

**CONSULTATION MEETING
CANADIAN NATIONAL SITE LICENSING PROJECT
SEPTEMBER 25-26, 2002**

Embassy West Hotel and Conference Centre
1400 Carling Avenue
Ottawa, Ontario
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Meeting Report

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Appendices

- A. LIST OF PARTICIPANTS
- B. AGENDA and MEETING OBJECTIVES
- C. A REALITY CHECK; Presentation by Deb deBruijn, CNSLP Executive Director
- D. NATIONAL AND REGIONAL PERSPECTIVES: Presentations by:
 - a) *Canadian Association of Research Libraries*
 - b) *Council of Atlantic University Libraries*
 - c) *CREPUQ - Conférence des recteurs et des principaux des universités du Québec*
 - d) *Ontario Council of University Libraries*
 - e) *Council of Prairie and Pacific University Libraries*
 - f) *Canada Institute for Scientific and Technical Information*
 - g) *National Library of Canada*
- E. HOW WE HAVE TO BE SHAPED
- F. EVALUATION

OBJECTIVES AND EXPECTATIONS

The meeting began with introduction of participants (Appendix A), followed by a review of the agenda and objectives of the meeting (Appendix B), and a discussion of expectations.

Note: In considering the purposes of the consultation as outlined below, participants were asked to reflect on the CNSLP mission and core purpose throughout the two-day meeting.

Mission Statement

To expand the universe of digital research information available to Canada's academic research community through the co-ordinated services and expertise of academic libraries.

Core Purpose

To increase the capacity for research and innovation in Canada.

CONSULTATION OBJECTIVES

- 1) Better understand existing relationships/better define where those relationships exist within the CNSLP community.
- 2) Get clarity around how we portray ourselves to funders.
- 3) Determine the primary strategic initiatives CNSLP, as a group, is looking to accomplish.
- 4) Describe our vision for CNSLP.

EXPECTATIONS

What needs to happen between now and the end of the day tomorrow for this meeting to be worthwhile?

- I would like to see some options identified and a strategy worked out for whatever we are here to do.
- I want to learn more from the rest of the libraries across the country as to how they see CNSLP developing.
- We need to surface a lot of issues.
- I would like to see a very strict agenda of where we are going.
- I want to see a business plan, or what the direction of the elements of the business plan is.
- I am hoping for something that results in an academic plan.
- It is time to set some strategic directions and build consensus where we can.

APPRECIATING AND VALUING THE BEST OF "WHAT IS"

Following a series of presentations by CNSLP staff and steering committee members, as well as those by representatives of participating national and regional organizations (Appendices C and D), facilitator Anthony (Tony) Nash guided the participants in facilitated workshop discussions.

The common themes/circumstances emerged from a reflection on CNSLP successes and are summarized below:

- In general it was a good deal. There was leveraging of dollars. We ended up paying 20% on a product. You can't fault that one.
- It brought diverse groups together - there were a number of different players.
- Expanded horizons. It was not just the big 27, but a whole bunch of others who contributed a lot.
- Pooled resources and people.
- A major thing is essentially we turned around and put that 20% we contributed on the table, no questions asked. So here is a pot of 50 million dollars - go do something with it.
- It raised the national profile of libraries both nationally and regionally. We began, libraries directly began to talk to ACOA, finance committees - we did not have intermediaries - we were dealing with them directly. We had, and still have, opportunities to make our case.
- The cancellation of print with limited controversy. Many of us were beginning to look at one or another, but not both.
- There is no longer very much talk, or push back, from faculty that we shouldn't be doing this. There are very few who are opposing the complete cancellation of print. There has been positive faculty response.
- It was very positive to receive so many titles when many of us were still in a ten-year slope of cutbacks.
- It became a door opener to discuss issues with university presidents.
- It raised the profile of libraries.
- Collateral resources were identified.
- Establish better and ongoing relationships with campus leaders, such as deans.
- More credibility with faculty.
- Highlighted professionalism of libraries and librarians.
- It set the table for future funding - that is really the big one.
- Raised the profile of the library in general; but within the scholarly framework of the university.
- Making a contribution to a worthwhile effort to kick start idea.
- Nobody questioned the worth of the project.

