Regular Meeting of the
Members Council on Library Services (MCLS)
Agenda

University of Florida | Smathers Library | Room 100
1545 West University Avenue | Gainesville, Florida 32611

Thursday, March 5, 2020 —1:00-5:00 p.m. ET

11:45-1:00  Lunch

1:00-1:05  Call to Order  Judy Russell

1:05-1:10  1. Welcome  Judy Russell

1:10-1:20  2. Introductions  Judy Russell

1:20-1:30  3. Consent Items  Judy Russell
   A. Approve December 5-6, 2019 Meeting Minutes
   B. Accept FALSC Standing Committee Reports
      i. Collection Management and E-Resources (CMESC)
      ii. Digital Initiatives (DISC)
      iii. Library Assessment (LASC)
      iv. Resource Sharing (RSSC)
      v. Technical Services (TSSC)
      vi. Textbook Affordability and OER (TAOERSC)
      vii. User Interfaces (UISC)

1:30-1:40  4. MCLS Processes and Procedures  Judy Russell
   A. Standing Committee Action Items
   B. Call for Executive Committee 20-21 Nominations
   C. Call for Spring Standing Committee Applications

1:40-1:50  5. Confirm MCLS Meeting Dates/Locations  Judy Russell
   A. June 4-5, 2020 (SPC-Seminole Campus)
      i. MCLS Standing Committee Planning Meeting, June 3
   B. September 10-11, 2020 (Location TBD)
   C. October 15-16, 2020 (Back-Up; Location TBD)
   D. December 3-4, 2020 (FLVC Offices-Tallahassee)
1:50-3:00  6. UWF Funding for FLVC and FALSC Discussion  Judy Russell
3:00-3:20  *****BREAK******
3:20-4:45  8. FALSC Briefings
   A. Executive Director Update  Elijah Scott
   B. Integrated Library Services Update  Ellen Bishop
      i. Next Gen ILS ITN
   C. Library Support and Training Update  Brian Erb
   D. Digital Services and OER Update  Rebel Cummings-Sauls
   E. E-Resources Update
      i. FALSC Licensed/Funded Materials, including realignment of shared collections
      ii. FALSC Coordinated/Group Licensed Materials  Rachel Erb

4:45-5:00  Wrap Up and Adjournment  Judy Russell

Friday, March 6, 2020 — 8:30 a.m. to Noon ET

7:45-8:30  Breakfast
8:30-9:00  9. Vision 2025  Tom Messner
9:00-9:45  10. UCF OpenAthens Implementation Discussion  Athena Hoeppner
9:45-10:15 11. DLSS Update  John Opper
10:15-10:45  ***BREAK***
10:45 -11:00 12. Division of Library and Information Services Update  Amy Johnson
11:00 -11:15 13. FCS Update  Teresa Faust
11:15-11:30 14. SUS Update  Judy Russell
11:30-11:45 New Business
11:45-12:00 Wrap Up and Adjournment  Judy Russell

Thank you for leaving your nametag for future use.
Regular Meeting of the
Members Council on Library Services (MCLS)

Minutes

Thursday, December 5, 2019 – 1:00 to 5:00 p.m. EST
Friday, December 6, 2019 – 8:30 a.m. to 12:00 p.m. EST
Florida Virtual Campus | C01 Auditorium
1753 W. Paul Dirac Dr. | Tallahassee, FL 32310

Members Present: Stephen Banister (TCC), LisaMarie Bartusik (PSC), Monique Blake (BC), Christine Boatright (FGC), Raymond Calvert (PHSC), Lisandra Carmichael (UNF), Stephanie Clark (UWF), Mercedes Clement (DSC), Akos Delnekcy (IRSC), Brian Doherty (NCF), Erick Dominici (MDC), Lori Driscoll (GCSC), Gale Etschmaier (FSU), Elizabeth Farrell-Clifford (FSU Law), Teresa Faust (CCF), Christina Fullerton (PSC), Karen Griffin (HCC), Margaret Hawkins (SCF), Janice Henderson (NWFSC), Carol Hixson (FAU), Robert Krull (PSC), Nance Lempinen-Leedy (SFV), Karen MacArthur (EFSC), Brent Mai (UNF), Tom Messner (FSCJ), Kathleen Miller (FGCU), Kristina Neihouse (FKCC), Lena Phelps (SFSC), Bonita Pollock (USF, representing Todd Chavez), Anne Prestamo (FIU), Judith Russell (UF), Kathleen Sacco (LSSC), William Shuluk (FSW), Ruth Smith (VC), Jane Stephens (CC), Barbara Stites (FGCU), Morgan Tracy (SSCF), Faye Watkins (FAMU), Christina Will (SJRSC), Lynn Wyche (NFCC), Roy Ziegler (FSU).

Guests: Craig Amos (BC), Kevin Arms (LSSC), Royce Bass (SJRSC), Valerie Boulos (FSU), Tara Cataldo (UF), Joanne Connell (EFSC), Rebecca Frank (SPC), Jennifer Gregor (SPC), Claudia Holland (DLSI), Selma Jaskowski (UCF), Amy Johnson (DLSI), Kirsten Kinsley (FSU), Mark Marino (SCFMS), Patricia Morris (FGC), Jennifer Murray (UNF), Jean Phillips (FSU), Ingrid Purrenhage (PHSC), Faith Ruiz (CCF), Shelly Schmucker (FSU), Madeline Sims (FSCJ), Elena Soltau (SSF), Courtlann Thomas (PSC), Martin Wood (FCALM).

FLVC/FALSC Staff: Ellen Bishop, Rick Chu, Michael Dieckmann, Brian Erb, Rachel Erb, Chase Fiorini, Devon Hickey, Susan Rodgers, Elijah Scott, Rebel Cummings-Sauls, Melissa Sykes, Dave Whisenant, Shawn Wilson.

Call to Order
The meeting was called to order at 1:00 p.m.

Welcome and Introduction
Scott welcomed everyone to FLVC offices in Tallahassee. Russell asked members to introduce themselves.

Consent Items
Prior to the meeting, a packet was sent out with detailed reports from the standing committees, as well as, June’s meeting minutes. Henderson made a motion to approve consent items, Messner seconded; Motion passed.
MCLS Processes and Procedures

Standing Committee Appointments
Prior to the meeting, a packet was sent out with detailed reports including all standing committee appointments. Russell presented the new standing committee members and thanked everyone who applied. Messner made a motion to accept standing committee appointments; Hawkins seconded. Motion passed. The new committee members will begin their terms on January 1, 2020.

