

**COLLABORATION
COORDINATION
CONFEDERATION**

Annual Report
2013 – 2014

CRKN
Canadian Research
Knowledge Network

RCDR
Réseau canadien de
documentation pour la recherche



The Canadian Research Knowledge Network (CRKN) is a partnership of Canadian universities, dedicated to expanding digital content for the academic research enterprise in Canada. Through the coordinated leadership of librarians, researchers, and administrators, CRKN undertakes large-scale content acquisition and licensing initiatives in order to build knowledge infrastructure and research and teaching capacity in Canada's universities. CRKN collaborates with 75 university members and provides access to over 1.2 million researchers and students.

OUR MEMBERS

Acadia University
Algoma University
Athabasca University
Bishop's University
Brandon University
Brock University
Cape Breton University
Carleton University
Concordia University
Concordia University of Alberta
Dalhousie University
École Polytechnique de Montréal
HEC Montréal
Kwantlen Polytechnic University
Lakehead University
Laurentian University
MacEwan University
McGill University
McMaster University
Memorial University of Newfoundland
Mount Allison University
Mount Royal University
Mount Saint Vincent University
Nipissing University
NSCAD University
OCAD University
Queen's University
Royal Military College of Canada
Royal Roads University
Ryerson University

Saint Mary's University
Simon Fraser University
St. Francis Xavier University
The King's University College
Thompson Rivers University
Trent University
Trinity Western University
Université de Moncton
Université de Montréal
Université de Sherbrooke
Université du Québec

- École de technologie supérieure
- École nationale d'administration publique
- Institut national de la recherche scientifique
- Télé-université
- Université du Québec à Chicoutimi
- Université du Québec à Montréal
- Université du Québec à Rimouski
- Université du Québec à Trois-Rivières
- Université du Québec en Abitibi-Témiscamingue
- Université du Québec en Outaouais

Université Laval
Université Sainte-Anne
University of the Fraser Valley
University of Alberta

University of British Columbia
University of Calgary
University of Guelph
University of Lethbridge
University of Manitoba
University of New Brunswick
University of Northern British Columbia
University of Ontario Institute of Technology
University of Ottawa
University of Prince Edward Island
University of Regina
University of Saskatchewan
University of Toronto
University of Victoria
University of Waterloo
University of Windsor
University of Winnipeg
Vancouver Island University
Western University
Wilfrid Laurier University
York University



TABLE OF CONTENTS

Message from the Chair and the Executive Director	4
Collaborate to Advance Digital Scholarship	6
Expand Content and Service Offerings	8
Engage Members and Stakeholders	12
Maintain and Strengthen Sustainability	18
Collaboration Coordination Confederation – Looking to 2014-2015	20
Board of Directors	21
Committees	23
Staff	26
Financial Highlights	27
Measures of Performance and Activity	28
Financial Statements	34
• Auditor’s Report	
• Statement of Financial Position	
• Statement of Revenue and Expenses	
• Statement of Changes in Net Assets	
• Statement of Cash Flows	
• Notes to the Financial Statements	
• Schedule A – DCI Project Revenue and Expenses	
• Schedule B – DCI Project Sustainability Revenue and Expenses	

© Canadian Research Knowledge Network
301-11 Holland Avenue, Tower A
Ottawa, Ontario
Canada K1Y 4S1
Tel: 613.907.7040
Fax: 866.903.9094
Email: info@crkn-rcdr.ca
Web: www.crkn-rcdr.ca
Twitter: @CRKN_RCDDR

MESSAGE FROM THE CHAIR

The Canadian Research Knowledge Network (CRKN) and its members have built a solid foundation in serving the academic library community. With the new strategic plan which adopts the theme of Collaboration, Coordination and Confederation, CRKN has the opportunity to embrace new challenges in a way that reaches far beyond the library community to integrate digital scholarship and advance research capacity and innovation. We see the impact that collaborative work amongst stakeholders accompanied by a defined vision can have. As we work towards an integrated digital scholarship ecosystem, we build on demonstrated successes to carry out that vision.

Academic libraries have evolved significantly over the past decade from the traditional role of the library as a source of funding for and access to scholarly communication to the emerging role of the library as an active participant in the content creation process, and even as the foundation for the construction of a new digital content infrastructure. Emerging technologies are causing us to re-evaluate the way we deliver teaching and research supports,

and the library demonstrates this challenge on the front lines.

A highlight of the year was the favorable result of the External Review initiated to determine the negotiation effectiveness of CRKN in comparison with other academic library consortia. Acknowledging that making comparisons can be complex, the external reviewers found CRKN to be an effective and efficient representative for its members achieving excellent cost control. Providing members and the larger stakeholder community with this third party assessment builds confidence in CRKN's ability to reach even higher goals.

As I begin my term, I look forward to working with CRKN and its members to advance stakeholder relations, make connections, and help further build the supportive community you have created.



Dr. Elizabeth Cannon
President and Vice-Chancellor,
University of Calgary
Chair, CRKN Board of Directors



As we work toward an integrated digital scholarship ecosystem, we build on demonstrated successes to carry out that vision.

AND THE EXECUTIVE DIRECTOR

The work of CRKN during the 2013/14 fiscal year revolved around finalizing and delivering to the objectives of the 3 year strategic plan. Initiating our newest objective to Collaborate to Advance Digital Scholarship involved bringing the Integrated Digital Scholarship Ecosystem (IDSE) project to life and participating in the broader ecosystem through the Leadership Council for Digital Infrastructure (LCDI).

The core work of Expanding Content and Service Offerings continued through the dedicated work of the CSC and Licensing team. It is with pride that CRKN was able to ensure Canada was one of the first countries to sign the Memorandum of Understanding for the SCOAP3 project. We undertook a new model of partnering with Canadiana this fiscal year and we will continue to explore alternative partnership models.

Engaging with Members and Stakeholders has been integral to the work this year. A concerted effort to directly engage with members has resulted in a more interactive and responsive organization. We remain delighted at the continued commitment of members participating in committees and task groups and were pleased that members responded very positively to the 2013 AGM.

Maintaining and Strengthening our Sustainability involved succession planning leading to welcoming Dr. Elizabeth Cannon as Chair of the CRKN Board, enhancing HR policies to strengthen professional development opportunities for staff, completing both a governance review and the External Review on Negotiation Effectiveness, continuing to develop alternatives to Cost Sharing for the 20% of licenses affected and delivering a financial result with a significant reduction in the deficit.

We have been well supported by the Board in delivering results to the membership and I am especially grateful to Vice-Chair, Donna Bourne-Tyson whose leadership and support throughout my first full fiscal year has been invaluable. I look forward to a wonderful year ahead of continued collaboration.



