

CRKN STRATEGIC PLAN

2013 – 2016



CRKN
Canadian Research
Knowledge Network

RCDR
Réseau canadien de
documentation pour la recherche





MISSION

The Canadian Research Knowledge Network (CRKN) is a partnership of Canadian universities dedicated to expanding access to digital content for the academic research enterprise in Canada.

Through the coordinated leadership of librarians, researchers, administrators, and other stakeholders in the research community, CRKN undertakes large-scale content acquisition and licensing initiatives in order to build knowledge infrastructure and research and teaching capacity in Canada's universities.



VISION

CRKN is a catalyst for innovation & development and achieves the greatest possible impact in support of Canadian research, scholarship, creative activity and knowledge transfer by working creatively and collaboratively with other stakeholders.





VALUES

ACCOUNTABILITY: CRKN is driven by and accountable to its membership.

BROAD ACCESS: CRKN is committed to securing the broadest possible access to the world's knowledge for the benefit of its member universities and the communities they serve.

COLLABORATION: Commitment to collaboration and the building of partnerships among stakeholders underpin all CRKN operations and activities.

TRANSPARENCY: CRKN operates transparently, engaging in open dialogue, communicating its actions effectively, and responding to input in an ongoing fashion.

CONSENSUS BUILDING: CRKN recognizes the diversity within its member institutions and the research community, and builds consensus and understanding in achieving common goals.

EXCELLENCE: CRKN is committed to excellence and the pursuit of continuous improvement in its services and operations.

STRATEGIC OBJECTIVE 1.0

COLLABORATE TO ADVANCE DIGITAL SCHOLARSHIP

Strategic Objective

We will assess the value of current and potential partnerships to best focus our resources and effort nationally and internationally. Our goal is to reduce redundancy, share and distribute expertise, and identify opportunities for joint funding initiatives.

Strategies:

- 1.1 Map the Canadian university library digital scholarship eco-system (including existing content and data infrastructure, open access solutions, perpetual access options/solutions, Canadian documentary heritage, data and text mining solutions).
- 1.2 Identify areas of demonstrable success within the university library eco-system in creating solutions and finding funding for digital scholarship.
- 1.3 Collaborate to build a consensus within our universe for confederation and coordination of resources/solutions at the national level.
- 1.4 Contribute to the emerging consensus on the broader national digital infrastructure eco-system.

STRATEGIC OBJECTIVE 2.0

EXPAND CONTENT AND SERVICE OFFERINGS

Strategic Objective

CRKN will continue to support, strengthen and evaluate existing licenses, while developing and implementing a systematic process to identify and respond to the diverse and evolving content needs of CRKN members. We will assist our membership to meet the evolving needs of its stakeholders by offering new infrastructure and additional services, and by expanding its role in the scholarly communication life cycle by developing a systematic way to support open access publishing.

Strategies:

2.1 Create and develop an open-access strategy.

TACTICS:

- Adopt an advocacy role with the publisher community for open access
- Collaborate with CARL and other organizations to advance open access objectives

2.2 Build on existing content program to develop new criteria for accessing content as a reflection of member needs.

TACTICS:

- Establish a task group reporting to the NRT to develop criteria for assessing future content acquisition opportunities in consultation with membership
- Offer a range of tools and services to meet member needs for assessing and demonstrating the value of licensed resources

2.3 Identify lesser value licensing activities that can be discontinued to free resources for new services.

2.4 Complete the work of the Perpetual Access Task Group by establishing a perpetual access option to provide sustainable stewardship of licensed scholarly resources.

STRATEGIC OBJECTIVE 3.0

ENGAGE MEMBERS AND STAKEHOLDERS

Strategic Objective

We will continue to develop and deliver strong member services and commit to engaging our members in authentic dialogue. We commit to fostering a high degree of trust and accountability with both our members and our stakeholders.

Strategies:

- 3.1** Develop and implement a multi-pronged engagement strategy for members (shareholders).

TACTICS:

- Continue to develop and strengthen engagement channels to enable members to affect content decisions, negotiations, etc. such as investment in ongoing development of the members-only License Information Module (LIM)
- Continue development of the key performance metrics and indicators, demonstrating organizational value, to support informed decision making and to strengthen member trust
- Foster professional engagement among members to develop and share expertise
- Recognize volunteer leadership through the annual awarding of the Ron MacDonald Distinguished Service Award

- 3.2** Engage the broader stakeholder community to leverage their expertise.

TACTIC:

- Identify and develop means for engagement with stakeholders (researchers, potential funding partners, publishers and other consortia)

STRATEGIC OBJECTIVE 4.0

MAINTAIN AND STRENGTHEN SUSTAINABILITY

Strategic Objective

Through visionary leadership and resourcing of strategic priorities, we will leverage the total capacity of CRKN's membership and staff to provide a full range of seamless, consistently high quality services in both official languages. CRKN will build the trust of its members and ensure their full understanding of the CRKN value proposition. CRKN will mitigate financial risk by providing a high ROI for members and by identifying initiatives or partnerships that will attract new funding.

Strategies:

4.1 Strengthen our organizational capacity.

TACTIC:

- Encourage staff retention and build staff capacity through training and career development opportunities
- Explore the possibility of using secondments and research leaves to reinforce our staff value proposition and augment organizational capacity

4.2 Strengthen governance and management processes.

TACTIC:

- Adopt a financial exigency plan and other risk mitigation strategies
- Develop strategies to identify potential new member segments for targeted growth
- Diversify revenue streams and develop initiatives that can be used to attract new funding
- Conduct an academic style external review
- Complete by-law and committee changes in connection with Governance Review
- Continue to codify organizational knowledge and develop systems and processes to leverage organizational capacity

4.3 Develop more effective means of engaging members in both official languages.



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