerging Technologies

Computer Services and
Support

Acquisitions/Licensing

ILL/Reserves

Cataloging/Metadata

Preservation

Humanities and
Social Sciences
Library

Marston Science
Library

AFA Library

Education Library

Journalism Library

Music Library

Special
Collections

Area Studies

Government
Documents

Maps

Numeric Data
Collections

Business and Product
Services

Human Resources
and Training

Space Design and
Maintenance

Structural Definitions

Dean of Libraries serves as the Chief Knowledge Officer of the UF Libraries with responsibility for ensuring that the organization maximizes its returns on investment in knowledge (people, processes and intellectual capital), exploits its tangible assets (know-how, customer relationships, services, products), shares best practices, and creates innovative marriages of technology and information management in furtherance of the University mission and the Libraries' enterprise vision.

Chief Operations Officer is responsible for the development, design, operation, and improvement of the integrated system of people and technologies that create and deliver the Libraries' services to the University community. The COO understands the real work behind the Libraries' core operations and manages its day-to-day affairs with a focus on operations improvements.

Division of Information Technologies and Integration

Associate Dean, Information Technologies and Integration is responsible for overseeing the technical staff and operations at the Libraries. Units in this division are involved in resource acquisition/accession, description, and deployment and with the creation of new resources and services based on technologies.

- Digital Services includes all digital collection building, rights management services including Open Access, institutional repository, and digital imaging.

- Emerging Technologies includes web services; social applications; course integration; and usability studies and metrics.

Division of Research and Curricular Services

Associate Dean, Research and Curricular Services is responsible for coordinating all aspects of collection development and for the collaborative development of user-based reference and research services related to these collections.

- Numeric Data Collections acquires content and develops services that foster use of collections of numeric and/or geospatial data sets in support of research carried out at the University. It works collaboratively with units across campus and with non-academic agencies to provide access to needed resources.

Division of System Support

This division includes the three units that directly support the infrastructure of the University Libraries system:

- Business and Products Services is headed by an individual with skills associated with a Chief Financial Officer. This unit is responsible for managing the financial planning and record-keeping of the Libraries, as well as financial reporting to higher management. It is also responsible for determining the viability of creating an e-business presence for the library.

- Human Resources and Training is headed by a Human Resources Officer who is knowledgeable about best practices within the field of personnel management, and who advises on and implements policies relating to the effective use of personnel within the library, as part of the University of Florida. In the future, this unit will be intimately involved in helping to achieve the right balance of staff in terms of skills and experience including identifying and/or providing appropriate training of existing staff and developing critical competencies to permit the library to achieve strategic goals.

- Space Design and Maintenance includes all of the activities related to the physical spaces and facilities operated by the library system.