

## AISO Proposal

**A. Name of the AISO:** The Florida Center for Library Automation (FCLA)

**B. Mission and Goals of the AISO**

From FCLA's Strategic Plan -- 2006-2010

Mission:

Provide state-of-the-art, cost-effective information technology to assist the libraries of the public universities of Florida in their support of teaching, learning, research and public service. More specifically, implement and centrally support high quality computer systems that help the libraries acquire, manage and provide access to information resources. Provide software to enhance access to information for students and faculty, increase the productivity of library staff, improve inter-library sharing, and preserve digital materials for future use. Through planning with the university libraries, ensure that FCLA services are integral to the University libraries' ability to carry out their own missions in support of teaching, research and service.

Conceptual Framework:

FCLA was established in order to centralize the major library computer systems and the staff and resources required to manage them. This allows all universities, large and small, to draw on a highly specialized and technically expert central staff. Sharing a single centrally run library management system results in significant savings over the cost of purchasing and supporting eleven individual systems. Additional savings accrue by sharing hardware and data storage facilities. FCLA also negotiates licenses to shared commercial electronic resources for all the libraries and is able to achieve discounts significantly greater than the libraries can achieve separately. On many issues, FCLA serves as a locus for coordination of communication and shared planning activities across the state university libraries. A brief summary of FCLA's main services are summarized in Attachment 1.

In order to carry out its mission and achieve economies of scale, FCLA works closely with the university libraries and various SUS-wide library committees and task forces. Through email, conference calls, site visits and websites with news of developments and instructional materials, FCLA personnel and the SUS libraries are in constant communication for planning, decision making, development and deployment of new or improved computer services. Though less frequent, these same activities are carried out with the community college library automation office, community college libraries and the State Library. Internally the FCLA office has small administrative staff but is largely staffed with librarians and computer specialists who are the primary participants in library communication and computer development.

Goals:

#### BUILDING AND MANAGING COLLECTIONS

GOAL 1: Install and maintain software applications to support library staff functions and increase library staff productivity.

GOAL 2: Support the acquisition and management of commercially licensed electronic resources.

GOAL 3: Support the creation and control of locally created electronic resources.

GOAL 4: Improve library productivity by optimizing applications, staff knowledge, and central support services.

#### ACCESS TO INFORMATION RESOURCES

GOAL 5: Provide interfaces for users to discover, identify and access relevant resources.

GOAL 6: Provide software and services to help users obtain content.

#### PRESERVATION

GOAL 7: Provide for long-term preservation of digital materials relevant to SUS students and faculty.

#### CONTINUITY OF OPERATIONS

GOAL 8: Provide a robust and secure computing systems environment.

GOAL 9: Be able to restore services in an appropriate timeframe in the event of any short or long-term failure or outage, including a major local or regional disaster.

#### SERVICE TO THE COMMUNITY

GOAL 10: Engage in cooperative projects to improve library services and expand the availability of resources of interest to SUS students and researchers.

#### PLANNING, RESEARCH AND DEVELOPMENT

GOAL 11: Carry out joint planning with SUS libraries so that the plans for information technology developed by the libraries and FCLA fit together into complementary plans of action

GOAL 12: Explore new technologies and services that are potentially useful to the SUS libraries.

#### FUNDING

GOAL 13: Secure the political support and financial resources needed to accomplish strategic goals and objectives

**C. A five-year budget plan that projects the major sources of funding and expenditures**

The FCLA budget for 2009/10 and the following four years is shown in Attachment 2

**D. Host institution/fiscal agent and participating institutions/organizations:**

Host institution/fiscal agent: University of Florida

Participating institutions/organizations:

- Florida A&M University
- Florida Atlantic University
- Florida Gulf Coast University
- Florida International University
- Florida State University
- New College of Florida
- University of Central Florida
- University of Florida
- University of North Florida
- University of South Florida
- University of West Florida

**E. The governance and organizational structure of the AISO (including whether it will have an advisory board or will be a consortium with an executive committee, and criteria for appointments to the advisory board or executive committee, including terms, roles, authority, and number of members)**

The authority for FCLA comes from the Board of Governors and is delegated to the University of Florida whose provost supervises FCLA on behalf of the CAVP as a department within the Academic Affairs office at UF. To assist the provost, FCLA will be guided by the FCLA Advisory Board.

