

8th September 2014

DEFF Annual Report 2013

Preface by the Chairman

The new steering committee was appointed in April 2014, and we held our first meeting on 12th June 2013. With only 6 months left of 2013, there was an urgent need to establish the foundation of Denmark's Electronic Research Library's (DEFF's) work and to plan efforts for the rest of 2013.

The steering committee noted that the basis for DEFF's work was the current DEFF strategy for 2012-2016, as well as that DEFF was enrolled in the Government's Innovation Strategy, "Denmark – a nation of solutions" under Section 17 – "Strengthen commercial access to knowledge." In the future the steering committee wants to continue focusing DEFF's work through fewer and larger projects that are to be selected in close collaboration with DEFF's stakeholders.

In relation to the four existing programme groups, the steering committee wanted their work to be completed in 2013, after which the groups' mandate expired as agreed. The group was asked to monitor and complete existing projects to the extent possible, and to prepare for a debriefing of each programme group's collective work.

To dispose of DEFF's remaining funds for 2013, the steering committee planned to deal with a number of proposals for focus areas and the three most effective for DEFF's work were selected. These three focus areas should provide a framework for an open project call, where institutions were invited to apply for major projects within the focus areas.

In November 2013, the steering committee invited national and international speakers to a conference, where they presented their views on the challenges the academic and research libraries were facing, as well as discussing the challenges with DEFF's stakeholders. At the same conference, the programme group chairmen had the opportunity to report the programme groups' collective work. Following the conference, the steering committee reviewed and selected the best applications and thereby disposed of DEFF's remaining funds for 2013.

We were busy, but we achieved it all,

Børge Obel
Chairman, DEFF steering committee

Introduction

DEFF is an organisational and technological collaboration between academic, research and education libraries, which is co-funded by the Ministry of Higher Education and Science, the Ministry of Education and Ministry of Culture. DEFF is listed in the Finance Act under the Ministry of Culture. In terms of organisation and appropriation, DEFF comes under the Danish Agency for Culture.

DEFF's purpose is to promote the development of a network of electronic libraries that make their electronic and other information resources available to users in a consistent and simple way. DEFF provides support to joint development projects, the development of infrastructure and administers joint purchases of licences. DEFF can give grants to international activities. DEFF negotiates and enters into contracts for electronic licences on behalf of academic, research and education libraries.

All Danish academic, research and education libraries can participate in collaboration on DEFF.

The steering committee can decide to provide services to other knowledge-based institutions and companies.

The coordination committee has the overall responsibility for DEFF and consists of three members.

DEFF's daily business is managed by a steering committee consisting of a chairman and seven members with voting rights.

The secretariat provides assistance to the coordination committee and the steering committee. The steering committee can also ask the secretariat to provide assistance to any working groups. The Danish Agency for Culture oversees the secretariat function for DEFF. The steering committee enters into agreements with the Danish Agency for Culture on operations.

New DEFF steering committee

The coordination committee for DEFF appointed a new steering committee and a new chairman in April 2013. The new steering committee consisted of:

Chairman:

- Centre Director and Professor Børge Obel, Aarhus School of Business, Aarhus University

Other members:

- Professor Marianne Lykke, Dept. of Communication and Psychology, Aalborg University
- Library Director Mogens Sandfær, DTU Library, Denmark's Technical Information Centre
- Vice Director Birte Christensen-Dalsgaard, The Royal Library, National Library of Denmark and Copenhagen University Library
- Director Svend Larsen, State and University Library
- Principal Anne-Birgitte Rasmussen, Copenhagen Open College
- Head of Library Services Peter Flodin, Metropolitan University College
- Area Director Trine Nielsen, Danish Agency for Culture

The steering committee was appointed for a four year period from 2013 to 2016.

New methods of work and project calls

By the end of 2013, the four programme groups' mandate expired. The groups were established to implement DEFF's strategy, and they were the following:

- Programme Group A: Access to knowledge for everyone through an optimal digital infrastructure
- Programme Group B: Competencies and services in support of teaching, learning and development
- Programme Group C: Competencies and services to support research and development
- Programme Group D: Competencies and services to support innovation and promote business

The groups were asked to monitor and complete existing projects to the extent possible in 2013, and prepare a report of each programme group's collective work.

