

MOBIUS Task Force on Financial Planning

Progress Report, September 11, 2008

Task Force membership: Sharon McCaslin, Chair (Fontbonne)), Shirley Baker (Wash U), Sharon Bostick (UMKC), Annie Busch (Springfield-Green), Jim Cogswell (UM-Columbia), Valerie Darst (MACC), Neosha Mackey (Missouri State), Loretta Ponzar (Jefferson), Julia Schneider (Missouri Western)

Charge to the Financial Planning Task Force

The charge of the MOBIUS Task Force on the Financial Plan is to review the financial stability of MOBIUS and recommend a plan for the continued financial health of the organization. The main areas for discussion are as follows:

- 1. Level of service and products to be included in the basic costs*
- 2. Services and Products for additional costs*
- 3. Financial support from the membership*
- 4. Risk assessment*
- 5. Work closely with the Strategic Planning Task Force*

This Task Force will review the financial plan in 2011.

Parts 1 & 2 of the Charge: The Task Force is committed to completing these projects in an aggressive timeline for the remainder of its first year of operation, as outlined below.

Part 3 of the Charge: The Task Force felt that it had a clear mandate to produce a fair, equitable, transparent, understandable, and reliable financial model in time for the 2009-10 budget year. For Council approval, this required completion by the September 12 Council meeting, so the Task Force has been working under an aggressive timeline, focusing primarily on the third part of the charge.

A preliminary assessment model was prepared and presented to the Executive Committee and at the June 2 Council meeting. This model was refined with additional consideration of inflation and a three year phased-in set of spreadsheets. That revised model was presented at the July 24 Executive Committee meeting.

The underlying principles on which the model is based are described in Appendix A. The spreadsheet illustrating the model (given a hypothetical inflation in the MOBIUS budget of 6% and data from each institution remaining in the same relationships as in the sample year) is attached as Appendix B. The spreadsheet used to compute the three year average of borrowing and lending data comprises Appendix C.

Part 4 of the Charge: After careful consideration, the Task Force is of the opinion that the very necessary process of assessing risk is vital to the continuing financial viability of MOBIUS. Unfortunately, risk assessment requires a level of expertise which is not currently available on this Task Force.

Our consultant, Joe Ford, has agreed to develop a white paper on the subject of risk assessment within MOBIUS. This is attached as Appendix D. While this Task Force has been well-selected to produce a fair and clear model for distributing MOBIUS costs among its members, it is hoped that a separate working group, perhaps including professional staff from the MU Office of the Budget, can be designated to continue the vitally important task of risk assessment.

Part 5 of the Charge: Since it was reconfigured in its present form in April of 2008, the Task Force on Financial Planning has worked closely with the Strategic Planning Task Force, meeting at first jointly (on April 10) and joining in the Council day for strategic planning on July 25. In addition, the Task Force has listened closely to its members who are also on the Strategic Planning Task Force.

Recommendations from the Task Force on Financial Planning to the MOBIUS Executive Committee

- 1. The Task Force on Financial Planning recommends that the Executive Committee adopt the proposed financial structure for the support of the 2009-2012 MOBIUS budgets.** Over the course of the summer there has been much positive feedback on this model and very little negative response. Many libraries will find the new plan difficult to achieve, but the three year phase-in should help.
- 2. The Task Force on Financial Planning recommends that the Executive Committee seriously consider the impact of gathering and maintaining the required data for this model and provide appropriate staffing at the MCO Office.** The success of this data-driven model depends on the perception of fairness and transparency. This perception in turn depends on the efficient and timely production of accurate data concerning the operation of MOBIUS. Proper implementation requires adequate and competent staffing.
- 3. The Task Force on Financial Planning recommends that the Executive Committee designate a working group to address risk assessment.** While the Task Force on Financial Planning is willing to attempt whatever is necessary, it respectfully suggests that a group composed of fewer Council members and with additional outside expertise would produce a better result.
- 4. The Task Force on Financial Planning requests clarification of the time limits and/or rotations inherent in appointments to this Task**

Force. The final sentence of the charge (“This Task Force will review the financial plan in 2011.”) implies a length and possible permanence of this Task Force which is quite possibly excessive. Just in the time between original appointments in 2006 and the reconfiguration in the spring of 2008, membership on this Task Force has changed of necessity. If the Executive Committee envisions this Task Force as completing its mandate in a year or two, with another Task Force appointed to evaluate and revise the structure in 2011, the current Task Force would appreciate confirmation of that view. On the other hand, if the Executive Committee envisions this Task Force as a permanent feature within MOBIUS, The current Task Force requests clarification of length of term and probable rotation schedules for its members.

5. **The Task Force on Financial Planning recommends that the Executive Committee work with other constituencies in Missouri to develop a viable plan for expansion of MOBIUS membership, including public and special libraries.** Our ongoing conversations with the Task Force on Strategic Planning indicate a strong desire of the MOBIUS membership to develop clear and explicit guidelines for new members. While the Task Force is aware that the financial model we have already developed, as well as the cost guidelines we are continuing to develop, are essential components in the discussion of expansion, our contribution is only one small part of the discussion. The Task Force feels that it is imperative to bring additional libraries into this conversation, including a variety of types and sizes of public libraries, special libraries, and the state librarian. Outlining the specific requirements for new members with unique circumstances is beyond the original scope of this Task Force, but such questions are inherent in the “continued financial health of the organization.”