Appointment, terms, number of members:

The FCLA Advisory Board will initially have 15 members: one member from each state university appointed by its Academic Vice President, the Director of FCLA, the State Librarian, the Executive Director of the College Center for Library Automation, and an ex officio member to be appointed by the Chancellor to represent the BOG. The term for each appointed member will be determined by the person making the appointment. The current members are the following:

- FAMU: Dr. Lauren Sapp, Director of Libraries
- FAU: Dr. William Miller, Dean of Libraries
- FGCU: Dr. Kathleen F. Miller, Dean of Library Services
- FIU: Laura Probst, Dean of Libraries
- FSU: Julia Zimmerman, Dean of Libraries
- NCF: Dr. Doug Langston, Interim Dean of Library

UCF: Barry Baker, Director of Libraries  
UF: Judith Russell, Dean of University Libraries  
UNF: Dr. Shirley Hallblade, Dean of the Library  
USF: Dr. William Garrison, Dean, Library System  
UWF: Helen Wigtersma, Interim Dean of University Libraries  
FCLA: James Corey, Director  
BOG: Carole Hayes, Educational Policy Analyst  
CCLA: Dr. Richard Madaus, Executive Director  
DLIS: Judith Ring, Director, Division of Library and Information Services

Roles and authority:

The FCLA Advisory Board recommends broad policy for FCLA with respect to all issues related to statewide library cooperation. This includes cooperative ventures with the community college system, private academic libraries, the Florida State Library and public libraries.

The FCLA Advisory Board is responsible for reviewing FCLA's operations. It recommends policies related to the operation of FCLA to the FCLA Director, the UF Provost and the Council of Academic Vice Presidents (CAVP). It establishes State University Library (SUL) priorities for FCLA projects and services based on information provided by FCLA about available financial and human resources.

**F. Guidelines for appointing, funding, supervising, and evaluating the AISO leadership position(s)**

For the hiring of the FCLA Director, the UF Provost will establish a search committee which will include at least some members from the FCLA Advisory Board. The search committee will recommend one or more names to the UF Provost who will make the final decision and set the Director's salary. Supervising the FCLA office will be the responsibility of the Provost. The Provost will also evaluate the Director with the advice of the FCLA Advisory Board. In its evaluation of FCLA leadership, the Advisory Board will note the extent to which FCLA leadership followed the SUL priorities set by the Board.

Responsibility for leadership positions below the Director will be the responsibility of the FCLA Director, but search committees to fill these positions will include one or more representatives from the Advisory Board. The deputy director appointments will be made by the Director only after consultation with the Board.

**G. Expectations for administrative and logistical support for the AISO, including expectations regarding reimbursement to the host university for direct costs of administrative services rendered by the university to the AISO**

UF has hosted FCLA since 1984 without levying any charges for the direct costs of administrative services. There is no expectation that this situation will change in the

future for FCLA's current activities funded through legislative appropriation.

However, FCLA is investigating the possibility of establishing an auxiliary to facilitate the ability to bill for services beyond those funded through legislative appropriation. Should this come about, some reimbursement for direct costs of administrative services might be appropriate. The UF provost would approve the establishment of an auxiliary with the advice of the FCLA Advisory Board, and the services offered through the auxiliary will be reviewed with the Board for its recommendations.

**H. Procedures for recommending increases/decreases in the appropriation of State funds for the AISO**

Budget requests from FCLA are reviewed by the FCLA Advisory Board and then submitted with the Board's recommendations to the UF Provost for approval. If approved by the UF Provost, he or she will forward the request to the CAVP for approval. Further approval steps will include the Presidents and the Board of Governors.

**I. Specifications for the processing of contracts and grants, if applicable, including the percentage of overhead funds to be returned to the AISO**

FCLA will follow the policies and regulations of UF.

**J. Ongoing planning and operating expectations and criteria for the cyclic review of the AISO**

This is a continuous process that is a joint effort by FCLA and the FCLA Advisory Board. Either can propose planning ideas and operating expectations. The Board establishes the criteria for cyclic review. In addition, the CAVP can review FCLA by examining the annual reports or requesting a periodic report and meeting. If the CAVP wishes to request it, there could also be a joint meeting of the Advisory Board and CAVP as has been done on a limited basis in the past.

**FLORIDA CENTER FOR LIBRARY AUTOMATION**  
([WWW.FCLA.EDU](http://WWW.FCLA.EDU))

**FCLA MISSION**

Provide state-of-the-art, cost-effective information technology to assist the libraries of the public universities of Florida in their support of teaching, learning, research and public service.

