

**23<sup>rd</sup> Annual IATUL Conference**  
June 3, 2002 • Kansas City, Missouri

CNSLP / PCLSN

## **The Canadian National Site Licensing Project (CNSLP)**

Deb deBruijn • CNSLP Executive Director

1

## **CNSLP: Supporting 21<sup>st</sup> Century Research**

CNSLP / PCLSN

- Need meets opportunity
- CNSLP goals
- Distinguishing features
  - Funding
  - Organization
  - License procurement process
- Achievements
- Evaluation highlights
- Future directions

2

## NEED: Changing Research Environment

- Tom Hudson, Montreal Genome Centre
  - Modern research: **interdisciplinary**, **international**, **informatics**
- David Strangway, Canada Foundation for Innovation
  - Important research questions are **non-linear**
- Arthur Mar, Dept of Chemistry, U of Alberta
  - **Demographics** of university departments changing; broader range of information required to address changing needs

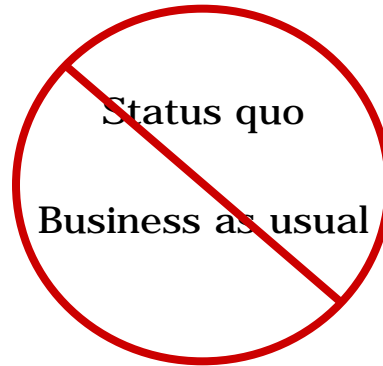
3

## NEED: Business Imperatives

- Declining government support for universities
- Proliferation of scholarly information
- Decade of double-digit cost increases
- Decline of the Canadian dollar
- Chronic erosion of library collections that support research
- Severe constraints on institutions' ability to launch new research programs
- Canada has limited clout in the global marketplace
- Many barriers to national collaboration in Canada

4

## Reality Check



5

## OPPORTUNITY

- Canada's national innovation agenda
- Emergence of new players in research funding
- Canada Foundation for Innovation (CFI)
  - Bolster Canada's research capacity
  - Focus on research infrastructure: science, engineering, environment, health
  - Show me the money! – CFI funds 40% of eligible project costs

6

## Canadian National Site Licensing Project (CNSLP)

- Research content *is* infrastructure
- Equitable access to research content is good public policy
- Demonstration project: proof of concept at national scale
- CNSLP is the second largest national award made by CFI

7

## CNSLP Goals

- Build capacity for innovation
  - Increase quantity/breadth/depth of scholarly pubs
  - Lower economic barriers to access
- Speed transition to digital formats
  - Introduce critical mass
  - Maximize value to researchers
- Influence the marketplace
  - Leverage buying power & influence
  - Reduce market volatility / unpredictability
  - Test and develop new business models

8

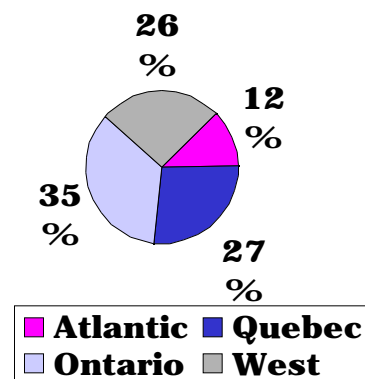
## Mechanism

- 3-year demonstration project, 64 Cdn universities
- Licensing digital forms of scholarly content
  - Fulltext, primarily S/T/M
- \$50 M (Cdn.) - \$47 M of that is content
- Prototype – test structures & resources necessary to scale to national level
  - Gain experience
  - Explore issues
  - Apply lessons learned
  - Develop means to extend the initiative over time

9

## Distinguishing Features: Funding

- Project costs (\$50M) distributed on regional basis, using measures of research intensity
- CFI \$20M; participants \$30M
- Stable source of funds for project
- Known funding targets for institutions when CFI contribution terminates



10

## Distinguishing features: Organization

- National governance, management & communication structures
- “Empowering” agreements
  - Proposal to CFI (April 1999)
  - Inter-university agreement (Jan 2000)
  - Agency agreement with U of Ottawa (Feb 2001)
- Leveraging human resources
  - Licensing/legal expertise, negotiations, contract administration

11

## Distinguishing Features: License Procurement Process

- Licensing as a complex procurement in a dysfunctional market
- Key considerations
  - Best value per CNSLP \$
  - Fair, thorough, unbiased process
- Procurement strategy
  - Understand the vendor
  - Create a competitive environment
  - Position CNSLP for powerful negotiations
- Formal methodology
  - Pre-qualification bid, RFP, & bid evaluation
  - Structured negotiations in order of Preferred Bidders

12

## Achievements

- Pan-Canadian licenses (2001-2003) with 7 publishers
  - 750+ electronic journals & citation tools
- CNSLP license agreement
  - Cdn jurisdiction, Cdn \$, advantageous usage rights
- Excellent return on investment
  - \$47M Cdn investment = over \$300M of content
  - Electronic-based pricing model (unbundled print)
- Shift in public policy: Libraries recognized as points of strategic investment
- CNSLP as leverage for other funding & developments

13

## Evaluation highlights

- Commitment to accountability
- Evaluation effort:
  - Team-based
  - Formal evaluation framework & logic model
  - Pragmatic & strategic
  - Quantitative & qualitative measures
  - Inputs, outputs, impacts, and effects
- Net gain analysis - “potential energy”
- Usage information – “kinetic energy”
- Cost-benefit analysis – institutional and groupings
- Vendor feedback – process and results
- User impact study - what difference does it make

14

## Evaluation Observations

- Risk reduction is good for all parties
  - Reduce price margins
  - Encourage movement / innovation
  - Allow shifts in business practices
- Building research infrastructure requires long-term commitments, and serious interdependence

15

## Future Directions

- Strategy session held in Halifax, Sept 2001
- Resounding endorsement from CNSLP member libraries for key strategic directions:
  - Continuation of national strategy to integrate content into Canada's research infrastructure
  - Dramatic expansion of content
  - Continuation of inclusive licensing, with exploration of appropriate pricing and access models
  - Formalization of organizational structures (incorporation)

16

## More information

---

Deb deBruijn

[debruijn@uottawa.ca](mailto:debruijn@uottawa.ca)

[www.uottawa.ca/library/cnslp](http://www.uottawa.ca/library/cnslp)