

**State University System
Education and General
2015-2016 Legislative Operating Budget Issue
Form I**

University(s):	All
Work Plan Issue Title:	Shared Academic Resources
Priority Number	
Recurring Funds Requested:	\$3,078,872
Non-Recurring Funds Requested:	\$ 424,000
Total Funds Requested:	\$3,502,872
Please check the issue type below:	
Shared Services/System-Wide Issue	<input checked="" type="checkbox"/> <input type="checkbox"/>
2014-2015 Non-Recurring Issue	<input type="checkbox"/>
New Issue for 2015-2016	

- I. Description** *(Describe the service or program to be provided and how this issue aligns with the goals and objectives of the strategic priorities and the 2014 Work Plan established by your institution. Include whether this is a new or expanded service/program. If expanded, what has been accomplished with the current service/program?)*

Background: The “Shared Academic Resources” issue is a system-wide request consisting of three distinct activities that complement each other and are focused on addressing the Board of Governors’ goals, as articulated in the 2012-2025 Strategic Plan. Specifically, these are to: 1) “improve the quality and impact of scholarship, research, and commercialization activities of the system”; and 2) “seek ways to organize and collaborate for increased efficiencies and a stronger System and state.” In addition, this request supports the goals of the Board, the Governor and Legislature to address issues that impact the quality of the educational experience and rising costs for students. “Textbook and Academic Resources Accessibility and Affordability” is a primary focus of this request to be accomplished through collaboration, sharing, expanded development of in-house academic materials, and reduced duplication.

The three activities, in non-prioritized order, include:

- 1) Investing in Textbook/E-books/E-journals Affordability and Production as provided by the entrepreneurial activities of the SUS Press of Florida- \$690,074;

2) Establishing/promoting a State University System shared (unduplicated) collection of certain library holdings as provided by the Florida Academic Repository (FLARE)- \$1,112,798; and

3) Collaborative purchases of e-journals related to high-cost scientific disciplines and unique program needs specific to the graduate and research programs for the State University System- \$1.7M (*These resources are in addition to the commonly-used undergraduate academic journals collaboratively purchased by the Complete Florida Plus Program (CFPP) for the state universities and state colleges as a part of the Florida Virtual Campus programs-FLVC.*)

► **Activity 1: SUS Press of Florida-** Investing in E-books/E-journals/Textbook Affordability & Production (\$690,074 requested, of which \$266,074 is recurring)

The University Press of Florida (UPF), the scholarly publishing arm of the State University System, is charged with selecting, editing, publishing, and disseminating works of intellectual distinction and significance, works that will contribute to improving the quality of higher education in the state, and works of general and regional interest and usefulness to the people of Florida, reflecting its rich historical and cultural heritage and its intellectual and natural resources.

UPF publishes scholarly books, in a multitude of formats, including but not limited to printed books, on-demand books, e-books, library collections, open access books, and born-digital e-books, in the arts, humanities, and natural and social sciences – more specifically, in the areas of environmental studies, archaeology, anthropology, natural history, horticulture, natural science, and space and technology. UPF is co-founder of Orange Grove Text Plus (OGT+), an open-access textbook initiative, and the leading entity in the University Press Open Access Initiative. *It is important to note that the OGT+ was created to alleviate the high costs of instructional materials, thereby reducing student debt and allowing more students to complete their education more quickly.*

In the first semester of a pilot project at the University of Florida in 2012, students taking Calculus I were able to cut their costs by more than two-thirds, as compared to the previous semester. Instead of spending a minimum of \$155 for a used textbook plus \$75 for online homework assignments, they spent \$25 for materials, another \$25 for online homework, and had the option of spending another \$25 for an OGT+ textbook – or downloading a PDF for free. Multiplying these savings for all 957 students enrolled in the class results in overall cost reduction of nearly \$150,000 – for a single class. (Seed money provided by the administration for this project was less than \$50,000.) Across the SUS, approximately half a million students (including dual enrollment and online) enroll in Calculus I (MAC2311) each year. Assuming similar cost differentials as

in the UF pilot study results in a savings of \$77,500,000 system-wide for this one course.