Clare Appavoo
Executive Director



COLLABORATE TO ADVANCE DIGITAL SCHOLARSHIP

The year unfolded with a deliberate and concentrated effort on developing and advancing a more externally focused mandate, based on significant consultation with members.

LEADERSHIP COUNCIL FOR DIGITAL INFRASTRUCTURE
CRKN participated on the Executive Committee of the Leadership Council for Digital Infrastructure in support of its mandate to advance the digital infrastructure in all sectors. CRKN Vice-Chair, Donna Bourne-Tyson, participated in the Summit Planning committee that launched the Digital Infrastructure Summit in January 2014, bringing over 140 people together from the academic and government sectors. [Summary Report of 2014 DI Summit](#)



“Research data management/stewardship is the weakest link in the Canadian digital infrastructure landscape. Among the various players, academic librarians will play a particularly central role in bringing skills, resources and institutional leadership to the challenges of curation, preservation and access to research data.”

Janet E. Halliwell
Key player in the 2014
DI Summit J.E. Halliwell
Associates Inc.



INTEGRATED DIGITAL SCHOLARSHIP ECOSYSTEM (IDSE)

The Integrated Digital Scholarship Ecosystem (IDSE) project was launched with member support at the 2013 Annual General Meeting as an innovative plank in the new strategic plan. The underlying thrust of IDSE is to explore the next generation of academic library collaboration to further seamless access, diversity of content, and linked infrastructures. **Michael Ridley**, was seconded from the University of Guelph as Project Manager of the information gathering phase, and **Sabina Pagotto** was retained as Project Analyst. IDSE has become a major topic for member and stakeholder engagement including interviews, focus groups, online fora, surveys, **website** and social media. A **preliminary report** was shared with members and other interested parties in April 2014.



Micheal Ridley and Sabina Pagotto

“While discussions in the 1970s-1990s often stressed the importance of standardization in a 19th and 20th century cookie-cutter sense, the new emphasis is on 'both-and' solutions to the problems of preservation, interoperability, metadata, data delivery systems, user interfaces, etc. In the distributed, open, empowered world of Digital Scholarship, coordination rather than control is key.”

Chad Gaffield,
President Social Sciences
and Humanities Research
Council (SSHRC)



EXPAND CONTENT AND SERVICE OFFERINGS

LICENSING ACTIVITIES

In 2013-14 CRKN licensing activities took place around 11 agreements. For expediency, licenses are usually negotiated for a three year term. This year two licenses were renewed for only one year and two were renewed for two years due to several factors. In addition, two renewals were not concluded - one as a DCI Project license that was an aggregation of content that no longer met member needs, and the other was a new license that did not receive sufficient commitment. Licenses that were renewed include:

THREE YEARS	TWO YEARS	ONE YEAR
NRC Research Press	ACS Legacy Archives	Informa Healthcare
SCOAP ³	ACS Web Editions	Wiley Blackwell

With 8 the DCI Project licenses terminating mid-year, the Content Strategy Committee (CSC), formerly the Negotiations Resource Team, also worked proactively to complete requests for proposal, set negotiation objectives, and initiate negotiations.

NEW CONTENT

Three new products were introduced adding to the business relationship with current publishers. ARTstor Shared Shelf, the Royal Society of Chemistry – Merck Index Online and Canadiana Héritage were successfully introduced to CRKN members this year. With ARTstor Shared Shelf, CRKN explores a new business model to license software rather than content. RSC Merck Index Online was negotiated by CRKN on behalf of Consortia Canada.

DIGITAL CONTENT INFRASTRUCTURE (DCI) FOR THE HUMAN AND SOCIAL SCIENCES PROJECT

The DCI Project, initiated in 2007 to acquire access to humanities and social sciences content, has completed the final year of the sustainability period. Supported by the Canada Foundation for Innovation (CFI), provincial funders and member institutions, the Project devoted a portion of project funds to digitize unique Canadian historical content made available through open access in the Canadiana Collection at the [University of Alberta](#) and at the University of Toronto in the International Academic Research Collection, both accessible on [Internet Archive](#) sites.

CHANGES IN PARTICIPATION

CRKN member participation continued to climb incrementally this year in content licenses (from 2,491 to 2,510), while membership remained steady. Although one DCI Project license was not offered for renewal, this reduction was exceeded by new participation in new content including alternative publishing agreements for Canadiana Heritage and SCOAP³. Not included in these numbers is participation in CRKN's first international licensing venture with the Center for Research Libraries (CRL) in the United States and Jisc in the United Kingdom for the Churchill Archive, a database from Bloomsbury Publishing. While CRKN took an active role in bringing the offer to members, it is not counted in the participation numbers because CRKN did not invoice for the product. Otherwise, licenses have increased incrementally over the past couple of years, with a greater number of licenses for Social Sciences and Humanities (SSH) content than Science, Technology and Medical (STM).

