

## Florida Center for Library Automation

### Strategic Plan for 2006-2010

**Annotated 10/24/2007**

#### 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.

More specifically implement and centrally support high quality computer systems that help the libraries acquire, manage and provide access to information resources. Via software applications, 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.

## BUILDING AND MANAGING COLLECTIONS

### **GOAL 1: Install and maintain tools to support library staff functions and increase library staff productivity.**

#### **Objective 1A: Maintain a robust implementation of Ex Libris Aleph library system.**

*Strategy 1A.1)* Continue to support current Aleph institutions. **ONGOING**

*Strategy 1A.2)* Migrate remaining NOTIS institutions to Aleph. **DONE**

*Strategy 1A.3)* When all institutions are migrated, upgrade Aleph to current releases in a timely fashion, starting with version 18.v.18 **DONE**

*Strategy 1A.4)* Load authority records in a timely fashion. **ONGOING**

#### **Objective 1B: Extend and enhance Aleph functionality.**

*Strategy 1B.1)* Develop and/or enhance software that interacts with the Aleph system to perform needed functions not done adequately by Aleph. **Ongoing: GenLoad, ERCA, LabelPrnA, others?**

*Strategy 1B.2)* Improve interoperability between Aleph and other systems used by libraries. **Ongoing: Patron loads, bursar output,**

#### **Objective 1C: Discontinue running the NOTIS system.**

*Strategy 1C.1)* Move LTQC and LTQF (NOTIS records for digital resources) into Aleph. **IN PROCESS (DLU01)**

*Strategy 1C.2)* Move all remaining NOTIS databases to Aleph or some other platform. **DONE: NJ, NP, FORMIS. IN PROCESS: SEA TURTLES**

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

**Objective 2A: Work in cooperation with the State University System (SUS) libraries to license selected databases. ONGOING**

*Strategy 2A.1)* Work with the Electronic Resource Sub-committee (ERS) to assess the technical support requirements for databases under consideration and to identify other significant issues.

*Strategy 2A.2)* For each selected database, determine contract responsibility and work out appropriate terms and conditions.

*Strategy 2A.3)* Determine the mechanism for payment of license fees, and if necessary, collect funds from the SUS libraries.

*Strategy 2A.4)* Serve as liaison with vendors for FCLA licensed resources.

**Objective 2B: Provide a platform for locally loading citation databases as required.**

*Strategy 2B.1)* Maintain Citation Server software for appropriate databases. **ONGOING**

*Strategy 2B.2)* Enhance Citation Server software to meet SUS needs. **DONE: DATA EDITOR; EXPLORING LUCENE/SOLR**

*Strategy 2B.3)* Load citation databases into Citation Server on request. **DONE: NJ, NP, FORMIS**

**Objective 2C: Implement an e-resource management application for the use of participating SUS libraries.**

*Strategy 2C.1)* Work with the ERS to select an e-resource management system. **DONE: VERDE**

*Strategy 2C.2)* Purchase and install the selected e-resource management system. **DONE: VERDE**

*Strategy 2C.3)* Maintain the e-resource management system and apply software upgrades in a timely fashion. **ONGOING**

*Strategy 2C.4)* Maintain the ERS knowledgebase and apply data updates in a timely fashion. **ONGOING**

**Objective 2D: Provide current, accurate and useful statistics on use of licensed e-resources.**

*Strategy 2D.1)* Compile statistics manually when better methods are unavailable. **ONGOING**

*Strategy 2D.2)* Implement automated gathering of statistics through SUSHI/COUNTER protocols as vendors are ready to support them. **WAITING ON VENDORS**

*Strategy 2D.3)* Provide SUSHI/COUNTER compliant statistics from Citation Server.

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

**Objective 3A: Provide support for SUS libraries in creating and maintaining their own digital collections.**

*Strategy 3A.1)* Provide reliable name resolution services for persistent identifiers. **ONGOING**

*Strategy 3A.2)* Coordinate the development of common best practices and guidelines where needed, and serve as a central point of access for relevant local and global standards. **ONGOING**

*Strategy 3A.3)* Establish a registry of software and standards used within the SUS.