RSSC MCLS Liaison
Prior to the meeting, a packet was sent out with detailed reports including the RSSC MCLS liaison appointment. Russell presented the liaison. Messner made a motion to accept the RSSC MCLS liaison; Driscoll seconded. Motion passed.

MCLS Meeting Dates
March 5-6, 2020 at UF, Gainesville and June 4-5, 2020 were presented as the next MCLS meeting dates. Scott stated the Standing Committee planning meeting would take place on June 3, 2020 before the MCLS meeting. Russell asked for volunteers to host the June MCLS and Standing Committee planning meetings. Rebecca Frank from St. Petersburg College volunteered.

UWF Management of FLVC and FALSC Discussion
The council discussed the future of FLVC and FALSC management whether under UWF or a new organization or institution. Dieckmann answered questions regarding UWF management of FLVC and FALSC from the council. Russell thanked Dieckmann for attending and answering questions. Russell presented a list of seven criteria, on behalf of the Executive Committee, to be considered for future management of FLVC and FALSC going forward. Discussion followed.

Additions and edits were recommended from council members. Russell asked members to email any additional suggestions and/or edits directly to her. The council agreed that Russell and the Executive Committee would edit the criteria into a final document. The document could then be presented to each institution’s provost and the Board of Governors.

FALSC Briefings

Executive Director Update
Scott updated the council on the OCLS/FALSC Group Services Agreement (GSA). The non-GSA percentage rate was 4.25% and was reduced to 2.75% under the GSA. That is a $483,372.00 savings over a five-year contract period. Russell thanked Scott for all his work on the GSA.

Integrated Library Services
Bishop briefed the council on two new LibGuides. A Circulation LibGuide (https://falsc.libguides.com/circguide) that includes circulation tables, a patron note box on the hold request page, and remote registration and reciprocal borrowers. There is also a new UBorrow LibGuide (https://falsc.libguides.com/uborrowguide) that includes FCS & SUS ILL unit codes/names, policies, borrowing and lending statuses, placing a recall, and common workflow errors, etc.

Next Gen ILS ITN
Bishop reviewed the timeline ILS ITN Timeline to date. Negotiations are still taking place for the Next Gen ILS ITN process. There is still a cone of silence. The Negotiation Team continues to refine issues and negotiations continue. The next steps include receiving and accepting the BAFO (Best and Final Offer). A posted notice of intent to award contract, an announcement, the contract execution, complete the structure for the Organizational Framework for LSP Implementation, work with Executive Committee for selection of the Working Group Members, and then, begin implementation. They hope to start implementation sometime in January. Bishop went over the Organizational Framework for the ILS Implementation. Discussion followed.
Library Support and Training
B. Erb introduced Melissa Sykes, the new Public Services Systems Specialists for Library Support and Training. Sykes responsibilities will include assisting in the coordination & delivery of training and documentation for FALSC, coordinating regional meetings, workshops and outreach. She will be organizing the regional meetings this year. Locations for the regional meetings include Florida State College at Jacksonville, College of Central Florida, and State College of Florida. Locations are still being determined for the Panhandle and South Florida.

B. Erb reviewed the OpenAthens Progress Checklist with the council. There will be a presentation on UCF OpenAthens Tour during the meeting tomorrow. It will include user journey from various access point and the OpenAthens administrative dashboard.

Mike Neff reviewed the Help Desk’s holiday schedule. He updated the council on changes coming to the Help Desk in 2020. They include replacing the existing case system, a new customer portal, updated knowledge base, and part of a larger effort to establish Atlassian suite of products and services.

Digital Services and OER
Cummings-Sauls shared Digital Services and OER’s vision and mission with the council. She requested on the 20-25 Strategic Plan. This can be found at https://drive.google.com/file/d/1VnFw17_Bm0dCG-Ey3kGrp0LH3YbF0da0/view?usp=sharing. Thank you to all of the institutions for hosting site visits and sharing openly about your local environments. All site visits and interviews with FALSC institutions have been completed. Analysis will be completed on this research, and raw data will be made openly available when anonymized.

Cummings-Sauls reviewed Digital Services and OER Florida statue connections. Highlights of OpenFL were presented to include the summer webinar series and fall follies. A copyright LibGuide is available at http://falsc.libguides.com/copyright. The Open Textbook Network (OTN) held train the trainer workshops at 5 locations around the state for 100 trained trainer. There is a statewide Zero Textbook Cost (ZTC) Icon. Use this icon anywhere textbook identification happens. We are collecting review standards now. Please submit standards, rubrics, policy, guidelines, etc. that are used to review or approve textbooks on your campus at http://falsc.libguides.com/openfl. Cummings-Sauls stated the OER Summit 2020 will take place in late April or early May. Possible locations include St. Petersburg College or Florida State College at Jacksonville. They are seeking volunteers.

Digital Services and OER completed Florida OJ upgrade, FL-Islandora updates and upgrade, and Archon Decommission and ArchivesSpace Migration. There is a new Florida Archives Portal. The search portal is available at https://archives.falsc.lyrtech.org/.

Cummings-Sauls presented to recommendations to the council. The first recommendation is the DISC would support the recommendations for the Digital Services and OER unit to decommission the Good EAD service. The Good EAD service should be decommissioned immediately. Discussion followed. The council voted unanimously to approve this recommendation.

The second recommendation is the DISC would support the recommendations for the Digital Services and OER unit to decommission the ETD Server and ETD Service. The unit will migrate existing members’ current ETD content stored on the ETD server as well as establish new workflows for future ETD services and ETD content in FL-Islandora. The ETD Service will accept submissions for Fall 2019 to give current users time to adjust to new workflows for Spring 2020 submissions. The ETD Server should be decommissioned after current members have confirmed their content transfer to FL-Islandora by FLVC staff, with a goal to decommission by Spring 2020.
This recommendation comes with the understanding that FLVC will not shut the ETD server off until after spring submissions have concluded. Discussion followed. The council voted unanimously to approve this recommendation.

The citation server is still under review. Compendex and INSPEC files will not move and will be removed. The content will be accessible through the vendor. We are looking at moving the database that supports this service, as a temporary solution.