ALTERNATE PUBLISHING MODELS

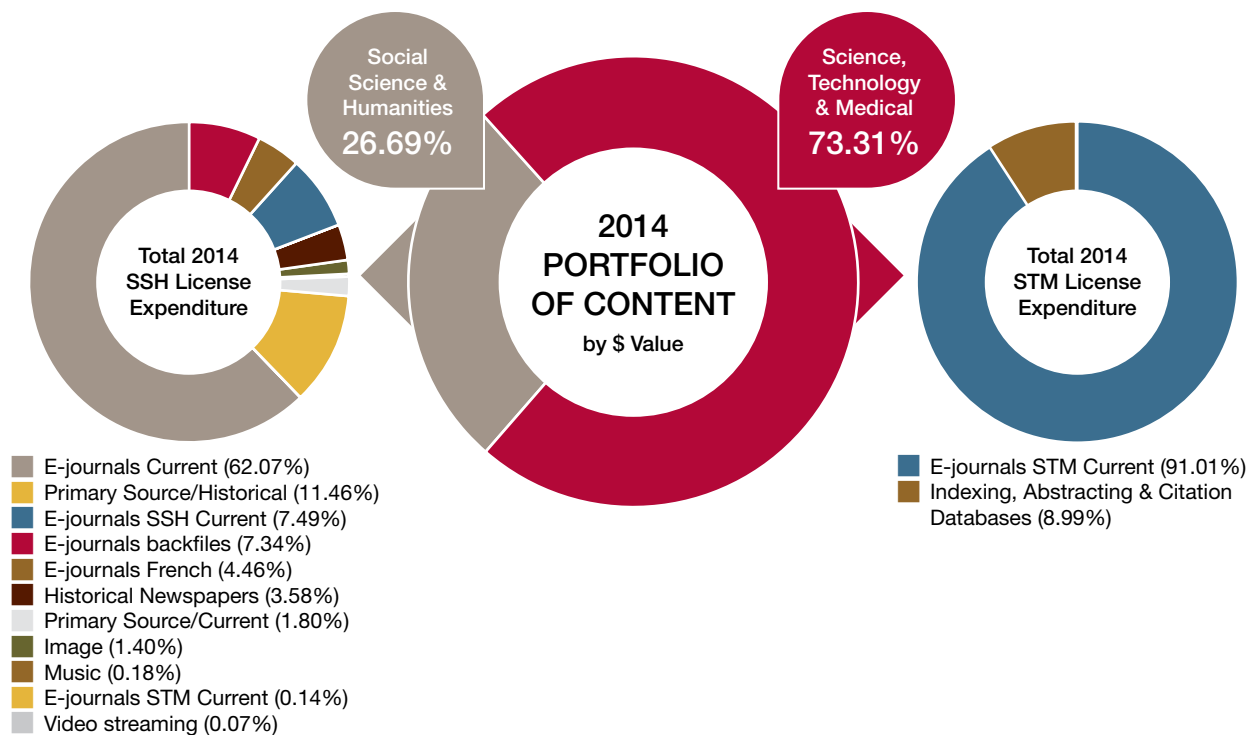
The Sponsoring Consortium for Open Access Publishing in Particle Physics, also known as SCOAP³, officially launched January 1, 2014 and is a one-of-its-kind **partnership** of thousands of libraries, key funding agencies and research centres in 23 countries and with 2 international partners. Working with leading publishers, SCOAP³ is converting **key journals** in the field of High-Energy Physics to Open Access at no cost to authors. SCOAP³ is centrally paying publishers for the costs involved in providing Open Access, publishers in turn reduce subscription fees to their customers, who contribute to SCOAP³. CRKN is the National Contact Point and represents its members on the Governing Council.



Clare Appavoo and Dr. Rolf Heuer, Director General, CERN, sign SCOAP3 agreement

In June 2013 CRKN entered into an agreement with Canadiana.org for digitization of the **Héritage Collection**. The Héritage project is a 10-year initiative from Canadiana.org and Library and Archives Canada, supported by 47 Canadian university libraries through CRKN, to digitize and make accessible online some of Canada's most popular archival collections encompassing roughly 60 million pages from over 1,100 collections of primary-source documents. Chronicling the country and its people from the 1600s to the mid-1900s, this collection represents a vast and unique resource for Canadian historians, students, and genealogists. Key to its usability, metadata is being created to enhance searchability and use-finding aids to make collections discoverable.

In December 2013, CRKN provided a written response to the **Tri-Council consultation in Open Access policy development**. CRKN urged the Tri-Council to consult with publishers and others in the scholarly communications sphere in order to enact a plan for future application of the Open Access mandate to all published research output including book chapters, reports, monographs, editorials and conference proceedings.



CRKN licensed products can be divided into two broad categories – Social Sciences & Humanities (SSH) and Science, Technology & Medical (STM). As collections are enhanced, increasingly diverse content will be made available in the form of databases, journals, e-books, videos, music, images, primary sources, newspapers, etc. Owing to favourable terms of the DCI Project, CRKN has many more SSH licenses than STM, but receives them for a lower cost.

ENGAGE MEMBERS AND STAKEHOLDERS

CRKN invests in different forms of member engagement. In response to member request for more specific details and outcomes of services, CRKN delivered for the second year a customized dashboard for each of its 75 member institutions called the **Institutional Annual Review**. This statement included a five-year history of member spend, approximate savings, and membership fees. It outlined program resources realized from two CFI supported grants, described advantages of centralized negotiation & administration and charted the work of five task groups addressing national issues. It concluded with a new section on usage statistics for the top five licenses for each member charting cost, number of downloads and cost per download.

Members found the content usage information useful and enhancements have since been made resulting in the **Journal Value Analytics** tool. A pilot was developed using 2012 data, and based on feedback, was extended

with 2013 data in support of imminent license renewals. A consolidated annual **CRKN Narrative and Dashboard** is also available charting CRKN progress against strategic objectives.

TASK GROUP ACTIVITY

CRKN supports areas of national interest through member engagement on several task groups. As a result of a Member Town Hall convened at the 2011 Annual General Meeting, the **Cost Sharing Advisory Group** was formed in March 2012 to respond to member concerns about the equity of the current cost sharing models and to raise awareness of the challenges of creating a cost sharing model. Reporting to the Board, the task group was asked to make recommendations for action on license cost sharing that would enhance CRKN's national mission, while maximizing member value and ensuring price predictability. After extensive investigation of other cost sharing models and consultation with members through the Personal Librarian Program, a final report with recommendations was shared with members in June 2013.

A key recommendation of the Cost Sharing Advisory Group was to develop and implement a national banding solution, intended to provide a relative picture of CRKN members in comparison with one-another as agreed through member consensus. This became the mandate of the **Banding Task Group**

when it was formed in December 2013. The new banding structure will be made available to vendors as a means of informing them how CRKN members assess themselves so that they may provide fair and consistent pricing to all members. The final report is expected in early 2015.

The **Content Development Task Group** was formed in October 2013 to develop a standardized process and set of criteria to solicit and evaluate new content. CRKN has not had a formalized mechanism to assess new content outside of funded projects (CNSLP and DCI Project), so the work of this group marks another advancement for the organization. After consultation with members, the group submits its final report to the CSC in June 2014.

Formed in September 2011, the **Serials Management Sub-Committee's** (SMSC) mandate is to customize vendor-supplied title lists to accurately reflect CRKN entitlements. These lists are supplied to link resolvers to create CRKN-specific targets in the knowledge base. At the SMSC's recommendation, CRKN has adopted KBART compliant standards for all titles and made this part of license requirements upon renewal. This work has been brought up to date, but another three year term has been recommended by the CSC to focus on staying current with customized lists. A **status report** dated May 2014 is available.

“The Serials Management Sub-Committee has made good progress over the past three years, especially with the adoption of the NISO KBART Recommended Practice by vendors and publishers. Our work is becoming somewhat easier since most CRKN publisher partners are now delivering lists in KBART format, and the few who are not are scheduled to begin doing so by the end of 2014.”

Linda Day,
Electronic Resources Librarian, Information Resources,
University of Guelph Library and Chair, Serials
Management Sub-Committee

“The task group during its investigations concluded that any process we recommended would need to be flexible and responsive. We think we achieved that and look forward to the implementation of our recommendations.”