*Strategy 3A.4)* Host an installation of DigiTool in which libraries can build collections under their own administrative units. **INSTALLATION DONE; COLLECTION BUILDING: DONE (FAU); ONGOING FOR OTHERS**

**Objective 3B: Provide facilities for centrally supporting web-accessible collections of digital content.**

- Strategy 3B.1)* Continue to provide a platform for serving digital collections, including data loading, storage, indexing, retrieval and display. **ONGOING**
- Strategy 3B.2)* Replace the current DLXS application with DigiTool, allowing for the integration of audio, video, image and text, and migrate current DLXS collections to DigiTool. **IN PROCESS**
- Strategy 3B.3)* Provide specific development and technical support for individual Publication of Archival, Library and Museum Materials (PALMM) projects as appropriate. **ONGOING**
- Strategy 3B.4)* Enhance FCLA's ability to support creation, search and display of Encoded Archival Description (EAD) finding aids for all institutions in the State of Florida. **ONGOING (BOTH FCLA-DEVELOPED AND ARCHON)**
- Strategy 3B.5)* Provide SUSHI/COUNTER compliant statistics on the use of digital content.

**Objective 3C: Provide support for Electronic Theses and Dissertations (ETDs).**

- Strategy 3C.1)* Support individual universities in developing ETD programs. **ONGOING (E.G., MARCH 2007 STATEWIDE CONFERENCE)**
- Strategy 3C.2)* Provide central storage and access facilities for ETDs. **ONGOING**
- Strategy 3C.3)* Working with Digital Development and Access Committee (DDAC) specifications, develop a central statewide repository of ETDs. **N/A - STOPPED WHEN DDAC WAS DISSOLVED**
- Strategy 3C.4)* Work to increase interoperability of Florida ETDs with national and international efforts. **N/A - CAMPUSES DOING**

**Objective 3D: Provide a platform for publishing scholarly ejournals on the Web.**

- Strategy 3D.1)* Continue supporting the web versions of the five print scholarly journals currently available in Textual Collections. **ONGOING**
- Strategy 3D.2)* Be proactive in seeking campus publishers and professional societies willing to work with FCLA in publishing born-digital open access electronic journals.
- Strategy 3D.3)* Select and implement e-journal publishing software for born-digital journals in concert with willing scholarly publishers.

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

**Objective 4A: Provide information, tools and analysis to aid libraries in their decision-making.**

- Strategy 4A.1)* Support collection strength analysis and overlap analysis efforts. **FACILITATED PILOT**
- Strategy 4A.2)* Develop and enhance the FCLA Aleph Data Warehouse to provide reliable, accurate and timely management information. **ONGOING AND EXPANDED TO SFX USAGE DATA**

**Objective 4B: Improve interoperability between applications provided by FCLA, and between our applications and other campus applications.**

- Strategy 4B.1)* Improve our understanding of course management systems and potential links between CMS and library information systems.
- Strategy 4B.2)* Improve interoperability between DigiTool, MetaLib, SFX, Verde and Aleph. **SFX/METALIB IMPROVEMENTS WITH VERSION UPGRADES; VERDE/SFX AND VERDE/ALEPH IN PROCESS; IMPLEMENTED PDS IN DIGITOOL AND METALIB**

*Strategy 4B.3)* Improve interoperability between FCLA's ExLibris products and library ereserves systems.

**Objective 4C: Provide technology-related training for library staff in areas where FCLA can deliver training more cost-effectively than other options.**

*Strategy 4C.1)* Working through CSUL and its committees, find out what training libraries would like to receive from FCLA. **ONGOING**

*Strategy 4C.2)* Provide train-the-trainers instruction to selected FCLA staff to improve their training techniques.

*Strategy 4C.3)* Investigate use of new technologies in training. **IN PROCESS** (DIMDIM, CAMTASIA)

*Strategy 4C.4)* Develop and deliver training modules in priority areas. **ONGOING** (CAMTASIA)

**Objective 4D: Provide responsive, high quality customer service.**

*Strategy 4D.1)* Establish service levels for communication, problem resolution etc. and monitor progress towards achieving them.

