

Appendix A

CNSLP Consultation Meeting September 25-26, 2002, Ottawa, Ontario

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Agenda and Objectives

Summary Agenda

Wednesday, September 25, 2002

North American Ballroom

8:00 - 9:00 a.m - Registration and informal networking

9:00 - 10:00 a.m - Introductions, welcome and opening plenary

10:00 - 10:15 a.m - Health Break

10:15 - Noon - Presentations

Noon - 1:00 - Working lunch

1:00 - 3:00 - Facilitated discussion

3:00 - 3:15 - Health Break

3:15 - 4:30 - Facilitated discussion continues

Canada Salon

6:30 - 9:00 - Reception and Dinner

Thursday, September 26, 2002

North American Ballroom

8:00 - 9:00 a.m - Coffee and networking

9:00 - 10:00 a.m - Facilitated discussion

10:00 - 10:15 a.m - Health Break

10:15 - Noon - Facilitated discussion

Noon - 1:00 - Working lunch

1:00 p.m - 3:00 p.m - Closing plenary

3:00 p.m - Adjourn

Objectives

The CNSLP steering committee hosted this dialogue among regional library groups, to share information on initiatives, explore issues, identify common causes and directions, and build a consensus on national strategies.

Discussion took place in a facilitated workshop environment, and in the context of the following critical factors:

- The needs of the scholarly research community, that CNSLP was created to address, are increasing, along with libraries' challenges in ensuring coordination among multiple initiatives as well as effective communications with funders and stakeholders;
- There are several important digital library developments taking place or in the planning stages among universities at the provincial, regional and federal levels;
- The federal government clearly recognizes the strategic importance of university research and education and, where the university community has worked together to deliver coordinated messages, the federal government has demonstrated a willingness to respond with investments in, for example, the infrastructure (including libraries) that supports research and e-learning;
- By working together on a national basis, the university library community has been extraordinarily successful in securing funding and launching a ground-breaking initiative through CNSLP;
- In this context, effective sharing of information and coordination of efforts among university library organizations, including CNSLP, is extremely important.

A Reality Check

Where are we now...and what brought us here?

CNSLP Consultation Meeting
September 25-26, 2002 • Ottawa

**CNSLP:
Where are we now?**

Deb deBruijn • CNSLP Executive Director

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Brief Chronology

- 1998
 - June: Regional proposals to CFI
 - Oct: Regional proposals turned back; CFI invites 64 signatory institutions to resubmit as single national proposal for licensing
- 1999
 - April: National proposal to CFI
 - May: Proposal defended to Int'l Expert panel
 - June: CFI approves proposal
 - July–Dec: Interim Steering Committee develops IUA; recruits Exec Dir

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Brief Chronology

- 2000
 - Jan: Exec Dir hired; IUA signed by 64 presidents (required for release of CFI funds)
 - Feb-Mar: Steering Ctte and NRT members recruited
 - Mar: Ctte terms of reference approved
 - April: Licensing Principles and procurement strategy approved
 - June: Pre-Qualification Bid
 - August: RFP released
 - Sept-Oct: RFP evaluation

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Brief Chronology

- 2001
 - Jan: Evaluation Task Group formed
 - Feb: access activated for ~750 journals and citation indexes; unsuccessful vendors debriefed; preliminary evaluation strategy approved
 - Mar-May: accountability report issued; meetings with libraries in each province
 - Sept: national launch and planning meeting – Sept 11-13
 - Sept-Dec: staff recruitment
 - Sept-Dec: net gain survey

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Brief Chronology

- 2002
 - Jan: Communications Director hired
 - Feb-Apr: Survey of library directors undertaken; work on usage data and cost/benefit
 - May: Cross-Canada Checkup meeting; collections & technical contacts & vendors
 - June: preliminary usage info released – CARL and CLA meetings
 - June: program evaluation consultants engaged; formal evaluation framework approved
 - July: additional ACS journal archive content

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Sept 2001 Strategic Directions

1. Who & What We Are

- Continuation of the purpose and principles of CNSLP pilot
 - Capacity building, transition to digital, new business models
 - Inclusive, cost-sharing according to research intensity with flexible options pursued, multi-year commitments, formal procurement processes, model license, objective evaluation; streamlined administration
- Robust organization – legal structure, future enabling agreements; stable funding for operations and licensing

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Sept 2001 Strategic Directions

2. Relationship with researchers

- Validation of increased access through usage statistics
- Identification and deployment of champions among research community
- Communications

3. Content

- New content
- Critical mass, interdisciplinary, “balanced portfolio”

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Sept 2001 Strategic Directions

4. Changing Models in Scholarly Communication

- Develop an understanding of evolving models of scholarly community
- Contribute to development of new models

5. How We Sustain and Grow

- Expand research content with national access for all participants
- Sound self-sustaining financial basis – implement model for continued funding
- Expand membership

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National and Regional Perspectives

An important element of the agenda for the Consultation meeting was the opportunity for informal information exchange among participants. To ensure a common understanding of key strategic initiatives that would in turn inform discussion for the rest of the meeting, participating organizations were invited to prepare brief presentations that considered the following questions:

1. What are the primary strategic directions or initiatives that your organization is engaged in?
2. What are the broad goals of these initiatives?
3. How do you see these initiatives relating to CNSLP and/or to other library or university developments, regionally and nationally?