Charlotte Innerd,
Head, Collection
Development and
Acquisitions, Wilfrid
Laurier University Library
and Chair, Content
Development Task Group



The **Committee Review Task Group** (CRTG) was established by the Board of Directors in March 2013 in order to review and make recommendations regarding the number, composition and mandate of CRKN's committees to assist the Board in properly fulfilling its oversight responsibilities. The CRTG was responsible for evaluating the utility and effectiveness of CRKN's existing

committee structure, as mandated by CRKN's by-laws, and by the practical needs of the organization as the final component of the work to ensure compliance with the new Canada Not-for-Profit Corporations Act. **The final report** was completed in September 2013 and delivered to members at the 2013 Annual General Meeting.

MEMBER ENGAGEMENT IN THE WORK OF THE BANDING TASK GROUP

“Based on the positive feedback from members for the Personal Librarian Program, the Banding Task Group decided to continue the outreach approach in support of our work. Each CRKN member library was assigned a Banding Task Group member to foster discussion on the issues. This personalized outreach was intended to enhance regular communication in the monthly NewsBrief, the teleconferences and the content posted on the members-only website. We chose this approach because of the sensitivity of the issue and the complexity of the challenge. We were careful to deliver a consistent message to members, to answer questions and to draw out areas of concern so they could be properly addressed.

“As a member, I appreciated the investment of time and effort that was taken to explain how cost sharing was currently conducted, followed by a discussion of how we can improve it. For me the transparency of the process is especially valuable. In the United States we faced similar challenges, but did not have the national platform that CRKN offers to tackle the issue in a consistent manner.

It was clear to me that my opinion mattered and that both my concerns and my ideas would be taken into account in the development of an up-to-date banding system. The Personal Librarian Program is

From member feedback, the task group has been able to substantiate the use of the three selected variables to differentiate institutions by size and research focus. In the work ahead we will determine the appropriate number of bands, establish a regular review process, and then test it out on an upcoming renewal before full scale implementation.”

Todd Mundle,
University Librarian,
Kwantlen Polytechnic
University, CRKN
Board Member and
Chair, Banding
Task Group



a resource intensive way of communicating, and it was a good choice to make sure all members understood the challenge and had the opportunity to contribute to the outcome.”

Rebecca Graham,
CIO/Chief Librarian,
University of Guelph
and member engaged
in the outreach process



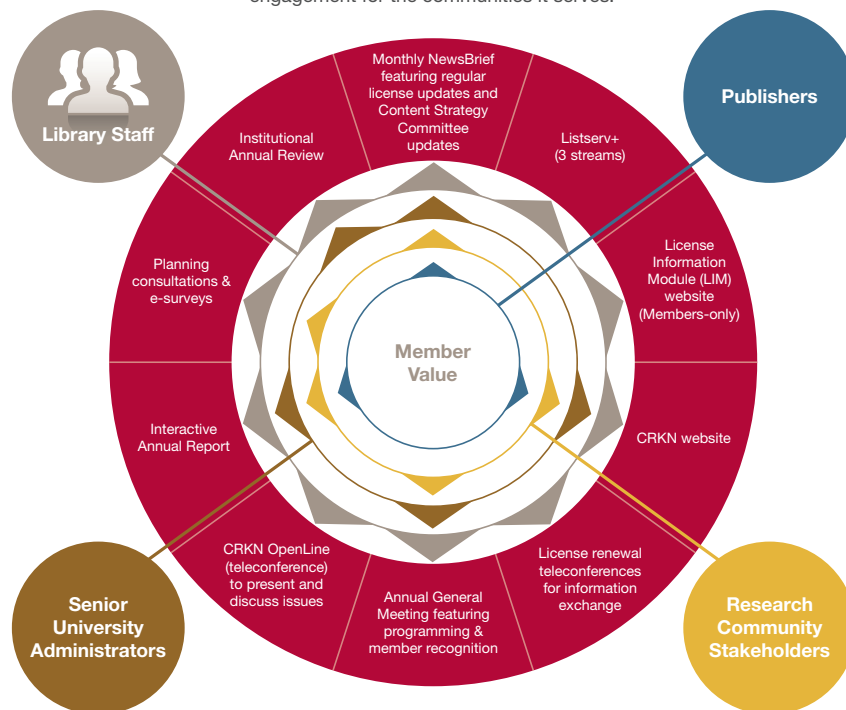
FORMS OF ENGAGEMENT

CRKN offers many channels of engagement to advance national issues, share news and information, and foster interaction with and among members. CRKN hosted 16 product renewal teleconferences, four OpenLine webconferences on IDSE, and continued the Personal Librarian Program for the completion of the Cost Sharing Advisory Group outreach and for the new Banding Task Group. In support of CRKN work, 21 surveys were issued around license renewals, the IDSE project and the new Journal Value Analytics project. The monthly NewsBrief, fully compliant with the new Canada Anti-Spam Legislation (CASL), was issued 9 times and received a healthy 40% open/read rate.

The public and members-only websites were updated to the current version of Drupal, and this provided an opportunity to redesign the site based on member feedback and web analytics. On the public site, the CRKN Twitter feed was incorporated into the page, an event calendar was added, a new publications tab was included for one-stop accessibility and tools were consolidated into a prominent location. On the members-only website, a new “About the LIM” tab was added, new pages reflect program enhancements and the coding supporting the license database was strengthened.

Member & Stakeholder Engagement

CRKN continues to foster many channels of engagement for the communities it serves.



CRKN engagement is designed to make different sorts of content and discussion available with several different communities – Library, Senior University Administrators, Researcher and Publishers.

MEMBER RECOGNITION

The recipient of the **Ron MacDonald Distinguished Service Award** was celebrated at the 2013 Annual General Meeting. This member recognition, first conferred in 2010, honors the late Ron MacDonald, a key contributor to the development of CRKN's collaborative programs and services.

Jocelyn Godolphin was recognized for her demonstrated vision, leadership, and commitment to advance the goals and the knowledge infrastructure for the benefit of CRKN members. Several members recorded tributes to Jocelyn in short **videos** to express their thanks and share recollections.



Jocelyn Godolphin receives the Ron MacDonald Distinguished Service Award in the company of Ronald Bond (right), Interim Chair, and Chuck Eckman (left), Chair, Content Strategy Committee, at the ceremony in Toronto at the 2013 Annual General Meeting.

