Shared Services at National Level - What, Why, For Whom ?

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JISC 16.11.2011

London

Agenda

- Introduction
  - Changes in the Environment of Libraries. Trends
- Shared services
  - Why?
  - What?
  - How?
- Structures
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  - The Finnish Library Network – Organised Structures to Support Cooperation
- National Library as a Service Centre
- Work Division at National Level
- National Digital Library
- Conclusion

Changes in the environment of libraries and trends

Changes in the working environment – perspective on digital services

- **User needs**
  - Easy access 24/7
  - New types of content
  - Integration to the working environment
- **Customer orientation**
  - Relevance of the service to the user
  - Ease of use and reuse
  - Possibility for the end-user to tailor the service
- **E-content**
  - E-books
  - Digitised content
  - Research data

- **New technologies**
  - Web 2.0/3.0
  - New devices
  - Semantic web, linked open data (LOD)
  - Demand for openness: open access, open data, open API´s, open mind
- **Standardisation**
  - New identifiers, long term preservation, research data, new formats (RDA)
- **Legal issues**
  - Copyright, legal deposit, P-P solutions for digitisation
- **Economic crisis**
  - Need to find new service solutions

Trends in development

- **Development of large scale architectures**
  - Digital libraries – national/international
  - Data sets, raw data
- **Cross sector cooperation**
  - Archives, libraries, museums
  - Libraries and enterprises
- **Collaboration**
  - New collaborative platforms for development (national/international)
  - Cloud computing and services
  - Web 2.0/3.0
  - Growdsourcing
- **Human issues**
  - New skills

Shared services

Shared services – Why? & How?

Why?

- Better quality and improvement of services
- Cost savings
- Efficiency of processes
- Standardisation of processes
- Interoperability
- Specialisation and expertise

How?

- Work division
  - Between libraries
  - Between libraries and 3rd party
  - Between libraries and end-users
  - Between developers

Shared services in Finland

- Metadata
  - Descriptive, structural and administrative/technical
  - Many services
- Software and servers
  - Library system
  - National portal
  - National Digital Library
  - Aggregator (Europeana)
  - ERM; statistics
  - Institutional repository
  - In the future: Long term preservation system
- Staff

Shared metadata to support description

- What kind of services?
  - National metadata knowledgebase (National Union Catalogue)
    - In use for all university libraries and some special libraries
    - Under development for public libraries and polytechnics
    - Decision about open bibliographic data in 2012
  - National authority file
    - In use at National Library
    - To be developed for all libraries, museums and archives
    - Open bibliographic data decision in 2011-2012
    - Cooperation with VIAF
  - National Ontology Services
    - Based on the Finnish General Upper Ontology
    - Various public sector organisations
    - Under negotiation to become a permanent service at NL 2012

Shared metadata to improve access

- National Digital Library (NDL)
  - Under development for all libraries, museums and archives

