Florida State University's School of Information

Margaret Sullivan, an assistant professor with Florida State University's (FSU) School of Information (SOI) and project director (PD), seeks $547,779 in funding from the National Leadership for Libraries Program in the form of an Applied Research grant, for a three-year project beginning August 1st, 2024. This project will explore the hiring practices and evaluative measures of social workers (SWs) hired in public libraries. This proposal aligns with **Goal 2**: *build the capacity of libraries and archives to improve community well-being and strengthen civic engagement,* and **Objective** 2.1: *develop or enhance replicable programming, models, and tools that engage communities and individuals of diverse cultural and socioeconomic backgrounds*. In phase one, this project will go to great lengths to locate and then evaluate the hiring ads and position descriptions of libraries that have hired SWs in the United States, as well as survey library hiring managers about their hiring and evaluative practices and metrics. By doing so, we will create, and make freely available by the end of year two of this project, the only current, national-level database on SWs in public libraries. By doing so, we will simultaneously be able to answer the following research question: (RQ1) *What are the primary skills sought in hiring social workers for libraries, and how are these skills then evaluated in practice?* In phase two, we will deploy a national survey of library SWs and library staff that work with SWs. By doing this, we hope to further inform RQ1 and also address our second and third research questions, (RQ2) *What are the social needs being addressed by SWs in libraries?*, and (RQ3) *What are the perceptions of library staff about the efficacy of SWs in public libraries?* The term *efficacy* will be used broadly initially, to encompass a range of measures as introduced by the SWs and library staff through the course of the project. By understanding the skills that library hiring manager's are seeking- and by what metrics of accomplishment are evaluating- SWs, we will better understand these practices and, through this inquiry, the social needs that libraries are addressing in the US, as well as provide data that can inform library practices in working with SWs.

Project Justification

In the past decade, public libraries around the country have increasingly hired SWs to provide specialized services to their patrons and communities. Because of catastrophes such as COVID-19 and the opioid epidemic, the needs of some library patrons have grown critical and require careful, specialized professional intervention beyond the scope of traditional librarianship. In response, libraries have hired SWs who are trained to respond to people in crisis. These SWs are hired to attend to vital community needs, such as helping with housing, providing services and resources related to the opioid crisis and other specialized needs, to assist with navigating systems, such as the Affordable Care Act, assistance with domestic violence, and to provide interpersonal services beyond the scope and expertise of traditional librarianship ([Kosmicki, 2019](#)).

Our beneficiaries, ultimately, are these patrons that are assisted by library SWs. Though we will do so by creating resources to better understand, and therefore assist, the role and needs that are served by these SWs. These deliverables will be meant to help library hiring managers, one target group, to create meaningful, impactful library SW positions. They will assist another target group, library staff including library SWs, in understanding, creating, funding, and evaluating these roles. And, they will assist LIS professors in teaching LIS students, a third target group, about the social

needs being met by public libraries today, so that the future workforce has a more realistic perception of what public librarianship means in the community.

However, as this is a newer practice in public libraries, there is no national-level, current central dataset on library SWs, just as there is no clear description of what social workers are doing in libraries at a national level. Similarly, there have not been large-scale studies conducted on either the scope of the skills sought by libraries when hiring SWs, or which metrics are being used to evaluate the performance of the SWs hired ([Baum, Gross, Latham, Crabtree, and Randolph, 2023](#)), and the perceptions of librarian staff related to the effectiveness of SWs in libraries have not been collected on a large scale. This project is distinct from others in that it is concerned with creating data on the hiring, roles, and evaluation of SWs, and library staff perspectives on such. It is necessary to understand these hiring and evaluative processes to differentiate the services, and potentially impact, that SWs provide in public libraries from the social needs already met by library staff. Knowing this will even better illustrate the unmet social needs in the US, and can potentially inform LIS education so that future librarians can be better prepared for practice ([Soska and Navarro, 2020](#)). Likewise, understanding the perceptions of librarians and library staff on the effectiveness of SWs in meeting these needs will help to paint a larger picture of how these positions are impacting librarianship, and affords the chance to positively impact many of the social determinants of health: health care and access, economic stability, neighborhoods, and social factors. All of these directly relate to the National Leadership for Libraries Program Goal/Objective 2.1: *develop or enhance replicable programming, models, and tools that engage communities and individuals of diverse cultural and socioeconomic backgrounds, as it relates to workforce development and efforts that increase equity.* Because a preliminary examination of library SW job ads revealed that they often assist with emergency management preparation, this proposal also has the potential to relate to Goal/Objective 4.1: *Support the development of model emergency and disaster management plans. This may take the form of employing new and emerging technologies, where appropriate, and the widespread dissemination of information derived from them.* An additional argument could be made for Objective 5.1, as library SWs also often work in areas that are proven to improve literacy ([Luo et al., 2017](#)).