Participating Organizations

Canada Institute for Scientific and Technical Information (CISTI)
Canadian Association of Research Libraries (CARL)
Conférence des recteurs et des principaux des universités du Québec (CREPUQ)
Council of Atlantic University Libraries (CAUL)
Council of Prairie and Pacific University Libraries (COPPUL)
National Library of Canada (NLC)
Ontario Council of University Libraries (OCUL)

Regional Perspectives

The following provides a highlight of presentations through speakers' notes and questions and answers.

Canadian Association of Research Libraries



Update for the CNSLP
Consultation Meeting
September 25-26, 2002 Ottawa

About Us

- Membership: the 27 major academic research libraries across Canada; plus NLC and CISTI
- Members' annual expenditure: \$537,339,000 p.a
- Holdings over 75 million items and nearly half a million journals

Three Strategic Directions

- Leadership and Partnership
- Advocacy
- ✳ National Distributed Research Information Network

Introduction

- June 18, 2002 CARL meeting
- Is there an active role for CARL in developing the next phase of CNSLP?
- What future direction do CARL members believe that CNSLP should take?

Conclusion

- CARL should be willing to advocate for increased national access to research information resources
- CARL would like to see the Project move forward expeditiously.(CARL Board)

On the go..

- Map agreement
- Indirect costs of research
- Canada's Innovation Strategy
- SSHRC Research Development Initiative Proposal
- Anticipated Copyright legislation
- Institutional Repositories

Map Agreement

- CARL and ACMLA instrumental
- Signatories: Depository Services Program (DSP) and Natural Resources Canada (NRCan)
 - DSP takes over distribution of digital topographic paper maps and charts and
 - provides digital data for teaching and research to libraries which have the staff and equipment to provide this.
- Cost to DSP \$2 million over 5 years
- 75 invitations sent out to participate. Included all 27 CARL academic libraries

Indirect Costs

- Strong case for libraries recognized by the Advisory Council on Science and Technology *Report* [September 2000], AUCC and others
- Reinforced in the CARL 2001 Brief to the Finance Committee *Canada's Research Libraries: Funding the Indirect Costs of Research*

Indirect Costs

- Dec 2001 budget announcement of \$200 million one-time allocation: Fall 2002 Survey of CARL libraries will be held to gauge success for reimbursement at local level
- *Achieving Excellence* (Canada's Innovation Strategy) the indirect costs pressures facing our universities and research hospitals are structural issues that also require a long term solution

Indirect Costs

- September 2002 CARL Brief to the Finance Committee will congratulate government on the one-time investment
- Encourage continuing programme

Indirect Costs

- Recommend that the Committee identifies libraries as an integral part of the program and to be recognized as such in the funding mechanism
- Suggest that the academic library community explore devoting an agreed portion of these funds to adding content to the CNSLP

Canada's Innovation Strategy

- *Knowledge Matters: Skills and Learning for Canadians*
- *Achieving Excellence: Investing in People, Knowledge and Opportunity*
- 35 regional consultations & 3 sector consultations

CARL Goals

- enhance teaching, research and innovation through the provision of critical information resources
- explore new and effective methods of research communication and publication
- full contribution to learning initiatives
- development of knowledge managers (Highly Qualified Personnel: recruitment and skills)

Immediate goals

- work closely with AUCC, CLA, CNSLP
- *Access to Research Information: a Critical Component for Canada's Innovation Strategy*
- Background document to be submitted to HRDC *Employing electronic resources to provide research infrastructure and to support learning*
- take part in selected regional consultations

SSHRC Research Development Initiative Proposal

- *Optimizing the Transformation of Knowledge Dissemination: Towards a Canadian Research Strategy* submitted July 15
- Aim is to explore how research results will be disseminated in the next 5 years
- how libraries should best position themselves

Copyright reform

- Fall 2002. Section 92 review of the Copyright Act to be tabled. Over 70 issues
- Some concerns for research community
- Standard form unilateral contracts must not overrule statutory rights
- Current exceptions must be carried into the digital environment, e.g. private study and research, preservation copies, ILL

Institutional Repositories

- A digital collection of a university's intellectual output
- An attempt to use open access publishing models to bring scholarship back to the scholars' as against overreliance on commercial journal publishing

Institutional Repositories

- CARL pilot project initiated June 2002
- Twelve CARL members active or interested in setting up such a repository
- For more information do not miss