- Institutional repository service
  - 10 + universities and research institutes
  - All polytechnics
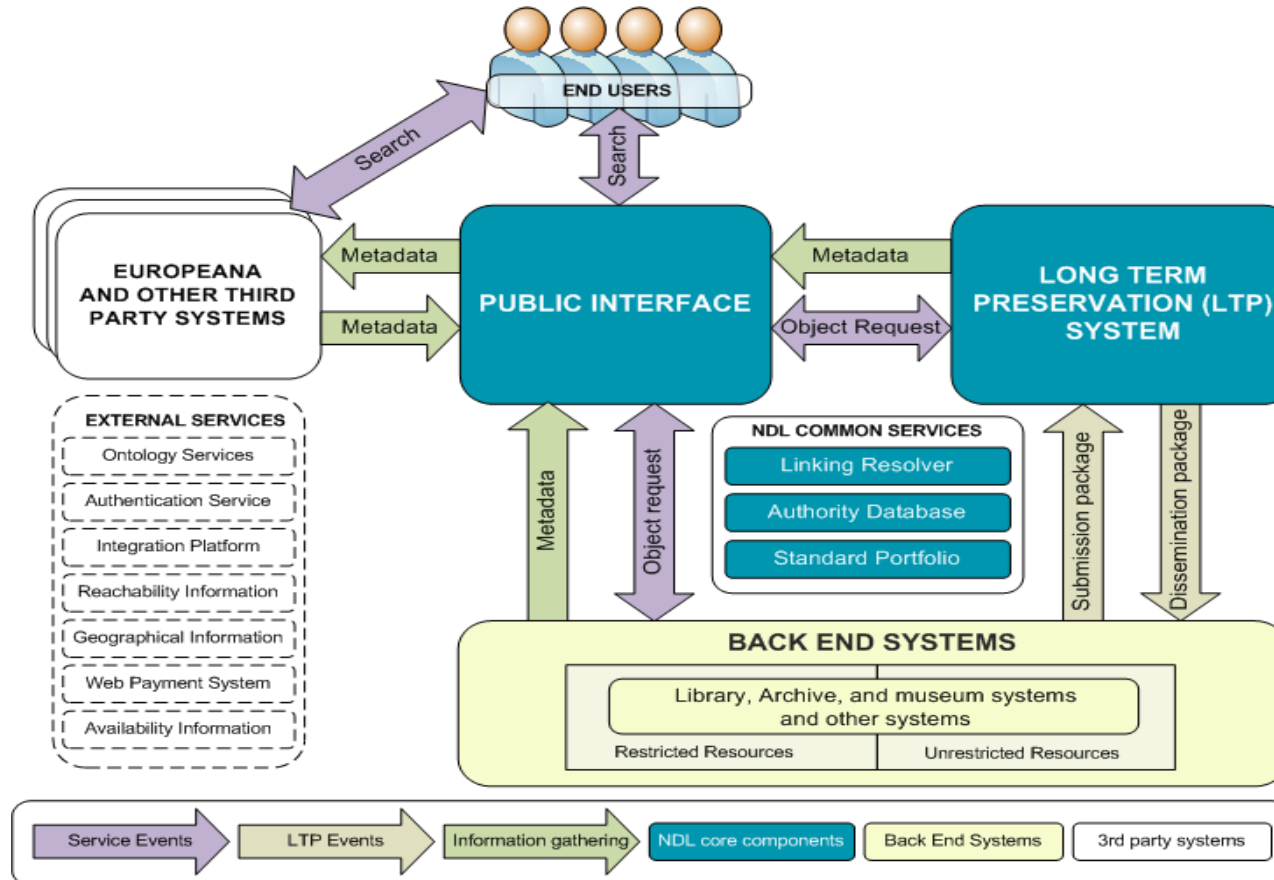
Shared metadata

- Why, benefits?
  - Description work done only once
  - Improves workflows, efficiency and quality
  - Cost savings (description work, server costs)
  - Machine readable, linked data framework in Finland
  - Improves access to information

Shared servers

- Cloud in Finland: IT Center for Science

- One server to run the library system for all universities and polytechnics

- Centralized server cluster to run the National Digital Library (NDL) Public Interface
  for all libraries, museums and archives

- Savings in server and maintenance costs

Shared software services

- Library system, union catalogue (Voyager, Aleph)
  - All universities, polytechnics
  - One software, 3 installations
- National portal (Metalib, SFX, bX, Central Index)
  - All universities, polytechnics and public libraries
  - One software, one ML, bX and CI installation, several SFX installations
- NDL public interface (Primo)
  - In development
  - All libraries, museums and archives
  - One software, One installation