MAINTAIN AND STRENGTHEN SUSTAINABILITY

EXTERNAL REVIEW

CRKN undertook an **external review** in 2013 to determine the negotiation effectiveness of CRKN and the benefit it brings to members in comparison with other academic library consortia. Overall the external reviewers found that CRKN is an effective and efficient representative for its members, achieving excellent cost control that generally matches or exceeds comparable consortia. Together with other consortia, it has reduced industry pricing norms. The CRKN Board found the report to be thoughtful and well-grounded in terms of methodology and recommendations. They acknowledged the challenges of finding points of comparison within very different consortial environments given the data that is available to compare, and declared the findings to be insightful.

“As we reviewed the various possible points of comparison, we were able to underscore the challenges of finding consortia that were sufficiently alike. In the end I think we were able to deliver a meaningful, although qualified framework.”

Ivy Anderson,
California Digital
Library



“We were impressed with how well CRKN performed for their members. We learned a lot from the process and look forward to applying the principles in our own consortium.”

Liam Earney,
Jisc Collections



GOVERNANCE REVIEW

The final steps in the Governance Review were undertaken by the **Committee Review Task Group** to assess CRKN committee structure given the smaller size of the restructured Board, and the corresponding reference changes made to the by-laws. The task group's findings and recommendations were presented to the members at the 2013 Annual General Meeting. Once ratified by the members, the changes were duly sent to Industry Canada, thereby placing CRKN in full compliance with the new Canada Not-for-Profit Corporations Act.

FINANCIAL STEWARDSHIP

The Board approved a planned deficit budget for FY2013-14, offset by a multi-year financial model that draws on multiple tactics – cost reductions, new revenue generation, accumulated surpluses, and membership fee increases – aimed at balancing the budget in the long term. A significant achievement this year is that the actual deficit was less than a tenth of the budgeted deficit.

The Finance & Audit Committee approved policies around accountability and transparency. It also supported the continuation of the pilot foreign exchange project as an optional member service to increase certainty around foreign exchange fluctuations and to generate nominal incremental revenue.

RECOGNITION

This year CRKN has been recognized for communications excellence with two **Gold Quill** awards from the International Association of Business Communicators (IABC). The awards were in the Communication Management division focusing on strategic communication planning and implementation of internal, external and integrated programs. The submissions described the strategic transition plan that leveraged leadership change and channeled opportunity into innovative directions with a new strategic plan. Entries were made in the Community Relations and Internal Communications categories.



COLLABORATION COORDINATION CONFEDERATION

LOOKING TO 2014-2015

STRATEGIC PLANNING

With the adoption of the **2013-2016 strategic plan** at the 2013 Annual General Meeting, CRKN will advance the Integrated Digital Scholarship Ecosystem (IDSE) project based on the information gathering report to be completed mid-2014. The Banding Task Group will prepare its final report and the focus will turn to implementing recommendations. In early 2015, another Communications Outreach will be launched to solicit input and feedback while building consensus for the next three year strategic plan.

COMMUNICATIONS AND ENGAGEMENT

Using feedback from the customized 2013 Institutional Annual Review, a revised version will be prepared for distribution to members in 2014. Incremental information on usage statistics, External Review highlights, innovative publishing models and IDSE highlights is intended to provide additional data in support of informed decision-making.

PROGRAM DEVELOPMENT

In the coming year CRKN will work on 18 license renewals, including the largest single license - Elsevier ScienceDirect. Renewed efforts will be made to provide openly accessible research content to members. Support for task group activity and implementation of recommendations is anticipated for the Banding Task Group and for the Content Development Task Group. While certain modifications have been made to the model license over the past four years, the creation of a new task group is anticipated for the purpose of conducting a systematic review.

GOVERNANCE

The Committee Review Task Group supporting the Governance Review process determined that CRKN would initiate a new standing committee called the Stakeholder Engagement Committee. In light of the 2013-2016 strategic plan, the work of this committee is expected to support the IDSE project. And finally, elections will be held in September 2014 for three Board positions.

BOARD OF DIRECTORS

Dr. Elizabeth Cannon, Chair
(from October 2013)
President and Vice-Chancellor
University of Calgary

Ronald Bond, Interim Chair
(to October 2013)
Provost Emeritus
University of Calgary

Donna Bourne-Tyson, Vice-Chair*
University Librarian
Dalhousie University

Christopher Callbeck, Treasurer*
Assistant Vice President, Financial &
Administrative Services
University of New Brunswick,
Saint John campus

Robert Clarke*
University Librarian
Trent University

Richard Dumont*
General Manager, Librairies Branch
Université de Montréal

Charles Eckman (to October 2013)
University Librarian and Dean of Library Services
Simon Fraser University

Daniel Godon (from October 2013)
Library Director
Université du Québec en Outaouais

Todd Mundle (from October 2013)
University Librarian
Kwantlen Polytechnic University

Benoit Séguin (to October 2013)
Library Director
Université du Québec à Trois-Rivières

Carol Shepstone
University Librarian
Mount Royal University

Raymond Siemens
Canada Research Chair in Humanities
Computing and Distinguished Professor,
Faculty of Humanities
University of Victoria

Leslie Weir*
University Librarian
University of Ottawa

*Member of the Executive Committee



BOARD OF DIRECTORS, JUNE 2014

Back row left to right: Robert Clarke, Christopher Callbeck, Donna Bourne-Tyson, Ray Siemens, Todd Mundle, Elizabeth Cannon

Front row: Carol Shepstone, Clare Appavoo, Daniel Godon, Leslie Weir

Absent: Richard Dumont



COMMITTEES

CONTENT STRATEGY COMMITTEE (FORMERLY THE NEGOTIATIONS RESOURCE TEAM)

Todd Mundle, Chair (from October 2013)
University Librarian
Kwantlen Polytechnic University

Charles Eckman, Chair
(to October 2013)
University Librarian and Dean of Library Services
Simon Fraser University

Benoit Séguin, Vice-Chair
Library Director
Université du Québec à Trois-Rivières

Christine Hiller
Project Coordinator, Consortial Purchasing
Bureau de coopération interuniversitaire (BCI)

Louis Houle
Associate Director, Client Services, Sciences,
Health and Engineering
McGill University

Tony Horava
Associate University Librarian, Collections
University of Ottawa

Charlotte Innerd
Head, Collection Development and Acquisitions
Wilfrid Laurier University

Elaine MacInnis
Agricultural Campus Librarian
Dalhousie University

Jo Anne Newyear Ramirez
AUL, Collection Development
& Management Programs
University of British Columbia

Lisa Petrachenko
Library Collections Management
University of Victoria

Peter Webster
Associate University Librarian,
Information Technology
Saint Mary's University



CONTENT STRATEGY COMMITTEE, MARCH 2014

Back row left to right: Louis Houle, Craig Olsvik, Tony Horava, Peter Webster, Todd Mundle

Front row: Elaine MacInnis, Lisa Petrachenko, Monica Ward, Christine Hiller,

Jo Anne Newyear Ramirez, Clare Appavoo

Absent: Benoit Séguin, Charlotte Innerd

“The Content Strategy Committee had a busy and productive year working on a total of 11 license renewals, as well as the preparation for the Elsevier renewal, CRKN’s largest license agreement. We focused our work on advancing objectives of the CRKN

strategic plan by selectively expanding content, focusing on cost containment, working on a banding framework, and building on member engagement and communication.”

