

Canadian National Site Licensing Project (CNSLP)

Strategy Session

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Halifax, NS

“As was said” Session Report

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Key Messages

“What are the Key Messages from this session we propose to share across our various constituencies?”

- We had a representative group in attendance – a good cross-section
- We have a Core Purpose and a Mission
- There is considerable consensus that we move forward. We intend to expand the scope of CNSLP and we know where we’re going
- We created a long-term opportunity
- There is consensus that CNSLP will continue with a national strategy with all inclusive licensing for academic institutions, but with new cost-sharing models that will recognize program diversity and institutional size
- We are going to be able to report how the current products are being used
- There is consensus that what we’ve done is successful
- There’s still lots to do

Next Steps

What	Who	By When
Deliver “As was said” session report electronically to Deb deBruijn	Tony N	September 15/01
Deliver “As was said” workshop report electronically to all workshop participants	Deb deB	September 15/01
Prepare and deliver to all meeting participants a “one pager” describing how the agreed upon activity will roll out for each Key Action	Accountable individuals	October 15/01
Next meeting of the Steering Committee	Deb deB	November 15/01

Key Actions

#	Key Action	Substantial completion	Accountable Committee	Liaison
1.3	Hire administrative and program staff	Nov. 30/01	Management Sub-Committee	Deb deB
2.5	Execute communication plan	Dec. 31/01	Communication Sub-Committee	Deb deB
1.4	Articulate and secure commitment from participants (current players) for funding and national access model	Dec 31/01	Steering Committee	Deb deB
2.1	Identify and deploy champions among research community	Feb 28/02	Steering Committee	Rita C
1.5	Obtain the support of the 64 institutions to proceed to incorporation	Mar 31/02	Steering Committee	Deb deB
5.2	Implement new funding model	April 30/02	Steering Committee	Deb deB
2.2	Compile, analyze and disseminate data on usage patterns	June 30/02	Evaluation Task Group	Ellen H
3.2	License new content	Sep 30/02	Electronic Resources Committee	Karen A
4.5	Develop an understanding of evolving models of scholarly communication	Dec 31/02	Advisory Board	Jean-Claude Guédon

Core Purpose/ Mission

Our Core Purpose

The core purpose of the Canadian National Site Licensing Project (CNSLP) is to increase the capacity for research and innovation in Canada

Our Mission

...is to expand the universe of digital research information available to Canada's academic research community, through the coordinated services and expertise of academic libraries

Key Results Areas/ Strategic Directions/ Success Indicators/ Actions

KRA #1.0 – WHO & WHAT WE ARE

*(Process note: To put structure to the issues and challenges identified in the brainstorming (see page 22) the group established five **Key Results Areas** - areas in which energies and resources will need to be focused.)*

Strategic Direction:

We will create a non-profit corporation that continues the purpose and principles of CNSLP that is based on commitment to national strategies and all-inclusive licensing, has the support of 64 institutions, with clear criteria for membership, and linkages with regional, national and international groups.

Success Indicators:

Success will have been achieved in this Key Results Area:

- when we have clear criteria for membership
- when there is a clear and accepted core purpose, mission, name and visual identity
- when 64 agree to a new enabling agreement for continuing
- when “all in” confirmed as national model
- when we have a legal structure
- when there is robust professional staff
- when we have stable funding in place to operate the organization, and
- when there is an agreed mechanism to fund licensing, and other resources

We can go part way in achieving this:

1.3 By hiring administrative and program staff

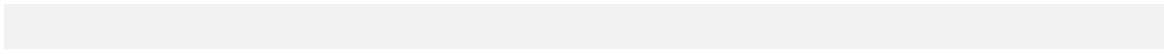
Substantial completion	:	November 30/01
Accountable Committee	:	Management Sub-Committee
Liaison	:	Deb deBruijn

1.4 By articulating and securing commitment from participants (current players) for funding and national access model

Substantial completion : December 31/01
Accountable Committee : Steering Committee
Liaison : Deb deBruijn

1.5 By obtaining the support of the 64 institutions to proceed to incorporation

Substantial completion : March 31/02
Accountable Committee : Steering Committee
Liaison : Deb deBruijn



KRA #2.0 – OUR RELATIONSHIP WITH RESEARCHERS

Strategic Direction:

We will provide increased access to a wider variety of research information and demonstrate its increased use by evaluation. This program will penetrate beyond the university community in a significant way. Researchers from a wide variety of disciplines will champion the project and institutions will use it as a factor in recruitment and retention.

