

**Content Strategy Committee
April 2017 - March 2018
Report to the Annual General Meeting**

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Submitted by

Todd Mundle, Kwantlen Polytechnic University
Chair, Content Strategy Committee (CSC)

The CSC Annual Report is organized according to the following categories:

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1. Content Program

2017 Renewals

The CSC contributed to CRKN's strategic objective of supporting, strengthening and evaluating existing licenses by finalizing negotiations for the license agreements that terminated at the end of December 2017. Throughout the January 2018 to March 2018 period, the CSC worked to complete renewals from 2017 that had extended into the new year, and began the renewal process for licenses expiring December 2018. This work included a set of member teleconferences to discuss the negotiation objectives-setting process for major license agreements under negotiation in 2018 (Springer, American Chemical Society, Clarivate, Elsevier – Scopus, Royal Society of Chemistry, and Oxford University Press).

Licenses renewed in 2017-18:

- Elsevier Science Direct
- Sage Premier
- Wiley-Blackwell Database
- Canadiana – Early Canadiana Online/Canadiana Online
- JSTOR Collections
- Canadian Science Publishing
- Economist Intelligence Unit
- Artstor – Digital Library
- Artstor – JSTOR Forum
- ProQuest – Globe & Mail
- Gale Eighteenth Century Collections Online and Times Digital Archive
- IntelLex Past Masters
- Alexander Street Press Classical Scores and Theatre in Video
- IOP Ebook package offer (Release 4)
- Extension of Cairn agreement for one year
- Extension of Periodicals Archive Online (PAO) agreement for one year

Partnerships/Projects extended beyond 2017-18:

- Addition of American Physical Society journals to SCOAP³ Phase II
- Érudit Partnership to Support Coalition Publi.ca

Key Events:

There were several key renewal events that took place in the 2017-2018 fiscal year:

- **Renewal of Big Deal Journal Licenses**

Three major journal packages were renewed in 2017-18, specifically Elsevier ScienceDirect, Wiley-Blackwell Online Library (Database), and SAGE Premier All-Access. Several significant achievements were realized during the renewal negotiations for these licenses, including the lowest annual increases ever negotiated for all three licenses, migration from the older CRKN license to the newly updated Model License (including improved terms for non-disclosure, opt-out, and reference to the Copyright Act of Canada), and in two of three cases, options for reducing fees by moving to smaller collections or individual title selection (see more detail below).

- **Big Deal Alternatives**

As members continue to face financial constraints due to journal price increases, the decline in the value of the Canadian Dollar, and library budget pressures, CRKN has continued to explore alternative options within its Big Deal licenses that renewed in 2017-18. Alternative subscription options were negotiated for the following journal packages in 2017-18:

- Wiley-Blackwell Online Library (Database) – members were permitted to cancel participation in the full database, reduce their overall spend, and subscribe to individual journals at a discounted list price. There were no license participants that opted to pursue this option.
- SAGE Premier – members were permitted to cancel participation in Premier All-Access, reduce their overall spend, and instead subscribe to a fixed Premier list, HSS or STM packages, or smaller discipline-specific subject packages. One license participant opted to subscribe to five subject packages in lieu of the Big Deal.

- **Érudit Partnership to Support Coalition Publi.ca**

Building on the success of our previous partnership, a new agreement between CRKN and Érudit was created over the course of 2017-18. The agreement establishes the funding that is needed to develop a national solution that supports Canadian scholarly output in both French and English journals. The partnership agreement was finalized in March 2018 and extends until the end of 2022. CRKN, Érudit and PKP will be working together to advance the goals of this initiative over the next five years.

- **American Physical Society Journals added to SCOAP³ for 2018-2019**

As Phase II of SCOAP³ progressed, negotiations between CERN (the administrative body of SCOAP³) and the American Physical Society (APS) resulted in the addition of three APS journals to the project for 2018 and 2019:

- Physical Review C
- Physical Review D
- Physical Review Letters

As National Contact Point for SCOAP³ in Canada, CRKN staff coordinated the calculation and confirmation of subscription reductions at CRKN member institutions that held subscriptions to the APS journals, invoiced members for the corresponding reduction amounts, and redirected the funding to CERN. As a result of the addition of the three APS journals, SCOAP³ has now effectively

converted approximately 90% of articles published in the field of High-Energy Physics to Open Access, with no cost to authors.