Only eleven percent of UPF's budget is provided from state funds. It has been 21 years since the last significant investment was made in the University Press of Florida. A \$700,000 investment in the antiquated infrastructure of UPF, \$400,000 of which is non-recurring, collaborative resources; will allow the Orange Grove Texts to more-quickly meet the e-resource needs of more students; will allow for much-needed expansion in to STEM journals in order to provide shared academic materials, and will help Publication Services provide even greater efficiency of services to the entire SUS.

The funding requested consists of:

- 1) \$330,000 in non-recurring funds to update an inventory and asset management system, originally created in 2004, with cloud-based systems;
- 2) One position and \$133,037 recurring salaries and benefits funds to hire an Orange Grove Texts Plus editor to oversee the open access initiatives and \$94,000 in non-recurring funds for expenses;
- 3) One position and \$133,037 in recurring salaries and benefits funding to; launch a joint e-journals project with select SUS universities, Purdue University and Temple University; and create top tier, preeminent scientific journals that can replace the very expensive journals now purchased in the SUS. This venture help the SUS universities expand into STEM disciplines while adhering to newer Federal regulations regarding open access, create world-wide recognition of SUS research, advance the state's innovation goal, and begin to optimize SUS operational expenses.

► Activity 2: Florida Academic Repository (FLARE)-

Establishing/promoting a State University System shared collection of certain library holdings (\$1,112,798 recurring funding requested)

One of the greatest efficiencies the SUS could achieve is the construction of a Library Storage Facility that would provide for the de-duplication of certain library holdings across the State University System and free up much-needed space for other purposes on the campuses. *As an example, the Marston Science Library on the UF campus has been emptied of its materials and 26,000 square feet of valuable space is being converted into student study space, enough to seat 700 students, which will be available for use in August.*

In 2008, the BOG approved construction of a High Density Library Storage Facility in Gainesville to be managed by UF on behalf of the SUS. In 2010, UF received \$2 million in planning money from PECO funds. That money has been used to complete the design of the facility, which will have the capacity to house

a shared collection of 5.2 million print volumes, and for preparation of the initial 250,000 volumes to be housed in the facility. This shared collection is identified as the FLorida Academic REpository (FLARE). *Federal law requires that one print copy must be maintained in order for electronic copies to be circulated across the State University System; this facility would store the print copy. A request will be made for fixed capital outlay funding in the 2015 LBR in order to construct a permanent facility- \$18M in year 1 and \$6.7M in year 2.*

Because construction funding has been delayed, and many of the SUS Libraries have an immediate need for offsite storage for low use print collections, an Interim Storage Facility has been leased by UF and is now accepting materials. All SUS libraries benefit from either by sending materials to and/or by removing local materials that match items submitted by others.

In FY 2014-2015, it is anticipated that the FLARE collection will increase by at least 200,000 volumes. All of these volumes, as well as the materials already received, will be available for use by students and faculty throughout the SUS and Florida College System (FCS).

The requested funds will be used to pay for the building lease and to pay the costs associated with receiving and processing additions to the shared collection as well as to store and make accessible the cumulative shared collection. Items from FLARE will be available in the comprehensive shared catalog for the SUS Libraries (MANGO), operated by the Complete Florida Plus Program (CFPP). Faculty, students and other library patrons can request items using an easy electronic request form. The requested items will be scanned and sent electronically or delivered to the appropriate library using the statewide Florida Library Ground Delivery Service operated by the Tampa Bay Library Consortium.

The funding requested consists of:

\$179,555 is requested for salary and benefits for 3.4 employees and an additional \$304,145 for 7.5 OPS and other temporary employees. \$460,210 is requested for rent and \$168,888 for other utilities and operating expenses. Recurring Funds are requested through FY 2017-2018, which is the earliest possible date to complete construction of the High Density Facility and transfer of the FLARE collection from the Interim Storage Facility.

Staffing Summary for FY 2014-2015: The Head of Shared Collections and Conservation serves as the manager of the Interim Facility and the FLARE collection (0.4 faculty FTE). The staff (3.0 FTE) train and supervise the OPS or other temporary employees (7.5 FTE) and participate with them in processing materials for incorporation into FLARE and preparation for future transfer to the High Density Storage Facility. This includes preparing cataloging records to

ensure the items can be discovered and accessed through MANGO and regional and national bibliographic databases, as well as retrieving, scanning or shipping, and re-shelving materials requested by library patrons.