Success Indicators:

Success will have been achieved in this Key Results Area:

- when statistics validate increased access
- when researchers from a wide array of disciplines champion the project
- when there is penetration of the program beyond the university community, and
- when the project is used as a factor in recruitment strategy

We can go part way in achieving this:

2.1 By identifying and deploying champions among research community

Substantial completion	:	February 28/02
Accountable Committee	:	Steering Committee
Liaison	:	Rita Campbell

2.2 By compiling, analyzing and disseminating data on usage patterns

Substantial completion	:	June 30/02
Accountable Committee	:	Evaluation Task Group
Liaison	:	Ellen Hoffmann

2.5 By executing a Communication Plan

Substantial completion	:	December 31/01
Accountable Committee	:	Communication Sub-Committee
Liaison	:	Deb deBruijn

KRA #3.0 – CONTENT

Strategic Direction:

We will have in place multi-year agreements with publishers for content identified by our researchers and our members as key to research.

Success Indicators:

Success will have been achieved in this Key Results Area:

- when we have licensed a critical mass of inter-disciplinary content that is responsive to the diverse needs of the Canadian academic research community
- when we have secured a portfolio of e-resources reflecting a balance among disciplines and types of publishers

We can go part way in achieving this:

3.2 By licensing new content

Substantial completion	:	September 30/02
Accountable Committee	:	Electronic Resources Committee
Liaison	:	Karen Adams

**KRA #4.0 – CHANGING MODELS IN SCHOLARLY
COMMUNICATION**

Strategic Direction:

We will contribute to the development of more cost effective and more timely scholarly communication directed by academic priorities. We will have a flexible process that will accommodate still evolving models of scholarly communication.

Success Indicators:

Success will have been achieved in this Key Results Area:

- when we have more cost effective and more timely scholarly communication directed by academic priorities
- when we have a flexible process that accommodates still evolving models of scholarly communication

We can go part way in achieving this:

4.5 By developing an understanding of evolving models of scholarly communication

Substantial completion	:	December 31/02
Accountable Committee	:	Advisory Board
Liaison	:	Jean-Claude Guédon

KRA #5.0 – HOW WE SUSTAIN AND GROW

Strategic Direction:

We will expand research content with national access for all participants. We will have in place mechanisms to ensure long-term sustainability. We will demonstrate the value of the project/consortial approach to users, administrators and funders.

Success Indicators:

Success will have been achieved in this Key Results Area:

- when the national program is continued
- when we provide a critical mass of content for all participants
- when we are on a sound self-sustaining financial basis
- when users, administrators and funders recognize the value of consortial/leveraged approach, and
- when we expand the membership of CNSLP

We can go part way in achieving this:

5.2 By implementing new funding model

Substantial completion	:	April 30/02
Accountable Committee	:	Steering Committee
Liaison	:	Deb deBruijn

Appendices

List of Participants

Steering Committee

Karen Adams
Rita Campbell
Jean-Pierre Côté
Deb deBruijn
Jacques Hurtubise
Tim Mark
Carole Moore
Judith Whittick

Negotiations Resource Team

Faye Abrams (September 12 only)
Gérald Boudreau
Cheryl Cohen
Hazel Fry
Ron MacDonald
Brian Owen
Ingrid Parent
John Teskey

Evaluation Task Group

Ellen Hoffmann
Susan Miller

Guests

Glen Bloom (September 12 am only)
Bernard Dumouchel
Ernie Ingles (September 12 only)
David Kohl
Paul Wiens (September 12 only)

Session Expectations

“What needs to happen between now and 2 p.m. tomorrow for this meeting to be a worthwhile experience for you and your organization...?”

- To know where we’re going from here, i.e. next steps
- Commitment
- To determine where we need to arrive at
- All the options on the table
- Outcomes – how we’ll get there? Who will do it and when?

Assumptions

“As the CNSLP moves forward, what are some of the practical/pragmatic assumptions we can make about the environment in which we operate? We can safely assume that...”

