Building Next Generation Consortium Services
Part 1: Background for Change

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Agenda

- Reasons for change
- Environment
  - Ministry of Education and Culture
  - The Finnish Library network – organised structures to support cooperation
- National Library as a service centre
- Distribution of work at national level
- Discussion
Reasons for change
Changes in the working environment – perspective on digital services

- **User needs**
  - Access, new types of content, integration of services

- **E-content**
  - E-books, digitised content, data

- **New technologies**
  - Web 2.0/3.0, mobile devices, semantic web
  - Demand for openness: open access, open data, open API’s

- **Standardisation**
  - New identifiers, long term preservation, metadata

- **Legal issues**
  - Copyright, legal deposit, P-P solutions for digitisation

- **Economic crisis**
Reasons for change in Finland

- National policy to promote openness
  - Government programme
  - Act on Information Management Governance in Public Administration
  - Public Administration Recommendations
- Cross sector cooperation
  - Archives, libraries, museums
- IT solutions are outdated
  - Voyager, Aleph, MetaLib, local solutions
- Need to integrate various services with each other
- The needs of libraries and their users
- Changes in the library network: merges of organisations
The Environment
Ministry of Education and Culture

Minister of Education and Science
State Secretary

Minister of Culture and Sport
State Secretary

Communications and Public Relations

International Relations

Internal Audit

Permanent Secretary

Department for Education and Science policy
- Department Office
- General Education Division
- Vocational Education Division
- Division for Higher Education and Science
- Higher Education Research

Department for Cultural, Sport and Youth policy
- Division for Cultural Legislation and Finance
- Division for Art Policy
- Cultural Export and Exchange Unit
- Division for Cultural Policy
- Copyright Unit
- Sports Division
- Youth Policy Division

Administration Department
- Administration and Budget Division
- Human Resources Division
- Internal Services
- Finance Division
- Information Management Division
- Financial Controllers
The Finnish Library network – organised structures to support cooperation
Figures

- 15 universities
- 25 polytechnics
- 200+ special libraries
- 19 regional public libraries;
  300+ municipalities
The Library Network

- The network consists of 4 library sectors
  - Universities, polytechnics, special libraries and public libraries
- Each sector has organised its own activities
  - Council + working committee structure
  - Each sector has a chair person and a secretary
- 2 library consortia in the country
  - Linnea – library system
  - FinELib – national licensing and national portal
What the libraries expect of the National Library?

- High quality and cost effective services
- Partnership as a working model
- Good evaluation and feedback systems
- Professional management of central services
National Library as a service centre for the Finnish Libraries
Services for the Finnish Libraries by NL

National Library
National Library Network Services
- Administration and financing
- Communication
- Training
- Research library statistics
- Service and customer surveys

Licensing of e-content
National Digital Library
Library systems services and databases
Institutional repositories
FinELib – national licensing of e-content

- Defined as a research infrastructure
- License agreements on Finnish and international electronic material, especially scientific journals
- Members include all Finnish universities, polytechnics and public libraries, in addition ca 40 research institutes and special libraries
## FinELib - national licensing

<table>
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<th><strong>Consortium</strong></th>
<th>All universities, polytechnics and public libraries, ca 40 research institutes</th>
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| **Content**    | 38 000+ e-journals  
360 000+ e-books  
Reference books (4400), databases (112), citation management tools etc.  
60+ contracts |
| **Usage**      | 24,5 mill article downloads |
| **New development** | Integration with research evaluation |
# Library Management Systems Services – LMS and National Union Catalogue

| Customers                  | All universities  
|                           | All polytechnics  
|                           | Research institutes  |
| Server                    | One server hosted by IT Center for Science  
|                           | (Library systems: Voyager, Aleph  
|                           | National portal: MetaLib, SFX)  |
| Coordination and Support   | Coordination and guidance by NL  |
| New development            | New library system under development  |
Customer surveys – results