Research Innovation and Scholarship: the Role of Open Access Publishing

Ottawa, November 2-22, 2002

Programme and Registration
information

www.carlabrc.ca

- Q – You referred to the brief that is going into the Finance Committee. My understanding was that libraries should be an integral part of indirect costs.
- A – The libraries' case for indirect costs has been made at a national level. But at the local level it is the purview of the local president to determine how the money will be spent. CARL's dilemma is how can we make this case as strongly as possible to university presidents?
- Q – Would that, in effect, be to say that, assuming we get a permanent program, that the eligibility criteria, eligible expenses, would include library expenses? But, you are not arguing, I think, that there would be an insistence in the program that a portion would go to libraries?
- A – Wouldn't it be wonderful, but politically speaking it is entirely unrealistic. Wouldn't it be great that the guidelines could more than hint that libraries are eligible and should be looked at very carefully.
- C – Tim has presented a very excellent summary of the kinds of things that CARL has been involved with. It should be clear in moving towards a

national distributed network, one of the primary elements that CARL has spent a lot of time on initially was CNSLP. So, CNSLP has been an element in the building of this distributed network. But as Tim point out quite well, we are involved in exploring different ways of distributing scholarly information widely. I think CARL members will be concerned about how CNSLP will continue to fit in that longer strategy. What place will it hold? Is there an end to the licensing kind of model? Those are the kinds of questions we want to look at. Again, emphasizing the fact that there are many elements, funding not the least of which, to building our distributed network and how much attention we continue to pay to CNSLP.

- C – The same thing we had to convince that we were eligible to CFI for funding, now we are working on another area where we try to convince SSHRC that we are a research program. We need research to build what is to come. This is very important to get, to have this acknowledgement that what is happening is very, very important and we should have a better understanding of what is happening.

- C – It would be very helpful, I like visual things, if somebody could sketch how all these things interface. I would visually like to see circles, and where these circles overlap sometime during this process.

Council of Atlantic University Libraries

CAUL: 18 members (UNB Fredericton, UNB Saint John, Dalhousie, Memorial, Acadia, St. Francis Xavier, Saint Mary's, University College of Cape Breton, Mount St. Vincent, NASCAD, Atlantic School of Theology, Université de Moncton, Université Sainte Anne, Mount Allison, University of Prince Edward Island, Nova Scotia Agriculture College, King's, Nova Scotia Community College).
Area – New Brunswick, Newfoundland, Nova Scotia, Prince Edward Island

Initiatives

- 📖 Atlantic Scholarly Information Network (ASIN)
- 📖 virtual catalogue
- 📖 Relais
- 📖 Consortial licensing (35 agreements)
- 📖 Regional storage feasibility
- 📖 Atlantic Innovation Fund (AIF) proposal for an information infrastructure (\$30 million) to support economic development
- 📖 Reciprocal borrowing agreement

Challenges/Realities

- 📖 CAUL at crossroads
- 📖 Group ranges from very small to very large
- 📖 Very limited funding – initiatives designed to chase federal funding
- 📖 CNSLP slowed haemorrhaging of serial cancellations
- 📖 4 provinces
- 📖 governance issues
 - 👉 no executive director
 - 👉 no office, no budget
 - 👉 10 members share Novanet system – also at a crossroads

Strengths

- 📖 Key members have energy and commitment to search for collaborative opportunities. 3 are members of CARL.
- 📖 Desire to collaborate and create “level playing field” is strong.
- 📖 Promotion of benefits of collaboration leveraging projects such as CNSLP to gain profile and attract support (ACOA, for example).

Q – How many of your members are in CNSLP? And how many would like to be?

A – The only people who aren't are Nova Scotia Community College and King's College and Atlantic School of the Arts.

- Q – The funding proposal, is that the distance education one or a different one?
- A – I think I was talking about the Atlantic Innovation proposal. It is a very visionary proposal.
- C – We do have relationships with COPAL and other associations. In terms of licensing, it is not just that we license regionally, but we license across regions and, of course, nationally. It is not a simple arrangement that we have or a one-dimensional arrangement. We have many. It is these kinds of relationships that help us through it.

1) Bibliothèque de recherche virtuelle Québécoise (BRVQ) September 2000:

Develop portal to access electronic resources
common access tools for Quebec libraries
structure needed }
staffing needed } to be determined
governance needed }
funding
abet partnerships among group in applying new technologies in libraries
☞ approaches: Ministry Research Science and Technology
☞ CREPUQ's Academic Affairs Committee
☞ Feasibility study – preliminary (June 2002) analysis

Développement des collections de la bibliothèque universitaire et de recherche virtuelle Québécoise (DCBV) September 1999:

Define strategies for resource sharing in the virtual library context.
Determine common elements of collection development policies, especially e-journals.
Establish criteria to determine priorities in the choice of products and services, for example: numerical databases, financial and géoréférence.
Propose evaluation procedures.
Resource sharing efforts in e-world content.
CNSLP – sciences
DCBV – humanities and social sciences

2) Goals summarized:

- Access for researchers
- Consortium purchases
- Resource sharing
 - équipe responsable projets d'achats au commun (ERPAC)

3) CNSLP

Model for similar efforts in Humanities and Social Sciences disciplines.
University efforts: joint programs, online teaching courses
Virtual learning environment (U.K. Pinfield)
Online tools and resources, which facilitate learning and teaching.
Virtual Library fits in as a tool in a Managed Learning Environment (MLE)

Q – I'm not quite clear on the interface with CNSLP, where do you see the interface? On the science side?