Future Plans for this Task Force:

The Task Force on Financial Planning is committed to defining basic, core services and products, as well as providing guidelines for determining additional costs. (Parts 1 & 2 of the original charge) By the **November 14** Executive Committee meeting, the Task Force will produce a list of software which has been purchased and added in specific clusters and institutions to determine the fair portion of the MOBIUS maintenance bill which is attributable to this software and re-distribute these costs to the clusters or institutions, respectively. In order to accomplish this, the Task Force will meet in Columbia in October for the purpose of discussing these costs as prepared by the MCO Office. The Task Force will present recommendations concerning these costs to the Executive Committee, which will allow time for them to be incorporated into the 2009-10 budget in January.

The Task Force will meet (probably via conference call) during the first two weeks of January to finalize their recommendations for core training availability and additional costs. The Task Force is committed to making these recommendations at the **January 16** Executive Committee meeting.

At the **March 27** Executive Committee meeting, the Task Force will recommend the final guidelines for additional support services (such as load tables, new databases, etc.). In order to produce this set of recommendations, the Task Force will meet in Columbia in March to finalize its suggestions. At this point the Task Force may be recommending some mechanism for the Executive Committee to continue the application of the guidelines as future unique situations develop.

Appendix A

Description of the Proposed MOBIUS Assessment Model for Fiscal Years 2009-10 through 2011-12 MOBIUS Task Force on Financial Planning, September 2008

The accompanying spreadsheet (Appendix B) distributes MOBIUS expenses among the entire membership and participants of MOBIUS, using data supplied by institutions and the MOBIUS office. In general, a successful assessment model should be equitable, transparent, understandable, repeatable and reliable, and derived from data which is reasonably easy to acquire. The Task Force believes that this model meets all of these requirements.

Structure of the Assessment Model

The new assessment model is based on four data elements. These are not charges for specific services, but simply the best descriptive number available to represent fair and equitable relationships between libraries. Those parts of the model which do not apply to the four institutions with separate non-MOBIUS servers are highlighted in yellow in this document and on the attached spreadsheet.

- 1. Membership and Administrative Costs:** a base cost, equal for all full member libraries, currently estimated at \$10,000 per library. This amount includes, but is not limited to, basic costs for training, the marginal cost for a courier stop, and administrative overhead to cover Council membership and Council meetings. This amount is loosely based on the current cost of training (approximately \$3,000 per institution if the costs are divided evenly), one courier stop (approximately \$3,000), and half of the administrative overhead of the system. Training appears to be dis-proportionately used by those who need it most yet might be least likely to use it if there were an additional cost. However, the net providers of training receive large benefits in having an accurate joint catalog and efficient ILL staff at other institutions in the system. All members of the system receive the benefits of training availability as a sort of insurance, even when they are not consuming training. Therefore, a basic level of training is a fixed part of the charges.

The remainder of the administrative overhead, the cost of running the servers, the help desk, and the Innovative software are distributed among the libraries proportionally, using the following numbers:

- 2. Static size of the library.** Support of the MOBIUS system should be somewhat proportional to the size of the library. After examining patron records and bib records, it was decided that a count of item records was the most efficient and most representative number to use in determining the proportion of the MOBIUS system supporting each library.

Items (MCO servers) : This ratio represents the administrative costs of maintaining a collection on the MCO central servers.

Items (Cluster servers): This ratio represents the administrative costs of maintaining a collection on the cluster servers.

3. **Dynamic Use of the ILS system.** Even libraries of exactly the same size use the system in varying amounts, depending on staffing, type of collection, and mission of the institution.

Total Circulation Activity: All of the libraries use the circulation system. Total circulation activity in the previous year yields a number which can represent how much the library in question uses the ILS system, compared to other MOBIUS libraries. Other representative numbers (such as the number of acquisitions records or serials records) might give a different picture, but this number was selected in the interests of a simple design.

Licenses: The only number which was used in the previous formula is being retained as an estimate of staff use of the ILS system. There are still problems with this number (antiquated contracts, efficiencies of staff, etc.) but keeping this number in the mix lends some continuity to the transition.

4. **Borrowing / Lending Transactions.** One of the core purposes of MOBIUS is providing efficient cost-effective sharing of resources. Use of this function varies significantly between libraries. It is agreed that the overhead costs involved should be borne primarily by the borrowing institution. Because this number has the potential for being volatile and difficult to manage, all borrowing and lending data will be expressed as a three-year moving average.

In-Cluster Borrowing: This ratio indicates a given library's percentage of the total in-cluster borrowing done in the system.

InnReach Borrowing: This ratio expresses a given library's portion of the total InnReach (between cluster) borrowing done in the system.

Total Lending: This figure is a credit for lending institutions, expressed as a percentage of the budget, in which each library's portion of the total lending is subtracted from its assessment.

Format of the Assessment Model

The attached spreadsheet (Appendix B) prints out on legal size paper and has three sections.

Budget

The first is a single page with a brief description and a sample of the three years of revenue requirements needed to support MOBIUS. On the spreadsheet, each year's budget is 6% higher than the previous year. This inflation factor is simply an approximation derived from looking at the national CPI and the CPI for the urban Midwest over the previous several months. The actual budget will be determined by the Executive Board and the Council, depending on the necessary services and staffing for that year. After the fixed memberships are subtracted from the total budget, each of the six above numerical proportions supports 20% of the remaining budget. This amounts to a total of 120%, which is offset by the negative 20%, which is a credit given to the lending libraries as a compensation for their greater risk and effort.

Data

The second section is two pages entitled Data. This spreadsheet lists the current institutions of MOBIUS and their item count as of April 2008, listed twice to represent their size within the entire MOBIUS consortium and their size within the MOBIUS clusters. These are followed by the Total Circulation Activity for 2006-2007, as taken

from the web management reports in April 2008 and the number of staff licenses (previously ports or terminals) purchased by the institution. All of these numbers should reflect the status at the end of the most recent fiscal year.