The programme groups were behind a wide range of projects and other activities that supported library development and many institutions were involved in the work. The secretariat has participated in all programme groups, with, among other things, sparring, international coordination and administrative support. The expiry of the mandate period, organisational changes in the secretariat, as well as the steering committee's desire to continue focusing DEFF's work through fewer and larger projects, pointed to new ways of working.

Focus areas and projects were selected in collaboration with DEFF's stakeholders, and programme groups' selection of projects in collaboration with the secretariat was replaced by pure project call. Input was given here into the focus areas by the programme groups, the steering committee selected the focus areas, and the secretariat implemented the project call. All DEFF institutions could apply, and the steering committee would select a few major projects at the end. The focus was on projects that in the short-term were most effective for DEFF's work.

The secretariat received 11 project applications, and as part of the selection process invited the steering committee to a conference that is described in more detail below. At the conference, the six most promising project applications were selected and presented at the conference. Finally, the steering committee reviewed and selected the three best projects for approval following the conference and hereby disposed of DEFF's remaining funds for 2013.

The three projects were:

- Aarhus University Library – "E-learning, information competences and library services - how can the digital library contribute to employability?"
- The Royal Library – "Expansion of content and the development of the business model for tidsskrift.dk"
- DTU Library – "Research documentation and communication to support innovation and growth"

DEFF strategy conference

DEFF's steering committee held a one day conference on 25th Nov. 2014 at Kosmopol in Copenhagen. The title of the conference was "Focus on the Future Research Library - International perspectives and digital opportunities in the management of research-based knowledge".



Figure 1: Minister for Culture Marianne Jelved opened DEFF's strategy conference

The programme included, among others, three top international profiles:

- Michael Keller Director of Academic Information Resources, Founder/Publisher of HighWire Press & Publisher of the Stanford University Press from Stanford University Library
- Wim van der Stelt, EVP Corporate Strategy, Springer, Germany
- Cameron Neylon, Advocacy Director in Public Library Science, United Kingdom

From their own point of view, the speakers highlighted the challenges and opportunities for development that research libraries face in the future.

After lunch, the chairmen of DEFF's four programme groups were interviewed about their work, as well as the challenges and efforts they see in the future for research libraries, with the purpose of updating DEFF strategy.

The afternoon programme focused on a number of here-and-now focus areas that were important to promote in the short-term. On the basis of submitted synopses of project proposals, the six most promising proposals were presented at the conference in order to qualify the proposals further with the help of the audience.

The day was rounded off with a presentation by Mendeley UK, who provide a free, Internet-based tool used to organise, share and find research results.

Licence purchase

DEFF completed a number of process improvements during the period for licence work. Communication with the publishers was adapted according to a number of new principles that were based on the introduction of the annual cycle of work and chart summaries with milestones for the negotiation progress. Along with these measures, as well as the introduction of standard communication and established follow-up processes, the overview of and managing the individual steps in the negotiation process has improved significantly.