Shared software services

- ERM
  - Customer information by organisation, sector, all
  - Publisher information
  - License information
  - Usage statistics of e-content
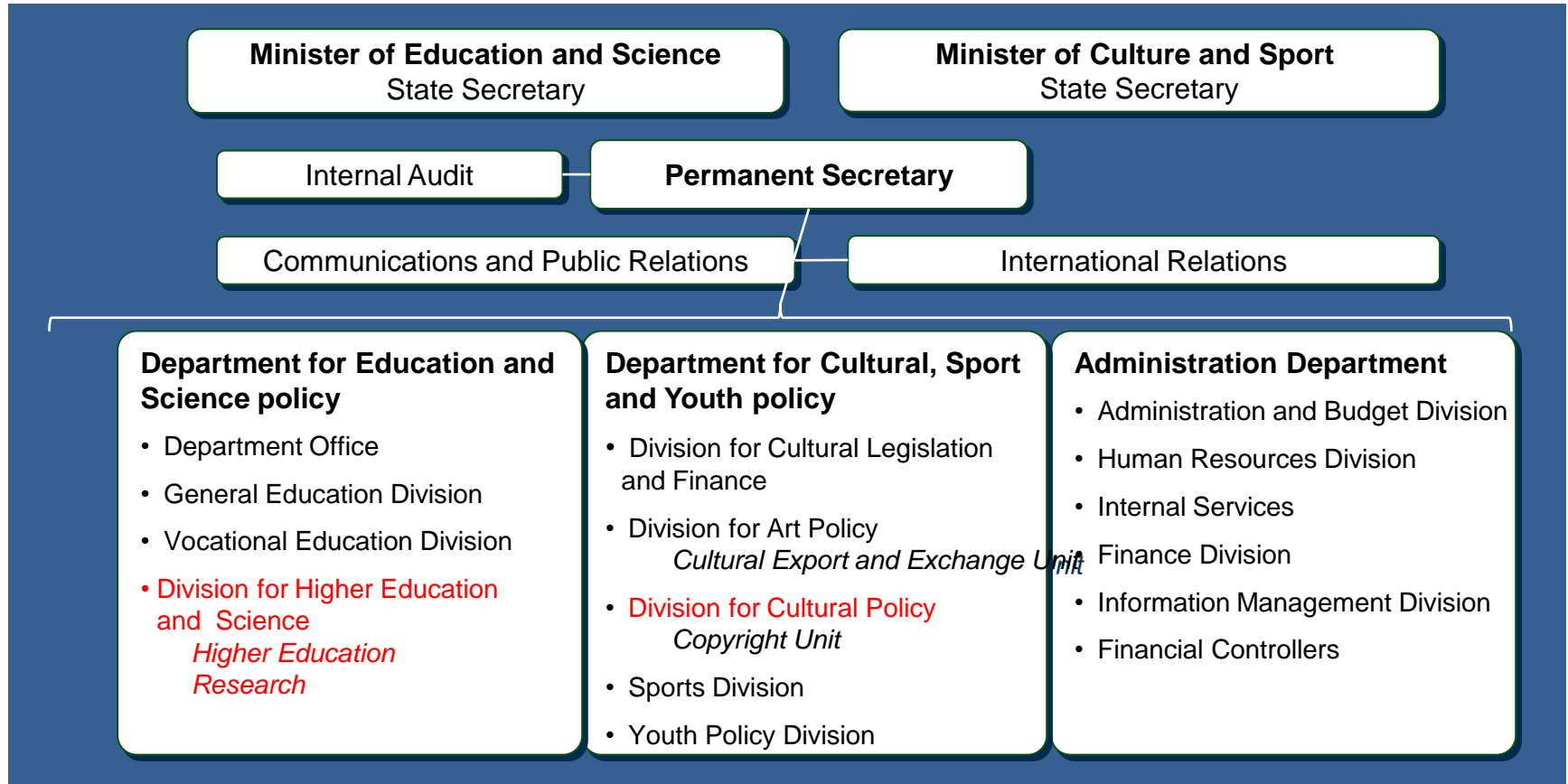
Shared staff

- Coordination of consortia
  - FinELib – licensing
  - Linnea- library systems
  - NDL- digital library
  - (ONKI- ontology)
- Coordination of contracts needed in the consortia (hardware, software, licenses, service agreements)
- Licensing for 100+ organisations centrally
- Service maintenance and development

Shared collections

- **National Repository Library (NRL) 20 years**
  - All libraries can deposit collections at NRL
  - Has meant significant savings in collection space
  - Services
    - cataloguing of deposited materials
    - ILL free of charge, efficient, fast

Structures -
The Ministry of Education and Culture

Ministry of Education and Culture

Minister of Education and Science
State Secretary

Minister of Culture and Sport
State Secretary

Internal Audit

Permanent Secretary

Communications and Public Relations

International Relations

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

Structures –
The Finnish Library Network – organised structures to support cooperation

Facts

- 17 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?