- A – The science side serves, I think, I think that the CNSLP is a perfect model for the sciences at this point. Right now the priorities that have been identified as a next step are definitely in the humanities and social sciences area.
- A – Humanities and social sciences are critical. It has been three years now that we have worked on what would be the content of such a project. There is one thing that we feel more and more; this is to develop closer and closer links with faculty. We celebrated our twenty-fifth anniversary with a two-day workshop where we addressed all the different issues we are facing. And in one month from now we are celebrating our thirtieth anniversary and we have invited close to three hundred people to again address new issues. You can tell by the name of the workshop what is covered under that. It is a two-day colloquium that we are holding. We will be looking at new ways to deliver pedagogy and give access to higher education. This workshop of two days will address many issues.
- Q – If I understood you correctly, with the relationship to CNSLP, you talked about efforts to aid and abet development of virtual libraries. What might that entail?
- A – A portal that provides access, an infrastructure that provides access to our researchers to what is available, to the mass of what is available.

Ontario Council of University Libraries

OCUL Members

- University of Guelph
- University of Toronto
- McMaster University
- Queen's University
- University of Waterloo
- Nipissing University
- York University
- Ontario College of Art and Design
- Carleton University
- University of Windsor
- University of Western Ontario
- Ryerson University
- Brock University
- Trent University
- Wilfrid Laurier University
- University of Ottawa
- Lakehead University
- Laurentian University
- Royal Military College
- University of Ontario Institute of Technology

Key OCUL Stats

- 19 institutions
- user community of ~261,500 including ~12,000 faculty
- over 30 million volumes are held by OCUL libraries with a combined acquisitions budget of over 90M.

Two Key Initiatives

- OCUL IR
- Ontario Information Infrastructure (OII)
- Access to Scholarly Information Resources
- ILL and Document Delivery (VDX)
- Scholar's Portal

- **OCUL IR**
- Consortial licensing/purchasing
- “opportunity” model (not “money in the middle”)
- over 40 products acquired (various disciplines)
- 8%-30% cost savings
- current cost sharing model under review

Ontario Information Infrastructure

- a vehicle for shared services, enhancements for users and cost avoidance
- a set of resources and expertise for experimentation and innovation
- a framework for future collaboration (colleges, public, schools)

Access to Scholarly Information Resources

- ensure reliable access and permanent archive for consortial products (OCUL IR & CNSLP)
- create information linkages and value-added services
- hosted by the University of Toronto
- 1 staff member hired

ILL and Document Delivery

- hosted by the University of Toronto
- computing facilities upgraded
- VDX software acquired; server environment expanding
- 3 project staff positions hired
- 12 month, multi-phase implementation

Scholar's Portal

- integrated scholarly information resource
- shared service and expertise
- linkages to local portals
- planning stages (fluid!)

Council of Prairie and Pacific University Libraries

Background:

- COPPUL founded in 1993, thirteen original members, now 22 full members and nine affiliates
- Covers four western provinces
- Original mandate concerned with cost containment and resource sharing
- First concept of a virtual library in 1995 – contemplated a “seamless” resource location tool with electronic request mechanism
- 1996 Virtual library vision driven by policies which guide staff on member campuses towards resource linkage and coordination – “the COPPUL way”
- Strategic plan 1999-2001 “Strategies for the New Millennium” highlights infrastructure development, content acquisition, equitable access among members, shared resources, collections and personnel
- Strategic plan employs technology development, partnerships, sharing of expertise and cost containment.
- Recent developments include more aggressive work by task groups, jointly funded linkage middleware projects, rapid growth in licensing activities

Today:

- Rapid organizational change
- Sustainable financial model, incorporation, jointly directed and funded projects, growth in memberships
- New members (University Colleges) have urgent need to support their institutions new research agendas
- Almost half of all COPPUL members are not CNSLP members, but want involvement
- New Strategic Planning Process in early 2003
- New initiatives in Virtual Reference Project, research in Bath Profile compliance and revitalized Digitization Task Group
- Further integration of electronic licensing activities

From Recent Annual General Meeting:

- Commitment to all-in model licensing
- Commitment to a National Licensing Strategy
- COPPUL is the appropriate vehicle for regional representation
- New members need new resources for research credibility
- Subject matter to extent to Humanities and Social Sciences
- A need to find a way to represent licensing interest of large, medium and small research libraries.

Q – You said, twenty-two members, so about half of those are non-CNSLP?

A – Just under half. Alberta university colleges and a couple of small universities.

Q – What about the three federated colleges in Regina...

A – They are folded in under our license.