The remainder of the Data section concerns borrowing and lending statistics for the institutions. There is a column for lending within the cluster and one for borrowing within the cluster, then an INN Reach (between clusters) lending and borrowing number and finally a total lending number, which is formed by adding the two lending figures together. Obviously, for the four stand-alone systems the "Total lending" and the "INNReach lending" will be the same. All of these numbers reflect a three-year average of borrowing and lending, from 2005-2006 through 2007-2008, as demonstrated on the attached spreadsheet, Appendix C. As this model is actually implemented, this three year average will "move", always being an average of the three most recent years.

For the purpose of illustrating the model, the same initial data section has been used for all three years. When this model is implemented, this data will be gathered by MCO staff and will vary from year to year. While some variance is expected over time, the relationships between libraries are not expected to change dramatically.

Assessments

The final section comprises six pages, two for each budgetary year, and demonstrates how the budget and data information are combined to compute each institution's assessment. The Fixed column contains the \$10,000 fixed membership amount as computed above. The two "partnership" public library systems do not have an amount in this column, because they are not currently paying membership. (This status will no doubt change as the model is adjusted to accommodate additional types of libraries.) The Items (MCO) column reflects the institution's percentage of the total items available on the MCO servers multiplied times the amount on the budget spreadsheet which represents 20% of the budget for Items (MCO).

The next four columns represent figures which are not charged to the four stand-alone systems, since they operate their own local servers. The Items (Local) column reflects the institution's percentage of the total items available on all local cluster servers multiplied times the 20% of the budget designated for Item records on Cluster servers. It should be noted that, while these two "item-related" charges produce the same amount of money (20% of the proportional budget each) and are derived from the identical number of items, the Items (Local) amount is significantly higher because the stand-alone system items have been removed from the calculation, causing each library within clusters to pay somewhat more for the local records. This is reasonable, since the local systems derive benefits (such as local collection inventory and record keeping) which are greater than those of just searching and circulating. The Total Circulation Activity column is derived from the institution's percentage of all local cluster circulation activity multiplied times the part of the budget (20%) designated for Total Circulation Activity (MOBIUS servers). The Licenses column consists of the institution's proportion of the total licenses in the cluster system multiplied times the 20% of the budget labeled "User ports/licenses". The "IntraCluster" column represents the proportion of in-cluster borrowing done by

this institution compared to all of the in-cluster borrowing in the system and multiplied times the 20% of the budget which is labeled In-cluster borrowing (MOBIUS servers).

The final two columns of charges involve INNReach borrowing and total lending for each institution. The INNReach column is derived from the institution's proportion of all INNReach (outside of clusters) borrowing multiplied times the final positive 20% of the budget. The Lending column represents the percentage of the total lending (both intra-cluster and INNReach) which the library has done, multiplied by the Total Lending line of the budget. Note that, because the 20% of the budget for lending is expressed as a negative percentage, the total lending column will always be a number subtracted from the rest of the charges.

If all of the charges (from Dues through Lending) are added together for each institution, this forms the Target column. This is the assessment figure which the proposed model produces.

Phase-In Over Three Years

Since this assessment is a large change for many institutions, it is recommended that the model be gradually phased in, one third of the amount each year until the target assessment becomes the actual assessment in 2011-12.

On the spreadsheet, the column immediately after the Target column holds the assessment for the previous year. On the 2009-10 Assessments spreadsheet, this column is labeled 2008-09. The next column is labeled "Plus 6%". As already indicated, this is just a guess for demonstration purposes only. All that is certain is that the total of the figures in this column should match the total in the Target column and also the total in the new Assessment column, as well as the overall annual budget figure from the first page of the model.

The final two columns show the actual assessment, which is one third of the way between the Target budget assessment and the old-style budget represented in the Plus 6% column. The %change column shows the percentage of change up or down from the previous year's assessment. Please note that even those libraries which might expect a reduction in charges based on the Target may find themselves with an increase once the increased size of the overall budget is factored in. The only consolation is that the increase will be a smaller increase than it would have been without the new system.

For the 2010-11 spreadsheets, all of the numbers are slightly (6%) higher reflecting the larger size of the total budget. In actual implementation there would be more variable factors, such as shifting sizes of the collection or gradually changing borrowing and lending patterns. The only changes here are that the previous year's assessment is now labeled 2009-2010 and the Assessment column represents two-thirds of the way to the target.

For the 2011-12 spreadsheets, the previous year column is labeled 2010-11 and the Target column has become the Assessment for 2011-12, since at that point the phase-in is complete.

Submitted by the MOBIUS Task Force on Financial Planning: Sharon McCaslin, Chair, Shirley Baker, Sharon Bostick, Annie Busch, Jim Cogswell, Valerie Darst, Neosha Mackey, Loretta Ponzar, Julia Schneider. Joe Ford, consultant.