- Partnership as a working model
- High quality and cost effective services
- Professional management of central services
- Good evaluation and feedback systems

National Library as a Service Centre for the Finnish Libraries

# National funding for the central services

- Annual funding ca 9 million EUR
  - Permanent funding ca 5,2 million EUR (Ministry of Education and Culture)
  - Project funding ca 3-3,5 million EUR (Ministry of Education and Culture)
  - Other ca 0,5 million EUR (member organisations)
- What it covers?
  - Content – e-licenses
  - Hardware and software
  - Development of services
  - Staffing costs
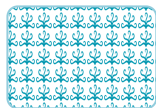 - Space
  - Other costs

Services for the Finnish Libraries by NL

National Library
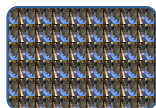### National Library Network Services

- Administration and financing
- Communication
- Training
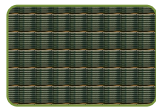- Research library statistics
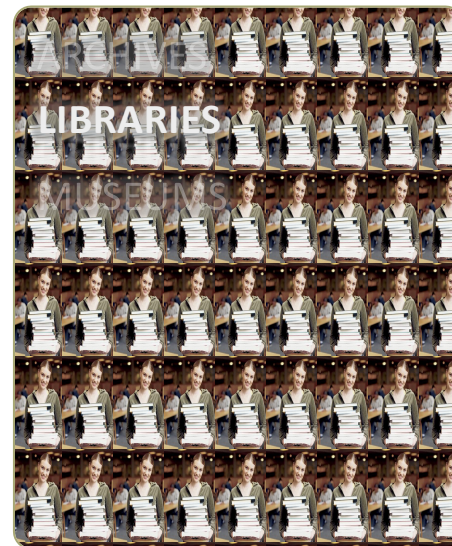- Service and customer surveys
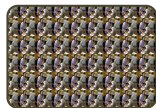
Licensing of e-content

National Digital Library

*Library systems services and databases*

Institutional repositories

ARCHIVES

LIBRARIES

MUSEUMS

FinELib – national licensing of e-content

- Defined as a research infrastructure
- License agreements on Finnish and international electronic material
- Members include Finnish universities, polytechnics, public libraries, various research institutes and special libraries (over 100 organisations)
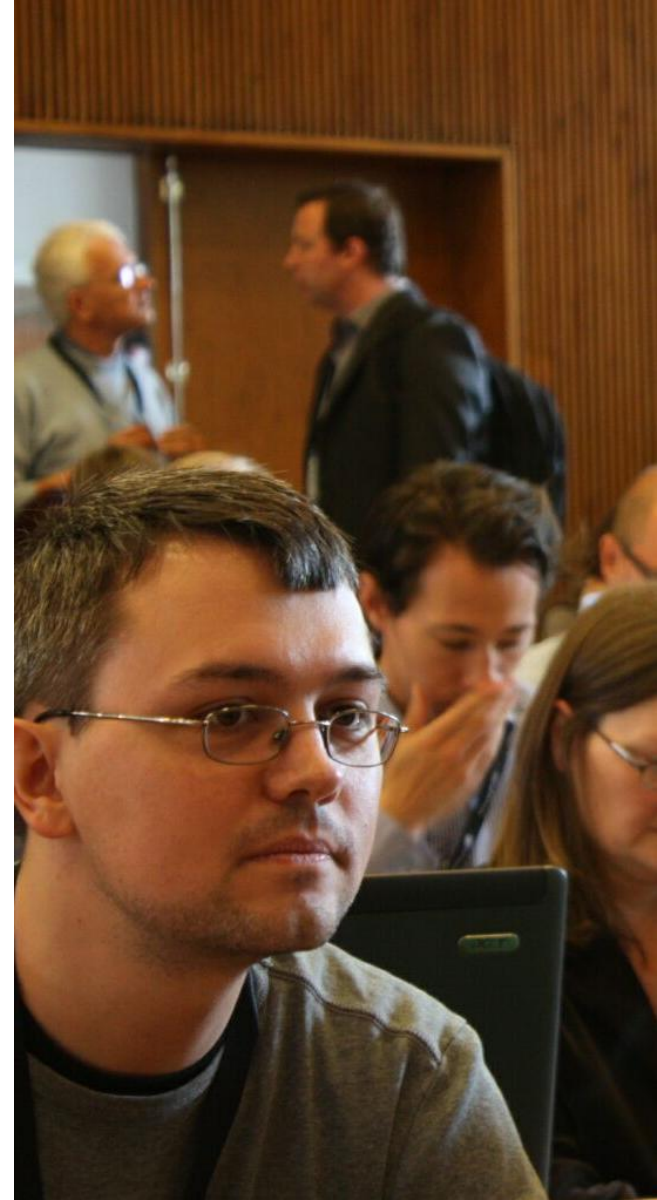
FinELib - national licensing