**E-Resources**

**FALSC Licensed/Funded Materials**

R. Erb gave a brief recap on the Statewide Collection 2020. The FCS and SUS voted to cancel, EBSCO Art & Architecture Source in June 2019. FCS voted to extend Springer Nature for one year. EBSCO proprietary plus third-party products as a bundled quote is partially complete. There is a current surplus with Esbsco quote and it includes current S&P and Springer Nature quotes. Licenses still under review are LexisNexis, NewsBank, and De Gruyter Research Now. Henderson made a motion to accept the recommendation for the Statewide Collection 2020 renewals; Faust seconded. Motion passed.

R. Erb stated they are looking ahead to 2021 and are working with the CMESC. Two collection assessment tasks force have been formed. R. Erb will be the FALSC rep for the Usage Stats, Overlap Analysis, Holdings Task Force Curriculum. Leigh Mihlrad with be the FALSC rep for the Program Analysis Task Force.

Russell stated it was decided at the earlier CSUL meeting that the SUS would cancel RefWorks as of January 2021. A survey is being sent out for SUS institutions interested in FALSC negotiating a self-funded license for RefWorks. Erb reviewed the RefWorks transition plan.

**FALSC Coordinated/Group Licensed Materials**

R. Erb reviewed the Group Licensing timeline. The goal is for letters on intent to be distributed by December 12, 2019. Invoices will be sent out the week of December 16, 2019.

R. Erb reviewed the timeline for Consortia Manager to go live. They are currently in Phase 2 which consists of data migration and testing. This should be complete in February 2020. Phase 3 will include training, a soft launch, and marketing will begin in March 2020. The goal is to go live in July 2020.

**FLVC Net (Single Sign-On) Presentation**

Rick Chu gave a presentation on FLVC Net (Single Sign-On). Discussion followed.

**OpenAthens UCF Tour**

Brian Erb gave a web tour of OpenAthens UCF. Discussion followed.

**Vision 2025**

Messner reviewed the progression of the Vision 2025 for the MCLS. Messner presented a first draft of the Vision 2025. Discussion followed. Messner welcomed suggestions for revision. Please reach out to him with any suggestions. Messner, along with the Executive Committee, will compile into a document and present to the council at the next MCLS meeting. Russell thanked Messner for all the work and dedication he has put into creating a vision.

**Division of Library and Information Services Update**

Amy Johnson, the Florida State Librarian, updated the members on the business at the statewide level. The state is currently negotiating for a resource sharing platform. Johnson will be hosting a quarterly update webinar on December 19, 2019. The Florida Library Association is planning the Florida Library Legislative Day. It will take place on January 22, 2020 in Tallahassee. The National Library Legislative Day will be held in Washington D.C. in May 2020. Johnson is planning a
partnership meeting for January 9, 2020 to discuss how all library types across the state can partner and help each other. Johnson introduced Claudia Holland, Bureau Chief, for Bureau of Library and Development for the Division of Library and Information Services.

FCS Update
Teresa Faust, Florida College System (FCS) Chair, gave a report on the business of the FCS. She gave an overview of current projects, activities, and upcoming plans within the FCS.

SUS Update
Faye Watkins gave a report on the business of the SUS. She gave an overview of current projects, activities, and upcoming plans within the SUS.

New Business
There was no new business.

Adjournment
The meeting adjourned at 11:20 a.m. EST.
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COLLECTION MANAGEMENT AND E-RESOURCES STANDING COMMITTEE

Report on Current Activities for the Members Council on Library Services Meeting
March 5-6, 2020

CO-CHAIRS: Mark Marino and Tara Cataldo
MCLS LIAISON: Judy Russell

CURRENT ACTIVITIES:

2020 Statewide E-Resources Update:
Apart from a couple of licenses that are still under review at UWF, the 2020 collections are fully invoiced. There is a surplus of $44,471.30 to spend on a one-time purchase. The committee is investigating potential e-book purchases. FALSC staff have obtained offers from Gale, Proquest, DeGruyter and Cambridge and are comparing the title lists with the union catalog to determine which offer has the most unique content.

2021 Statewide E-Resources:
FALSC staff have begun the process of obtaining 2021 renewal price quotes from vendors and have calculated projections using an estimated 4% increase. At these estimates, and after the cancellation of Refworks, the 2021 shortfall is estimated around $73,000. FALSC expects to receive these quotes throughout the spring and will continue to negotiate for favorable pricing to reduce the shortfall as much as possible.

Florida Legislative Mandate:
In an effort to meet the legislative mandate, the committee is also exploring resources that could be licensed for all 40 institutions and what the impact would be to the rest of state collections and local collections. We have started by asking EBSCO for price quotes for Academic Search Complete and Academic Search Premier. EBSCO’s response to the requests illustrates how complicated these initiatives will be as they indicate any “downgrades” will result in adjustments to all our EBSCO product renewals.

FALSC Regional Meetings:
Members of the committee are preparing and submitting a proposal to present at the Spring Regional Meetings. The presentation will center around what the CMESC does and the impact of our work.
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DIGITAL INITIATIVES STANDING COMMITTEE

Report on Current Activities for the Members Council on Library Services Meeting
March 5-6, 2020

CHAIR: Xiying Mi
MCLS LIAISON: Carol Hixson

CURRENT ACTIVITIES:
This report reflects DISC activities from December 2019-February 2020. The group has met three times by conference call and covered the following activities and topics:

1. DISC invited librarians presented on ETD workflow. This is to facilitate a smoother transition for sunsetting the ETD service.
2. Sunsetting Good EAD and ETD services are underway. Recommendations for sunsetting the Good EAD service and the ETD Server approved in December.
3. Florida Open Academic Library launched and live.
4. Contributions of OER review standard are encouraged.
5. Subgroups in DISC: 1) Statewide Metadata Standards group – Pulling together standards for the top 11 elements. 2) Digital Preservation- Looking at the use for the group – who is it used by and useful for. Also working on comparing digital preservation systems.
6. DS+OER unit sent out surveys broadly to collect information regarding information on platforms replacement.
7. Starting this year, DISC invites volunteer members to share their projects/works at their own digital libraries.
8. Regular DS+OER unit updates provided.
9. DISC is always keeping contact with SSDN and getting SSDN updates periodically.
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LIBRARY ASSESSMENT STANDING COMMITTEE

Report on Current Activities for the Members Council on Library Services Meeting
March 5-6, 2020

CO-CHAIRS: Kirsten Kinsley and Tammera Race
MCLS LIAISON: Katie Sacco
Listserv: FLVC-LIBRARY-ASSESSMENT-SC@Listserv.flvc.org