*Strategy 4D.2)* Survey our user community to get information from the field about what is wanted from FCLA and how FCLA responsiveness, problem-resolution etc. is perceived. **COMING SPRING 2008**

*Strategy 4D.3)* Expand the DLS monthly email to cover all office topics.

*Strategy 4D.4)* Establish a blog for improving FCLA-Library communications (like the FDA News Blog) and procedures for postings. **BLOGS: DATAWAREHOUSE, ALEPH UPGRADES, OTHERS?)**

*Strategy 4D.5)* Establish procedures for reviewing and updating FCLA web pages periodically.

## **ACCESS TO INFORMATION RESOURCES**

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

**Objective 5A: Provide authentication software that connects authorized users, whether on or off campus, to restricted content.**

*Strategy 5A.1)* Provide proxy servers for libraries that can not provide their own. **DONE:** FAMU, UCF

*Strategy 5A.2)* Improve interoperability between authentication mechanisms in different vendor products. **IN PROCESS:** SHIB

*Strategy 5A.3)* Develop item-level access control for restricted materials such as electronic reserves, electronic thesis and dissertations (ETDs), and image masters. **DONE:** ETDS AND IMAGES

*Strategy 5A.4)* Work with campus IT departments to make our applications interoperate with authentication initiatives on campuses.

*Strategy 5A.5)* Monitor relevant local and national authentication initiatives and participate as appropriate. **ONGOING**

**Objective 5B: Improve public access to library materials through the Aleph library catalog.**

*Strategy 5B.1)* Upgrade to current versions of the Aleph Online Public Access Catalog (OPAC), starting with version 18. V.18 **DONE**

*Strategy 5B.2)* Work with the OPAC subcommittee of the Public Services Planning Committee (PSPC) to enhance the OPAC as required, where possible. ENDECA - **ONGOING**

*Strategy 5B.3)* Configure Aleph to enable loading of new catalog records via GenLoad, Aleph loaders, and Z39.50 from sources such as OCLC and Marcive. **DONE**

*Strategy 5B.4)* Configure Aleph to load approval, order and invoice records from all existing sources using Electronic Data Interchange (EDI) as appropriate. **IN PROCESS**

*Strategy 5B.5)* Investigate loading of descriptive metadata originating in non-MARC formats. **IN PROCESS FOR ENDECA**

**Objective 5C: Improve access to Citation Server databases.**

*Strategy 5C.1)* Improve Citation Server User Interface based on user experience. **ONGOING IN WEBLUIIS; IN PROCESS WITH LUCENE/SOLR**

**Objective 5D: Improve the end-user interface to FCLA-hosted Digital Library collections.**

*Strategy 5D.1)* Acquire Z39.50 server capability for Digital Library (DL) collections. **ONGOING**

*Strategy 5D.2)* Provide a unified interface (search, retrieval and presentation) for materials regardless of collection or format. **INPROCESS VIA DIGITOOL**

*Strategy 5D.3)* Improve “branding” of contributed materials in central collections. **USING DDAC-APPROVED BRANDING STRATEGY FROM 2006 IN DIGITOOL**

**Objective 5E: Develop and implement plans for an SUS union catalog, if desired by the SUS libraries.**

*Strategy 5E.1)* Assess the need for a union catalog of the holdings of all SUS libraries. **DONE**

*Strategy 5E.2)* If warranted by needs assessment, develop and implement a physical or virtual union catalog. **DONE USING ENDECA**

**Objective 5F: This objective reserved for future use.**

**Objective 5G: Improve capabilities for searching across multiple collections and databases at the same time.**

*Strategy 5G.1)* Run an implementation of MetaLib for the use of participating libraries. **DONE**

*Strategy 5G.2)* Upgrade MetaLib software to current versions in a timely fashion. V.4 **DONE**

*Strategy 5G.3)* Maintain the MetaLib knowledgebase and apply data updates in a timely fashion. **ONGOING**

*Strategy 5G.4)* Provide and/or coordinate MetaLib training sessions when necessary. **ONGOING**

*Strategy 5G.5)* Provide technical support, problem solving and troubleshooting to supplement Ex Libris support. **ONGOING; ADDED NEW POSITION**

*Strategy 5G.6)* Run MetaLib as Application Service Provider (ASP) for libraries desiring this option.