- **Opt-out clauses**

The Content Strategy Committee continues to prioritize the negotiation of opt-out clauses within CRKN's licenses in order provide members with the flexibility to exit agreements in times of fiscal difficulty, but outside of renewal periods and within multi-year agreements.

In fiscal year 2017-2018, CRKN added opt-out clauses to the following licenses:

- Elsevier ScienceDirect
- SAGE Premier
- Wiley-Blackwell Online Library (Database)
- JSTOR Collections
- Canadian Science Publishing
- ARTstor Digital Library
- Gale Eighteenth Century Collections Online and Times Digital Archive
- IntelLex Past Masters
- ProQuest Globe & Mail

For 2018, members had the option to opt-out of multi-year licenses with Taylor & Francis, Cambridge University Press, and SpringerNature, and a total of three opt-outs were recorded.

- **Changes in license participation**

Member cancellations for licenses under renewal in 2017-18 were low (13 total cancellations, zero for major journal packages), while several licenses also saw participation increase (6 total additions, two for major journal packages). One institution opted to reduce its spend and subscribe to subject packages in lieu of the Big Deal journal package.

- **Currency Exchange**

CRKN continued to offer its Foreign Exchange Project in fiscal year 2017-18, permitting members to place bids in the market for desired currency exchange rates for SpringerNature, Clarivate Analytics, and American Chemical Society licenses, and to receive their invoices from CRKN in US currency for the following licenses: Elsevier ScienceDirect, SAGE Premier, and Wiley-Blackwell Online Library (Database).

Additionally, CRKN continues to negotiate for foreign currency mechanisms within licenses in an effort to combat the negative effects of currency exchange. In these mechanisms, the annual increases applied to members' fees are dependent on the performance of the CAD relative to the USD. In situations where the CAD has weakened within a license term, annual increases will be reduced, while the reverse is also true (a strengthening CAD will mean higher annual increases).

In 2017-18, variations of this mechanism were included in the Wiley-Blackwell and SAGE licenses, and they continue to form part of renewal negotiations moving forward.

- **Model License**

After a thorough review, the CRKN Model License was completely updated in 2016. The first license to use the new template was the Taylor & Francis contract for 2017-2019. In 2017-18, the new model license was also successfully applied to the Elsevier ScienceDirect, Wiley-Blackwell Online Library (Database), SAGE Premier, JSTOR Collections, Economist Intelligence Unit, Canadian Science Publishing, IntelLex Past Masters, Gale Eighteenth Century Collections Online and Times Digital Archive, ProQuest Globe & Mail, and ARTstor Digital Library licenses.

Moving forward, CRKN will continue to migrate licenses to the new model when appropriate.

- **Canadiana Merger and Extension of Early Canadiana Online (ECO) License Agreement**
Throughout the 2017-18 period, CRKN and Canadiana explored the viability of combining their two organizations. As the combination discussions were still ongoing as the ECO license agreement was coming to an end, the two organizations undertook an extension of the existing agreement for 2018. In addition to extending the current participation in ECO, many libraries chose to upgrade to the full Canadiana Online.

Other Initiatives

- **ORCID-CA**
Following the work of the multi-stakeholder ORCID Canada implementation group, CRKN as the administrative lead, concluded a 2 year consortial license with ORCID. The ORCID-CA national consortium was formed on May 1, 2018. The consortium launched with 28 inaugural members with 3 additional members joining in the first year of the agreement. As part of the ORCID license agreement, CRKN successfully recruited Gloria Booth-Morrison as ORCID-CA Member Support Specialist. A governing committee elected by ORCID-CA members has been meeting regularly to oversee the growth and development of the consortium.

2. Sub-Committees & Task Groups

Serials Management Sub-Committee (SMSC)

The work of the Serials Management Sub-Committee continues as publishers become KBART compliant and are better able to deliver accurate title lists. These lists are essential to provide a clear picture of the entitlements (perpetual and ephemeral collection coverage), as well as providing access to full text content through link resolver systems by linking results found in Google or discovery tools to the articles licensed.