► Activity 3: Collaborative Purchases of STEM graduate/research e-journals for the SUS)- \$1.7M

Electronic journals are scholarly materials that can be accessed via the internet. These e-Journals provide students with electronic material for academic research and study, and they are formatted similar to journal articles in traditional printed journals. Being in electronic form, articles that contain imbedded metadata can be entered into specialized databases that allow a researcher to mine the data in novel ways to support the research that is underway.

The State University System (SUS) has successfully and jointly collaborated in the purchase of e-Journals for many years. This collaboration has been one of the strengths of the SUS library system and has provided SUS students and faculty with the resources needed to do academic research and study. Each university has contributed an amount towards the purchase of e-Journals, with the total contribution exceeding \$12.1 million (in 2010-11). However, the current funding distribution is highly inequitable across the institutions and these funds will be used, in part, to address these conditions. Through collaborative purchasing, students across the system can access e-Journals that would normally be too expensive for one university to purchase on their own.

This issue addresses the unique e-journal collections that service the STEM graduate education and research enterprise and are separate and apart from those purchased for the Florida Virtual Campus.

These journal collections are critical to those efforts and, of course, will impact tech transfer and economic development downstream.

It is well-known that STEM education is a high-cost, but necessary, investment. In addition, the cost of e-journals has been increasing at the rate of 5% to 10% annually, far outpacing inflation and the library materials budgets of the universities. This problem is not local to the state of Florida. It is occurring all over the United States and is attributable to the fact that a small number of publishers have effectively achieved a monopoly. Not only is the State University System concerned about the problem, but the federal government is, as well, and is considering various measures to control the problem. However, any solution is three to five years away, and in the interim, the university faculty and students must have access to those e-journals if the State is to maintain and improve its STEM goals. Springer, Wiley, and Elsevier are examples of publishers of these high-cost STEM subscriptions that are essential for graduate study and research in the State University System.

While universities have attempted to reduce costs during the economic downturn, the rising costs are becoming problematic. Enrollment and research funding has been increasing at the 11 universities, and with the additional of a new university- Polytech, an investment of \$5M, over a 3-year period, would aid all of the universities in providing the academic materials that are important to provide for and achieve academic excellence. These journals are critical to the STEM education, research, and technology transfer efforts that are so important to students, faculty, and our industrial partners. The requested amount of \$1.7M increase in recurring funds per year would be allocated in an equitable manner among the institutions.

II. Return on Investment *(Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate.)*

All three activities contain a common thread which is to improve efficiency in operations for the state universities and to reduce costs to the state and students. All three activities meet goals that have been articulated by the Board of Governors, the Governor, and the Legislature to reduce duplication, create alternative funding strategies thru entrepreneurial enterprises, and to improve the quality, value, and cost of the educational experience for students.

► ROI Activity 1: SUS Press of Florida (UPF)- e-book/e-resource/textbook affordability-

- The new Digital Asset Inventory system will allow UPF to move from a software-based system created in 2004 to a web-based system that can better meet the needs of today's publishing environment. By investing \$250,000 in software and programming fees, and \$80,000 in warehouse inventory updates, UPF will save \$135,00 in annual fees it now pays to outside vendors. The funding will be recovered in two years. UPF's warehouse will be able to relay real-time inventory counts to major vendors such as Amazon and B&N. The digital asset manager will allow UPF to track the now 18 different files types it must create for a single title for distribution. Automating this process will save 40 hours/week from one employee's workflow, allowing UPF to reassign other emerging task to that position. This one-time investment will allow UPF staff more time to create more products, provide better services to our Open Access (OA) initiatives, and pursue other forms of revenue with no increase in personnel.
- The Open Access (OA) Journal initiative will allow UPF and select SUS library systems, along with Temple and Purdue Universities to join the OA journal program PLoSOne, a highly regarded, peer-reviewed consortium. UPF will select four emerging disciplines, such as pathogen research, and create a world-

class, Open Access journal using the PloSOne platform. As we have proven with OGT+ textbooks, UPF knows how to make OA sustainable. The \$94,000 will pay for the membership fee for the PloSOne programs, travel expenses for three workshops for the Initiative participants, and to fund the editorial boards of four journals for one year. One position is requested for a new Digital Editor that will coordinate the new born-digital need for quick and timely topical materials and the Open Access Journal initiative.