- Opening doors.
- Bridging the various agendas of our academic constituencies.
- It has been observed internationally and emulated.
- Media profile.
- Role in research.
- The dreaded word "Maclean's" - it is some ammunition for dealing with Maclean's rankings.
- Making an offer you can't refuse. In Atlantic provinces getting matching funding, it became so good.
- It made the librarians and staff look good in general.
- It was a way for the library to come together as a partner with the research community.
- An opportunity to increase the profile of library with senior administrators.
- It changed the nature of negotiations with publishers. There is a new approach now.
- It enabled the library, in some cases, to move into long talked about strategic directions.
- Positioned the library ahead of the curve, both in terms of electronic resources and CFI.
- As citizens, we felt good for the country.
- The largest national action undertaken effectively by the academic library community.
- We acknowledged the quality of the model license as being second to none - changing current licenses.
- To our own surprise, we did, in fact, have an infrastructure that was ready to deliver the products.
- It is giving us a sense of empowerment, the confidence to move ahead.

SCOPING THE LANDSCAPE

In the previous discussion, six key focus areas were identified as priorities for CNSLP. In this exercise, participants were asked to identify the issues and challenges affecting each area, determine success indicators, and propose actions and activities that would contribute to achieving success.

N.B; the numbering of the key focus areas does not reflect any prioritization on the part of the participants.

<ul style="list-style-type: none">▪ KEY FOCUS AREA #1: Role of CNSLP in evolving role of publishing
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Issues And Challenges

- Develop immediate action items for CNSLP
- Where is national site licensing as a mechanism in the context of effective communication of research results?
- Creating something new and incremental for all to be in for the longer term
- What is the future of "national" site licenses? (Or: when is a site license national?)
- Role of CNSLP within various institutional acquisition strategies
- Lack of consensus on priorities
- Increase content purchase/negotiated or free
- How do we move from where we are to next step?
- The CNSLP is a very good defensive reaction to increased costs. How can phase 2 be more subversive, evolutive, etcetera?
- Identifying new activities/services for CNSLP to meet needs of members and to attract attention of funders
- Clarify role of CNSLP within context of scholarly community and its possible reform
- "Feeding the monster" sustainable model (perpetuates current structures and scholarly communication costs)

Success Indicators

Success will have been achieved in this key focus area when...

- new services have been developed that have attracted the attention of funders and meet the needs of clients.

- CNSLP is seen as a world leader in licensing.
- CNSLP has contributed to restructuring of STM publishing, for example: open access archives, institutional repositories, and free access to Canadian authors.
- collection strategies integrate CNSLP resources.
- there is agreement on strategic priorities and implementation plan.

(In discussing success in the area of the role of CNSLP in the evolving role of publishing, there were a couple of ideas that dealt with consensus of priorities. Additionally, it was felt that if agreement on strategic priorities and implementation plans were attained, this key focus area would be a success. It was noted that the notion of universal free access was felt to be a very 'subversive' proposal.)

Action Items

To achieve the success we've described what are some actions/activities that should now be contemplated?

- Expand licensing particularly in SSH.
- Diversify in the direction of open access archives.
- Build on prototype by:
 - adding remaining large scientific publishers; and
 - adding new content from SS&H.
- Negotiate open access to Canadian authors within the next licensing exercise.
- Expand licensing for more content.
- Create a managing agency for: negotiating, content building.
- Continue to experiment with procurement processes/models.
- Diversify by:
 - designing and coordinating a distributed network of archives (archival repositories)
- CNSLP should act as clearinghouse for licensing activities in Canada.

KEY FOCUS AREA #2: Membership

Issues And Challenges

- Keeping the 64 and bringing others in
- 64 and beyond - how to expand membership to 64+
- How to include those libraries/researchers "excluded" this last round.

Success Indicators

- *Success will have been achieved in this key focus area when...*

- The sixty-four current partners commit to continue and a process is in place to admit new members.

(We did ask ourselves, are we successful if we have 63 institutions that continue or 61? We left it for now with the sixty-four members, and having a process in place to admit new members.)

