



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors



Unified Library Services Business Plan



DECEMBER 22, 2011

1. EXECUTIVE SUMMARY

1.1 Overview

Section 48, Chapter 2011-63, Laws of Florida, requires the State University System (SUS) and the Florida College System (FCS) to establish a new joint library services organization to address the needs of post-secondary academic libraries in Florida. The new organization will replace the Florida Center for Library Automation (FCLA), which serves the universities, and the College Center for Library Automation (CCLA), which supports the college system.

This “Unified Library Services Business Plan” presents the strategy for creating the new joint unified library organization and transitioning services from FCLA and CCLA to the new organization. This plan must be submitted by January 1, 2012, to the Executive Office of the Governor and to the legislative appropriations committees.

1.2 Background

In July 2010, the Chancellors of the SUS and FCS chartered a 19-member Task Force on the Future of Academic Libraries in Florida. The Chancellors instructed the Task Force to *“Determine a vision and develop a strategic plan for the future of academic library access, resources, and services in Florida that encompasses emerging trends and changing realities in the areas of instruction, research, technology, and public services within the context of the academic mission.”*

In response to SB 2150 (which ultimately became Section 48, Chapter 2011-63, Laws of Florida), the Chancellors extended the Task Force’s mission to include developing recommendations for creating a single unified library organization to provide the technologies required by both sectors.

In May 2011, the Task Force chartered working groups to develop options and recommendations for the various requirements of the legislation.

The working groups consisted of Task Force members and other selected participants from around the state, based on their unique knowledge and skills. The working groups conducted research, released information-gathering surveys, and developed strategies. The results of these efforts are presented in this Unified Library Services Business Plan. *Section 2, Background, page 6*, further details Task Force activities.

1.3 Structure

Recommendations

- Board of Directors to provide leadership and oversight, as well as accountability to the two system Chancellors
- Members Council to include full representation of all public higher education institutions
- Internal organization to be based on the services provided by the new organization
- New organization to contract with a post-secondary institution for administrative and other support

To be successful, the new organization must meet the needs of its constituents in an efficient and cost-effective manner. Thus, the organizational structure must provide the technology-based services required by the 39 higher education institutions. In addition, the new organization must be able to adapt over time to changing needs and any potential new members, such as private colleges, private universities, public libraries, and K-12 libraries.

GOVERNANCE STRUCTURE

This plan outlines an advisory and governance structure that increases the new organization’s accountability over the current structure to the constituents: the post-secondary institutions, students, faculty, and ultimately Florida taxpayers. A Members Council will support the advisory process and will consist of one individual from each academic institution. Five members of the Members Council will serve on the Board of Directors, along with an Academic Provost and an Academic Vice President appointed by the SUS and FCS Chancellors.

The Board of Directors will provide leadership to the Executive Director and govern the new organization. This structure will ensure accountability of the new organization to both the State of Florida and the post-secondary institutions it must serve. *Section 5, Governance, page 16*, describes the proposed model in more detail.

ORGANIZATIONAL STRUCTURE

It is important to note that the new organization will need to accommodate postsecondary institutions of all sizes, plus libraries with

differing academic missions. Therefore, it is unlikely that the new organization will be able to have a “one-size-fits-all” system or support structure that will accommodate all needs. The new organization must be flexible and adaptable to support rural and metropolitan institutions; large and specialized medical, law, and research libraries; and small colleges with limited funding to major state universities with significant resources.

This plan calls for the establishment of a services-oriented organizational structure and budget focused on the functional areas outlined in the diagram below.

Structuring the organization’s roles, responsibilities, and staff around these service areas will enable the new organization to serve its constituents most effectively. This services-based structure will also help the new organization identify any areas of potential redundancy and overlap between FCLA and CCLA to provide cost savings.

Section 6, Organizational Model, page 27, further details the internal structure of the new organization.

<p style="text-align: center;">Content Delivery</p> <ul style="list-style-type: none"> • Digital Collections and Archives • Discovery Tool • eResources and eBooks • Library Management System 	<p style="text-align: center;">Support</p> <ul style="list-style-type: none"> • Service and Help Desk • Statistics and Reporting • Training and Consultation
<p style="text-align: center;">New/Enhanced Services</p> <ul style="list-style-type: none"> • New Initiatives • Other Legislatively Mandated Functions • Product Development and Service Enhancements 	<p style="text-align: center;">Internal Operations</p> <ul style="list-style-type: none"> • Administrative Services • Infrastructure Support • Project and Process Management

1.4 Expandability and Flexibility

Recommendations

- As the new organization matures, other entities (ICUF institutions, public libraries, K-12) may want to contract for certain services
- The new organization must be able to adapt to ever-changing technologies

The new organization will require approximately two years from its proposed creation on July 1, 2012, to become stabilized in its new structure. As organizational maturity occurs, other entities, e.g., public libraries, members of the Independent Colleges and Universities of Florida (ICUF), or K-12, may want to contract for all or some of the services provided by the new organization, depending on the quality and the cost. Providing a menu of services will allow this transformation and optimization to occur as a natural progression of the new organization.