CURRENT ACTIVITIES:
Meetings notes can be accessed here: http://falsc.libguides.com/c.php?g=845532&p=6044733

Last meeting was on January 29, 2020

- At our December meeting, Dr. Becky Croxton (UNC-Charlotte) shared her presentation for North Carolina’s library assessment dashboard based on ACRL metrics. Key metrics included: materials expenditure per student FTE, total enrolled students per staff FTE, number of titles (physical and electronic) per student FTE, and total degrees awarded.
- At our January meeting, we continued our discussion of which metrics to include on a summary dashboard for Florida college and university library assessment.
- We solicited volunteers to serve as a subgroup evaluating possible data organization and visualization tools (Tableau, Google Data Studio, Microsoft BI). Our primary criteria are cost, shareability, and accessibility.
- Member Alicia Long is our liaison to the ALA LAR-LLAMA committee (American Library Association, Library Assessment Repository, Library Leadership & Management Association). The LASC will provide testers for the LAR submission form. Longer term, LASC will consider linking our site to national efforts.
- We encouraged LASC committee members to present at the FALSC Regional Symposia. Alicia Long and Tammera Race are creating slides to describe the committee’s work. Members can use these at their regional meetings, supplementing with their own projects as appropriate.
- As a follow up to our January meeting, Kirsten Kinsley and Tammera Race met with FASLC (Elijah Scott, Brian Erb, Rachel Erb) to review a sample visualization created by FSU graduate student and to discuss priority questions for FALSC.
- Our next meeting is scheduled for February 26, 2020.

FUTURE PLANS:
Our future topics include:
- OpenAthens
- Inviting Laura Spears (Assessment librarian, UF) to speak with LASC
- Creating a data dictionary for the Florida academic libraries assessment repository
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RESOURCESHARINGSTANDINGCOMMITTEE

Report on Current Activities for the Members Council on Library Services Meeting
March 5-6, 2020

CHAIR: Rita Dickey
MCLS LIAISON: Stephanie Clark

CURRENT ACTIVITIES:

The RSSC discussed and approved a policy for adding Media to UBorrow. The committee has sent an inquiry to the Access Services listserv for libraries interested in adding their media.

The policy is as follows and can be found at: https://falsc.libguides.com/c.php?g=850121&p=6082380

UBorrow – Media items
• Media items are: DVD’s, CD’s, VHS, musical scores, Audio Books (discs), LP’s.
• Loan period – 14 days
• Renewal period – 7 day
• Policies:
  • Participation is optional.
  • Damaged and/or Lost.
    o Follow UBorrow lost book/damaged policies (found under Historical Documents .. UBorrow Policies_20150604)
  • Shipping.
    o Ship via Delivery (DLLI). Protect the item by placing the item in bubble wrap or padded envelope before placing the item in the Delivery (DLLI) bag.
    o Optional is the ability to send via UPS/FedEx.
    o Not required to return items back UPS/FedEx.
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TECHNICAL SERVICES STANDING COMMITTEE

Report on Current Activities for the Members Council on Library Services Meeting
March 5-6, 2020

CO-CHAIRS: Madeline Sims and Bonita Pollock
MCLS LIAISON: Melissa Stinson

CURRENT ACTIVITIES:
TSSC meets the second Monday of each month from 2:00 - 3:30 pm. Upcoming meeting dates: March 23 [moved due to spring break conflicts], April 13, and May 11.

During the past quarter, the FLVC Technical Services Standing Committee (TSSC) met three times. Below is a summary of activities for the past quarter.

Metadata Quality Control Subcommittee (MQCS)
MQCS is working on guidelines and documentation for the superuser first project - the GPO duplicates with multiple formats on the same record.

UF and USF are currently remediating their records in the catalog which have no 035 field for matching purpose.

Institutions participating in the Florida EAST project are now using the new approved 583 field to identify their records. Institutions participating in the cohort project are FAU, FGCU, FLARE, FIU, FSU, UNF, UF, and UWF.

eResource Task Force
The Knowledge Unlatched (KU) project is near completion. A new record set has been loaded for most schools who have this collection. Old records have been removed from the catalog.

The EEBO collection (Early English Books Online) has been reloaded with new records containing the new platform links. A process for removing the old EEBO records is currently under discussion.

The ECCO collection (18th century collections online) has been evaluated. A new set of records will be loaded for the schools who need them. Cleanup of old ECCO records is forthcoming.

The Readex collections are being evaluated for cleanup in the future.

Statewide college eBook collection
The task force for the statewide college eBook collection is finalizing this project. Their last meeting was February 14th. They are coordinating withdrawal recommendations with UISC and CMESC for final approvals before withdrawals are made.
TSSC Spring Symposium Presentation
TSSC will be presenting at the spring symposiums in April. Presentation title is TSSC Cataloging Projects.

Trainings Subcommittee
TSSC created a new training subcommittee. Group has met once and are brainstorming training topics to present via webinars. More information to be shared when training dates are set.
TEXTBOOK AFFORDABILITY AND OER STANDING COMMITTEE

Report on Current Activities for the Members Council on Library Services Meeting
March 5-6, 2020

CHAIR: Jennifer Gregor
MCLS LIAISON: Todd Chavez

CURRENT ACTIVITIES:

Committee meetings were held: Dec. 12th, Jan. 9th, Feb. 13th

Topics of discussion and collaborative efforts:

Florida Open Academic Library

Open Education Week planning and promotion

2020 OER Summit planning, sponsors, LibGuide

OPEN FL shared drive for marketing, assessment, and other shared materials

Creative Commons Boot camp opportunity
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USER INTERFACES STANDING COMMITTEE

Report on Current Activities for the Members Council on Library Services Meeting
March 5-6, 2020

CHAIR: Brittnee Fisher
MCLS LIAISON: Margaret Hawkins

CURRENT ACTIVITIES:

The User Interfaces Standing Committee created a subcommittee which was asked to review and weed the FCS state-wide shared ebook collection. The total number of items to be reviewed was 26,231. After the review, the committee recommended 3,011 for withdrawal. The subcommittee presented its list of titles recommended for withdrawal to the full UISC on February 17. The Committee approved sending the list of titles to the Technical Services Standing Committee (TSSC) and the Collection Management and E-Resources Standing Committee CMESC for review. Many titles have been weeded from this collection since it was acquired over ten years ago. There are few ebooks left in the areas of STEM and Law.
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### MEMBERS COUNCIL ON LIBRARY SERVICES