Action Items

To achieve the success we've described what are some actions/activities that should now be contemplated?

- Design process/criteria for new members.
- Draft criteria and responsibilities for membership.
- Establish membership criteria by December 2002.
- Investigate/examine ARL and SPARC model in order to move forward by November 30, 2002.
- Design an organizational structure.
- Develop membership criteria for CNSLP by December 31, 2002.
- Create a set of principles for membership.
- Create a national (strategic, innovative) leadership team to coordinate and to fulfill vision.
- Incorporate by February 2003.

KEY FOCUS AREA #3: Governance

Issues and Challenges

- Assumption: CNSLP was a success therefore it should continue
- Relationship to numerous (redundant?) organizations
- Finding a structure for the next phase - incorporation?
- The project is being transformed into an organization - should it be?
- Developing measurable evaluation criteria for the project.
- How to manage CNSLP initiative
- Governance structure that incorporates regional groups more formally
- Incorporation - implementation and operational issues association with this
- Incorporation timetable.
- Role of steering committee

Success Indicators

Success will have been achieved in this key focus area when...

- there is an organization with an appropriate legal structure that has the confidence of its members.
- there are clear and well-understood mechanisms for meaningful participation by members in decision-making.
- there are criteria for membership.

Action Item

To achieve the success we've described what are some actions/activities that should now be contemplated?

- Resolve new legal status.

KEY FOCUS AREA #4: National/Regional/Local Relationships

Issues and Challenges

- How to reconcile "balance?" the national relevance of the project and the institutional accountability?
- Finding the balance between national strategy/savings and local autonomy/content
- Is there consensus to enter into new contracts for new content, now that there is no \$20M on the table?
- What is best done regionally and what nationally?
- CISTI
- Evolve local infrastructure, looking at OCUL and/or CISTI as possible models
- Future relationship between CARL and CNSLP

Success will have been achieved in this key focus area when...

- the purpose/basis for the continued relationship is clearly understood by all participants.
- there is a better understanding of what can be achieved by licensing at the national level (evaluation team?).
- there is a better understanding of who is best to achieve/implement licensing at the national level, at the regional level, at the institutional level.
- who is best to advocate.

Additional Comment

(The first point relates to the CNSLP members. The second point highlights more generally the relationship with others. The final two points addresses the primary question that needs to be answered - the who.)

Action Items

To achieve the success we've described what are some actions/activities that should now be contemplated?

- Define criteria for national negotiation, for example: price, common interest.
- Create mechanisms for effective two-way communications.
- Hold consultation meeting with regional groups on communications strategies.
- To consult with national organizations (for example: CARL, CISTI, NLC, AUCC) on communications strategies.
- Build a vision for national distributed research network.

KEY FOCUS AREA #5: Funding

Issues and Challenges

- How to sustain funding?
- Lack of funding
- Will the 64 commit to sustainability
- Sustainability
- Funding to continue/enhance and enlarge project
- Need the carrot to build \$
- How do we budget for next step?
- How to scale up the CNSLP, in a context of reduced (or 0) external funding?
- Securing commitments from all members to support addition of new content
- "Glue/incentive" to stick together
- If we don't allocate more \$ to CNSLP, are the existing 7 publishers all CNSLP will offer?

Success Indicators

Success will have been achieved in this key focus area when...

- current content is sustained.
- eighty percent of current partnerships are retained.
- new members are added.
- new money from funding agencies is secured.
- new content to attract new money is in place.
- good deals exist.

(The first three points are assumptions related to sustainability. The final four points are assumptions related to growth.)

Action Items

To achieve the success we've described what are some actions/activities that should now be contemplated?

- Complete and distribute evaluation report.
- Confirm principles of cost sharing based on - research intensity.
- Build strategy to approach external funding agencies.
- Determine member contribution for SSH.

KEY FOCUS AREA #6: Licensing Model

Issues and Challenges

- What is the appropriate balance between "all in" licensing and "opting out" licensing?
- Buffet (1 price for all), or pick and choose
- Develop innovative licensing models

Success Indicators

Success will have been achieved in this key focus area when ...