APPENDIX C

MOBIUS Borrowing & Lending Statistics by Institution

	FY06						FY07					
	Borrowing			Lending			Borrowing			Lending		
	In-Cluster	INN-Reac	TOTAL	In-Cluster	INN-Reac	TOTAL	In-Cluster	INN-Reac	TOTAL	In-Cluster	INN-Reac	TOTAL
Assemblies of God Theological Seminary	389	123	512	1186	1494	2680	521	241	762	1128	1674	2802
Avila University	297	410	707	417	561	978	216	439	655	366	806	1172
Baptist Bible College	674	325	999	952	397	1349	456	291	747	498	904	1402
Central Methodist University	626	718	1344	303	669	972	526	817	1343	239	713	952
Columbia College	860	1799	2659	343	1059	1402	811	1701	2512	331	1059	1390
Conception Abbey & Theological Seminary	413	825	1238	220	972	1192	325	693	1018	172	1102	1274
Cottey College	296	2068	2364	617	599	1216	400	655	1055	603	569	1172
Covenant Theological Seminary	765	1335	2100	694	1217	1911	604	1193	1797	891	1442	2333
Crowder College	867	314	1181	432	760	1192	877	251	1128	375	745	1120
Culver-Stockton College	240	563	803	537	1014	1551	124	409	533	557	1244	1801
Drury University	1862	1464	3326	1044	1963	3007	1531	1658	3189	909	2121	3030
East Central College	276	671	947	360	1174	1534	377	734	1111	309	1102	1411
Fontbonne University	645	944	1589	376	882	1258	529	984	1513	436	1177	1613
Forest Institue of Professional Psychology (no data available)												
Hannibal-LaGrange College	238	522	760	446	1183	1629	377	722	1099	399	1212	1611
Harris-Stowe State University	101	248	349	455	867	1322	93	284	377	472	961	1433
Jefferson College	364	873	1237	424	1298	1722	302	751	1053	476	1440	1916
Kansas City Art Institute	113	111	224	116	403	519	214	322	536	92	495	587
Kenrick-Glennon Seminary	41	167	208	256	581	837	59	96	155	311	782	1093
Kirksville College of Osteopathic Medicine	128	375	503	63	174	237	227	461	688	58	182	240
Lincoln University	166	407	573	553	960	1513	221	339	560	439	913	1352
Lindenwood University	764	2057	2821	390	1111	1501	781	1732	2513	426	1182	1608
Linn State Technical College	62	189	251	243	505	748	58	214	272	197	549	746
Logan College of Chiropractic	64	192	256	129	533	662	75	263	338	79	526	605

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MOBIUS Borrowing & Lending Statistics by Institution

	FY06						FY07					
	Borrowing In-Cluster INN-Reac TOTAL			Lending In-Cluster INN-Reac TOTAL			Borrowing In-Cluster INN-Reac TOTAL			Lending In-Cluster INN-Reac TOTAL		
Maryville University	561	1746	2307	491	1211	1702	629	1891	2520	504	1349	1853
Metropolitan Community Colleges	3816	1951	5767	3487	2626	6113	3183	1780	4963	2957	2795	5752
Metropolitan Community Colleges - Blue River	1445	312	1757	265	331	596	1297	319	1616	189	364	553
Metropolitan Community Colleges - Business & Tech	129	74	203	48	8	56	91	130	221	38	6	44
Metropolitan Community Colleges - Longview	1014	709	1723	1401	767	2168	869	661	1530	1167	850	2017
Metropolitan Community Colleges - Maple Woods	725	616	1341	582	784	1366	619	496	1115	512	864	1376
Metropolitan Community Colleges - Penn Valley	503	240	743	1191	736	1927	307	174	481	1051	711	1762
Midwestern Baptist Theological Seminary	404	230	634	321	555	876	196	201	397	202	518	720
Mineral Area College	127	120	247	159	759	918	189	123	312	151	741	892
Missouri Baptist University	443	276	719	225	513	738	623	355	978	217	486	703
Missouri River Regional Library	0	2956	2956	0	3602	3602	0	2423	2423	0	5268	5268
Missouri Southern State University	1173	1096	2269	1443	1720	3163	960	1270	2230	1320	1682	3002
Missouri State Library	190	997	1187	130	277	407	256	1053	1309	93	283	376
Missouri State University	2820	6233	9053	4236	8883	13119	2690	5594	8284	3785	8886	12671
Missouri University of Science & Technology	4308	1498	5806	2909	2049	4958	3006	1884	4890	2971	2391	5362
Missouri Valley College	510	265	775	353	783	1136	428	289	717	311	919	1230
Missouri Western State College	677	1646	2323	291	1605	1896	616	1762	2378	345	1770	2115

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	FY06						FY07					
	Borrowing			Lending			Borrowing			Lending		
	In-Cluster	INN-Reac	TOTAL	In-Cluster	INN-Reac	TOTAL	In-Cluster	INN-Reac	TOTAL	In-Cluster	INN-Reac	TOTAL
Moberly Area Community College	922	604	1526	217	382	599	698	730	1428	279	421	700
North Central Missouri College	58	76	134	109	218	327	106	106	212	94	231	325
Northwest Missouri State University	269	1594	1863	757	3457	4214	316	1394	1710	756	3573	4329
Ozarks Technical Community College	1647	707	2354	557	897	1454	1506	521	2027	512	988	1500
Rockhurst University	605	949	1554	425	874	1299	648	880	1528	347	1160	1507
St. Charles Community College	402	655	1057	556	1826	2382	404	645	1049	579	1840	2419
St. Louis College of Pharmacy	232	553	785	89	270	359	250	633	883	109	277	386
St. Louis Community College	965	3280	4245	810	6711	7521	1010	3038	4048	870	6896	7766
St. Louis University		3389	3389		10287	10287		10655	10655		5705	5705
St. Paul School of Theology	316	339	655	522	1125	1647	377	453	830	441	1201	1642
Southeast Missouri State University	899	3667	4566	911	4361	5272	359	3385	3744	441	4386	4827
Southwest Baptist University	888	684	1572	723	1504	2227	805	612	1417	746	1463	2209
Springfield-Greene County Library	0	9481	9481	0	10681	10681	0	9933	9933	0	10389	10389
State Fair Community College	350	78	428	248	412	660	260	120	380	202	445	647
Stephens College	232	877	1109	552	1156	1708	220	964	1184	530	1325	1855
Three Rivers Community College	312	992	1304	272	606	878	324	609	933	289	632	921
Truman State University	1108	12545	13653	1192	4825	6017	1113	13953	15066	1097	5333	6430
University of Central Missouri	560	2875	3435	1142	4663	5805	443	2369	2812	905	5244	6149
University of Missouri - Columbia	31503	6049	37552	27146	20168	47314	26335	8339	34674	24412	22309	46721