Q – For us, it would be wonderful, it would be a wonderful opportunity for our faculty to participate in this research. Kamloops, geographically, has many barriers. My faculty can't drive easily down to the lower mainland from August to May because of driving conditions. So, I really feel we need, if you talk about leveling the playing field and opportunities and the Canadian Innovation Strategy – that means us, our region, our faculty should have the opportunity to participate in the model, the spin-off, the economic benefits. Also, our faculty is, as we look around the room, very few of them are in their thirties – we need to recruit a new generation of faculty. The ones we do have are very active electronically. We have to think way outside of our box.

Q – You mentioned something about the inter-library loan.

A – It is not officially a COPPUL project. It is just our members. It is not us. We did some rapid organizational change in the last year, it is important to know that COPPUL is not funded by anyone but its members. We are working towards a sustainable project model. We are developing a project fund which will help us deal with issues such as digitization.

Q – It was interesting to listen to this cross-Canada check-up but nobody has mentioned what is a major collaborative project that costs absolutely nothing and that is reciprocal borrowing. Now we have a national, the Canadian National Reciprocal Borrowing Project. And I think we have something here that is similar in nature to CNSLP because we have all agreed to do it with little variations here and there. This is a major brownie point not only within our own organization but also across the country. We have to find the best practices and promote them. For the cost of a crummy little COPPUL card I have faculty going all over the place. Let's not forget the simple when we look at the exotic.

CISTI Presentation to CNLSP Planning Session Ottawa,
Cameron Macdonald,

CISTI e-Infostructure

- CISTI's vision for its e-infostructure project is to put into place an electronic infrastructure to ensure long-term Canadian access to the world's scientific, technical and medical electronic journals.
- The electronic infrastructure will integrate with CISTI's paper based national STM collection and CISTI's new generation of products and services.
- CISTI has put in place the hardware/access software infrastructure for our partner communities including a 2.7 terrabyte server with Science Server Software.
- Partners are those organizations actively contributing to the development of the e-infostructure and include at this time:
 - NRC staff
 - National Research Council Industry Partnership Facilities
 - Proposed Canadian Federal Government Libraries ' Federal E Library"
- CISTI has negotiated to load: Elsevier, Springer, Kluwer, NRC Press
- There is an opportunity for members of the academic community to partner with CISTI in supporting and utilizing this e-Infrastructure resource.
- Access to this content will be extended to partners as appropriate licenses are signed with publishers.
- CISTI will utilize this e-Infrastructure in developing a new generation of products and services for our client community across Canada and around the world. CISTI envisions a convergence of its existing products and services and the development of interfaces and business systems that better support the needs of our client communities.

Federal E Library

The Federal Science eLibrary is a proposal to the Federal Government to fund an interdepartmental virtual library, on an ongoing basis which will provide desktop access to current scientific, technical and medical journal to support multidisciplinary research and seamless, equitable access to all federal government researchers

- Partners that have collaborated in the proposal are the group called the Strategic Alliance of Federal Science and Technology Libraries are from Agriculture and Agri-food Canada, Environment Canada, Fisheries and Oceans Canada, Health Canada, Natural Resources Canada, Canada Institute for Scientific and Technical Information
- Investment sought is \$40M over four years
- The proposal is currently being "marketed" within the Federal government

National Library of Canada

Leigh Swain,

- content NOT infrastructure \$M2.5 year/3 years > reality 50%-50%
- PCH selling _ dilution of \$
- music/literature/history
- token collaboration requirement
- SciTech. museum NOW History Museum
- new government agenda
- new fiscal environment
- Sustainability? 0 business model
- ? care bus for NLC
- ? base budget

Conclusion.

- 1) self-sustaining - 1) new \$
- 2) re-profile

Internal Condition

- one shot funding/novelty not ongoing opportunities
- not bottom line but social engineering and object
- ? hard data > see History Museum
- ? sustainability/ ? year
- NSERC/CFI/CANARIE/Industry Canada/PCH-CCOL-partnership

- dot com
- Can. Content report
- Access > federal populism
- Images Canada

- DLCTF
- Youth > K-12
- Youth > education support

* context

* interpretative

grants/contributions > legislation
> PCH - standards

Content = PCH + NLC strengths
= compromise
= "critical mass" NO
= collaborate

- relative to rest of library community
- > original part of mandate
- > not primary
- > content
 - through CIDL

General Discussion following presentations:

Q – Can someone talk about Consortia Canada?

A – Well, some members of Consortia Canada meet next week to talk about whether we were going to resume our efforts at buying things across the country in an opt-in, opt-out fashion. There is an ad-hoc chairperson from the ELN and she will be polling all the members to see if they are in favour of coming together to look at products that meet the original mandate of the group which was products, if possible Canadian products, that we could negotiate for the entire country, again on an opt-in, opt-out basis. We have had some success up to now, but the workload to do that is extremely heavy and there are no staff members in Consortia Canada – it is all volunteer people from various organizations. We had to take a bit of a hiatus to see if we should continue and what should be the mandate of the group.