Todd Mundle,
Chair, Content Strategy Committee

FINANCE & AUDIT COMMITTEE

Christopher Callbeck, Chair

Assistant Vice President,
Financial & Administrative Services
University of New Brunswick, Saint John campus

Kathleen De Long

Senior Human Resources Officer (Learning Services)
University of Alberta

Daniel Godon (from October 2013)

Library Director
Université du Québec en Outaouais

France Paul (from June 2013)

Director of Technical Services, Library and
Archives Department
Université de Sherbrooke

Trudy Pound-Curtis

Assistant Vice-President, Finance and Chief
Finance Officer
York University

Carol Shepstone (to October 2013)

University Librarian
Mount Royal University



“During the year, the Finance & Audit Committee initiated development of a formal risk identification and mitigation framework, a key objective of CRKN’s strategic plan. The committee continues to work incrementally to provide accountability and transparency for CRKN members, and to strengthen the strategic focus of the Board of Directors.”

Christopher Callbeck,
Chair, Finance & Audit Committee



Back row left to right: Ken Blonski, Kathleen De Long, Chris Callbeck, Bill Kuurstra

Front row: Clare Appavoo, Daniel Godon, France Paul

Absent: Trudy Pound-Curtis

STAFF

Clare Appavoo

Executive Director
Tel: 613-907-7029
Cell: 613-882-8966
cappavoo@crkn.ca

Yanick Beaudoin

Member Services
& Licensing Officer
Tel: 613-907-7032
Cell: 613-851-9911
ybeaudoin@crkn.ca

Ken Blonski

Director of Operations
Tel: 613-907-7030
Cell: 613-853-1911
kblonski@crkn.ca

Nazia Bundhoo

Office Administrator
Tel: 613-907-7036
Cell: 613-866-8911
nbundhoo@crkn.ca

Bill Kuurstra

Finance Officer
Tel: 613-907-7037
bkuurstra@crkn.ca

Craig Olsvik

Senior Content & Licensing Officer
Tel: 613-907-7033
colsvik@crkn.ca

Dyna Vink

Director of Communications
Tel: 613-907-7034
Cell: 613-797-0188
dvink@crkn.ca

Monica Ward

Senior Content & Licensing Officer
Tel: 613-907-7031
Cell: 613-219-6919
mward@crkn.ca



STAFF, AUGUST 2014

Back row: Craig Olsvik, Yanick Beaudoin, Ken Blonski

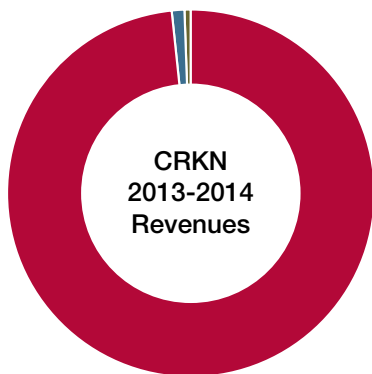
Middle row: Dyna Vink, Clare Appavoo, Bill Kuurstra

Front row: Nazia Bundhoo, Monica Ward

FINANCIAL HIGHLIGHTS

CRKN administers a lean administration focused on efficiency, best practises and good governance. As shown in the 2013-2014 Revenues chart, CRKN's primary revenue source is derived from member funded license fees, including University required DCI Project fees followed by revenues associated with membership fees and interest income.

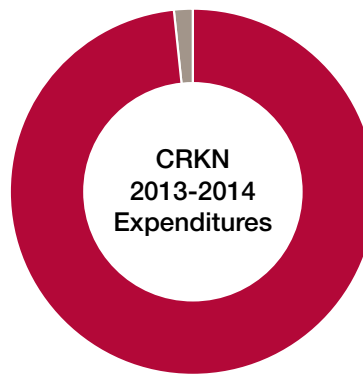
On the expenditure side, most of CRKN's expenditures are dedicated to content licenses. As shown in the 2013-2014 Expenditures chart, Operations – including administration, salaries and benefits, professional fees, and governance – account for \$1.45 million or 1.5% of expenditures. This demonstrates the lean, efficient administration provided by CRKN.



- License fees (member funded) (98.47%)
- Operations fees (membership fees) (1.21%)
- Interest and other revenue (0.32%)

(Figures correspond to the audited financial statements year ended March 31, 2014.)

CRKN revenues for the fiscal year of 2013-2014 were \$95M derived from content license fees, membership fees, the DCI Project and miscellaneous income.



- Content Licenses (98.46%)
- Operations (1.54%)

(Figures correspond to the audited financial statements year ended March 31, 2014.)

Over 98%, or \$93M of expenditures for the 2013-2014 fiscal year consisted of content licensing fees. The balance is for operations made up of administration, salaries and benefits, professional fees and governance.

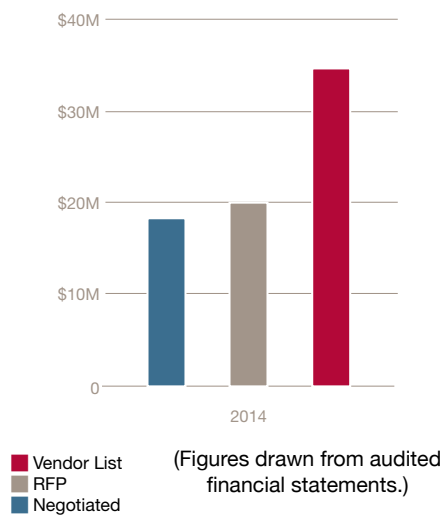
MEASURES OF PERFORMANCE AND ACTIVITY

CRKN negotiated 11 licenses during 2013-2014 in one, two and three year terms. Three year terms are preferred in order to provide greater predictability, increase overall savings, and to reduce the annual work load for all involved. Due to some unusual circumstances, several licenses could not be renewed for the full term.