- E-Journals project- Turning this expertise to the journals world will provide relief to the SUS and other libraries from the stranglehold of the commercial publishers. The first phase will create four journals in STEM-related disciplines with the aim of replacing high cost commercial journals with UPF OA journals. This is a model that can move easily throughout the entire SUS and throughout the academy more broadly. UPF is already viewed as an innovator and creative problem solver in the university press world, so expanding this pilot program to the rest of America's universities, led by Florida SUS, is the goal.

- One position will be an editor for Orange Grove Text *Plus* so the program can grow at a faster rate in order to provide affordable Textbooks/resources for students.

Example of potential savings (based on an actual course at UF):

957 students in Calculus I (Mac 2311) were using "Calculus," by Stewart with WebAssign on line homework:

average used book price of Stewart: \$155;

price of one semester of WebAssign : \$75;

if all students bought both of the above: Price per student: \$230: Total: \$220,110 for one semester Calculus.

With open access text: 957 students pay \$25 material and supply fee to cover costs of updates to text, \$25 WebAssign, FREE downloads of pdf multiple times, on multiple devices, and ability to purchase \$25 ppbk version.

If every student bought book and Web Assign; Price per student \$75; Total \$71,775 for one semester a savings in one course for one semester of \$148,335.

Approximately 500,000 students (including dual enrollment and on-line) take Mac 2311 each year. Assuming all are using a book similar in price to the UF text, this represents a savings of \$77,500,000 across the board for this one course.

► **ROI Activity 2: Florida Academic Repository (FLARE)-**

FLARE is a permanent collection that expands access to a wide variety of print materials for faculty and students throughout the SUS and FCS. Greater

efficiency is achieved through collaborating to assemble and use the FLARE collection.

Federal law requires that one print copy must be maintained in order for electronic copies to be circulated across the State University System. This facility would store the single print copy. By housing a single shared copy of each item centrally, individual libraries can remove duplicate copies from their local collections without losing access to these materials for their faculty and students. Each university library can reallocate valuable on-campus space and other resources currently used to house and provide access to these materials for other purposes that align with the strategic goals of the institution, such as creating additional student research and study space. This reduces pressure for new library construction. Managing these relatively low-use, but still valuable items centrally is consistent with best practices that are developing regionally and nationally. SUS Libraries are already engaged in weeding projects to regain on campus library space and the Interim Facility and FLARE collection offer a cost-effective means to retain access within the State. UF has already freed up 26,000 square feet of library storage space and converted it to study space for 700 students. UF also anticipates converting the third floor of Smathers library into additional student study space when renovation funds become available. Students are important beneficiaries of this proposal and incredible return on investment could be realized with all 12 of the state universities collaborating in the same manner.

► ROI Activity 3: Collaborative Purchases of STEM graduate/research e-journals for the SUS-

The State University has a proven track record showing that collaborative purchases of expensive e-resources can reduce costs. The large universities have been able to negotiate agreements with publishers thereby providing major benefits to the smaller universities in the system. The e-Journals can be accessed by the 335,000 students and 16,000 full- and part-time faculty in the SUS and are utilized for the academic and scientific research that must be performed as students pursue their graduate degree as well as for students and faculty as they perform research and pursue academic excellence. Without these resources students would not have the research material available to them to enhance their educational experience and complete the research and class work assigned to them. These resources provide the basic support that is needed and requested by students and faculty.

These resources are in addition to the commonly-used undergraduate academic journals collaboratively purchased by the Complete Florida Plus Program (CFPP) for the state universities and state colleges as a part of the Florida Virtual Campus (FLVC) programs. A separate budget request, entitled:

Promoting Increased STEM Student Services through the Enhancement of STEM Resources-\$2.25M, has been submitted by the Complete Florida Plus Program (CFPP), in order to address the collaborative purchase of e-resources that are commonly-used by undergraduate students in the state universities and state colleges.

II. Facilities *(If this issue requires an expansion or construction of a facility and is on the Capital Improvement List complete the following table.):*

	Facility Project Title	Fiscal Year	Amount Requested	Priority Number
1.	Joint-Use Library Facility	2015-16	\$18.0M	System-wide
2.				