- Customer surveys: the satisfaction of libraries with the services provided by the National Library
- Results: The services are very important to libraries (ranking 3,27-3,44 out of 4)
- Action plan made after each survey to improve critical services
- Satisfaction (scale 1-4; 4 very satisfied)
  - 2008 2,88
  - 2010 2,99
  - 2012 2,86
Enhancing the Steering Mechanism of Shared Services
Services for the Finnish Libraries by NL

National Library
National Library Network Services
• Administration and financing
• Communication
• Training
• Research library statistics
• Service and customer surveys

Licensing of e-content
National Digital Library
Library systems services and databases
Institutional repositories
Governance of Shared Services

Governance Model: Consortia, Steering Groups, Working Groups, Councils

Negotiations: Ministry of Education and Culture and NL

Negotiations: Helsinki University and NL

Board

National Librarian

Feedback

Follow-up and evaluation
The starting point

- Many groups; the libraries have been merging and it has been difficult to populate the steering groups
- A new group has been formed when a new service has been launched
- For the libraries it has been difficult to form an overall picture of the development especially of IT-services
- Services without a steering group
Goals in Enhancing the Steering Mechanism of Shared Services

- Clarified decision making
  - Administrational decisions vs. steering of services
- Clarified roles: duties of the steering group and its members
- Improved coordination among services
- Improved transparency
- Enhanced awareness of the channels of involvement
- Enhanced cooperation, interaction and trust
The renewal process

- Analysis of the present state
  - Dialogue with the representatives of the library network
  - Survey of the present state with a Web inquiry among members of steering groups
  - Analysis of the present state based on the survey, specification of development needs
  - Workshops of the staff of the NL
  - Presentation of present state analysis and amendments to the libraries

- Building up a new model in collaboration with the libraries
  - Sector chairs, steering groups
Outline for the new steering system

Steering groups:

Licensing of e-content
Information management
National Digital Library
ONKI (Ontologies)

Expert groups:

Impact
Technology (incl. standards, OS, URN)
Usability
Enterprise architecture
Information Management

Steering group of Information Management

- Expert group
- Expert group
- Ad-hoc groups

Shared IT services coordinated by NL

- Metadata Repository 2012
- National Portal 2013
- Institutional Repositories
- New Library System (2015?)

Impact
Technology
Usability
Enterprise architecture
How the steering groups are formed

- The library sectors, interest groups and other parties involved nominate their representatives.
- The structure must support comprehensive development of the service.
- The Board of the National Library nominates the steering groups.
- The expert groups are appointed by the National Library.
Goals and tasks of steering groups

- The focus is on strategic development of services, on strategic planning and on prediction of future needs and special needs of the libraries.
- Tasks:
  - aligning the development of services
  - functioning as a link to the libraries’ decision making bodies
  - dealing with far-reaching and principled matters concerning the service
- The steering group’s tasks and decision making authority are documented in the rules.
- All steering groups must have equal praxis (communication, meeting materials etc.).
Steering of centralised services in nutshell

- Memorandum of Understanding
- Service contracts: Member – NLF
  - NLF signs related contracts (e.g. license agreements, hardware & software agreements) on behalf of the members
- Steering groups
  - Library sectors represented
  - Ministry of Education and Culture represented
  - Rules outlined
- Groups of specialists
- Ad hoc groups
Distribution of work at National Level
Higher Education institutions and libraries
• tailoring of the services to local needs

CSC – IT center for science
• Maintenance of servers
• Consultation
• Preservation
• Research data

National library
• Shared services for libraries
• Development of new services
• Coordination

National Repository Library
• National store / depot
• ILL

Funet
• Supercomputing

NATIONAL LIBRARY NETWORK SERVICES
Conclusion

- The changes in the global working environment as well as in the Finnish one have created a need to analyse the services and the steering of these services.
- Current services and processes are outdated.
- The libraries and the Ministry of Education support change.