- there will be no steady flow of external funds; targeted funding will be there for innovation
- there will be continued tension between the will to collaborate and the individual interests of institutions
- there will never be enough money; will always be setting priorities
- the “all in” model gets political/economic clout; libraries want control
- some will want “in”, some “out”
- CNSLP has profile to exploit
- we will have to work with our staff to ensure a common understanding of the potential of CNSLP
- everything will take longer than expected
- consolidation of publishing community will continue
- we cannot please everyone
- building trust is hard
- our assumptions will be challenged! (by the uninformed and unenlightened who are the majority...)

Trends

“What are the current and emerging trends that will shape the CNSLP’s future/affect our ability to perform?”

- mergers/industry consolidation
- consumer cooperation (purchaser rather than end user)
- commodification (IP)
- e-commerce/BtoB
 - microcharging?
- Privacy
- Public policy/research agenda
- Public Library of Science et al
- Open archiving initiative
- Open software
- Push to public accountability
- Globalization of education

Critical Success Factors

“What are the areas in which we (the CNSLP) must excel if we are to win with our various constituencies? We (CNSLP) had better be really great at...”

- communication and marketing our successes and directions (branding)
- identifying and balancing very diverse needs
- integrating CNSLP products into researchers' information 'habits'
- providing information and analysis on the impact and benefits (see OhioLink)
- building trust within our own community to purchase/make decisions collectively

Our Successes ... and more ...

“What do we need to ...

...keep doing?

- keep 64 players convinced of value
- strategic negotiations with solid principles
- vendors satisfied
- developing level of trust

...do more of?

- explain/educate value to researchers, politicians, university admin.
- focus on national benefit
- keep local needs in perspective
- “Third date” – time to formalize relationships
- Face-to-face

...do less of?

- don't let local needs undermine agenda
- reliance on volunteers – more paid staff

SWOT

Assumption – Current CNSLP – as it is now

Our Strengths:

- \$50 million (Canadian) on the table
- 64 universities – all in
- model license
- principles
- RFP process – we controlled
- Major successes – CAUBO award, number of vendors (7), number of titles
- Initial structure worked
- Profile with CFI, PMO, Universities
- International recognition – ICOLC etc

Our Weaknesses:

- Lack of Canadian content
- RFP geared toward bigger publishers
- Only \$50 million (Canadian) over 3 years
- Only STM materials
- ‘Project’ structure – uncertainty re: longevity
- Communication process
 - Lack of resources
 - Necessary confidentiality through RFP process
- Length of time for process

The Opportunities:

- Set up stand-alone consortium
- Research/innovation window is open
- Lever initial successes e.g. \$, model license, method of negotiation
- Acquaint other lib. staff with “ambiance”
- Tie in with other modes of distribution of information
- New players to add
- Leverage profile with other organizations/\$ e.g. SSHRCC et al
- Another way to communicate with end-users, e.g. evaluation
- Lead in the development of new scholarly publishing methods in Canada
- New collaboration

The Threats:

- Herding cats
- Librarian mindset – library-centred model – willing to suspend traditional approaches
- No dollars for ‘glue’
- Loss of autonomy – perception
- Scholarly publishing models that bypass libraries and journals
- Competition, e.g. other consortia

Scoping the Issues - Brainstorming

“In thinking about advancing the CNSLP what are some of the issues and challenges that come to mind?”

Who and what are we

- 5- Continue to build on an “All In” basis
- 8- How the library community understands/adapts to the new model (publisher ‘bidding’) and is able to give up ‘title by title’ thinking
- 9- Deciding to continue – will exit strategy be just that?
- 10- Get agreement for ‘money in the middle’ approach to consortia purchasing
- 21- Purpose – nature, scope, cohesion
- 22- How to add new players
- 23- CFI money was catalyst/incentive. What is next one?
- 27- The question of funding
- 28- Scaling beyond “proof of concept” – participants and funding
- 30- Actually determining what lessons we have learned and where they lead us
- 37- Killed by success – what this will take to administer/manage
- 52- Legal structure

Our relationship with researchers

- 3- How do we keep the “clients” happy? Who are the clients?
- 24- The results belong to the end users
- 26- Identifying and communicating impact, profile, use
- 34- Extension to the general research community
- 42- Develop support of the academic and research community
- 45- Measure and evaluate success of CNSLP by users

Content

- 29- In terms of products, what do we get now? Additional content.
- 31- How to add
 - Canadian titles
 - French language titles
- 32- Mid-term – transition from 15% to 75% of journals
- 39- Homogenization of information resources