Project Work Plan

Below the project is split into three phases. Each phase is roughly one year, but overlaps with the others. Prior to the beginning of the project, the advisory board will be assembled. The PD has three known members of this team so far: a professor in her department with extensive experience in conducting research with public libraries, a sociology professor for assistance with methods who serves on another project with her, and Chaoqun Ni, mentioned below, to assist with textual analysis and qualitative analysis. The remaining five members of the advisory board will be determined by the specific needs of the project; we would like two public librarians, two social workers, and another content expert in research methods, to be recruited after this application is submitted and before August 1st of 2024.

Phase one:

To address the aforementioned gaps, the proposed three-year project will have a multi-phase, mixed methods design (Hanson et al., 2005). The first phase of this project will evaluate the hiring ads and position descriptions for social workers working in libraries in the United States, as well as survey library directors about their hiring and evaluative practices and metrics. By doing so, our goal is twofold: first, to create the only known **national dataset on social workers in public libraries**, to be made publicly available by the end of the second year of this project. And, second, to answer the following research question, (RQ1) *What are the primary skills sought in hiring social workers for libraries, and how are these skills then evaluated in practice?*

Our first step will be to gather the initial dataset, a corpus of job advertisements for social workers in libraries upon which to base our initial study. For this study, we define a **social worker** in a public library as a person who is required to have a minimum of a master's degree in social work. In an initial, cursory scan of sites such as the Public Library Association and a few library job boards, it was possible to quickly find a dozen such recent advertisements. Because we will be searching for job ads for positions that may have since closed and thus been taken down, we will search for jobs ads in three ways. Our first method to build the corpus will be to design and employ a web crawler based on the Scrapy framework for searching appropriate job advertisement boards for positions that are in public libraries and seeking SWs, similar to a method employed by German scholars in exploring computer science job ads (Grüger and Schneider, 2019). The PD will request support with this step from her long-time collaborator, Chaoqun Ni, from The University of Wisconsin-Madison. Dr. Ni is a data scientist that has employed Scrappy in several studies, including current work she and the PD have published and have under review. This web crawler will be used to obtain HTML files of job advertisements for SWs to work in public libraries. Dr. Ni will also be a member of the advisory board.

Our second method will be for the research team to search the internet manually, searching for job ads on sites like https://inalj.com and general job boards for references to SWs employed by libraries. When we find past ads we will attempt to trace back to the original job ad used to hire the person. The PD collected a small sample of ten job ads while preparing this proposal and used textual mining to determine search terms. We will begin by searching for terms such as "library social worker," "social worker," "public library," "community engagement," "position," "vacancy," "seeking," "job functions," "mental health," "substance abuse issues," "liaison to the community," "referrals," and "housing assistance." However, our information-seeking process will be iterative and based upon Bates's berrypicking model (Bates, 1989). As we find and explore job ads, we will adapt and focus our search process, reconceptualizing our query to accommodate new terms and information that we learn. As we find references to SWs employed by libraries, we will attempt to find the original job ads they were hired with by searching each library's website to try to find the original job ad in a similar method as above.

According to the map at Whole Person Librarianship, which is dated, but the only currently available dataset with national numbers on social workers in libraries, there are 92 full time SWs and 158 social work student interns in libraries in North America. The site is also crowd-sourced and likely grossly underestimates these numbers. However, as a final step, the GA and Ms. Lucius will look at each SW position listed on Whole Person Librarianship and search each library's website to try to find

the original job ad, using the Wayback Machine through archive.org to find cached versions of expired job postings, when possible. If this does not work, they will contact each library, first by email and then by phone, and request the ads from their HR departments. By using all three of these methods, It is our goal to accumulate as large a corpus as possible.