#### EXECUTIVE COMMITTEE ELECTIONS

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<tr>
<td><strong>Past Chair</strong></td>
<td>Kathy Miller (SUS) (Year 3 of 3)</td>
<td>Tom Messner (FCS) (Year 3 of 3)</td>
<td>Judy Russell (SUS) (Year 3 of 3)</td>
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<td><strong>Current Chair</strong></td>
<td>Tom Messner (FCS) (Year 2 of 3)</td>
<td>Judy Russell (SUS) (Year 2 of 3)</td>
<td>Stephen Bannister (FCS) (Year 2 of 3)</td>
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<td><strong>Chair-Elect</strong></td>
<td>Judy Russell (SUS) (Year 1 of 3)</td>
<td>Stephen Bannister (FCS) (Year 1 of 3)</td>
<td><strong>Officer: Elect (SUS) (Year 1 of 3)</strong></td>
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<td>• 3-year term</td>
<td>Meg Hawkins (FCS)</td>
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<td><strong>Officer: Elect</strong></td>
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<td><strong>Secretary</strong></td>
<td>Brian Doherty (SUS) (Year 1 of 2)</td>
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<td><strong>Officer: Elect (SUS) (Year 1 of 2)</strong></td>
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<td>• 2-year term</td>
<td>Karen Griffin (FCS) (Year 2 of 2)</td>
<td>Janice Henderson (FCS) (Year 1 of 2)</td>
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Excerpts from Operating Procedures:

I. MEMBERS COUNCIL ON LIBRARY SERVICES

Section C. Officers of the Members Council on Library Services

1) Officers: The officers of the Members Council on Library Services shall consist of the Chair, the Vice Chair (Chair-Elect), the Past Chair, and the FALSC Executive Director, who serves as an Ex Officio member. The Chair, Chair-Elect, and FALSC Executive Director serve on the Florida Virtual Campus Executive Advisory Council.

2) Selection of Officers and Term of Office: The Members Council will hold an annual election for its Officers. The Chair and Vice Chair shall alternate between members from the State University System and the Florida College System. The term of office shall commence on the first day of July each year. Each officer shall serve for one year. A Nominating Committee consisting of one current officer and one non-officer and one additional Member Council member will provide a slate of nominations for the June MCLS meeting, where the vote will be taken.

3) Vacancy in Office: In the event of a vacancy in the office of the Chair, the Vice Chair shall assume the position of Chair and shall serve out the remainder of the Chair’s term of office. In the event of a vacancy in the office of the Vice Chair, the Members Council shall hold a special election as soon as possible to select a successor who shall serve out the remainder of the Vice Chair’s term of office. In the event of a vacancy in the office of Past Chair, the previous Past Chair shall serve out the remainder of the Past Chair’s term of office.

4) Chair: The Chair shall preside at all meetings of the Members Council and shall have the authority to call any special or emergency meetings of the Board. The Chair shall serve as the official spokesperson of the Members Council.

5) Vice Chair (Chair-Elect): The Vice-Chair shall perform the duties of the Chair and have the same power and authority in the absence or disability of the Chair.

6) Staff: FLVC staff will assist the Members Council by arranging the meetings and logistics, preparing minutes for the Member Council meetings, conducting searches for committee members, and other activities as needed.

II. The Executive Committee

Section B. Membership of the Executive Committee

1) Membership: The Chair, Vice Chair (Chair Elect), and the Past Chair of the Members Council will serve as officers of the Executive Committee for the duration of their terms as officers of the Members Council. In addition, the Members Council shall elect two at-large representatives for two-year terms on the Executive Committee and a Secretary who shall record, prepare, and submit minutes of all Executive Committee meetings. The FALSC Executive Director is an Ex Officio member of the Executive Committee.

2) Term of Office: Terms will be staggered, with a new at-large representative being elected each year. As with the Chair and Vice Chair (Chair Elect), these two additional representatives shall be selected so that one is from the Florida College System and one from the State University System.
2020 FALSC Standing Committee Vacancies

Vacancies:

- **Digital Initiatives Standing Committee (DISC)**
  One (1) Vacancy – *Term begins July 1, 2020 and ends June 30, 2023.*
  - 1 – SUS from research institution

- **Library Assessment Standing Committee (LASC)**
  Four (4) Vacancies – *Terms begin July 1, 2020 and end June 30, 2023.*
  - 2 – FCS member from small institution
  - 1 – FCS member from medium institution
  - 1 – SUS from research institution

- **Resource Sharing Standing Committee (RSSC)**
  One (1) Vacancy – *Term begins July 1, 2020 and ends June 30, 2023.*
  - 1 – FCS member from medium institution

- **Textbook Affordability and OER Standing Committee (TAOERSC)**
  Six (6) Vacancies – *Terms begin July 1, 2020 and end June 30, 2023.*
  - 1 – FCS member from medium institution
  - 3 – FCS member from large institution
  - 1 – SUS from other institution
  - 1 – SUS from research institution
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Criteria for Future Management of FLVC/FALSC

Based upon the October 1, 2019, publication Recommendations to Increase Participation in the Complete Florida Degree Initiative by the Board of Governors of the State University System of Florida (SUS) and the Florida Department of Education (DoE), it appears likely that administration of the Complete Florida Plus Program (CFPP), including the Florida Virtual Campus (FLVC) and its components, Distance Learning and Student Services (DLSS) and the Florida Academic Library Services Cooperative (FALSC), will be removed from the University of West Florida (UWF) in the 2020 legislative session. Because the support, resources and services of FLVC and FALSC are so essential to all students, faculty and other patrons served by the libraries of the Florida College System (FCS) and the SUS, the Members Council on Library Services (MCLS) has developed these criteria for consideration by those who will ultimately decide on the future management of CFPP and FLVC/FALSC.

1. **Future management of FLVC**, including FALSC and DLSS, will benefit by being administered separately from the CFPP due to inherent divergences in program missions. For example, CFPP is primarily as “Degree Completion” program, whereas FLVC, DLSS, and FALSC are primarily academic support programs for library services and academic technology that support specific legislative priorities that are distinct from those assigned to CFPP.

2. CFPP, including FLVC and its subordinate units (DLSS and FALSC), should report sufficiently high within a new host/parent organization to obtain the support necessary to fulfill their legislatively-mandated responsibilities. The new administration must be capable of managing the critical academic degree completion initiative of CFPP as well as supporting the complex academic technology and library services missions of FLVC and its subordinate units (DLSS and FALSC). It must be prepared to provide continuous and effective advocacy for the collaborative statewide academic support resources and services of DLSS and FALSC. This may entail FLVC or its component units performing parallel, rather than subordinate, roles to the CFPP under a revised organizational structure.