**Objective 5H: Provide access to OAI-based aggregations of metadata.**

*Strategy 5H.1)* Build and provide access to OAI-based aggregations of metadata, where the OAI model is preferable to distributed search. **DONE FOR EXISTING COLLECTIONS; ONGOING FOR NEW SYSTEMS AND COLLECTIONS**

**Objective 5I: Increase access for users with physical disabilities.**

*Strategy 5I.1)* Ensure FCLA-maintained web pages are compliant with Americans with Disabilities Act (ADA) and the World Wide Web Consortium (W3C) Web Accessibility Initiative (WAI) Guidelines.

*Strategy 5I.2)* To the extent possible with Aleph and other 3-rd party applications, develop Web pages compliant with ADA and WAI Guidelines.

*Strategy 5I.3)* Ensure user interfaces to FCLA-developed applications are compliant with ADA and WAI Guidelines.

**Objective 5J: Work with the OPAC subcommittee to investigate and possibly implement a better interface to broad set of library materials.**

*Strategy 5J.1)* Develop a user interface incorporating faceted retrieval and other improvements. **DONE: ENDECA FOR OPACS; METALIB V.4**

*Strategy 5J.2)* Ensure that access to physical and digital content is as direct and immediate as possible. **ONGOING: SFX, DLU01 VIA ENDECA**

*Strategy 5J.3)* Get library materials and services into systems used by the academic community (search engines and Course Management Systems). **ONGOING: SFX EJOURNAL HOLDINGS TO GOOGLE/LIVEacademic; REGISTRATION OF IRs WITH GOOGLE SCHOLAR, ETC; CATALOGS EXPOSED TO GOOGLE/WORLDCAT**

*Strategy 5J.4)* Investigate creating library toolbars and plug-ins to make browsers more library-aware.

*Strategy 5J.5)* Move library information to the devices used by the academic community (PDAs, cell phones, iPods).

**GOAL 6: Provide tools to help users obtain content.**

**Objective 6A: Support link resolution and extended services.**

*Strategy 6A.1)* Ensure that all FCLA-provided user interfaces work with link resolvers used by our libraries. **DONE WITH SFX**

*Strategy 6A.2)* Run an implementation of SFX for participating libraries. **DONE**

*Strategy 6A.3)* Upgrade SFX to current versions in a timely fashion. V.3 **DONE**

*Strategy 6A.4)* Maintain updates to the SFX knowledgebase in a timely fashion. **ONGOING**

**Objective 6B: Support resource sharing for library-owned returnables.**

*Strategy 6B.1)* Continue to subsidize the Florida Distance Learning Library Initiative (DLLI) courier service. **DONE**

*Strategy 6B.2)* Work with the PSPC (through the Circ/ILL Working Group) to determine what level of unmediated resource sharing is desired. **ONGOING**

*Strategy 6B.3)* If warranted, assist the SUS libraries in identifying the appropriate standards-based (e.g. NCIP, ISO ILL) product or service to meet their unmediated resource sharing needs. **INPROCESS**

## **PRESERVATION**

**GOAL 7: Provide for long-term preservation of digital materials selected by the SUS libraries.**

**Objective 7A: Provide a digital preservation service for documents in text, image, audio and video formats.**

*Strategy 7A.1)* Complete programming of the DAITSS (Dark Archive in the Sunshine State) software application. **DONE (DAITSS 1.x)**