The Serials Management Sub-Committee oversaw the update of all current CRKN journal KBART lists for 2018 content. The committee has also improved its efficiency through the development of an automatic URL checker, which allows the Sub-Committee to identify differences between expected access and actual access more effectively. Additionally, following the decommissioning of the CUFTS link resolver, the SMSC is actively developing a maintenance plan to ensure that unique, Canadian title lists will continue to be kept up to date.

License Transition Task Group (LTTG)

The current financial situation has caused many challenges for members participating in CRKN licenses, particularly in the context of the traditional “Big Deal.” In order to address these challenges, the CRKN Board of Directors decided to form a License Transition Task Group (LTTG), designed to recommend alternative participation models to the “Big Deal” as well as support services for members who transition away from a CRKN license. Seven members were appointed to the task group. The task group met 16 times including an all-day in-person meeting. In order to inform their work, members conducted a literature review, a survey, and hosted a discussion at the 2017 CRKN AGM in Montréal. Their final report, containing ten recommendations, was approved by the CSC in January. It was subsequently distributed to members. Based on their feedback, the CSC is overseeing progress on actions designed to implement these recommendations.

Trusted Digital Repository Task Group (TDRTG)

Following on the recommendations of the Perpetual Access Task Group, CRKN embarked on discussions with Scholars Portal, the Ontario Council of University Libraries (OCUL), and University of Toronto Libraries

(UTL) to explore the opportunity of extending Scholars Portal services to CRKN members outside of Ontario, specifically services related to preservation of and post-termination access to CRKN-licensed electronic resources. To that end, a task group was struck whose members are comprised of experts from various stakeholder organizations (CRKN, CRKN member institutions, OCUL, UTL, and Scholars Portal). Member engagement was a strong component of the task group's work, with presentations at the CRKN Annual General Meeting, a series of teleconferences, and presentations by task group members at all four regional consortia Directors Meetings (COPPUL, OCUL, BCI, CAUL).

The task group aims to finish its work and submit a report with recommendations to the CRKN Board of Directors in summer 2018.

3. Value Analysis

Journal Value Analytics (JVA)

The Journal Value Analytics project was developed in response to member input asking to receive more data to assist in the evaluation of their CRKN-licensed products. It aims to provide members with information about the quality, utility, and cost-effectiveness of each title for their institution. Based on the results of the LTTG survey, with the guidance of the CSC, CRKN staff conducted a focus group on the JVA in January 2018. As a result of that focus group, CRKN staff are improving the JVA, most notably by providing more accurate and extensive subject data.

Journal Value Analytics 2018 was distributed to the membership in August.

Journal Usage Project (JUP)

The Journal Usage Project research was completed in late 2017, and a final overview report was distributed to members in early 2018. The outcomes of this research will be part of the overall analysis of value that the CSC will consider for licenses renewing in 2018.

4. Member Engagement & Collaboration

In following the Strategic Plan objective to use multiple communication channels for ongoing member engagement, the following were used by CSC for input and guidance from the members. The CSC also engaged with stakeholders outside of the member community via channels such as the International Coalition of Library Consortia.

Member Surveys and Teleconferences

The CSC continued the process of holding a series of member teleconferences in February 2018 in order to solicit input and guidance from the membership on negotiation objectives for major renewals. These teleconferences were followed by a survey in order to obtain additional input from those members who could not attend, and was also an opportunity to receive feedback that was more quantitative than qualitative. Both of these information gathering activities fed into the setting of negotiation objectives for 2018 renewals.

Collection Analysis Community of Practice

With the release of the 2017 Journal Value Analytics Report and the Journal Usage Project results, CRKN recognized that quantitative collection analysis is of great interest to our members. As a result, CRKN formed a Collection Analysis Community of Practice, an informal group of people, from CRKN member institutions, interested in and working directly on collection analysis. It is designed to provide a forum to continue conversations about how quantitative data sets like the JVA and JUP can be analyzed and to facilitate the exchange of best practices and ideas for analysis among CRKN member institutions grappling

with similar issues. In 2017-2018, there were three “water cooler” online sessions addressing various aspects of collection analysis.

