

**Content Strategy Committee
April 2018 - March 2019
Report to the Annual General Meeting**

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Submitted by

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Chair, Content Strategy Committee (CSC)

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

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1. Content Program

2018 Renewals

The CSC contributed to CRKN's strategic objective of expanding content and service offerings by finalizing negotiations for the license agreements that terminated at the end of December 2018. From January to March 2019, the CSC worked to complete renewals that carried over from 2018, and began the renewal process for licenses expiring on December 31 2019. This included hosting member teleconferences to discuss the negotiation objectives-setting process for major license agreements under negotiation in 2019 (Springer, Taylor & Francis, ACUP eBOUND).

Licenses renewed in 2018-19:

- American Chemical Society – Web Editions & Legacy Archive
- American Mathematical Society – MathSciNet
- Cambridge University Press – Journals
- Center for Research Libraries – Global Resources
- Clarivate – Web of Science & Web of Knowledge
- Elsevier – Scopus
- Institute of Physics – Journals
- Oxford University Press – Journals
- ProQuest – Alexander Street Press Databases, House of Commons Parliamentary Papers, Historical Newspapers
- Royal Society of Chemistry – Journals
- Springer Nature – Journals

Key Events

Several key renewal events took place in the 2018-19 fiscal year:

License Renewals

Several major journal packages were renewed for 2019, primarily society and discipline-specific publishers, but also one large multidisciplinary commercial publisher, Springer Nature. Although a multi-year agreement could not be reached with Springer, CRKN extended its prior license with Springer for one additional year with no increase to base pricing while we continue to negotiate terms for the next multi-year deal. Journal packages were also renewed with American Chemical

Society, Cambridge University Press, Oxford University Press, Institute of Physics, and the Royal Society of Chemistry. In each license, options were provided for CRKN members to subscribe to a smaller subset of journals either via subject collections or individual title selection. Additionally, in several cases, CRKN worked with these publishers to welcome back members that had previously exited agreements, and participation increased for the Cambridge University Press and Oxford University Press licenses.

During 2018-19 the CSC negotiated a 20% APC discount for the Cambridge University Press license. Looking ahead to future license renewals, the CSC spent significant time at the end of fiscal year 2018-19 engaging with members to determine their priorities with regards to open access and the potential incorporation of OA-related components into journals licenses under renewal for January 2020. The CSC will investigate options for OA elements within the Taylor & Francis contract as a first step towards transforming a CRKN agreement towards a fully-OA model.

Migration to Banded Pricing

As of 2019, CRKN has completed the migration to fully-banded pricing for one of its core licenses, Institute of Physics journals. A transition to banded pricing results in transparent and equitable pricing for members within the same CRKN band and marks a move away from pricing based on historical factors such as prior print subscription spend. This migration was undertaken over a three-year period during the previous license term (2016-2018) in order to ease the burden of transition for those members whose pricing increased as a result of the changes.

The license for American Chemical Society journals is also undergoing a transition to banded pricing but is taking place over a period of six years. The renewal of the license for 2019-2021 marks the beginning of the second three-year migration period, after which time the pricing for participants will be based on banding and fully transparent and equitable among members in each band.

CRKN developed its Banding System in 2015 as a way to classify its membership and uses a rolling three-year average of three factors to assign band placement (student FTE, faculty FTE, and sponsored research funding). CRKN works with vendors and publishers wherever possible to implement banded pricing for licenses in order to establish a member-supported model that is consistent and transparent.

Opt-Out Clauses in Licenses

With the finalization of the 2018 license renewals, CRKN now includes an opt-out clause for license participants in the vast majority of its agreements, notably for all major journal packages. This marks a change from prior agreements where members were typically locked-in to licenses for three years without the ability to cancel participation. The option to opt out in the second or third year of an agreement gives members the confidence to sign on to licenses if there is long-term budget uncertainty, as well as the ability to exit a license if financial circumstances change at their library or institution. A key component of CRKN's opt-out clause, and one that is present in the majority of our contracts, is that the departure of any member from a license during the term of a contract does not affect the remaining participants.

Changes in license participation

License participation continues to be steady – cancellations for licenses under renewal in 2018-19 were largely focused on database products such as Web of Science (three cancellations) while several journal packages saw increased participation due to members returning to the license (Cambridge and Oxford).