3. For transparency and accountability, the appropriations provided for these important legislatively-mandated programs need to be provided as one or more separate line items in the budget of the new host/parent organization, dedicated specifically to the missions of the programs and clearly differentiated from other appropriations received by the new administration. A new host/parent organization should understand that it is receiving these appropriations and managing these programs for the benefit of the SUS and the FCS, so the appropriated funds and any carryforward that may be generated cannot be used for other purposes.

4. FLVC and its subordinate units (DLSS and FALSC) are mandated to offer an array of technological services and licensed resources. As such, the units require robust human resources, purchasing, legal, and financial support services. A new host/parent organization must be capable of timely provision of those support services. Other important considerations are the ability to maintain the current salary and benefits for CFPP employees, as well as the capacity for more nimble contract negotiation, review, and implementation. State-wide e-resources licensing and major procurements and implementations like the current multi-million dollar acquisition of a new Integrated Library System to serve the libraries and their patrons are examples of the vital work of the organization that require this robust organizational support.
5. Any transfer of administrative responsibilities of CFPP and its subordinate units should be used as an opportunity to reevaluate the appropriations for these programs and ensure they receive adequate funding to fulfill their legislatively-mandated responsibilities. For example, funding allocated to FALSC for state-wide licensing of e-resources has not been increased since 2012. This lack of funding to cover annual price increases has resulted in the loss of significant content and shifted the costs of other content, often at higher prices than the collaborative licenses negotiated by FALSC, to individual libraries at a time when increased resources are essential to support the academic success of the students. Legislation should restore the lost purchasing power of FALSC, estimated at over $2 million, and also authorize mechanisms to provide annual increases at least sufficient to cover future price increases for e-resources. Ideally, the Legislature will ensure adequate resources in FY 2020-2021 and beyond to meet all aspects of the legislative mandate of s.1006.73, which includes the requirement that FALSC provide “[an] Internet-based searchable collection of electronic resources which shall include, but not be limited to, full-text journals, articles, databases, and electronic books that the Florida Virtual Campus licenses pursuant to s. 1006.72.”

6. New legislation should make CFPP and FLVC, along with its subordinate units (DLSS and FALSC), accountable to their primary customers. For FLVC, DLSS and FALSC that is the SUS and FCS institutions on behalf of the students they serve. Current "advisory councils" such as the FLVC Executive Advisory Council (EAC) and the FALSC and DLSS members' councils should transform into "oversight boards" that propose, prioritize, and approve essential state-wide support programs and services. This will ensure alignment with the needs of their primary customers and organizational effectiveness in the delivery of programs and services to those customers.

7. Other than the 5% administrative fee allowed in statute, all funding appropriated for CFPP, FLVC, DLSS and FALSC that was expended by UWF or taken through carry forward sweeps and other administrative actions needs to be restored for the use of those programs and included in the resources that are transferred to the new administration. (This restoration of funds needs to occur whether or not these programs are transferred from UWF to another organization.) Additionally, any UWF staff that have been transferred to FLVC budget lines without competitive hiring should be returned to UWF and the positions re-evaluated for their benefit to FLVC and its subordinate units. If the positions are needed, they should be filled through competitive hiring by the new administration. The current audit requested by the Chancellors of the Department of Education and the SUS Board of Governors may detail some of the costs and assets that should be restored and transferred. FALSC senior staff and the MCLS and DLSS Executive Committees can assist in identifying the full scope of this funding and these other resources.

8. The MCLS holds in high regard the dedicated professionals who have been serving our institutions, some for more than 20 years. The competitively hired employees of FLVC should be held harmless in this transition. Moving these employees out of the State University System of Florida (SUS) will cause these individuals to lose salary and other benefits. Depending on the organization which assumes responsibility for FLVC and its subordinate units, the employees may also have to function under travel and other restrictions that will make it more difficult for them to serve the 40 institutions in the FCS and SUS. All employees in good standing with the FLVC, other than UWF employees transferred to FLVC budget lines without competitive hiring, should be ensured equivalent positions, compensation and benefits in a new host/parent organization. Failure to do this will almost certainly result in a loss of experienced personnel, which will cause irreparable harm to the organizations and the colleges and universities they serve.
The Members Council on Library Services (MCLS)

Students, faculty, staff and other patrons of the libraries from all 40 public colleges and universities in Florida are served through advisory representation of library deans and directors on the MCLS. The MCLS is one of the only collaboratively coordinated organizations that simultaneously serves all 40 public higher education institutions in Florida. It provides advice and support to the Complete Florida Plus Program (CFPP), the Florida Virtual Campus (FLVC), the Florida Academic Libraries Services Cooperative (FALSC), and other related legislatively mandated programs. MCLS has a long track record of resource oversight and effective strategic advisement. It is uniquely positioned to lead state-wide efforts to fulfill the responsibilities of our libraries in academic support and student success on our campuses and throughout the state. It is in this context that we offer these criteria for consideration and action.
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Memorandum

TO: Member’s Council for Library Services (MCLS), Florida Virtual Campus (FLVC)

FROM: Executive Committee (ExCom)* of FLVC Distance Learning and Student Services Members’ Council (DLSS-MC)

DATE: January 10, 2020

SUBJECT: Recommendations Regarding the Future of Complete Florida Plus Program (CFPP) and the Florida Virtual Campus (FLVC)

Motivation for this Response

Given recent events that have received media attention and have prompted the Florida Virtual Campus’ (FLVC) Member’s Council for Library Services (MCLS) to recommend various organizational and operational changes, the Executive Committee of the Distance Learning and Student Services Members Council (DLSS-MC) of the FLVC would like to voice our continued support for the benefits of FLVC and offer suggestions for the future.

This document is meant to, where appropriate, incorporate ideas put forward by the Member’s Council for Library Services (MCLS), along with attending to recommendations from consultant Russ Adkins’ 2019 report (Appendix I) and subsequent DLSS-MC member feedback. The Executive Committee of the DLSS-MC intends to present the ideas contained in this document to the full DLSS-MC for discussion at its next meeting (February 2020). However, the Executive Committee has agreed that to remain silent until after the next meeting would risk leaving the DLSS-MC without a voice as stakeholders listen and formulate their opinions about how to best proceed with FLVC.