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MOBIUS Borrowing & Lending Statistics by Institution

	FY06						FY07					
	Borrowing In-Cluster INN-Reac TOTAL			Lending In-Cluster INN-Reac TOTAL			Borrowing In-Cluster INN-Reac TOTAL			Lending In-Cluster INN-Reac TOTAL		
University of Missouri - Columbia	28994	5835	34829	14127	18023	32150	23451	8077	31528	11591	19879	31470
University of Missouri - Columbia HSL	1703	79	1782	9279	1632	10911	2033	131	2164	8307	1773	10080
University of Missouri - Columbia Law	806	135	941	3740	513	4253	851	131	982	4514	657	5171
University of Missouri - Kansas City	9878	2785	12663	10943	10660	21603	7882	3604	11486	9777	12719	22496
University of Missouri - Kansas City	9096	2751	11847	10532	10462	20994	7034	3507	10541	9418	12463	21881
University of Missouri - Kansas City Law	782	34	816	411	198	609	848	97	945	359	256	615
University of Missouri - St. Louis	7581	3016	10597	7844	6634	14478	6384	4239	10623	6436	7002	13438
Washington University	0	18954	18954	0	17570	17570	0	20966	20966	0	19312	19312
Webster University/Eden Theological Seminary	990	3919	4909	1360	4225	5585	1172	4354	5526	1229	4803	6032
Westminster College	954	1394	2348	344	734	1078	732	1694	2426	338	796	1134
William Jewell University	599	725	1324	862	1801	2663	402	614	1016	810	2149	2959
William Woods University	272	443	715	749	1259	2008	237	575	812	716	1249	1965

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MOBIUS Borrowing & Lending Statistics

	FY08						3-year Average				
	Borrowing			Lending			Borrowing		Lending		Lending
	In-Cluster	INN-Reach	TOTAL	In-Cluster	INN-Reach	TOTAL	In-Cluster	INN-Reach	In-Cluster	INN-Reach	TOTAL
Assemblies of God Theological Seminary	292	273	565	1129	1419	2548	401	212	1,148	1,529	2,677
Avila University	337	653	990	388	810	1198	283	501	390	726	1,116
Baptist Bible College	509	170	679	373	732	1105	546	262	608	678	1,285
Central Methodist University	491	651	1142	197	659	856	548	729	246	680	927
Columbia College	811	1626	2437	365	1146	1511	827	1,709	346	1,088	1,434
Conception Abbey & Theological Seminary	218	601	819	316	1208	1524	319	706	236	1,094	1,330
Cottey College	314	550	864	812	602	1414	337	1,091	677	590	1,267
Covenant Theological Seminary	710	1123	1833	790	1541	2331	693	1,217	792	1,400	2,192
Crowder College	924	934	1858	406	834	1240	889	500	404	780	1,184
Culver-Stockton College	159	338	497	442	1028	1470	174	437	512	1,095	1,607
Drury University	1190	1163	2353	868	2050	2918	1,528	1,428	940	2,045	2,985
East Central College	433	802	1235	347	1081	1428	362	736	339	1,119	1,458
Fontbonne University	534	1073	1607	609	1738	2347	569	1,000	474	1,266	1,739
Forest Institute of Professional Psychology (no data available)							0	0	0	0	0
Hannibal-LaGrange College	245	721	966	336	1149	1485	287	655	394	1,181	1,575
Harris-Stowe State University	150	270	420	440	861	1301	115	267	456	896	1,352
Jefferson College	504	928	1432	423	1230	1653	390	851	441	1,323	1,764
Kansas City Art Institute	235	300	535	76	364	440	187	244	95	421	515
Kenrick-Glennon Seminary	86	222	308	337	828	1165	62	162	301	730	1,032
Kirksville College of Osteopathic Medicine	316	432	748	70	222	292	224	423	64	193	256
Lincoln University	298	276	574	498	941	1439	228	341	497	938	1,435
Lindenwood University	941	2208	3149	477	1146	1623	829	1,999	431	1,146	1,577
Linn State Technical College	63	236	299	176	542	718	61	213	205	532	737
Logan College of Chiropractic	82	297	379	70	477	547	74	251	93	512	605

APPENDIX C

MOBIUS Borrowing & Lending Statistics

	FY08						3-year Average				
	Borrowing			Lending			Borrowing		Lending		Lending
	In-Cluster	INN-Reach	TOTAL	In-Cluster	INN-Reach	TOTAL	In-Cluster	INN-Reach	In-Cluster	INN-Reach	TOTAL
Maryville University	613	1676	2289	478	1304	1782	601	1,771	491	1,288	1,779
Metropolitan Community Colleges	4054	1819	5873	3678	2613	6291	3,684	1,850	3,374	2,678	6,052
Metropolitan Community Colleges - Blue River	1675	374	2049	234	411	645	1,472	335	229	369	598
Metropolitan Community Colleges - Business & Tech	77	57	134	89	6	95	99	87	58	7	65
Metropolitan Community Colleges - Longview	1040	552	1592	1517	837	2354	974	641	1,362	818	2,180
Metropolitan Community Colleges - Maple Woods	816	626	1442	524	724	1248	720	579	539	791	1,330
Metropolitan Community Colleges - Penn Valley	446	210	656	1314	635	1949	419	208	1,185	694	1,879
Midwestern Baptist Theological Seminary	302	220	522	204	521	725	301	217	242	531	774
Mineral Area College	109	236	345	153	805	958	142	160	154	768	923
Missouri Baptist University	615	331	946	230	505	735	560	321	224	501	725
Missouri River Regional Library	0	3386	3386	0	6063	6063	0	2,922	0	4,978	4,978
Missouri Southern State University	905	1257	2162	1302	1821	3123	1,013	1,208	1,355	1,741	3,096
Missouri State Library	243	923	1166	139	262	401	230	991	121	274	395
Missouri State University	2607	5340	7947	3192	8106	11298	2,706	5,722	3,738	8,625	12,363
Missouri University of Science & Technology	3345	1983	5328	3291	2411	5702	3,553	1,788	3,057	2,284	5,341
Missouri Valley College	349	253	602	476	856	1332	429	269	380	853	1,233
Missouri Western State College	708	1589	2297	253	1782	2035	667	1,666	296	1,719	2,015