A – What differentiates Consortia Canada, it is an alliance of people, what typified it is it was the academic consortia, some other consortia were multi-sectored that would include public libraries, school libraries. This group, the premise was that if, based on Canadian population and based on our own regions, we could never achieve the mass buy-in or volume that would be required to make an impact with these publishers and there could be avenues to explore with broad appeal products, that would have appeal across public libraries, universities, colleges, schools and so forth. It sprung up about the same time the CFI proposal was taking place so they were seen as somewhat complementary. There may be some other avenues for just basically ad-hoc and multi-consortia work across other sectors and over the years those lines have blurred as well.

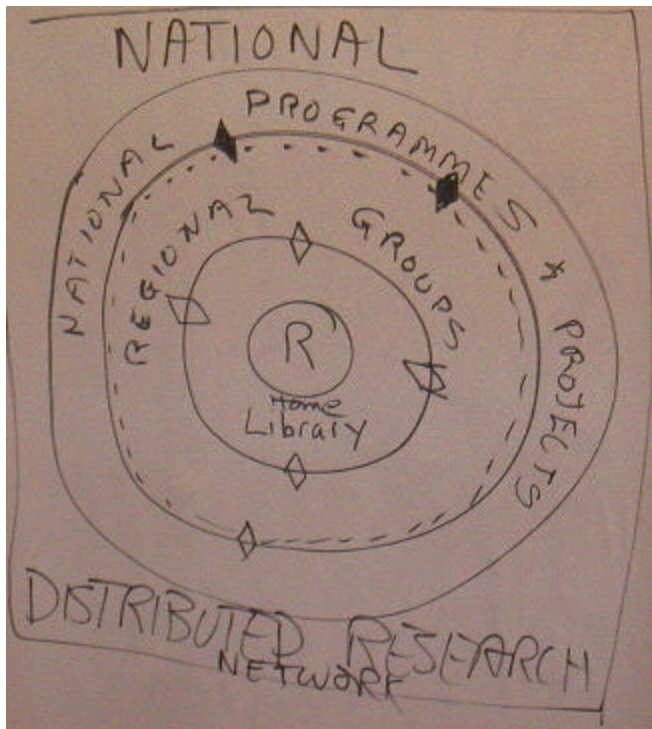
C – There is worry or uncertainty when we talk about the regional groups, especially the four regional groups that are mainly academic because we are not standing still because we do not know what CNSLP will be doing regarding content. Basically, in the regions, we are sort of not standing still but we basically would like to go ahead with these kinds of products if CNSLP doesn't do it. Basically, there is that dimension that should be there.

Appendix E

HOW WE HAVE TO BE SHAPED

In this exercise, some participants broke into two groups that were assigned the task of drawing a diagram of what CNSLP would look like in the future, while remaining participants discussed role and governance models.

Group One



In this example, a layered approach was used as some things are best done closer to home at local institutions, some are better done regionally, while others nationally – all of which lead to a national distributed network.

The diamonds are mechanisms – the things that provide the links between the layers. CNSLP would be one of these links, a diamond or mechanism to move between layers. The part that this does not illustrate is the issue of an accountability person – what you do has to be defensible at other layers.

National programs and projects include items such as licensing, lobbying, some e-journals include items such as licensing, lobbying, some e-journals.