Once we have this dataset at our disposal, we will use these ads in two different ways. After receiving institutional approval, the research team will create a mixed methods survey in Qualtrics to generate data on libraries that have created ads and hired SWs in their library system. The survey will ask each hiring manager, compensated with a $50 giftcard to encourage participation, to provide information about the SW's length of employment, hours, branches covered, roles, responsibilities, length of contract, funding source, and evaluative metrics. The survey will request the SW's position description, if possible, and ask the manager about how the SWs are reviewed for performance and why the library administration decided to pursue a SW position. This survey will go through an exploratory pilot phase, overseen by the PD and by an advisory board of social work and LIS faculty and stakeholders that have existing relationships with the PD and the research team. This survey will aid the PD in creating a robust set of data to pin-point libraries around the country with long-standing library social workers in their system (3> years) and systems new to having social workers on staff (3< years) to create an implementation plan for the next phase of the project. It will also generate valuable data on employment statistics for SWs in libraries, and qualitative data to inform this research.

Meanwhile, the GA and PD will work together to analyze the accumulated job ads for what skills, responsibilities, and requirements are being sought after in these ads, along with what the motivating factors were for hiring a SW for that library or system, as we can decipher for the job summary. We will conduct this exploration using qualitative analysis using Nvivo qualitative analysis software, which the PD has access to through her home institution. The PI's data analysis will be based upon Creswell's (2007) process of analyzing qualitative data by fragmenting and grouping like-responses into thematic codes and exploring the data for general topics that give explanation to the research questions- along with generating descriptive quantitative statistics to support the qualitative data. Once any position descriptions are obtained, they will be analyzed similarly.

The result of this phase of the project will be a comprehensive dataset, combining the results of the survey and the qualitative analysis of the job advertisements and position descriptions and linking them together. This dataset will provide rich insights into how SW positions in libraries are conceptualized, marked, employed, and potentially, evaluated. This dataset will be used to answer RQ1, in the form of at least one submitted academic article, at least one submitted practitioner article, and two national conference presentations before the end of the project timeline. In addition, by the end of this project timeline, this large, national dataset will be free and publicly available on the PI's website. The GA will be invited to co-author these products.

Phase two:

Having conducted this initial outreach and analysis, and again obtaining institutional approval, the PI, aided by Ellen Piekalkiewicz and Ms. Lucius, will create a survey to be deployed nationally, using professional listservs and state library networks, that inquires about the social needs being

addressed by SWs in libraries and the perceptions of library staff about the efficacy of SWs in public libraries. The inclusion criteria will be that the person is library staff that works with, or is, a library SW, since library SWs are also library staff. When potential participants reach out to our ad for the study, we will contact them to specify this criteria, then provide them the consent form and qualtrics survey link over email. We plan to keep the survey open for two to three months, then randomly choose 100 participants to be compensated at a $25 gift card per person, in order to incentivize participation.

At this time, Roger Battle, our college webmaster, will also begin work on the project website. This website will be used to solicit participation in the survey, in addition to making the dataset from phase one available and, eventually, the other deliverables from this project.

The research team will use the findings of phase one, and the PD will consult prior research, including her own, to determine the specific questions asked in the survey in phase two. Ellen Piekalkiewicz will assist with both survey development and deployment due to her extensive knowledge of the SW field, having 31 years of professional experience. We are interested in many aspects of the SW's hiring and evaluation, including the perceptions of their colleague librarians regarding their effectiveness in their roles. Broadly, however, the questions will ask about the precipitating events to the SW being hired, how the position was created, including how it was funded and who did the work to obtain this funding, and how the roles and responsibilities were shaped, as these topics are relevant to each person's position being interviewed. The survey will ask about what, from their perception, the SW does in their role, and how having a SW has affected the library's patrons who both do and do not utilize their services. Finally, the staff member will be asked about their feelings about the SW's performance and efficacy, for relevant examples, and for suggestions on how they could be improved.

Because this survey will be open to library staff and library SWs, there will be two options for the perspective from which the survey is taken. If taken by a library SW, they will select that job role and the survey will branch to a similar instrument which asks some of these questions, as they are relevant, from the SWs point-of-view and understanding, then asks more specific questions about their perceptions of their roles, evaluation, and efficacy. It is our hope to have as many respondents as possible, both from library staff and SWs, and we will be prepared to collect significant data from both. The questions for both branches of the survey will be submitted to the advisory board and, upon incorporating their recommendations, submitted to the PI's IRB for approval. The data will be collected and stored through Qualtrics, then downloaded as an Excel file and edited, as needed, by the GA. Throughout the project, the GA and Carli Lucius will assist with data collection and processing, reaching out to library staff to participate, obtaining informed consent, and data analysis.