**FCLA SERVICES**

**Library Management System:** FCLA supports the traditional library functions of catalog maintenance, circulation, and acquisitions using the Ex Libris Aleph 500 system, a product deployed in 3,500 libraries around the globe including Harvard, MIT, Duke, Minnesota, Oxford and the British Library. The system was acquired through a competitive process that resulted in **one-third the cost** of what eleven separate systems installed at the university libraries would have cost. Containing 16.5 million catalog records and 42 million associated business records, the system grew by one million catalog records in 2008. Other activities included the management of more than 225,000 journal subscriptions and the annual circulation of 3.5 million items from the SUS libraries. The FCLA/SUS system is one of the largest centralized library systems in the world.

**Enhanced Public Catalogs:** Through Mango, a user-centered discovery tool built on a combination of commercial and FCLA-developed software, FCLA provides a state-of-the-art interface that includes customized catalogs for each university with student-centered features such as online renewal and request of materials; email notices; text-to-mobile; and links to commercially-licensed content. Additionally, the system provides a combined catalog of the holdings of all of the state university libraries ([catalog.fcla.edu](http://catalog.fcla.edu)). Even in this era of Googlization, the SUS students and faculty performed over **16 million searches** in 2008 in the SUS catalogs.

**Electronic Resource Management:** FCLA has been expending \$3.2 million for the SUS-wide consortial licensing of approximately 200 online indexes, abstracts, journals, books and other content for SUS-wide use. Acquired at 50% the cost of individual subscriptions, FCLA's centralized operation has resulted in a **cost avoidance of over \$45 million** since the inception of this service. FCLA also assists the SUS libraries in a variety of services related to electronic resources such as administering the licenses for a suite of library-funded electronic journal packages holding over 4,500 journal titles; collecting and aggregating usage statistics; and providing portals for concurrent database broadcast search that connects the users from the article citations found in any source to the full text content stored on a multiplicity of commercial servers worldwide. On its local servers, FCLA provides two large commercial engineering databases and about 10 small local index databases for the benefit of the students and faculty. In addition, as needed, FCLA assists the libraries with services for another 400 databases and 40,000 electronic journals held by one or more of the libraries. In 2008, SUS students and faculty performed over **21 million database searches** and more than **3 million downloads** of electronic journal articles.

**Local Digital Collections:** FCLA provides a set of tools (applications) and services (staff training, problem resolution) that help libraries build and give access to digital collections. Supported applications include DigiTool for content management, Archon for creating finding aids for archives, the Open Journal System for electronic journals, EPrints for disciplinary and institutional repositories, and a locally developed system for electronic dissertations. These central services support both university- and library-created digital content, which includes **8,660 online electronic theses and dissertations** as well as a number of scholarly journals associated with SUS faculty. FCLA coordinates the PALMM (Publication of Archival, Library and Museum Materials) program ([palmm.fcla.edu](http://palmm.fcla.edu)), Archives Florida, and Florida Voices, through which **more than 45,000** online books, maps, manuscripts, photographs, oral histories and other materials from SUS collections are stored on FCLA's servers. Another 293,000 items are available through Florida on Florida, the statewide virtual collection of Floridiana maintained by FCLA.

**Digital Preservation Repository:** Digital preservation ensures that library materials in digital formats will remain usable into the indefinite future, even as file formats and access technologies change. FCLA provides the Florida Digital Archive ([www.fcla.edu/digitalArchive](http://www.fcla.edu/digitalArchive)) as a long-term preservation repository for the libraries' local digital text, images, audio, and video (including electronic theses and dissertations). The Florida Digital Archive is based on repository software developed by FCLA and is recognized internationally as one of the leading digital preservation sites in the U.S. At this time the repository stores more than **10.3 million files** submitted for archiving by the SUS libraries, and is growing by over **600,000 files per month**. Resources listed below do not include those paid for by various state and federal grants.

**Technology Infrastructure:** FCLA system administrators manage the computer systems used to provide the above services to the SUS libraries. With over **100 servers, 200 TB of disk storage, 450 TB of tape storage** and 70 desktop computers, the FCLA operation provides a substantial infrastructure. FCLA has embraced server and storage virtualization to reduce costs, and increase the availability of services. FCLA systems located at UF and FSU provide a COOP for the libraries' mission-critical operations. IT support includes the fees for physical facilities at UF's CNS and FSU's NWRDC; costs which support all the service areas above.

**Administration:** This area supports the usual administrative functions of budgeting, planning, expenditure accounting, grants administration, personnel, payroll and purchasing for the FCLA office, computer services and the applicable SUS-wide contracts. FCLA website infrastructure is included here; support for all user documentation and training is covered in the individual service areas above. Budget also includes rent, utilities and janitorial services.