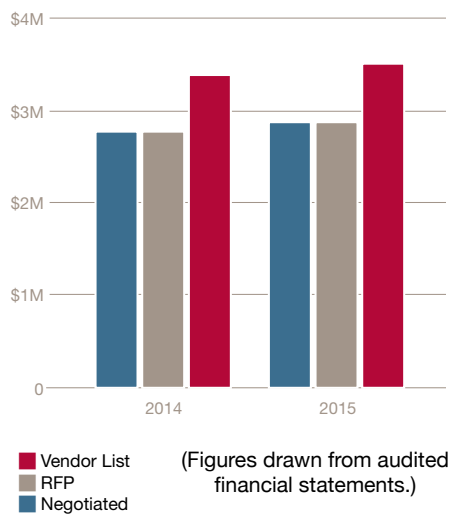
The two ACS licenses were renewed for two years as ACS continues to develop its new pricing model.

ONE-YEAR RENEWALS 2 LICENSES



The negotiated price for two one-year license renewals was \$17.45M compared with the vendor list price of \$30.5M.

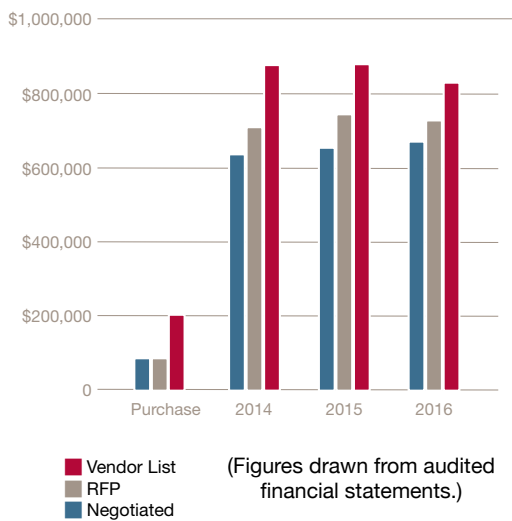
TWO-YEAR RENEWALS 2 LICENSES



The negotiated price for two two-year license renewals was \$5.67M compared with the vendor list price of \$6.92M.

Three licenses were negotiated for a three-year term, two of which were for new products. One of the new products uses a new business model to lease the software. It offered the option to purchase the product upfront and keep it, or pay three installments in a term lease. The “Purchase” column in the chart represent this new feature. CRKN was provided with a vendor list price of \$2.8M for the three products compared with CRKN’s negotiated price of \$2M over three years.

THREE-YEAR AGREEMENTS 3 LICENSES

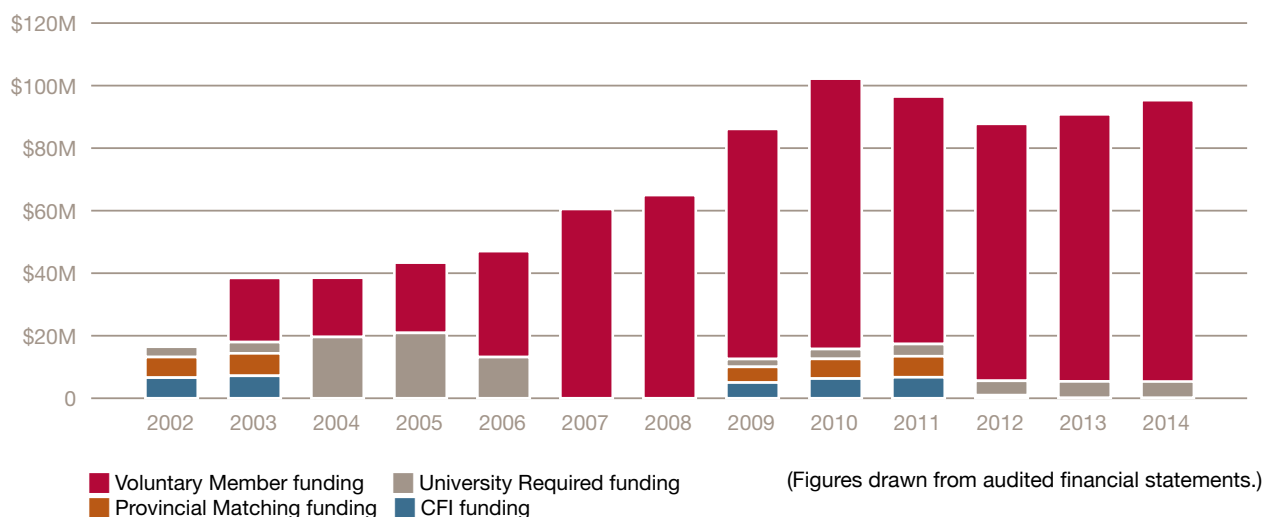


The negotiated price for three three-year licenses was \$2M compared with the vendor list price of \$2.8M outside the consortium.

FUNDING PARTNER

The Canada Foundation for Innovation (CFI) investment has been instrumental in establishing a collaborative knowledge infrastructure in support of CRKN’s mandate to increase access to digital research content. In 2001 CFI invested \$20 million in support of the Canadian National Site Licensing Project; the remaining \$30 million was matched by provincial governments and member institutions. Leveraging those contributions, members continue to invest in high value content, creating additional value through advantageous licensing terms, collaborative interdisciplinary research, and brain-gain recruitment. In 2009 CFI invested again in the DCI Project (\$19.1 million) with provincial and member institution matching (\$29 million).

CFI SEED MONEY LEVERAGES SUSTAINED INVESTMENT



The first year investment of \$6.2 million made by CFI in 2001 for the Canadian National Site Licensing Project (\$20 million over 3 years) has leveraged more than \$93 million for content in 2014 through investment from provincial funding partners and the member institutions. While license participation has steadily increased, favorable exchange rates and the low recurring costs of the DCI Project result in lower costs for the same content. The DCI Project sustainability period is shown in the final year for which \$4.6 million (2014) is University Required Funding. This chart demonstrates the value of consortial purchasing through CRKN’s collaborative infrastructure.