Background on DLSS and FLVC

The Distance Learning & Student Services division (“DLSS”) of the Florida Virtual Campus (“FLVC”) began service to the state as the Florida Community College Distance Learning Consortium in 1998. The “Consortium” as it was known in those days was a member-driven entity that leveraged the energy of the 28 community colleges as online learning enrollment grew among schools in the state. In those times, the state’s community colleges were the early adopters and advocates of online education, yet success on the cutting edge was challenging for those institutions operating as silos. By virtue of sharing and collaboration, the Consortium provided the framework for an interdependence with members that enabled success and services that would not otherwise have been possible without the FCCDLC (Adkins, 2019). Today’s DLSS engages with each of the 28 institutions of the Florida College System, each of the 12 universities in the State University System of Florida and coordinates with the Independent Colleges and Universities of Florida. Because of this long history with the organization, DLSS-MC members, similar to the MCLS members, have a vested interest in the future of the organization as a whole.  

We have
enjoyed various benefits from both the services provided and the professional collaboration opportunities that the members’ councils foster.

As is the case with higher education overall, our students are shifting a percentage of their course enrollments online. Over the past 5 years, FLVC member institutions have seen consistent growth in online course and program enrollments. Because online course delivery has become the norm, rather than the exception, there is increased value in this type of cooperative organization. In fact, an organized group focused on the strategic direction of online learning is essential for the future. For example, given the increase in online enrollment, policy makers are increasingly interested in ensuring that students are engaged in consistent and cost-effective online education. This interest manifests itself in frequent policy changes, which would be all the more difficult to navigate without the help of our members’ council.

Additional critical institutional benefits of membership in the FLVC include:

- Consortium pricing on tools and technology, based on scale of aggregate enrollment.
- Maintenance and support for publishing of online course and program schedules in the FLVC “Florida Shines” electronic catalog as required by FL Statute 1006.735(3).
- Provide opportunities to strengthen and expand two-plus-two partnerships (FL Statute 1007.23) between the FCS and SUS.
- Quarterly meetings to share best practices and create consistency for students across institutions.
- Annual symposia addressing national trends and issues in online education including compliance with federal regulation, supporting students in the online environment, adapting to the changing educational marketplace as well as various emerging and innovative practices.

The above establishes FLVC as one of the few venues where the Florida College System and State University System work together to create transparency for the good of Florida’s students. FLVC’s efforts impact affordability, regulatory compliance, provides consistent student supports via FloridaShines and MyCareerShines, as well as many other services. This is made possible without needing independent institutional efforts.

As the electronic course delivery missions of our institutions evolve beyond term-based online and hybrid models that have been so successful, maintenance of our strong state-wide, cross-system consortium will be crucial to our collective success.

In Support of and Agreement with the MCLS/FALSC

The DLSS-MC Executive Committee (ExCom) recognizes that the MCLS has drafted some thoughtful recommendations and will use them as a starting point for our additional response below.

MCLS Recommendation 1: Future management of FLVC/FALSC, including FALSC and DLSS, will benefit by being administered separately from the CFPP due to inherent divergences in program missions. For example, CFPP is primarily as “Degree Completion” program, whereas FLVC, DLSS, and FALSC are primarily
academic support programs for library services and academic technology that support specific legislative priorities that are distinct from those assigned to CFPP.

DLSS-MC ExCom Response: We agree with the substance of this recommendation but would like to add that, now that they have merged, the administrative functions of CFPP and the FLVC, with its two member’s councils, may be hard to separate. One example is the reliance of both programs on the electronic course catalog (“Florida Shines”).

MCLS Recommendation 2: CFPP, including FLVC and its subordinate units (DLSS and FALSC), should report sufficiently high within a new host/parent organization to obtain the support necessary to fulfill their legislatively-mandated responsibilities. The new administration must be capable of managing the critical academic degree completion initiative of CFPP as well as supporting the complex academic technology and library services missions of FLVC and its subordinate units (DLSS and FALSC). It must be prepared to provide continuous and effective advocacy for the collaborative statewide academic support resources and services of DLSS and FALSC. This may entail FLVC or its component units performing parallel, rather than subordinate, roles to the CFPP under a revised organizational structure.

DLSS-MC ExCom Response: We agree that the organization needs the stature required to fulfill its mission. We agree with this recommendation, in the event that FLVC and its members’ councils are housed under a larger organization.

MCLS Recommendation 3: For transparency and accountability, the appropriations provided for these important legislatively-mandated programs need to be provided as one or more separate line items in the budget of the new host/parent organization, dedicated specifically to the missions of the programs and clearly differentiated from other appropriations received by the new administration. A new host/parent organization should understand that it is receiving these appropriations and managing these programs for the benefit of the SUS and the FCS, so the appropriated funds and any carryforward that may be generated cannot be used for other purposes.

DLSS-MC ExCom Response: We agree with the need for transparent and separate financial operations. This will be elaborated in our recommendations below.

MCLS Recommendation 4: FLVC and its subordinate units (DLSS and FALSC) are mandated to offer an array of technological services and licensed resources. As such, the units require robust human resources, purchasing, legal, and financial support services. A new host/parent organization must be capable of timely provision of those support services. Other important considerations are the ability to maintain the current salary and benefits for CFPP employees, as well as the capacity for more nimble contract negotiation, review, and implementation. State-wide e-resources licensing and major procurements and implementations like the current multi-million dollar acquisition of a new Integrated Library System to serve the libraries and their patrons are examples of the vital work of the organization that require this robust organizational support.

DLSS-MC ExCom Response: We agree that FLVC and the members’ councils have been hindered by a lack of these resources. The extended time required for negotiating contracts has been especially frustrating to the DLSS. We support the MCLS in their endeavors to retain and improve their library
resources as they are indispensable in fulfilling our mission to provide distance learning to students.

MCLS Recommendation 5: Any transfer of administrative responsibilities of CFPP and its subordinate units should be used as an opportunity to reevaluate the appropriations for these programs and ensure they receive adequate funding to fulfill their legislatively-mandated responsibilities. For example, funding allocated to FALSC for state-wide licensing of e-resources has not been increased since 2012. This lack of funding to cover annual price increases has resulted in the loss of significant content and shifted the costs of other content, often at higher prices than the collaborative licenses negotiated by FALSC, to individual libraries at a time when increased resources are essential to support the academic success of the students. Legislation should restore the lost purchasing power of FALSC, estimated at over $2 million, and also authorize mechanisms to provide annual increases at least sufficient to cover future price increases for e-resources. Ideally, the Legislature will ensure adequate resources in FY 2020-2021 and beyond to meet all aspects of the legislative mandate of s.1006.73, which includes the requirement that FALSC provide “[an] Internet-based searchable collection of electronic resources which shall include, but not be limited to, full-text journals, articles, databases, and electronic books that the Florida Virtual Campus licenses pursuant to s. 1006.72.”