Photo: Ben Schmidt

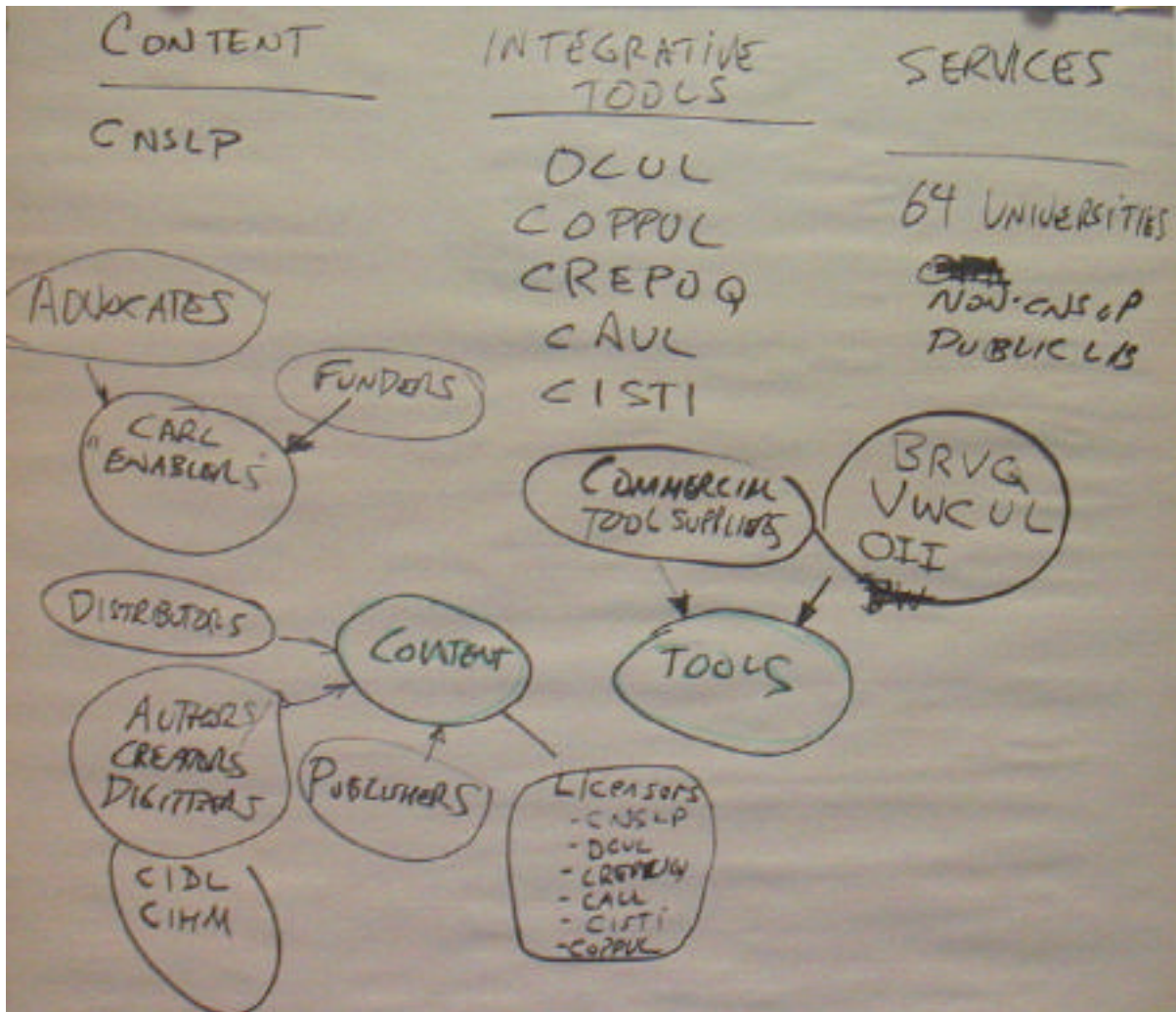


Photo: Ben Schmidt

Group Two

We are concerned with what seems to be confusion among people outside of our profession. There are people, projects, players involved in the content layer, others more involved in the development of integrated tools, others getting involved in digital services layers. We felt that advocates and funders have to be in the model.

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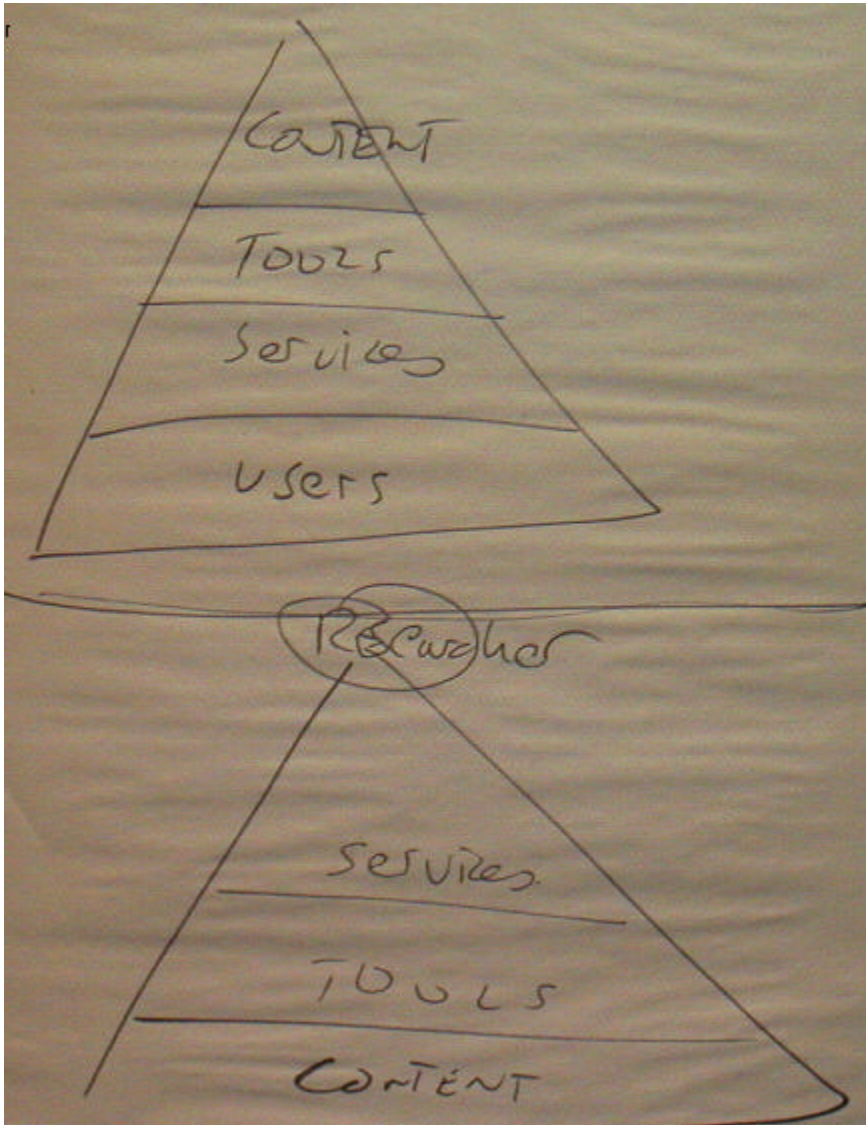