There:

- are new models (disciplinary portals),
- is consolidation of licensing initiative,
- inclusive licensing,
- exceed access rights provided by copyright.
- Success will have been achieved when new licenses are those, which would allow us to package things in a slightly different way.
- Consolidation of licensing initiatives is along the lines of that which the group talked about as the different levels (national, regional local).

Additional comments

It was suggested that we talk about inclusive licensing. Not only the ability to opt in and out, but also licenses should not exclude certain parts. License should be inclusive, although we also believe people should be able to opt-in and out.

We want to negotiate licenses that are constantly pushing the copyright law.

Action Items

To achieve the success we've described what are some actions/activities that should now be contemplated?

- Remember Canadian authors!
- Establish criteria for a potential license becoming a CNSLP project.
- Establish funding (cost distribution models).
- Establish alternative procurement processes.
- Establish alternative license models, according to products.
- Review terms of CNSLP license (for example: archiving).

KEY FOCUS AREA #7: Content

Issues and Challenges

- Defining the potential for - and limits on - growth
- Identify - other products, e.g. Social Sciences and Humanities
- More content
- What is left after Elsevier?
- Keep research focus in content
- Content versus access (discovery tool)
- How to define next step - a project that answers needs of all 64
- Content for sub-group of 64, for example: law, medicine
- Books, etcetera (e.g., multi-media)

Success Indicators

Success will have been achieved in this key focus area when...

- when the content supports the research interests of all the members of the academic community.

Additional Comment

We spent some time trying to figure out whether we should include defining CNSLP content, defining regional content and even defining local content. The basic premise is that CNSLP content supports the research interests of all the members of the academic community. The term "research interests" was defined as those of faculty and graduate students.

Action Items

To achieve the success we've described what are some actions/activities that should now be contemplated?

- Move into SSH.
- Expand STM content.
- Bring flexibility into participation rules.
- Identify existing common content (beyond CNSLP) (any discipline).
- Prioritize wish lists in all disciplines.
- Scale up regional licenses to the national level in all disciplines.
- Negotiating committee to recommend to steering committee a list of scientific publishers to be targeted next.
- Proceed with testing a national agreement for additional Elsevier content.
- Identify negotiating framework for renewal with the seven current suppliers.
- Delegate collections development to national agency.

CRITICAL SUCCESS FACTORS

What are the areas in which we (CNSLP) and we (the regional groups) must excel if we are to maximize the interrelationships within our community? We had better be really great at...

- communicating in all directions - internally, externally, with the academic community, with government.
- cooperating among us, not competing.
- collaboration and networking. The project will only succeed if we can work together well.
- identifying and attracting resources.
- identifying outcomes and measuring them and then feeding how well we are doing back to our communications program.
- marketing and promoting what we are doing to our stakeholders.
- continuing to be leaders in innovation.
- being flexible and agile. keeping our commitment to CNSLP, the project and the future.
- promotion.
- communication.
- crisis management, not so much at crisis management but being more proactive in anticipating issues and not fighting as many fires
- being flexible.
- spotting opportunities and not just being opportunistic.
- listening.
- ongoing planning.
- focusing on areas of common interest as the places we really need to work.
- risk management.
- being clear on our respective visions. We need to be clear about some of the key messages that come out of that so there is upward communication, internal communication and lateral communication.
- building trust through relationships and organizations.
- being strategic.
- having shared successes, things that put successes under our belt.
- being tolerant of missteps, being in for the long haul. Missteps are part of the normal progression.
- giving and taking. Wins won't always be in any one arena.
- understanding and working towards balance of benefits. Balance that accrues to participants is not equal for all.
- multifaceted strategies. There is no one single approach that will bail us out of our problems. It is better to have a broad multi-pronged approach.
- being sensitive to local pressures.
- being forward looking.

- finding other champions, other people who can carry the torch.
- being creative and finding new ways of doing things.
- developing and sharing key messages.
- proving we are indispensable - that we are central, not peripheral.
- finding new funding partners.
- knowing the "what" we want to do before the "how" we are going to do it.
- understanding the need to prototype, build and extend, or build on those prototypes and then promote and extend them or find partners.
- better understanding that we can't have a bunch of discrete prototypes and then abandon those .We do need to build on our experience but also diversify.