- Strategy 7A.2)* Operate the FCLA Digital Archive (FDA) as an Open Archival Information System (OAIS) for the use of SUS libraries and PALMM partners. **ONGOING**
- Strategy 7A.3)* Finish loading retrospectively saved materials into the FDA, and keep current with prospective submissions. **IN PROCESS**
- Strategy 7A.4)* Pursue future certification of the FDA as a trusted digital repository. **IN PROCESS**
- Strategy 7A.5)* Develop interfaces between the FDA and systems used on SUS campuses (digital library systems, institutional repositories, etc.) **INTERFACE FROM DIGITOOL IN PROCESS**
- Objective 7B: Provide for the preservation of commercially licensed e-journal content.**
- Strategy 7B.1)* Work with the SUS libraries to determine appropriate archiving solutions. **N/A CSUL rejected recommendation of ejournal task force**
- Strategy 7B.2)* Implement local archiving capacity as needed, and/or help the libraries negotiate archiving arrangements with third-party service providers.
- Objective 7C: Monitor options for university-produced materials not handled well by the Florida Digital Archive (FDA).**
- Strategy 7C.1)* Monitor local needs for preservation solutions for special materials such as executables, websites and databases. **IN PROCESS**
- Strategy 7C.2)* Monitor R&D and the development of third party services for archiving these materials. **ONGOING**

## CONTINUITY OF OPERATIONS

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

#### **Objective 8A: Maintain adequate computer and telecommunications facilities.**

- Strategy 8A.1)* Anticipate growth needs for a minimum of six months into the future. **ONGOING**
- Strategy 8A.2)* Ensure adequate funds to purchase and/or lease facilities as needed. **ONGOING**
- Strategy 8A.3)* Monitor growth and plan upgrades. **ONGOING**

#### **Objective 8B: Maintain computer and network security to meet or exceed University of Florida, DCU and State of Florida requirements.**

- Strategy 8B.1)* Have a certified security administrator position on staff. **DONE**
- Strategy 8B.2)* Have clear written security policies and procedures, and monitor conformance. **IN PROCESS**
- Strategy 8B.3)* Set up audit procedures for quarterly review (Nessus Direct feed for vulnerability scanning). **ONGOING**
- Strategy 8B.4)* Set up IDS/IPS (Intrusion Detection System/Intrusion Prevention System) Sourcefire security appliance (RTIR incident tracking system & Prelude IDS framework). **DONE FOR FCLA OFFICE; IN PROCESS FOR CNS; TBD FOR COOP**
- Strategy 8B.5)* Set up quarterly FCLA staff training on our security needs/requirements.

### **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.**

**Objective 9A: Manage data to protect against loss and ensure its integrity and availability.**

*Strategy 9A.1)* Maintain in-state and out-of-state offsite backup storage facilities. **DONE FOR SOME SERVICES; IN PROCESS FOR OTHERS**

*Strategy 9A.2)* Improve onsite and offsite backup for all production databases. **ONGOING**

*Strategy 9A.3)* Test restore and forward recovery for all production databases. **IN PROCESS**

**Objective 9B: Have a current, tested Continuation of Operations Plan (COOP) for all essential applications.**

*Strategy 9B.1)* Develop a COOP plan for all essential applications. **DONE** for ALEPH, SFX/METALIB, FDA; **IN PROCESS** for DLXS; need one for DigiTool, ENDECA, VERDE

*Strategy 9B.2)* Establish agreements with one or more remote data centers. **DONE:** NWRDC AND SDSC

*Strategy 9B.3)* Implement the COOP plan for each application by acquiring and installing necessary hardware and software. **IN PROCESS**

*Strategy 9B.4)* Test the COOP plan for each application by switching production to the back up site and switching back to the primary site. **DONE FOR SOME**

*Strategy 9B.5)* Review and refine the COOP plan annually. **ONGOING**

## **SERVICE TO THE COMMUNITY**

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

**Objective 10A: Lead or participate in statewide cooperative projects.**

*Strategy 10A.1)* Participate on the Florida Library Network Council. **ONGOING**

*Strategy 10A.2)* Support the Community Colleges through participation on the Aleph Implementation Steering Committee and its subcommittees. **ONGOING**