APPENDIX C

MOBIUS Borrowing & Lending Statistics

	FY08						3-year Average				
	Borrowing			Lending			Borrowing		Lending		Lending
	In-Cluster	INN-Reach	TOTAL	In-Cluster	INN-Reach	TOTAL	In-Cluster	INN-Reach	In-Cluster	INN-Reach	TOTAL
Moberly Area Community College	673	621	1294	221	451	672	764	652	239	418	657
North Central Missouri College	180	128	308	84	230	314	115	103	96	226	322
Northwest Missouri State University	290	1316	1606	781	3535	4316	292	1,435	765	3,522	4,286
Ozarks Technical Community College	1533	517	2050	467	971	1438	1,562	582	512	952	1,464
Rockhurst University	448	665	1113	476	891	1367	567	831	416	975	1,391
St. Charles Community College	354	584	938	607	1844	2451	387	628	581	1,837	2,417
St. Louis College of Pharmacy	297	574	871	103	277	380	260	587	100	275	375
St. Louis Community College	997	2843	3840	1090	7017	8107	991	3,054	923	6,875	7,798
St. Louis University		10479	10479		9644	9644	0	8,174	0	8,545	8,545
St. Paul School of Theology	350	334	684	497	1176	1673	348	375	487	1,167	1,654
Southeast Missouri State University	429	3219	3648	320	4178	4498	562	3,424	557	4,308	4,866
Southwest Baptist University	680	579	1259	645	1358	2003	791	625	705	1,442	2,146
Springfield-Greene County Library	0	11969	11969	0	10672	10672	0	10,461	0	10,581	10,581
State Fair Community College	263	166	429	214	372	586	291	121	221	410	631
Stephens College	330	1137	1467	530	1241	1771	261	993	537	1,241	1,778
Three Rivers Community College	268	798	1066	337	736	1073	301	800	299	658	957
Truman State University	961	12052	13013	1172	5198	6370	1,061	12,850	1,154	5,119	6,272
University of Central Missouri	572	2435	3007	787	5790	6577	525	2,560	945	5,232	6,177
University of Missouri - Columbia	21567	8966	30533	19817	21409	41226	26,468	7,785	23,792	21,295	45,087

APPENDIX C

MOBIUS Borrowing & Lending Statistics

	FY08						3-year Average				
	Borrowing			Lending			Borrowing	Lending		Lending	
	In-Cluster	INN-Reach	TOTAL	In-Cluster	INN-Reach	TOTAL	In-Cluster	INN-Reach	In-Cluster	INN-Reach	TOTAL
University of Missouri - Columbia	15937	8538	24475	14317	18851	33168					
							22,794	7,483	13,345	18,918	32,263
University of Missouri - Columbia HSL	4306	208	4514	4106	1778	5884					
							2,681	139	7,231	1,728	8,958
University of Missouri - Columbia Law	1324	220	1544	1394	780	2174					
							994	162	3,216	650	3,866
University of Missouri - Kansas City	7953	3573	11526	9845	12673	22518					
							8,571	3,321	10,188	12,017	22,206
University of Missouri - Kansas City	7039	3480	10519	9631	12485	22116					
							7,723	3,246	9,860	11,803	21,664
University of Missouri - Kansas City Law	914	93	1007	214	188	402					
							848	75	328	214	542
University of Missouri - St. Louis	6174	4227	10401	6333	7136	13469					
							6,713	3,827	6,871	6,924	13,795
Washington University	0	15380	15380	0	13668	13668	0	18,433	0	16,850	16,850
Webster University/Eden Theological Seminary	1045	3687	4732	1345	4724	6069					
							1,069	3,987	1,311	4,584	5,895
Westminster College	647	1527	2174	348	739	1087					
							778	1,538	343	756	1,100
William Jewell University	376	594	970	884	1987	2871					
							459	644	852	1,979	2,831
William Woods University	204	379	583	667	1345	2012					
							238	466	711	1,284	1,995