ACCOUNTABILITIES/TIMELINE

What are the key actions, critical to the success of the CNSLP, that must be started now with substantial progress over the next 90-120 days?

The following actions were considered to be those that must be started now. It was agreed that the Steering Committee, with the assistance of identified volunteers, would undertake additional work in these areas:

Key Focus Area #1: Role Of CNSLP In Evolving Role Of Publishing

Expand licensing particularly in SSH.

Volunteers: J.C. Guédon, Bill Curran

Build on prototype by: adding remaining large scientific publishers; and adding new content from SS&H.

Negotiate open access to Canadian authors within the next licensing exercise.

Volunteer: J.C. Guédon

Key Focus Area #2: Membership

Resolve new legal status.

Volunteers: Judith Whittick, Bob Foley, Gwen Ebbett

Establish membership criteria by December 2002

Volunteers: Madeline Lefebvre, Nancy Levesque (and/or CASUL)

Key Focus Area #4: National/Regional/Local Relationships

Create mechanisms for effective two-way communications.

Volunteer: CASUL (Nancy Levesque is President) would volunteer for this or any other items.

Key Focus Area # 5 Funding

Complete and distribute evaluation report.

Confirm principles of cost sharing - research intensity.

Volunteer: John Teskey

Build strategy to approach external funding agencies.

Volunteer: Mike Ridley

Key Focus Area #6 Licensing Model

Establish criteria for a potential license becoming a CNSLP project.

Volunteers: Sandy Slade, Rita Campbell

Establish alternative license models, according to products.

Key Focus Area #7 Content

Proceed with testing a national agreement for additional Elsevier content.

Identify negotiating framework for renewal with the 7 current suppliers.

VISION AND KEY MESSAGES

VISION FOR CNSLP

Following a brainstorming activity on the CNSLP vision (Appendix E) , participants were divided into groups to complete the following sentence:

At CNSLP our vision is to be/become...

- the leader in the development of the national digital library.
- an integral vital resource for researchers.
- indispensable tool for knowledge creation among Canada's universities.
- an indispensable partner in research.
- be the transformative agent that negotiates access to scholarly information as it is created.
- Publicity Tag: "pioneers in national scholarly information"
- within the national system for universal access to research and information CSNLP, now renamed xxx, has emerged as a core and essential element. With great efficiency and equity it empowers all Canadian researchers wherever they may work access at the best world levels.

It was agreed that Jean-Claude Guédon, Madeleine Lefebvre, Leacy O'Callaghan-O'Brien and John Teskey would refine the following:

“At CNSLP our vision is to be the transformative agent that enables national access to scholarly information as it is created. “

KEY MESSAGES

What are the key messages from this session we propose to share across our various constituencies?

- We are moving.
- We are at a crossroads.
- We have a go forward position, a strategy on which to take this activity forward.
- There is considerable evidence of success.
- The issue of new membership will be entertained.
- CNSLP is clearly expanding its horizons.
- The researchers are appreciative of what we have done and are urging us to go forward.
- We have strong champions among our Presidents and Vice-Presidents.
- There is a consensus that we have to move forward in expanding the social sciences and humanities content.
- Legal status and governance are pressing concerns.

Next Steps

To maintain momentum from this meeting, what needs to happen over the next 15-45 days?

What, Who and by When?

What	Who	By When
Deliver electronic "As Was Said" Report to Deb deBruijn	Heather Sterling	September 30, 2002
Circulate "As Was Said" Report to participants	Deb deBruijn	October 4, 2002
Meeting of the Steering Committee in advance of the October 24, 2002 AUCC AGM and business meeting.	Steering Committee members	October 23, 2002
Circulate detailed deliberations of Steering Committee members to participants.	Deb deBruijn	November 15, 2002

It was noted that communication back out subsequent to the Steering Committee meeting is quite important. Participants need to be aware of the high level details that will be provided to university presidents during the AUCC briefing. The deliberation of the Steering Committee, bringing greater substance to the timeline, action planning and "how-to" will be provided in a more fulsome report to participants than that provided to university presidents.