Photo: Ben Schmidt

Additional Comments:

If the project were to continue in its most minimal state, that is to say the seven existing agreements were to be continued, and we could negotiate that last three year period in the next six months, what would be legally necessary to continue past December 2003, if we had the agreements in place? It seems to me the only thing we would have to negotiate would be continued agreement with University of Ottawa to hold the bag.

DISCUSSION ON ROLE AND GOVERNANCE OF CNSLP

People need to know the "what" before we can talk about the "how".

The "what" has already been established, so we should not go back a step.

The tension I am feeling is when I look over the wall and see our core purpose and mission - it is huge. It is a very vast objective. The project has been enormously successful in one aspect - the site license, but it is a huge jump to do all of the purpose/mission. When we incorporate are we doing it for all of it or for the site licensing?

It seemed to me we had other things on the board in Halifax and those things were accomplished. The one thing that was on the board that was unresolved - was what are we going to do next? My sense is we really have to get on with this.

The question of what we do next can be divided into two different parts: what do we do next with regards to licensing, the other is where do we locate the licensing issue within the larger issue? Which allows us to keep one foot in licensing which is our birthplace, while we move in other directions.

It says it is not the only way to expand, we are talking about content. I don't think that the general "what" of the mission has changed. It is more to have a better understanding of the overall picture into which this is situated and to understand what specific contribution that should have in the overall vision in creating a distributed network of research information. In CNSLP we have two trends of concern, but we should also design or expand this implication of the general vision to better understand where this contributes to the achievement.

To go back to the dirt (James Bay example) metaphor, the basic dirt we have is licensing - we are a consortia of libraries that wants to do good licensing. We know that we won't move all that dirt. We have to consider how we move our dirt. That is what I mean by the first facet. Our core business is licensing. Other people are also doing licensing. We have to rotate our activity within this wider set of licensing activity. The second thing, if for example in the licensing negotiation we argue that Canadian authors should be published in free access, we are starting to locate this in the wider issue.

CFI and the provinces and the university presidents signed on to this not because we were going to do licensing, but because we were going to give researchers more content. That is what people are interested in - more content, more tools. We did not get funded to license. CFI was interested in the

outcome, the impact. We said we knew how to do that through licensing - so we did a prototype, a demonstration project. We took a little piece of it, we were going to test the concept, see what worked and what didn't work, learn from it and document it. Then we were going to extend it. We were prepared to pilot it, demonstrate it and grow it. We have prototyped it. We don't want to abandon the good prototype. We should now build on it. That is your licensing part - where is the best place to build on the prototype? Then there is the diversify aspect. How else do we interest people from the content to the research enterprise? This is a big part. Where do we start this? To build the strength in our community? To gain experience? That seems to be the two things we are struggling with - if we just jump from prototype to prototype, I think we will lose our credibility with communities. Our funders are certainly not just interested in the "how" - they are interested in the big stuff - the impact.

Opening up access archives is a wonderful opportunity for creating new bridges, new alliances, and new integrations. Evaluation questions will emerge from these opened access archives.

We have done so much talking with faculty and disciplines to see what differences are. I don't believe we are ready to standardize things.

CNSLP can easily play a role in sharing knowledge.

We focus on one aspect which was a big success which was the procurement process that was based on two very specific conditions - we were all in and we had the money to rank what we wanted to achieve. So, we should not stay there. We can find other procurement processes for other conditions. To find other ways where the conditions are right to have the appropriate and effective negotiations.

We haven't talked about the ones on expanding licensing in the social sciences and humanities. How much support is there for doing that? It seems to be a shorter-term goal. The open archives initiatives will not happen tomorrow - it is a longer-range project.

One thing that might push the issue of digital archive and Canadian author is if we are negotiating more licenses, and we want that as part of it.

Meeting Evaluation

What went well...	What could be improved... What we would do differently...
<ul style="list-style-type: none">• When you started yesterday I was very sceptical. Today I am convinced that we have really done something together.• I liked hearing “we” so often.• I learned a great deal.• I had good conversations at breaks, at all the non-time in here.• I appreciate the fact that this group is honest and forthright with each other.	<ul style="list-style-type: none">• A different venue. This room was very deadening.• I would cut out the first part of yesterday. I did not think the icebreaker was necessary.• Instead of the presentations, if we actually got the half pager from each of the organizations you could still get the information without taking up all of the morning.• Ban acronyms.