Appropriate positioning of CNSLP

- 4- ‘CNSLP’ – Acceptance of place/role/jurisdiction. Needs to be ‘accepted’
- 6- Determine future role of the CNSLP
- 12- Continuous assessment of the impact on research community through a systematic communication plan (campaign)
- 14- Keep focus on building the research infrastructure together (vs. individual institutional prerogatives)
- 25- Relationships with existing bodies:
 - AUCC - regional groups
 - CARL - CASUL
 - Consortia Canada
 - Non-participating institutions
- 36- How to transfer CNSLP responsibility function?
- 38- Keep local library in process
- 41- Linkages with other regional, national or international consortiums
- 44- Building funding in context of different political/funding jurisdictions
- 48- How this project fits into other projects we do
- 51- International scope

Changing models in scholarly communication

- 11- Assuring long-term access to the e-resources (i.e. the archiving issue)
- 15- In the long-term scientific journals should be free. How can we help this happen?
- 18- Risk of regression – i.e. simply reacting to publishers rather than setting the agenda/course
- 20- Evolution of publisher’s business models and strategies: pay-per-work accessed
- 43- Changes in scholarly publishing

How do we sustain and grow

- 1- Diverse size & needs, funding capacities of partners
- 2- Getting consensus from all participants to move to the next step
- 7- Keep “win/win” for all sizes and types of institutions
- 13- Disparité des intérêts
- 16- Maintaining a national program with players at different levels
- 17- Establishing a flexible organization that can adapt to changing environment and seize new opportunities
- 19- Keeping the project an academic priority for continued national support
- 33- Demonstrating long-term value to innovation capacity building
- 40- Staying on the political radar screen
- 47- Some would rather it fail
- 49- Strong desire for continued exploitation of purchasing leverage benefits

External influences

- 35- IP/Copyright developments: legislative changes, contracts
- 46- National economy change?
- 50- Sustainability of the Canadian model in the global context?

Action Planning - Brainstorming

Process Note: The group was asked to identify those actions CNSLP should now be contemplating to achieve the success described by the Success Indicators. (See pages 7-12).

The group was further asked to identify those key actions, critical to the success of CNSLP, that must be started now, with substantial progress made over the next 60-90 days (See Key Actions on page 5). Selected items are shown below in *Italics*.

Key Results Area #1.0

- 1.1 Create a non-share corporation
- 1.2 Incorporate as a non-profit organization
- 1.3 *Hire administrative and program staff*
- 1.4 *Articulate and secure commitment from participants (current players) for funding and national access model*
- 1.5 *Obtain the support of the 64 institutions to proceed to incorporation*
- 1.6 Obtain sustainable funding
- 1.7 Define the membership criteria

Key Results Area #2.0

- 2.1 *Identify and deploy champions among research community*
- 2.2 *Compile, analyze, and disseminate data on usage patterns*
- 2.3 Investigate impact on research
- 2.4 Identify the next priorities for content
- 2.5 *Execute communications plan*
- 2.6 Begin articulating outside relationships (making key potential linkages)

Key Results Area #3.0

- 3.1 Submit funding proposals
- 3.2 *License new content*

Key Results Area #4.0

- 4.1 Obtain guidance from advisory committee
- 4.2 Obtain results from evaluation committee
- 4.3 Organize feed-back from users
- 4.4 Hold a symposium on scholarly communication
- 4.5 *Develop an understanding of evolving models of scholarly communication*

Key Results Area #5.0

- 5.1 Provide evaluation results (from usage and focus groups)
- 5.2 *Implement new funding model*
- 5.3 Identify priorities for next content

Process Notes

Core Ideology

- 1) Answers the fundamental questions:
 - *Who are we?*
 - *What are we about?*
 - *What do we stand for?*
- 2) Clarifies what doesn't change for the organization in an environment of rapid and unpredictable change.

Core Purpose

A concise statement of the CNSLP's reason for being.

- May last 100 years
- Continually pursued but never achieved
- Can evolve but never outgrow
- Answers the question "Why?"

Mission

- ❖ What we do...
 - *We exist to ... (business we're in)*
- ❖ Who do we do it to/for
 - *For ... (members/clients)*
- ❖ Our products/programs/services
 - *In order to ... (Core services)*
- ❖ How/why
 - *So that ... (Key outcomes that determine success)*