Ongoing communications

Members were kept abreast of negotiation developments, task group updates, and other news via several tools: recaps of all CSC meetings, license updates in the CRKN NewsBrief, teleconferences at various points in the renewal process, and frequent posts to the CRKN collections and directors listservs. CRKN also continues to maintain its presence on Twitter as another channel of informal communication and engagement with the wider community.

5. Governance

Addition of New CSC Position

In order to ensure that the CSC represents member diversity and needs, and has the appropriate balance, a new position was added to the committee, one that specifically represents an institution from Band 13. The Terms of Reference were revised in mid-2017 to reflect this change.

6. Appendices

A. Mandate

The CRKN Content Strategy Committee is established by the Board of Directors as a Standing Committee of the Board, pursuant to section 12 of the Corporation’s by-Laws. The CSC is responsible for:

- developing and overseeing systematic means of needs analysis with members, to ensure meaningful consultation with regard to members’ priorities, requirements and specifications for the identification, negotiation, implementation and perpetual access of electronic resources;
- maintaining an awareness of developments in the scholarly publishing landscape and potential opportunities to advance members’ interests;
- developing objectives, principles, strategies, and specifications for vendor and open access negotiations and license agreements, for recommendation to the Board as appropriate;
- monitoring the execution of agreed-upon negotiations strategies by staff, and assisting/serving as a resource to the staff negotiator(s) according to the objectives established by the Board of Directors;
- evaluating the results of negotiations, and apprising the Board of progress, developments, issues and resulting contract terms achieved through negotiations;
- advising and assisting staff with effective implementation of resulting license agreements and access (including, for example, serials management and perpetual access details);
- contributing strategic insights and operations expertise from members’ professional practice to support overall CRKN planning, program implementation and communications;
- working closely with other Committees to ensure alignment of committee objectives with respect to license fees and cost-sharing;
- Apprising the Board and staff of any policy and/or operational issues arising from the committee’s work that may require delegation to another group or action elsewhere within the organization;
- Assuming such other responsibilities as from time to time may be delegated by the Board.

B. CSC Members – 2017-2018

The CSC is comprised of 11 members: two designates from each regional consortium for a total of eight, along with a representative from a Band 13 institution, a Chair, and a Vice-Chair. For 2017-18, the members were:

One member of the Board of Directors:

- Todd Mundle, Kwantlen Polytechnic University, Chair

One member for the purpose of assisting with Board reporting and liaison in the absence of the CSC chair:

- Gabrielle Prefontaine, University of Winnipeg, Vice-Chair

Eight librarians, two from each region with electronic collections / services and negotiations experience:

Council of Atlantic University Libraries (CAUL) designates:

- Tanja Harrison, Mount Saint Vincent University
- Jennifer Richard, Acadia University (from November 2016)

Ontario Council of University Libraries (OCUL) designates:

- Pamela Jacobs, University of Guelph
- Harriet Rykse, Western University

Bureau de coopération interuniversitaire (BCI) designates:

- Arnald Desrochers, Bureau de coopération interuniversitaire (from March 2018)
- Stéphanie Gagnon, Université de Montréal (ending March 2018)
- Louis Houle, McGill University (ending December 2017)
- Chantal St-Louis (from January 2018)

Council of Prairie and Pacific University Libraries (COPPUL) designates:

- Denise Koufogiannakis, University of Alberta
- Lisa Petrachenko, University of Victoria (ending December 2017)
- Sandy Stift, MacEwan University (from January 2018)

Representative from an institution in Band 13, with with electronic collections / services and negotiations experience

- Weijing Yuan, University of Toronto (from September 2017)

Staff members Clare Appavoo (Executive Director), Jason Friedman (Senior Member Services Officer), Alexandra Houde (Senior Content & Licensing Officer, until December 2017), Craig Olsvik (Senior Content & Licensing Officer), and Monica Ward (Senior Content & Licensing Officer, resuming January 2018) served as resource personnel to the Committee.