Consortium	INDICATORS Over 100 organisations All universities, polytechnics and public libraries, ca 40 research institutes
Content	30 000+ e-journals 300 000+ e-books Reference books(332), databases (154), citation management tools etc. 60+ contracts
Usage	19,5 mill article downloads
New development	Integration with research evaluation Reorganization of consortium activities and services

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 + national portal software)
Coordination and Support	Coordination and guidance by NL
New development	Service and system architecture

Indicators 2010

Indicator	University	Polytechnic	Public library
Article downloads (FinELib 2009-2010)	+ 15%	+ 61%	+ 35%
FinELib share of e-aqcuisitions	79%	60%	Information not available
Efficiency of cataloguing (copy cataloguing of new material)	80%	63%	Information not available

Customer surveys – results

- Customer surveys: the satisfaction of libraries with the services provided by the National Library
    - (2006), 2008, 2010, next in 2012
- Results: The services are very important to libraries
- Action plan made after each survey to improve critical services
- Satisfaction (scale 1-4; 4 very satisfied)
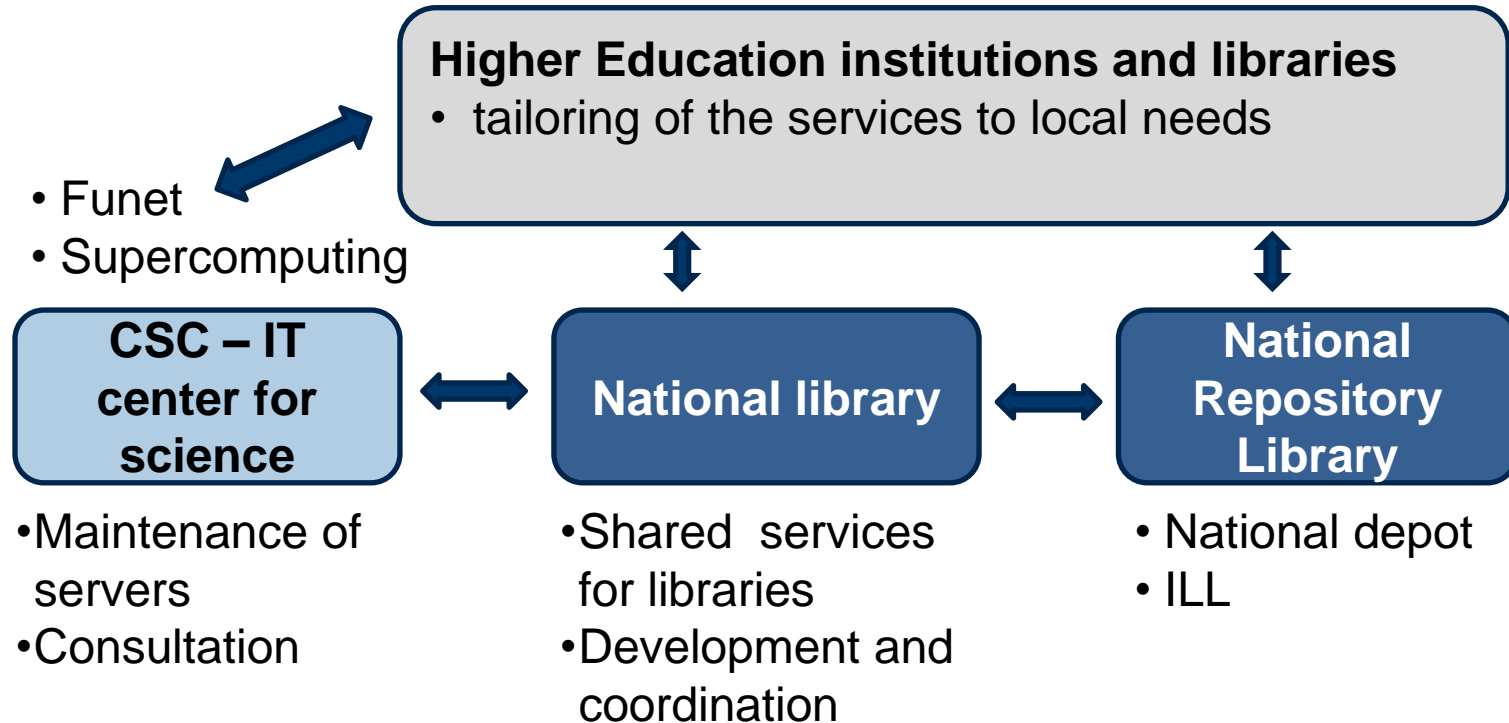   - 2008 **2,88**
    - 2010 **2,99**