**Other Library Costs Paid By FCLA:** Three specific expenses are paid by FCLA on behalf of the SUS libraries: the Florida Library Network statewide delivery courier; the OCLC telecommunication costs; and the UF and FSU RLG membership fees. The OCLC **cost is half** of what it would be if paid separately by libraries of the 11 universities.

**Library Technology Infrastructure:** Funds are transferred to the SUS libraries for IT equipment to enable them to remain current with new technologies to serve their faculty and students.

**FCLA 2007/8 - 2013/14 BUDGETS**

	2009/10 budget		2010/11 budget		2011/12 budget		2012/13 budget		2013/14 budget
	6.76% cut	a	no increase		no increase		3.0% increase		3.0% increase
<b>Salaries and Indirect services to the State University Libraries (SULs)</b>									
Salaries & Benefits	3,775,158		3,775,158		3,775,158		3,775,158		3,775,158
OPS	55,000		55,000		55,000		55,000		55,000
<b>Total - Salaries &amp; OPS</b>	<b>3,830,158</b>		<b>3,830,158</b>		<b>3,830,158</b>		<b>3,830,158</b>		<b>3,830,158</b>
Office									
General Office operations	60,000	b	60,000		60,000		60,000		60,000
Building rent & utilities	401,000		402,000		403,000		404,000		405,000
Travel/Training	25,000	c	25,000		25,000		25,000		35,000
Phones & Data link to UF	28,000		28,000		28,000		28,000		28,000
IT equipment at FCLA office	27,000		27,000		27,000		27,000		30,000
<b>Total - Indirect services</b>	<b>541,000</b>		<b>542,000</b>		<b>543,000</b>		<b>544,000</b>		<b>558,000</b>
<b>Pass thru and Direct services to the SULs</b>									
Library management system software	336,500	d	348,278		360,468		373,084		386,142
Enhanced public catalogs software	50,000	e	50,000		50,000		50,000		50,000
e-resource public access software	107,000	f	110,745		114,621		118,633		122,785
e-resources	3,208,066	g	3,208,066	g	3,208,066	g	3,208,066	g	3,259,040
Local digital collections	21,735	h	22,496		23,283		24,098		24,941
Computer facility charges	434,000	i	416,717		416,147		416,147		416,147
Computer equipment & supplies	439,043		439,043		421,760		485,246		725,117
Maintenance of hardware and misc software	324,000	j	324,000		324,000		324,000		324,000
Library costs paid by FCLA	277,000	k	277,000		277,000		277,000		277,000
Library Technology Infrastructure transfers	1,401,195	l	1,401,195		1,401,195		1,648,357		1,664,422
<b>Total - Direct services</b>	<b>6,598,539</b>		<b>6,597,539</b>		<b>6,596,540</b>		<b>6,924,631</b>		<b>7,249,594</b>
<b>Total - Expense</b>	<b>7,139,539</b>		<b>7,139,539</b>		<b>7,139,540</b>		<b>7,468,631</b>		<b>7,807,594</b>
<b>Grand Total</b>	<b>10,969,697</b>		<b>10,969,697</b>		<b>10,969,698</b>		<b>11,298,789</b>		<b>11,637,752</b>
Decrease/increase from prior year	<b>(775,801)</b>		<b>0</b>		<b>0</b>		<b>329,091</b>		<b>338,964</b>
Carry forward beginning balance	1,622,000		1,258,773		895,546		532,320		416,255
Carry forward to increase Library IT	<b>(263,227)</b>		<b>(263,227)</b>		<b>(263,227)</b>		<b>(16,065)</b>		0
Carry forward to restore e-resources to 7/1/07 level	0		0		0		0		n/a
Carry forward to restore CNS/NWR equipment	<b>(100,000)</b>		<b>(100,000)</b>		<b>(100,000)</b>		<b>(100,000)</b>		n/a
Carry forward remaining balance	1,258,773		895,546		532,320		416,255		416,255

- a 2009/10 budget is 6.76% less than 2008/09  
b includes office expenses, equipment maintenance & library association memberships  
c permits only limited technology training  
d annual maintenance of commercial software product called Aleph  
e annual maintenance of commercial software product called Endeca  
f annual maintenance of commercial software product called SFX/Metalib  
g holds allocation at July 1, 2007 level; will not keep up with price increases  
h annual maintenance of commercial software product called DigiTool  
i includes facility fees from UF's CNS and FSU's NWR DC  
j includes all hardware maintenance and maintenance on Oracle and various small software products  
k includes ILL courier, OCLC telecommunications and RLG  
l funds sent to libraries for IT equipment refresh