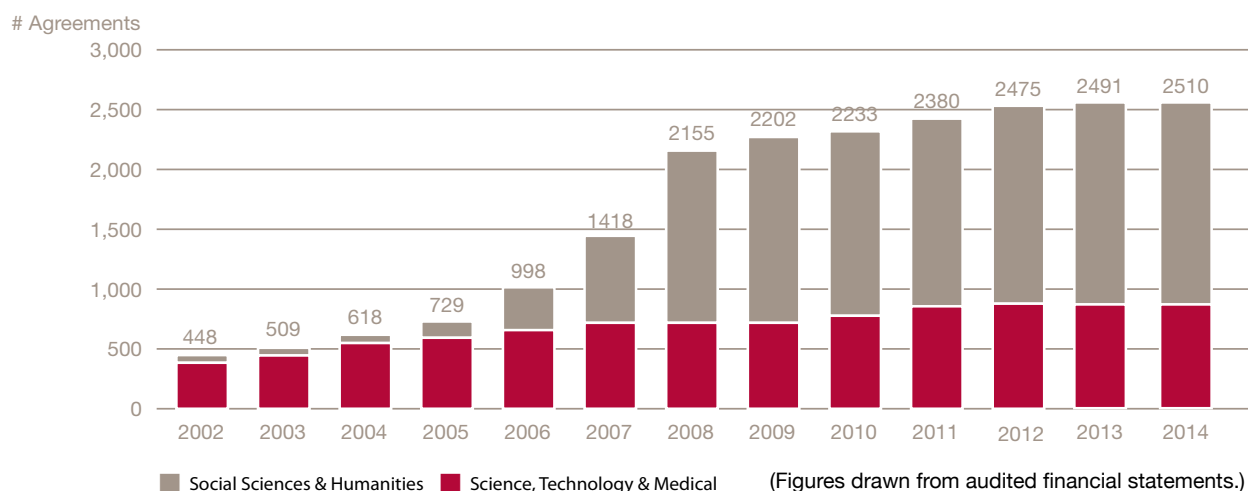
CUMULATIVE SAVINGS

Since its inception, and including the activities of its forerunner the CNSLP, CRKN has secured more than \$975 million of content on behalf of its member institutions. One estimate suggests that if CRKN-licensed content were to be acquired on an institution-by-institution basis, costs to CRKN members would be nearly \$2.79 billion over the same time frame (Both figures expressed in CAD valued at March 31, 2014).

CHANGES IN PARTICIPATION

CRKN member participation continued to climb incrementally this year in content licenses (from 2,491 to 2,510), while membership remained steady. Although one DCI Project license was not offered for renewal, this loss was exceeded by participation in new agreements with RCS – Merks Index and in the alternative publishing agreements with Canadian Heritage and SCOAP³. These figures include one-time-only purchases combined with multi-year licenses for 75 members.

PARTICIPATION BY CONTENT TYPE



In 2014 CRKN had 54 licenses and participation through 2,510 agreements with members, up incrementally from 2,491 agreements in 2013. Participation has increased significantly from 32 licenses across 1,418 agreements in 2007 before the DCI Project. The most significant growth has been with Social Science & Humanities (SSH) content.

Note: In 2014 CRKN adjusted participation to remove duplication due to mergers affecting Wiley Blackwell and Kluwer/Springer.

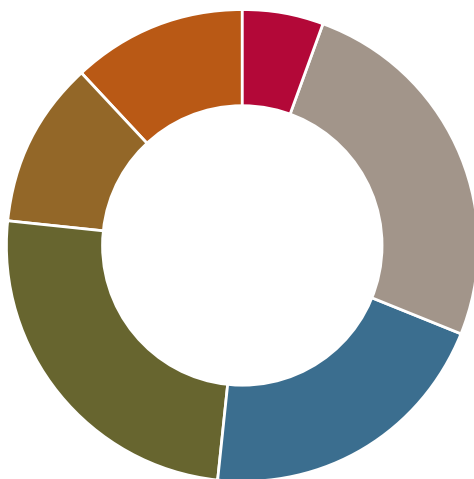
WEBSITE USAGE

CRKN tracks website usage statistics for both its public organization site and the member-only License Information Module (LIM). The LIM supports 551 accounts and provides a technical information source that is consulted for an average of over 5 minutes per visit compared with one-minute industry visit averages. This represents a decline in visits and time spent over the past year, particularly on the French site. The English organization site saw a marginal increase in visits, and a small decrease in visit time. The French organization site visits decreased significantly, as did the time spent on site.

USAGE OF CRKN WEBSITES (APRIL 1, 2013 – MARCH 31, 2014)

	VISITS	PAGE VIEWS	AVERAGE TIME (MINUTES)
License Information Module (Members English)	13,428	70,839	5:46
License Information Module (Members French)	275	1,062	4:26
CRKN Organization (English)	22,576	69,546	2:52
CRKN Organization (French)	1,351	3,818	2:55

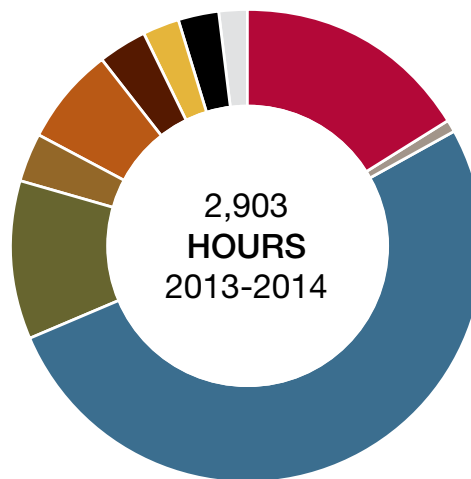
ADVANTAGES OF CENTRALIZED NEGOTIATION AND ADMINISTRATION



- CSC time on renewals (12%)
- CSC meeting & prep time (6%)
- CRKN time on negotiations (26%)
- CRKN meeting and prep time (20%)
- CRKN post-purchase admin (25%)
- Membership Services time (11%)

One of the ways that CRKN achieves impact is by reducing or eliminating redundant activities on behalf of members. Through centralized negotiation and administration, and by leveraging the contributions of time and expertise of members, these savings can be passed along to members. The different tasks performed to renew and administer licenses are presented here, including the support of and leverage of the Content Strategy Committee. These activities do not include governance or task group support.

MEMBERSHIP TIME CONTRIBUTIONS IN 2013 - 2014



- Executive Committee (51)
- Committee Review Task Group (79)
- Banding Task Group (78)
- Content Development Task Group (92)
- Serials Mgmt Sub-Committee (200)
- Finance & Audit (92)
- Board of Directors (313)
- Content Strategy Committee (1,506)
- CARL OA Working Group (18)
- Cost Sharing Advisory Group (475)

Time contributions from 44 members carrying out 54 roles including the Board of Directors, Standing Committees and goal-driven task groups comprised a total of 2,903 hours in and around 49 meetings.

Financial Statements of
États financiers du

**CANADIAN RESEARCH
KNOWLEDGE NETWORK**

**RÉSEAU CANADIEN DE DOCUMENTATION
POUR LA RECHERCHE**