2. Sub-Committees & Task Groups

Serials Management Sub-Committee (SMSC)

The work of the Serials Management Sub-Committee continues as publishers improve their KBART compliance and are better able to deliver accurate title lists. These lists are essential to provide a clear picture of the entitlements (perpetual and current 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.

In 2018-2019, the Serials Management Sub-Committee (SMSC) oversaw the update of all current CRKN journal KBART lists for 2019 content. In addition, the committee established criteria for the CRKN Open Access Journals List and worked with CRKN staff to develop a communications plan for the List's launch in 2019. They also discussed the delivery of KBART lists for Canadiana collections, in an effort to increase the discoverability of this content.

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 has developed a strategy to implement the recommendations and regularly monitors progress on actions towards implementation. In addition to the aforementioned opt-out clauses and smaller journal packages, the CSC conducted a survey of usage statistics and analytics tools. Based on the results of that survey, CRKN entered into discussions with Jisc for a consortial offer of their Journal Usage Statistics Portal (JUSP) service. CRKN also began negotiations with Reprints Desk in order to meet another of the report's recommendations.

Trusted Digital Repository Task Group (TDRTG)

The TDRTG was formed with a mandate to develop a framework, including a service model, governance model, and cost-sharing model, for establishing a national Trusted Digital Repository (TDR) for CRKN members to ensure long-term access to CRKN-licensed resources and to provide a publisher-independent mechanism for exercising post-cancellation rights.

The TDR service as proposed would build on the foundation established by the Scholars Portal TDR, which serves the libraries of the Ontario Council of University Libraries (OCUL), under a service agreement with University of Toronto Libraries (UTL).

The TDRTG completed its work and delivered its final report to CRKN's Board of Directors in June 2018. The report and its recommendations were approved by the Board and were presented to the broader membership at the 2018 Annual General Meeting in Vancouver. CRKN members voted to endorse the TDRTG's recommendations and provided CRKN with a mandate to continue to pursue next steps with UTL, OCUL, and Scholars Portal towards realizing a national preservation and post-termination solution for CRKN-licensed resources.

3. Value Analysis

Journal Value Analytics (JVA)

The Journal Value Analytics project was developed in response to member requests for more data to assist in the evaluation of their CRKN-licensed products. The JVA provides members with information about the usage and cost-effectiveness of each title for their institution. In 2018, the JVA included several improvements to provide analysis of year of publication, open access usage statistics, and improved subject data.

The Journal Value Analytics report for 2019 is planned for distribution to the membership this summer.

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 2019 in order to solicit input and guidance from the membership on negotiation objectives for major renewals. Sessions were held separately for the ACUP license and Taylor & Francis and Springer licenses, both in English and French. For Taylor & Francis in particular, the CSC sought feedback from the membership relating to the prioritization of open access within that particular negotiation.

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 2019 renewals.

5. 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 Corporations' 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. Members 2018-19

Todd Mundle, Chair of the CSC
University Librarian, Kwantlen Polytechnic University

Gabrielle Prefontaine, Vice Chair of the CSC
Dean of the Library, University of Winnipeg

Council of Atlantic University Libraries (CAUL) designates:

- Alison Ambi, Memorial University of Newfoundland (beginning January 2019)
- Tanja Harrison, Mount Saint Vincent University
- Jennifer Richard, Acadia University (until December 2018)

Ontario Council of University Libraries (OCUL) designates:

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

Bureau de coopération interuniversitaire (BCI) designates:

- Arnald Desrochers, Bureau de coopération interuniversitaire
- Chantal St-Louis, Université Laval

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

- Denise Koufogiannakis, University of Alberta
- Sandy Stift, MacEwan University

Band 13 Balance:

- Weijing Yuan, University of Toronto

Staff members Clare Appavoo (Executive Director), Jason Friedman (Manager, Metadata & Member Services), Amanda Holmes (Licensing Officer), Émilie Lavallée-Funston (Member Services & Licensing Officer), Craig Olsvik (Manager, Licensing), and Monica Ward (Senior Content & Licensing Officer) served as resource personnel to the Committee during 2018-19.