The research team will conduct a qualitative content analysis, again using Nvivo, to determine the major themes in the qualitative data to answer the research questions, (RQ2) *What are the social needs being addressed by SWs in libraries?*, and (RQ3) *What are the perceptions of library staff about the efficacy of SWs in public libraries?* We will use SPSS and Excel to examine the quantitative data, trying to enumerate the statistically significant relationships between our data that demonstrate meaningful responses to this inquiry. While this data analysis plan is very high-level, the PD has

extensive prior experience in publishing quantitative results using analytic methods such as correlation, linear regression, Mann–Whitney U testing, Analysis of Variance, and T-tests, to name a few. The reason that the manner of testing is not more explicit is to keep the possibilities open, instead of limiting the research team's options later. However, it is our goal to collect ratio-level quantitative data for future in-depth analysis.

Phase three:

Guided by the data provided in the study, the PI, Ellen Piekalkiewicz, and Ms. Lucius will develop a series of practical recommendations for libraries, publish them in a practitioner's journal, and present the information at one library-based conference, such as the American Library Association's or the Public Library Association's annual meetings, and the Association for Library and Information Science Education Conference to promote the learning module and website mentioned below to LIS professors teaching the next generation.

Beginning at the end of year one, the project will disseminate information to participants in real-time through annual virtual meetings via Zoom to provide library social workers and directors with updates on the information collected in the study and how it informs the RQs. These will be open to all people that have been affiliated with the project so far and have elected that they are interested. The project will also host one final "report out" session and invite all participants and any other individuals in the library community to a virtual meeting via Zoom to report all preliminary findings, share the next steps in publishing, and how the information can inform library social work roles across the region and greater library community. Finally, using the information created in this project, Dr. Sullivan will create a website that details this project and IMLS's funding of it, gives access to the dataset resultant of phase one, and provides free, usable classroom modules for LIS programs around the country. This site will be created initially with help from this grant, but will be linked on the PIs institutional website and maintained perpetually by the PI. It is the intention of the PD to create a highly useful site in which other LIS professors may utilize course materials to teach their MLIS students about the role of social workers in the library, that may be useful to SW faculty teaching about outreach and collaboration, and that links to other learning modules based upon the PI's relevant research projects. This includes her other project examining the role of public libraries in the opioid crisis.

The PD has experience that is significant to this work. Her research area is in exploring the health and mental health information needs of marginalized and often stigmatized groups, and providing answers through public libraries. She has been awarded several previous grants to create public library programming to assist librarians in helping the homeless and the opioid-use populations in their communities in the southeastern US. She also is a co-PD of a grant with FSU's College of Social Work in which she trains rural librarians around an eight-state region on implementing the OCLC's Call to Action Toolkit. This project has assisted her, and Ms. Lucius who works on outreach for this grant, in forming partnerships that will be crucial to the success of this project. The PD has experience interviewing people in libraries about difficult subjects, as well, and an understanding of the unique needs of disadvantaged library patrons and the relevant services that may

be provided. The proposed project will further her long-term research agenda and her personal goal to conduct research that benefits underserved, stigmatized, small-world communities that use public libraries. She has published a dozen or more journal articles on this topic.

Abridged Timeline

Prior to the grant- Assemble advisory board and determine library systems to be surveyed.

Year 1- Hire GA, train GA and Ms. Lucius to search for job ads and implement, collect job ads, develop survey, send out to advisory board, submit IRB, send out to library hiring managers for all ads found, receive and process data.

Year 2- Build dataset, write up the first report to respond to RQ1 and disseminate to the advisory board. Develop the project website and add products from this project as they become available. Create national survey, send out to advisory board, submit IRB, send out to library listservs, state library lists, etc., receive and process data and begin analysis with GA. Write up the first article to respond to RQ1 and describe building the dataset and publish. Present year one findings at two conferences.

Year 3- Conduct any remaining data analysis. Develop the learning module for LIS schools, and write up and disseminate all findings through one peer-reviewed LIS publication such as Public Library Quarterly, one peer-reviewed social work publication, and one practitioner journal, and at two conferences including the Public Library Association conference and the The Association for Library and Information Science Education. Put all final products, including free access to the LIS educational module and the dataset, for free dissemination on the project website, which the PD will maintain indefinitely.