DLSS-MC ExCom Response: We support this recommendation for the same reasons stated above.

MCLS Recommendation 6: New legislation should make CFPP and FLVC, along with its subordinate units (DLSS and FALSC), accountable to their primary customers. For FLVC, DLSS and FALSC that is the SUS and FCS institutions on behalf of the students they serve. Current "advisory councils" such as the FLVC Executive Advisory Council (EAC) and the FALSC and DLSS members’ councils should transform into "oversight boards" that propose, prioritize, and approve essential state-wide support programs and services. This will ensure alignment with the needs of their primary customers and organizational effectiveness in the delivery of programs and services to those customers.

DLSS-MC ExCom Response: We agree that the organization has not been sufficiently accountable to its primary customers. In our recommendations below, we offer a solution that will make it accountable to both systems again.

MCLS Recommendation 7: Other than the 5% administrative fee allowed in statute, all funding appropriated for CFPP, FLVC, DLSS and FALSC that was expended by UWF or taken through carry forward sweeps and other administrative actions needs to be restored for the use of those programs and included in the resources that are transferred to the new administration. (This restoration of funds needs to occur whether or not these programs are transferred from UWF to another organization.) Additionally, any UWF staff that have been transferred to FLVC budget lines without competitive hiring should be returned to UWF and the positions re-evaluated for their benefit to FLVC and its subordinate units. If the positions are needed, they should be filled through competitive hiring by the new administration. The current audit requested by the Chancellors of the Department of Education and the SUS Board of Governors may detail some of the costs and assets that should be restored and transferred. FALSC senior staff and the MCLS and DLSS Executive Committees can assist in identifying the full scope of this funding and these other resources.

DLSS-MC ExCom Response: We agree with this recommendation, with emphasis on relying on the results of the audit.
MCLS Recommendation 8: The MCLS holds in high regard the dedicated professionals who have been serving our institutions, some for more than 20 years. The competitively hired employees of FLVC should be held harmless in this transition. Moving these employees out of the State University System of Florida (SUS) will cause these individuals to lose salary and other benefits. Depending on the organization which assumes responsibility for FLVC and its subordinate units, the employees may also have to function under travel and other restrictions that will make it more difficult for them to serve the 40 institutions in the FCS and SUS. All employees in good standing with the FLVC, other than UWF employees transferred to FLVC budget lines without competitive hiring, should be assured equivalent positions, compensation and benefits in a new host/parent organization. Failure to do this will almost certainly result in a loss of experienced personnel, which will cause irreparable harm to the organizations and the colleges and universities they serve.

DLSS-MC ExCom Response: We agree that the staff who serve our institutions bring invaluable experience to their roles and that their lengthy service should be considered in the transition we are proposing. We concur with the statements of the MCLS.

Building on the MCLS Recommendations and Suggesting a Way Forward

1. Since UWF has failed to manage the organization with the same professionalism or level of service (i.e. extensive delays in contracting and unsustainable numbers of vacant positions in the organization) that we benefitted from when it existed in other management structures, FLVC should be moved away from UWF. We recognize that this is no small administrative task and that it may take multiple legislative cycles to plan and accomplish.

2. Once independent of UWF, FLVC must remain at an entity where it can serve both FL higher education systems. Adkins (2019) recognized that UWF and the FL BOG have driven DL priorities for both systems for the past several years. He also recommended that the FLVC DLSS help close the perceived gap between the colleges and university and suggested that we “Maintain the dual SUS/FCS mission, but only if a consensus can be reached that enables the FLVC/DLSS to operate quasi-independent of UWF and the SUS BOG, while serving the strategic needs of both systems simultaneously...” (Adkins, 2019)

3. As an extension of #6 above, (also Adkins, 2019 #4) the organization must be realigned with the mission of serving its constituent institutional members and the students of FL, not the priorities of its parent organization. As part of this mission, the FLVC will serve as a strategic research arm for distance learning across the state of Florida.

4. We believe that the best way to accomplish these recommendations is to re-establish the FLVC as a quasi-independent entity with joint oversight from both systems.
A. The authorizing legislation from 2012, prior to placement at UWF, is still relevant. 1006.73 (2) The chancellors of the Florida College System and the State University System shall exercise joint oversight of the Florida Virtual Campus and shall establish its governance and reporting structure, administrative and operational guidelines and processes, staffing requirements, and operational budget. All data center services needed by the Florida Virtual Campus shall be provided by a primary data center established pursuant to ss. 282.201 and 1004.649.

- This would provide the joint oversight that members want.
- The organization would be more agile in seeking favorable pricing and executing its own contracts.

B. Placement in another government agency will remove the administrative structure from direct contact with the constituents it serves.

C. This same statute in 3. (d) allows the FLVC to contract with an institution for fiscal services that would be impractical for it to provide for itself. This model makes the FLVC a customer of the institution and incentivizes those services to be provided in a timely and professional manner.

Closing

We appreciate our counterparts in the MCLS opening this discussion. We believe that, as institutional representatives to our respective members’ councils, we provide a key link between our institutions and the organization that is charged with serving us and our students. We have a vested interest in preserving the organization and helping to strengthen it moving forward. Evidence is emerging that UWF may not have been the active partner in that effort that our institutions deserve; therefore, we believe that FLVC, and possibly CFPP, should be removed from the oversight of UWF, according to the guidelines and recommendations proposed by both members’ councils above.

* Executive Committee (ExCom)* of FLVC Distance Learning and Student Services Members’ Council (DLSS-MC)
Kelvin Thompson, Ed. D., Chair, DLSS-MC
Josh Strigle, Past Chair, DLSS-MC
Kendall St. Hilaire, Ed. D., Chair-Elect, DLSS-MC
Michelle Franz, Chair, Standing Committee on Online Instruction, DLSS-MC
Robert Fuselier, Standing Committee on Student Support/Web Services, DLSS-MC
Bill Waters, Ph.D., Chair, Standing Committee on Strategic Partnership and Licensing, DLSS-MC