As the new organization moves to a services-based approach, the Board of Directors could elect to require it to develop service level agreements for each service offered to articulate clear expectations and facilitate alignment of the services all member institutions should expect to receive from the new organization.

The new organization will also need to be flexible to adapt to changing and emerging technologies, based upon input from the Members Council. *Section 4, Current and Future State of Technology and Library Automation, page 13*, further details emerging technologies.

1.5 Required Budget

Recommendations

- No additional funds are requested for the new organization
- Cost savings achieved through consolidating FCLA and CCLA services should be used to provide additional services or offset inflationary costs for eResources

FCLA and CCLA have very different funding mechanisms, fiscal management infrastructures, cultures, service orientations, and organizational structures. The new organization will need to artfully blend these services, technologies, staff, and budgets.

This plan proposes an operational budget for FY 2012-2013 of \$22,495,873, which is the current combined appropriations for FCLA and CCLA. A portion of this amount will be used to start up the new organization. The SUS and FCS Chancellors must allocate this funding among the three entities to ensure an efficient transition of services and staffing.

FCLA and CCLA have experienced significant budget reductions over the past five years. Therefore, maintaining the current level of funding for the new organization will make it difficult to avoid negatively impacting services, especially in licensing eResources. Typically, eResource costs increase 5% to 8% annually due to inflation. In order simply to maintain the existing level of eResources, the new organization will need to shift funds from its operating budget to cover these cost increases. This funding shift will need to be determined by the Board of Directors based on institutional needs.

In response to the legislative directive for greater cost effectiveness, this plan proposes a 5% shift of the operating appropriations to non-recurring funds in FY 2012-2013 and FY 2013-2014.

Potential areas identified for operating cost reductions over the next three fiscal years include:

- Personnel reductions;
- Use of a single discovery tool;
- Reduced hardware costs;
- Reduced facility costs;
- Use of a single library management system platform

Allowing for incremental cost savings based on combined services and staffing will minimize the risk of service disruption. Overall, compared to current funding amounts for CCLA and FCLA, such an approach will reduce funding by at least \$1.5 million in FY 2014-2015, achieving significant savings to the State of Florida.

Section 10, Proposed Operational Budget, page 62, further discusses the budget and fiscal considerations of this plan.

1.6 Timeline of Activities

Recommendations

- The new organization's official start date should be July 1, 2012
- FCLA and CCLA should continue to exist until June 30, 2013, to allow for a smooth transition of services

July 1, 2012, is the most likely start date of the new organization's official activities in order to allow for the legislative process. In the meantime, the Chancellors' offices must conduct critical activities to build the preliminary foundation of the new organization and to ensure the momentum gained in 2011 continues.

Initial challenges for the first year include establishing operating processes, determining a location and contract institution, and addressing human resource issues. As soon as possible

after submitting this plan, the Chancellors should charter a transition team, led by an Interim Director. The selected Interim Director must be adept at policy-level planning and organization, allowing the current FCLA and CCLA leaders to focus on continuity of services and to plan for services/technology consolidation. The Interim Director will also oversee Requests for Information (RFI) for a discovery tool and next-generation library management system (LMS).

During this initial period, it will be very important for the Interim Director and the transition team to work closely with the two Chancellors or their designees. The Members Council and Board of Directors should be finalized in order to take effect July 1, 2012. Once the Members Council and Board of Directors are solidified, the transition team's activities will decrease over time.

The first order of business for the Board of Directors should be to search for a permanent Executive Director, with a target start date of January 1, 2013. The new Executive Director should then begin focusing on tasks such as formalizing the internal organizational structure, developing position descriptions, establishing policies and procedures, and making staff decisions. Care must be taken to minimize any service disruptions.

FCLA and CCLA will transition their services and technologies to the new organization over its first year. This plan includes a schedule over the next two years for decommissioning the computing and data center resources currently located at FCLA and CCLA that the new organization will not require.

By June 30, 2013, the new organization should be fully operational, with FCLA and CCLA ceasing individual operations.

Section 12, Timeline, page 79, further discusses the expected schedule of activities. This plan and its related milestones must be flexible in order to adapt to unforeseen developments and circumstances.

1.7 Next Steps

Recommendations

- Identify transition team and Interim Director
- Form Members Council and Board of Directors
- Hire permanent Executive Director
- Contract with post-secondary institution
- Determine location

While the Task Force, CCLA, FCLA, and the Chancellors have been able to accomplish a significant amount of work over the past few months, many activities remain. The immediate next steps include:

- Identifying a transition team and an Interim Director;

- Forming the Members Council and Board of Directors;
- Beginning a search for a permanent Executive Director;
- Establishing a contract with a post-secondary institution for administrative services for the new organization;
- Determining a permanent location for the new organization's headquarters, while considering alternative work arrangements for staff, such as telecommuting.

The Task Force would like to thank the Chancellors of the SUS and FCS, as well as the Florida Legislature, for this opportunity to provide recommendations on the future of Florida's automated library services.