Institution	Cluster	Fixed	Items(MCO)	Items(Cluster)	Total Circ Act	Licenses	IntraCluster	InnReach	Lending	Assessment 2011-12	2010-11	% change
Assemblies of God Theological Semina	SWAN	\$10,000	\$2,214	\$3,078	\$4,789	\$4,093	\$2,538	\$841	-\$5,363	\$22,191	\$21,821	1.7%
Avila University	WILO	\$10,000	\$1,758	\$2,445	\$1,868	\$3,509	\$1,791	\$1,988	-\$2,236	\$21,123	\$20,367	3.7%
Baptist Bible	SWAN	\$10,000	\$1,723	\$2,396	\$3,469	\$2,924	\$3,455	\$1,040	-\$2,576	\$22,431	\$20,626	8.8%
Central Methodist	Quest	\$10,000	\$1,435	\$1,995	\$1,491	\$2,924	\$3,468	\$2,893	-\$1,855	\$22,350	\$20,567	8.7%
Columbia	Arthur	\$10,000	\$1,901	\$2,644	\$3,584	\$3,509	\$5,233	\$6,782	-\$2,873	\$30,781	\$27,333	12.6%
Conception Seminary	Towers	\$10,000	\$2,683	\$3,731	\$2,239	\$2,924	\$2,019	\$2,802	-\$2,664	\$23,733	\$21,565	10.1%
Cottey College	SWAN	\$10,000	\$1,567	\$2,179	\$2,564	\$4,093	\$2,133	\$4,330	-\$2,538	\$24,328	\$23,363	4.1%
Covenant Theological Seminary	Bridges	\$10,000	\$1,759	\$2,446	\$6,613	\$2,924	\$4,385	\$4,830	-\$4,391	\$28,567	\$25,052	14.0%
Crowder	SWAN	\$10,000	\$1,574	\$2,189	\$2,100	\$2,924	\$5,626	\$1,984	-\$2,372	\$24,026	\$21,776	10.3%
Culver-Stockton	Lance	\$10,000	\$2,493	\$3,467	\$1,763	\$2,924	\$1,101	\$1,734	-\$3,219	\$20,263	\$19,062	6.3%
Drury University	SWAN	\$10,000	\$4,112	\$5,718	\$5,652	\$7,017	\$9,670	\$5,667	-\$5,980	\$41,857	\$39,429	6.2%
East Central	Archway	\$10,000	\$1,258	\$1,749	\$3,900	\$3,509	\$2,291	\$2,921	-\$2,921	\$22,706	\$21,508	5.6%
Fontbonne University	Bridges	\$10,000	\$1,921	\$2,671	\$3,050	\$4,678	\$3,601	\$3,968	-\$3,486	\$26,405	\$25,545	3.4%
Forest Institute of Professional Psych	SWAN	\$10,000	\$170	\$236	\$1,752	\$2,924	\$361	\$440	-\$477	\$15,406	\$15,558	-1.0%
Hannibal-LaGrange	Lance	\$10,000	\$2,680	\$3,726	\$2,193	\$2,924	\$1,816	\$2,599	-\$3,155	\$22,784	\$20,880	9.1%
Harris Stowe	Bridges	\$10,000	\$1,731	\$2,408	\$1,361	\$3,509	\$728	\$1,060	-\$2,708	\$18,087	\$18,177	-0.5%
Jefferson	Archway	\$10,000	\$2,154	\$2,995	\$3,738	\$4,678	\$2,468	\$3,377	-\$3,534	\$25,877	\$25,164	2.8%
Kansas City Art Institute	WILO	\$10,000	\$852	\$1,185	\$6,714	\$3,509	\$1,183	\$968	-\$1,034	\$23,377	\$21,993	6.3%
Kenrick-Glennon Theological Seminary	Bridges	\$10,000	\$1,775	\$2,468	\$1,150	\$2,924	\$392	\$643	-\$2,065	\$17,287	\$16,915	2.2%
Kirksville College of Osteopathic Med	Lance	\$10,000	\$445	\$619	\$1,228	\$4,678	\$1,418	\$1,679	-\$515	\$19,551	\$20,602	-5.1%
Lincoln	Arthur	\$10,000	\$3,053	\$4,245	\$2,615	\$8,187	\$1,443	\$1,353	-\$2,875	\$28,021	\$30,817	-9.1%
Lindenwood University	Bridges	\$10,000	\$1,867	\$2,596	\$2,426	\$3,509	\$5,246	\$7,933	-\$3,159	\$30,417	\$27,071	12.4%
Linn State Technical	Lance	\$10,000	\$436	\$606	\$5,268	\$2,924	\$386	\$845	-\$1,476	\$18,988	\$18,142	4.7%
Logan College of Chiropractic	Bridges	\$10,000	\$1,057	\$1,470	\$7,801	\$4,093	\$468	\$996	-\$1,212	\$24,673	\$23,612	4.5%
Maryville University	Bridges	\$10,000	\$2,973	\$4,134	\$3,119	\$5,848	\$3,803	\$7,028	-\$3,564	\$33,342	\$31,918	4.5%
Metropolitan Community College	WILO	\$10,000	\$2,943	\$4,092	\$8,087	\$13,449	\$23,313	\$7,342	-\$12,123	\$57,103	\$58,200	-1.9%
Midwest Baptist Theological Seminary	WILO	\$10,000	\$2,499	\$3,475	\$2,537	\$2,924	\$1,905	\$861	-\$1,548	\$22,652	\$20,786	9.0%
Mineral Area College	Galahad	\$10,000	\$1,068	\$1,486	\$1,595	\$2,924	\$899	\$635	-\$1,847	\$16,760	\$16,535	1.4%
Missouri Baptist	Bridges	\$10,000	\$1,262	\$1,755	\$1,276	\$2,924	\$3,544	\$1,274	-\$1,452	\$20,582	\$19,292	6.7%
Missouri River Regional Library			\$5,308	\$0	\$0	\$0	\$0	\$11,596	-\$9,972	\$6,932	\$7,247	-4.4%
Missouri Southern	SWAN	\$10,000	\$8,401	\$11,682	\$6,375	\$9,356	\$6,411	\$4,794	-\$6,202	\$50,816	\$48,629	4.5%
Missouri State Library	Arthur	\$10,000	\$2,900	\$4,033	\$486	\$5,848	\$1,455	\$3,933	-\$791	\$27,863	\$27,966	-0.4%
Missouri State University	SWAN	\$10,000	\$22,739	\$31,620	\$36,101	\$25,729	\$17,124	\$22,707	-\$24,766	\$141,256	\$134,787	4.8%
Missouri University of Sci & Technology	Merlin	\$10,000	\$11,956	\$16,626	\$13,292	\$10,526	\$22,484	\$7,096	-\$10,699	\$81,280	\$71,971	12.9%
Missouri Valley	Quest	\$10,000	\$1,609	\$2,237	\$2,322	\$3,509	\$2,715	\$1,068	-\$2,470	\$20,989	\$20,270	3.5%
Missouri Western	Towers	\$10,000	\$5,373	\$7,472	\$2,925	\$8,187	\$4,221	\$6,611	-\$4,036	\$40,753	\$40,001	1.9%