Steering of centralised services

- Memorandum of Understanding
- Service contracts: Member – NLF
  - NLF signs on behalf of the members the related contracts (eg. license agreements, hardware & software agreements)
- Steering groups
  - Library sectors represented
  - Ministry of Education and Culture represented
  - Rules defined
- Groups of specialists
- Ad hoc groups

Work division at national level

Higher Education (HE) libraries and national service providers in Finland

Higher Education institutions and libraries
- tailoring of the services to local needs

- Funet
- Supercomputing

CSC – IT center for science

National library

National Repository Library

- Maintenance of servers
- Consultation

- Shared services for libraries
- Development and coordination

- National depot
- ILL

International evaluation of National Library

Striking Achievements

- Over the past decade the Finnish library sector has succeeded in building up a comprehensive and **impressive information infrastructure across all library sectors, based on strong consortia and centralised services,** for the benefit of all participating libraries. This is a striking achievement and rather unique internationally, although the same approach can also be seen in some other European countries. **This would not have been possible without the proactive support from the Ministry of Education and Culture, inspired by a future oriented policy vision.**

- The demanding role of the National Library of Finland (NLF) has been to build up, develop and coordinate a variety of consortia, centralised services and networks on behalf of different stakeholders. The leadership and staff of the NLF performed this role successfully, which is a major achievement.

The Future Perspective as a Point of Departure

- The point of departure for the evaluation was the future perspective. The relative weight of digital resources will continue to grow, whereas at the same time the use of printed sources may still go down, but will not disappear. Accordingly, the demand for cross sector networks, consortia and centralised services will continue to grow as well. This future development will intensify the need for a close cooperation within and across sectors and will raise the demands on communication mechanisms with all stakeholders. In order to meet those challenges the NLF needs ample scope for manoeuvring and adapting to new situations. Proactively responding to the digital development, the future of the NLF can be envisioned as an opportunity to develop further a nation wide infrastructure that offers integrated access to digital content and digitised cultural heritage material, relying on centralised services and a harmonised architecture, actively linked in with the international information infrastructures

Conclusions

- According to the international evaluation there is an impressive information infrastructure across all library sectors

- Dialogue between the Ministry of Education and Culture, different library sectors and National Library is open and active; many channels

- The libraries in Finland are able to share core services

- Work division between libraries and national service providers has been agreed on and is developed

- The libraries network in Finland is well organised

- Archive and museum networks need to be organised

- National Library is a service centre for the libraries network and becoming a service centre also for archives and museums

- Information technology provides new possibilities to support research, learning and human development

- Cooperation, openness and innovation are the key success factors.