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2019

## 2019-2024 Strategic Plan: Canadian Research Knowledge Network

Canadian Research Knowledge Network

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# 2019-2024 Strategic Plan



Canadian Research  
Knowledge Network


Réseau canadien  
de documentation  
pour la recherche



# CRKN Strategic Plan: 2019-2024

In 2018, the Canadian Research Knowledge Network (CRKN) launched a comprehensive, 10-month consultation with members and stakeholders. During this consultation, we spoke with hundreds of individuals representing various institutions and perspectives. We heard calls for bold actions to meet goals, the importance of collaboration, and the need for a shared vision and coordinated approaches to transform Canada's scholarly communication infrastructure. We are proud of the consultative process that led to what we hope is our most ambitious strategic plan yet. Most of all, we are inspired by the support, guidance, and insight from our community.

Thank you to all who supported this journey and who shared their vision for the future. We look forward to achieving these goals together.



# Joint Message from CRKN's Executive Director and Chair of the Board

On behalf of the CRKN Board of Directors, we are pleased to present our new Strategic Plan for 2019-2024.

This is the first strategic plan launched with CRKN's expanded mandate of access to knowledge through both licensing and negotiation of scholarly content, and the preservation of and access to digital documentary heritage. In the creation of this plan, we heard from our members and stakeholders, that as an organization, and as a community, we are uniquely positioned to collaborate on the initiatives, projects, and approaches that will further transform access to knowledge for a Canadian-led innovative global society. That is our context, and our charge, for this strategic plan.

To say change is a constant is an understatement in the world of research dissemination, however, the ways in which we work with change have shifted. We are no longer saddled to change happening to the research community; today, we are experiencing change driven by the research community. One such change is the shift from subscription-based access to content to open research available on state-of-the-art infrastructure. This is at the core of CRKN's business. Rather than pivot to new ways of adding value, this strategic plan reinforces the very reason that CRKN exists. The transformation of scholarly communication is our destiny and what we've been working towards for the last 15 years. This is not a reimagining of our role, rather an arrival at exactly the reason CRKN was created in the first place.

Transformation favours the bold. This strategic plan is ambitious and aspirational. If we take bold steps collectively, we support bold action locally. Transformation on this scale does not happen in isolation. This is a community-led effort, and partnerships and collaborations are at the very foundation of our approach. We look to the future with excitement, and we look forward to working with each and every one of you to meet these shared goals.

Sincerely,

Alan Shepard, Chair CRKN Board of Directors

Clare Appavoo, Executive Director

## Vision

The world's knowledge is accessible by all.

## Mission

CRKN advances interconnected, sustainable access to the world's research and to Canada's documentary heritage content.

## About

For our member organizations and the diverse communities they serve, CRKN empowers researchers, educators, and society with greater access to the world's research and Canada's preserved documentary heritage, now and for future generations.

We deliver value to academic libraries, heritage organizations, and knowledge-seekers within Canada in the following ways:

- Represent our membership in large-scale licensing and content acquisition activities;
- Collaborate to expand and enrich the digital knowledge ecosystem in Canada and the world;
- Advocate for fair and sustainable access to public research and content;
- Support the digital infrastructure required to preserve and access critical Canadian content;
- Mobilize our membership to transform scholarly communications in Canada.

## Our Members

CRKN members represent 76 academic libraries across Canada that include world-class research institutions, innovative teaching-focused institutions, as well as two national libraries, and Canada's largest public library system.

## Our Commitment

CRKN is committed to help expand, advance, transform, preserve, and enrich access to knowledge.



# Strategic Goals

## 1: Transform Scholarly Communication

Transformation is at the core of our business. In 1999, the Canadian National Site Licensing Program was created to provide an innovative infrastructure to increase Canada's research capacity. Building on our successes, today, we define and put in to place the next act of CRKN's innovative approach to access to knowledge.

As a national voice, a community of practice, and the national collective negotiating body for research content academic libraries in Canada, CRKN will:

- Develop a set of principles that drive the negotiations, approaches, and decisions that underpin CRKN's state-of-the-art licensing program;
- Champion different models of open access, in Canada and internationally, that achieve widespread access to knowledge;
- Lead by example by increasing the accessibility and decolonized discoverability of the dynamic Canadiana collections, ensuring that this unique content is available for research and personal use, now and for future generations;
- Lead in the digital preservation of heritage content by respecting Indigenous Ways of Knowing and by building interoperable systems and expanding access and preservation services for the Canadian community.

## 2: Develop and Foster Partnerships

CRKN is a network, a group of interconnected institutions, working collaboratively to achieve more together than they could apart. The CRKN network extends beyond its members to include stakeholders, galleries, libraries, archives, and museums (GLAMs), and individuals who benefit from the content made available by CRKN. Innovation is most effective when done in collaboration. CRKN is committed to working in partnership to meet shared goals.

As a national voice, a community of practice, and the national collective negotiating body for academic libraries in Canada, CRKN will:

- Strengthen relationships with national and international stakeholders and ensure Canada is well represented as leaders of key global initiatives;
- Collaborate to enhance scholarly communication infrastructure and leverage partnerships to advance strategies and access funding;
- Foster inclusivity and encourage diverse representation and participation in CRKN initiatives;
- Enhance the connection between CRKN's heritage content program and the Canadian GLAM community, aligning and working toward the National Heritage Digitization Strategy.

## 3: Collaborative Advocacy

Canada's role in open scholarship is crucial for the development of an innovative and informed society. CRKN's members and stakeholders have connected around a shared vision of expanded access to knowledge and a commitment to public access to publicly funded research. Sharing this vision and encouraging action locally, regionally, and nationally will take coordinated efforts and clear and consistent messaging for how stakeholders can support these goals.

As a national voice, a community of practice, and the national collective negotiating body for academic libraries in Canada, CRKN will:

- Harness the collective voice of CRKN members and partners to amplify and advance issues;
- In collaboration with stakeholders, define and put into action the Canadian approach to open access;
- Champion the use of data to inform decision-making, resource development, and strategies to transform scholarly communications;
- Highlight and mobilize the success of CRKN and its members locally, regionally, nationally, and internationally.



# Transformation in Action:

## CRKN's Strategic Project

Strategic plans provoke action, galvanize support, and most of all, create a framework for meeting bold and audacious goals. Underpinning the three strategic goals described in the 2019-2024 strategic plan is the need for a clear, defined Canadian approach to open scholarship.

Through this strategic project, CRKN acknowledges that member and stakeholder needs and perspectives regarding open access are diverse, grounded in the contexts and communities in which we work. The approach of this strategic project includes a balance of bold steps paired with the smaller but equally critical foundational steps, all making a meaningful impact to bring us closer to our vision.

### **A CRKN Approach to Open Scholarship: A Multipronged Strategy to Advancing Access to Knowledge**

As a national voice, a community of practice, and the national collective negotiating body for academic libraries in Canada, collaborating with partners and stakeholders, CRKN will develop a national strategy for access to knowledge.

To develop the Canadian approach, CRKN will:

- Collaborate with members and stakeholders to develop a list of principles to guide CRKN's open scholarship vision;
- Collaborate to create a vision document and key messaging to leverage advocacy opportunities and galvanize stakeholder support;
- Champion advocacy and engagement strategies with researchers, university administrators, funders and other partners;
- Collect and analyze data that supports this transformation and defines the output of scholarship in Canada;
- Create resources and toolkits to support, advance, and enable conversations across and within institutions in Canada.





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