Institution	Cluster	Fixed	Items(MCO)	Items(Cluster)	Total Circ Act	Licenses	IntraCluster	InnReach	Lending	Assessment 2011-12	2010-11	% change
Moberly Area Community College	Lance	\$10,000	\$463	\$643	\$435	\$3,509	\$4,835	\$2,587	-\$1,316	\$21,156	\$20,390	3.8%
North Central Missouri State	Towers	\$10,000	\$832	\$1,156	\$635	\$2,924	\$728	\$409	-\$645	\$16,038	\$16,015	0.1%
Northwest Missouri State	Towers	\$10,000	\$9,214	\$12,813	\$15,218	\$10,526	\$1,848	\$5,695	-\$8,588	\$56,726	\$54,261	4.5%
Ozarks Technical Community College	SWAN	\$10,000	\$863	\$1,200	\$3,838	\$7,017	\$9,885	\$2,310	-\$2,933	\$32,180	\$32,449	-0.8%
Rockhurst	WILO	\$10,000	\$5,009	\$6,966	\$3,065	\$3,509	\$3,588	\$3,298	-\$2,786	\$32,648	\$28,680	13.8%
Southeast Missouri State	Galahad	\$10,000	\$10,855	\$15,094	\$8,711	\$16,373	\$3,556	\$13,588	-\$9,746	\$68,432	\$70,064	-2.3%
Southwest Baptist University	SWAN	\$10,000	\$6,773	\$9,418	\$5,425	\$7,602	\$5,006	\$2,480	-\$4,301	\$42,402	\$40,506	4.7%
Springfield-Green County Library			\$11,423	\$0	\$0	\$0	\$0	\$41,514	-\$21,196	\$31,741	\$28,388	11.8%
St. Charles County Community College	Archway	\$10,000	\$2,078	\$2,890	\$5,171	\$5,263	\$2,449	\$2,492	-\$4,844	\$25,498	\$25,576	-0.3%
St. Louis College of Pharmacy	Archway	\$10,000	\$1,548	\$2,153	\$2,631	\$2,924	\$1,645	\$2,329	-\$751	\$22,480	\$20,661	8.8%
St. Louis Community College	Archway	\$10,000	\$8,205	\$11,410	\$50,329	\$23,390	\$6,271	\$12,120	-\$15,621	\$106,105	\$106,100	0.0%
St. Louis University		\$10,000	\$50,129	\$0	\$0	\$0	\$0	\$32,438	-\$17,117	\$75,450	\$61,606	22.5%
St. Paul School of Theology	WILO	\$10,000	\$2,102	\$2,923	\$3,506	\$2,924	\$2,202	\$1,488	-\$3,313	\$21,831	\$20,193	8.1%
State Fair Community College	Quest	\$10,000	\$1,291	\$1,795	\$678	\$2,924	\$1,842	\$480	-\$1,264	\$17,746	\$17,246	2.9%
Stephens	Arthur	\$10,000	\$2,894	\$4,025	\$2,726	\$3,509	\$1,652	\$3,941	-\$3,562	\$25,184	\$23,296	8.1%
Three Rivers Community College	Galahad	\$10,000	\$774	\$1,077	\$1,945	\$2,924	\$1,905	\$3,175	-\$1,917	\$19,882	\$18,787	5.8%
Truman State	Lance	\$10,000	\$16,272	\$22,627	\$42,528	\$14,034	\$6,714	\$50,994	-\$12,566	\$150,604	\$126,490	19.1%
University of Central Missouri	Quest	\$10,000	\$17,771	\$24,711	\$21,557	\$16,958	\$3,322	\$10,159	-\$12,374	\$92,105	\$87,878	4.8%
University of Missouri - Columbia	Merlin	\$10,000	\$81,122	\$112,804	\$76,739	\$86,544	\$167,496	\$30,894	-\$90,318	\$475,282	\$452,146	5.1%
University of Missouri - Kansas City	Merlin	\$10,000	\$37,768	\$52,519	\$34,500	\$46,781	\$54,239	\$13,179	-\$44,481	\$204,505	\$206,616	-1.0%
University of Missouri - St. Louis	Merlin	\$10,000	\$22,106	\$30,740	\$21,314	\$24,560	\$42,481	\$15,187	-\$27,634	\$138,755	\$131,128	5.8%
Washington University in St. Louis		\$10,000	\$70,441	\$0	\$0	\$0	\$0	\$73,150	-\$33,754	\$119,838	\$99,783	20.1%
Webster University / Eden	Bridges	\$10,000	\$7,836	\$10,897	\$19,741	\$10,526	\$6,765	\$15,822	-\$11,809	\$69,778	\$63,675	9.6%
Westminster	Arthur	\$10,000	\$2,557	\$3,556	\$2,590	\$3,509	\$4,923	\$6,103	-\$2,202	\$31,037	\$27,518	12.8%
William Jewell	WILO	\$10,000	\$4,290	\$5,966	\$5,066	\$4,093	\$2,905	\$2,556	-\$5,671	\$29,205	\$26,881	8.6%
William Woods	Arthur	\$10,000	\$2,587	\$3,597	\$3,067	\$3,509	\$1,506	\$1,849	-\$3,996	\$22,118	\$21,085	4.9%
		\$600,000	\$488,857	\$488,857	\$488,857	\$488,857	\$488,857	\$488,857	-\$488,857	\$3,044,283	\$2,871,965	6.0%