*Strategy 10A.3)* Support the Florida Electronic Library initiative by hosting implementations of MetaLib and SFX, and maintaining Florida on Florida. **ONGOING**

*Strategy 10A.4)* Host centralized search and retrieval services for special content (e.g. EADs and oral histories), and encourage statewide contributions from all types of libraries to these central databases. EADs **ONGOING**

**Objective 10B: Support and encourage participation in national and international cooperative projects, initiatives and user groups.**

*Strategy 10B.1)* Broker metadata for OAI harvesting into the National Science Digital Library (NSDL), OAIster, and other large-scale aggregations. **ONGOING**

*Strategy 10B.2)* Encourage and support FCLA staff participation in national and international consortia, user groups and standards efforts as appropriate. **ONGOING**

*Strategy 10B.3)* Encourage and support FCLA staff participation in professional organizations. **ONGOING**

**Objective 10C: Contribute to Open Source Software development when possible.**

*Strategy 10C.1)* Release DAITSS as OSS and coordinate open source development and use. **DONE**

*Strategy 10C.2)* Consider contributing other locally-developed applications to SourceForge.



## 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.**

**Objective 11A: Provide a current FCLA strategic plan that can be used to justify the libraries' and FCLA's annual budget requests.**

*Strategy 11A.1)* Write, disseminate, discuss, and obtain FCLA Board approval for the FCLA strategic plan. **IN PROCESS**

*Strategy 11A.2)* Review the strategic plan annually, in January.

**Objective 11B: Collaborate with CSUL and its committees in strategic and tactical planning.**

*Strategy 11B.1)* Serve as a technical resource when requested. **ONGOING**

*Strategy 11B.2)* Provide white papers, financial analysis, and other analysis when requested in support of planning efforts.

*Strategy 11B.3)* Collect and maintain comparative data within the SUS to help libraries manage more efficiently. **ONGOING**

**GOAL 12: Strive to offer applications and services that best serve the needs of FCLA's user community.**

**Objective 12A: Experiment with and assess new technologies to support strategic goals and objectives.**

*Strategy 12A.1)* Evaluate new technologies potentially applicable to library services. **ONGOING**

*Strategy 12A.2)* Participate in vendor user groups to stay current on new products and offerings. **ONGOING**

**Objective 12B: Explore new services that might be offered centrally to the SUS libraries at a good cost-to-benefit ratio.**

*Strategy 12B.1)* Be proactive in investigating and suggesting possible services and solutions. **ONGOING**

*Strategy 12B.2)* Investigate the utility of offering digitization services.

*Strategy 12B.3)* Ascertain interest in central management of institutional repository (IR) software. **IRs now offered on 2 platforms: EPrints and DigiTool Deposit module**

*Strategy 12B.4)* Ascertain interest in running centralized course reserve management (CRM) software.

*Strategy 12B.5)* Encourage the CSUL committees to communicate perceived needs for central support. **ONGOING**

## FUNDING

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

**Objective 13A: Obtain the support of the Provosts and Board of Governors (BOG) staff for library information technology and information resources.**

*Strategy 13A.1)* Advise the UF provost, the Council of Academic Vice Presidents (CAVP) and BOG staff on the changes occurring in scholarly communication and library technology. **ONGOING**

**Objective 13B: Seek needed funding to make incremental steps toward the above goals.**

- Strategy 13B.1)* Translate strategic plans into budget requests as needed. **ONGOING**  
*Strategy 13B.2)* Explain and defend budget requests with the CAVP, BOG, SUS lobbyists, legislative staff. **ONGOING**  
*Strategy 13B.3)* Seek grant funding to support R&D, open source software development, and other non-core initiatives.

**Objective 13C: Offer specialized cost recovery services for activities that use disproportionate resource for a single library, or that should not be covered by the normal operating budget.**

- Strategy 13C.1)* Open an auxiliary to allow money to be deposited to FCLA.  
*Strategy 13C.2)* Establish a service whereby users can renew items via their cell phones for a small charge. **DROPPED**  
*Strategy 13C.3)* Investigate other cost recovery services, such as digitization and special format conversions.