Diversity Plan

Libraries serve as community anchors for many diverse, at-risk, and vulnerable populations, including people who are unemployed, immigrating or seeking refuge, homeless, or in re-entry from incarceration (Moxley, et al., 2016) and more. Additionally, libraries serve as a central hub for all community members to access information at no cost, making it a convenient place for underserved community members to seek assistance and services. SWs help individuals from all backgrounds and assist people in overcoming some of life's most difficult challenges: poverty, discrimination, abuse, addiction, physical illness, divorce, loss, unemployment, educational problems, disability, and mental illness (NASW, 2024). While the library focuses on helping the community from a holistic perspective, SWs in libraries provide safety net services and assistance to individuals in the community with the most need. This project places an emphasis on understanding what services SWs in libraries offer to their patrons and seeks to ensure that SWs in libraries across the nation are helping patrons in a uniform way. By evaluating and providing recommendations for the SW profession's presence in the library, we are better-preparing libraries to meet patron's challenges and are responding to the most vulnerable patrons, as these are the individuals that SWs provide necessary services to daily. Knowing how these services are being used by the community and how they are delivered by library SWs gives us the opportunity to evaluate the equity in these services and make recommendations for library SWs across the U.S. related to the needs of the diverse population they serve.

Project Results

       This research will aid public libraries in several ways. First, it will provide data that can be used for informing hiring practices of SWs. This project will not only qualify what skills are sought in hiring, but also how these skills are being evaluated by library administrators using formal metrics. In addition to informing hiring and evaluation processes, this project also will provide an overview of the non-traditional skills that are needed in libraries. It will provide a framework of suggested needs and practices for library staff and SWs which are backed by evidence, informed by an advisory board, other successful models, While this will be very useful for libraries and librarians, it also will provide a larger vantage point of *what exactly are the social needs of patrons that are not met by practices taught in LIS programs today*? By finding out this information, we can better inform LIS faculty around the country about the skills that are lacking in our programs and how to collaborate with outside organizations, including social workers, to have these needs addressed within our information institutions. The deliverables of this project will be a national-level, free, open-access dataset on library SWs, a minimum of two peer-reviewed journal articles and a practitioner article, four national conference presentations, and a website that provides the developed LIS learning module and the other deliverables from this project.

       The learning module that will be created will serve to impart that same information to future librarians and library leaders. Many librarians that the PD has spoken to over the years have expressed that they were unaware and under-prepared to handle the social issues they encounter when working in public libraries. One result of this project is that LIS professors at institutions around the country will have the opportunity to use and adapt this learning module in their own courses to better prepare future librarians to work with the social needs in their communities, whether they have the benefit of a library social worker or not. They will be informed of previously successful funding mechanisms for these positions, in case they end up in a position in which they want to advocate for such. This learning module will be supported and promoted by the PD for years past the timeline of the grant and has the potential to aid a generation of future librarians.

       Finally, this project will help the PD in her own long-term goals. Dr. Sullivan will have the opportunity to learn a tremendous amount about library SWs and their responses to the social needs in their communities, which is her true passion in her work. She will have the opportunity to conduct research that will shape her agenda for years to come, positioning her as an expert in this arena.

Florida State University School of Information

SCHEDULE OF COMPLETION

Project Start: | Thu, 8/1/2024

ACTIVITY	YEAR 1												YEAR 2												YEAR 3											
	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J
Phase 1	█	█	█	█	█	█	█	█	█	█	█	█	█																							
Hire GA	█																																			
Train GA		█																																		
Search for job ads			█	█	█	█	█	█	█	█	█	█	█																							
Develop survey								█	█																											
Send out survey									█	█																										
Receive and process survey data										█	█	█	█																							
Submit report to advisory board and present findings											█	█																								
Phase 2								█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█										
Build dataset								█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█										
Develop project website													█	█	█	█	█	█	█	█	█	█	█	█	█	█										
Create national survey													█	█	█	█	█	█																		
Deploy survey																			█	█	█															
Begin data analysis of survey 2																					█	█	█	█												
Write article, present at conferences																							█	█	█	█	█									
Submit report to advisory board and present findings																									█	█										
Phase 3								█	█	█			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Finish dataset and host on project website													█	█	█	█	█	█	█	█	█	█	█	█												
Finish data analysis of survey 2													█	█	█	█	█	█	█	█	█	█	█	█	█											
Present project findings at conferences								█	█												█	█	█	█												█
Write publications for practitioners' and academic journals																									█	█	█	█	█	█	█	█	█	█	█	█
Create learning module and host on my and FSU's websites																																█	█	█	█	█
Submit report to advisory board and present findings																												█	█	█	█	█	█	█	█	█
Submit final IMLS report																																				█

