

CRKN

Extended Strategic

Plan 2016-2018



MISSION & VISION



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.

CRKN is a catalyst
for innovation and
development.

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 OBJECTIVES

1 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.

- 1.1** Collaborate to build a consensus within the academic library community for confederation and coordination of resources and solutions at the national level
 - Explore opportunities to extend existing successes nationally – leverage resources of community creatively for mutual financial benefit
 - Explore merger with Canadiana.org
- 1.2** Contribute to the emerging consensus on the broader national digital infrastructure eco-system
 - Continue participation in LCDI
 - Continue partnership towards development of ORCID consortia in Canada
- 1.3** Identify areas of demonstrable success within the CRKN membership in creating solutions and finding funding for digital scholarship to share proven strategies



We will reduce redundancy, share and distribute expertise, and identify opportunities.

2. 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.

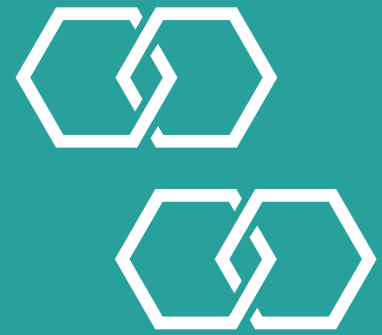


- 2.1** Explore alternatives to the big deal and provide members with more flexible options to license smaller segments of content
- 2.2** Create and develop an open-access strategy
 - Collaborate with Érudit, PKP, CARL and other organizations to develop a sustainable, open access model for Canadian journal publishing
 - Adopt an advocacy role with the publisher community for open access
- 2.3** Extend and further develop a range of tools and services to support member needs in new ways
 - Explore extensions to Foreign Exchange Services
 - Conduct the Journal Usage Study
 - Further enhance Journal Value Analytics services
 - Continue to develop reports that members may use in internal value communication such as the Institutional Annual Report
 - Revise and enhance the Institutional Mobilization toolkit
- 2.4** Building on the recommendations of the Perpetual Access Task Group, explore a perpetual access option to provide sustainable stewardship of licensed scholarly resources

3 ■ Engage Members & 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.



3.1 Enhance and maintain a multi-pronged engagement strategy for members

- Strengthen engagement channels to enable members to affect content decisions and negotiations as well as investment in ongoing development of the members-only License Information services
- Further develop CRKN's presence on Twitter
- Foster professional engagement among members to highlight member activities in the IDSE, share expertise and contribute to the profile of CRKN member institutions
- Offer members an opportunity to participate in the broader standards community e.g. through participation in NISO or Counter

3.2 Support member libraries in demonstrating their value and their challenges within their own institutions

- Enhance the Institutional Annual Review (and IM Toolkit as above)

3.3 Enhance and continue to develop more effective means of engaging members in both official languages

3.4 Engage the broader stakeholder community both to educate on the role that CRKN libraries play in the digital scholarly ecosystem and to leverage the expertise and influence of the broader stakeholder community particularly in relation to scholarly communications issues and the challenges of the content licensing environment

- Strengthen ties with funding agencies and the broader DI community
- Strengthen ties with Presidents (through Universities Canada), with VPRs and CIOs (through CUCCIO) to keep CRKN relevant issues on their radar

4.

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.



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- 4.1** Strengthen our organizational capacity
 - Encourage staff retention and build staff capacity through training and career development opportunities
- 4.2** Strengthen governance and management processes
 - Continue to review and update progress towards strategic objectives
 - Continue to review and update risk management activities
 - Diversify revenue streams and develop initiatives that can be used to attract new funding
 - Collaboratively leverage the resources of the community for mutual benefit