Digital Products Plan

Social workers in the library: An assessment of hiring and evaluative measures will create a variety of digital materials, including multiple research datasets, a resource guide that provides the developed suggested practices, and the standalone module for LIS programs. All content will be hosted open access and freely available for dissemination on the project director's personal website and her institutional site. This project will also produce digital content communicating findings, such as articles in a practitioner's journal and in a scholarly journal. These resources will be submitted to open-access sources and links will be provided on the aforementioned websites. Hosted resource documents will likely be in PDF, Word, JPG, or other standard document formats applicable to the type of resource. All documents will adhere to quality standards relevant to the document's format. The bulk of the publicly accessible digital project content will be made available on the PD's website. The website will be accessible to anyone with standard computing hardware and software and access to the internet via standard web browsers. During the funded project period, this digital data will be stored on secure Florida State University servers in a structured format appropriate to the data type. Florida State University provides secure storage for these types of data to each faculty member. Permission levels will be set to ensure appropriate access permissions for various project contributors based on role. At the close of the project, de-identified versions of these data will be submitted to Diginole, the Florida State University digital repository in accord with common practices after the competition of the final project outcomes and deliverables. All digital products created for this project that can be shared publicly will be made available on the project website and/or Diginole, the Florida State University digital repository. Whenever feasible, content will be available for use and sharing using a non-restrictive license that provides credit to the project. To make this clear to users, a statement will appear on applicable resources that reads "This work is licensed under a Creative Commons Attribution 4.0 International License." This license provides users with the permission to share and adapt content as long as attribution is provided. For materials where this license is not applicable, specific rights statements (e.g. copyright notices) will be clearly posted and communicated. Works involving privacy concerns or that lack permissions to be shared (e.g. PII, participants drawings without release permissions) will not be shared. Digital web content will be hosted on web server space offered and supported by the Florida State University School of Information. The site will be managed by the PD, Ms. Lucius, and the graduate assistant. Florida State University School of Information has successfully maintained a number of grant project websites for more than ten years. All sites continue to be monitored and updated on a regular basis. Additional digital content may be hosted on other secure Florida State University platforms, such as shared network drives or learning management systems. The School of Information has a proven track record with past IMLS and other grants of sustaining the staffing and funding to continue projects for years following the end of grant. Diginole, the Florida State University repository, is housed and maintained by the Florida State University Libraries, who have a long-standing commitment to preserving the works collected in the repository and ensuring their accessibility.

Data Management Plan

Social workers in the library: An assessment of hiring and evaluative measures will gather and produce a variety of data including but not limited to quantitative and qualitative questionnaire responses, job advertisements and position descriptions, and any other evaluative resources we are offered. This data will be elicited from research participants in years 1, 2, and 3. Please see the Narrative for a full outline of research methods, procedures, and timelines for data collection. It is estimated that this will include data from 200 surveys (100 from library hiring managers in year 1, 100 from library staff in years 2 & 3), and an extensive dataset on hiring and evaluative practices around the country.

Digital data will be stored during the funded project period on secure Florida State University servers in a structured format appropriate to the data type. Florida State University provides secure storage for these types of data to each faculty member. Permission levels will be set to ensure appropriate access permissions for various project contributors based on role. Permissions and storage will be overseen by the PI, with assistance from Ms. Lucius and the graduate assistant, who will be responsible for organizing, cleaning, and securing data. All digital data will include the application of metadata appropriate to the data type to assist with organization as well as prepare the data for long-term archiving at the end of the project. Metadata will capture information such as type, format, date, time, responsible person(s), storage location, and context of data collection. We expect all digital data to be accessible with basic hardware and software tools (e.g. basic computing hardware, word processing, spreadsheet, database, and image viewing software, and internet access). We do not anticipate any specialized hardware or software needs to access the data from this project.

Very little sensitive information will be collected as part of the project work. Because many of the data types collected for this project involve identifiable data about living individuals, we must make special provisions for protecting the rights of these research participants as we plan for data management. This will include assigning psyuedonyms to each library survey participant and annonymizing all data possible. All data collection will be reviewed and approved by the Florida State University IRB to ensure it meets with federal and university standards for collection of sensitive information. During the project period, data will be shared only among project collaborators and sharing will be managed based on project role. Prior to submission for long term archiving, all data, including personal identifiable information, will be deidentified in a manner approved by Florida State University's IRB to protect the identities of respondents to the study. Any consent forms used to enroll participants in this study will include options for release permissions so that identifiable data can be publicly viewed. Although some data will be shared during the project period, after the competition of the final project outcomes and deliverables the deidentified project datasets with accompanying metadata will be submitted to Diginole, the Florida State University digital repository in accord with common practices. Once these data sets have been submitted for archiving, the repository will have primary responsibility for long term data curation and access control.

This data management plan will be reviewed yearly, or more frequently if events warrant.