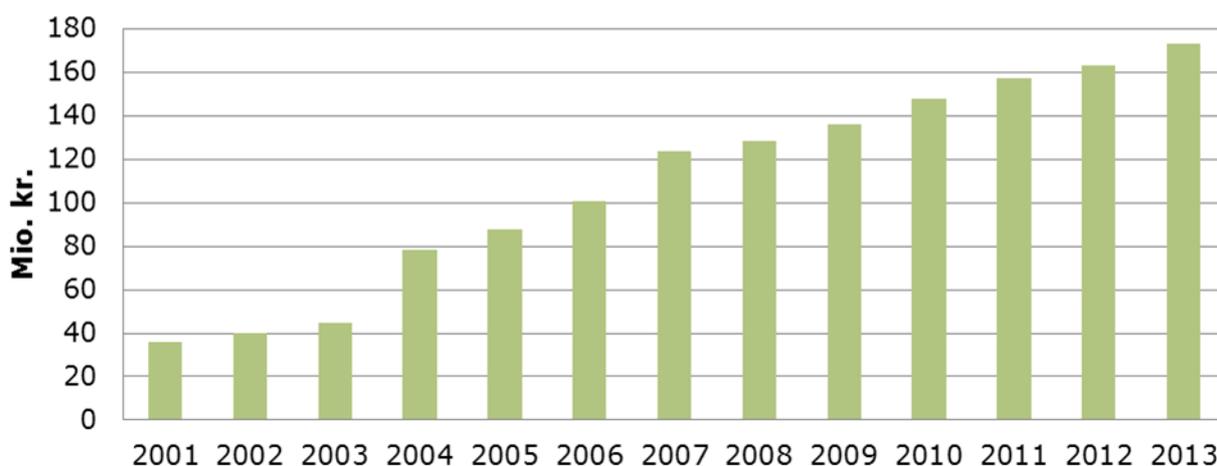


Figure 2: The development of DEFF's licence revenue over the years

The total purchases grew economically, in that for 2013, there was a total of approximately DKK 173 million invoiced from publishers to libraries. Of that amount, DEFF Commercial activities (DEFF IV) accounted for approximately DKK 25 million, while at the same time achieving a satisfactory cost coverage.

DEFF IV started on a trial basis of outsourcing of the administration of the certificates issued to commercial customers. The trial was evaluated in 2014, and with a positive result it will be sent for EU tender with a view to a permanent system for DEFF IV.

The most expensive licence was renegotiated due to its expiry at the end of 2013. It concerned the Elsevier licence, and this renewal was carried out as a negotiating project that to a great extent involved representatives from the institutions. The model was a success, and it is used in optimised form in 2014.

DEFF's central licensing organisation through the years has had a number of new employees, as a number of former employees chose to seek new challenges within or outside the Danish Agency for Culture.

DeIC and DEFF collaborate on data management

Research data is an increasingly important asset for universities, as well as for society, while at the same time the amount of digital research data is large and growing rapidly.

Based on this, DeIC and DEFF established collaboration. An invited stakeholder group with representation from universities, libraries and archives set a series of principles for a data management strategy and pointed to key focus areas. This proposal for a national strategy and process for data management was handled by DeIC's board and DEFF's steering committee and then presented to the Danish Rectors' Conference. There was a need for the Danish Rectors' Conference's support to the strategy and process if the challenges were to be met with adequate economic, political and organisational decision-making authority.

On 11th Nov. 2013, the Danish Rectors' Conference handled DeIC's and DEFF's presentation of the National strategy and process for data management, which recommends to draft a strategy, action plans and financial estimates for a number of strategic focus areas. The Steering Committee for National Data Management will be established to ensure that this happens.

Completed projects

A number of DEFF projects were completed in 2013. Final reports and other technical material are placed in the project bank <http://projekter.kulturstyrelsen.dk>.

International collaboration

DEFF is part of a series of international collaborations, where the most important will be mentioned here.

- Knowledge Exchange is a partnership that supports the use and development of information and communication technology (ICT) infrastructure for higher education and research. The partners are:
 - CSC - IT Center for Science in Finland
 - Denmark's Electronic Research Library (DEFF) in Denmark
 - German Research Foundation (DFG) in Germany
 - Jisc in United Kingdom
 - SURF in the Netherlands

Further information can be found at <http://www.knowledge-exchange.info/>.

In 2013, numerous academic events held and other results were delivered, while a new model for collaboration was negotiated including relocation of the Knowledge Exchange Office from DEFF in Copenhagen to Jisc in Bristol, England.

At the end of the year DEFF was the host in Copenhagen for the annual strategy conference for the partners' senior management.



Figure 3: Participants in the Knowledge Exchange Strategy Forum in Copenhagen

- Ligue des Bibliothèques Européennes de recherche – Association of European Research Libraries (LIBER) is the most important network of research libraries in Europe. LIBER includes more than 400 national, university and other libraries from more than 40 countries. LIBER's network is not limited to the area of the European Union and the participation of European libraries outside the EU is encouraged.

Further information can be found at <http://libereurope.eu/>.

The DEFF secretariat had a seat on the programme committee for the annual conference, which took place in June 2013 in Munich, Germany, where DEFF also took part.

- SCOAP3 is a unique partnership of thousands of libraries, research foundations and research centres in three dozen countries. In collaboration with leading publishers, SCOAP3 has converted key journals in the field of high-energy physics to Open Access at no cost to the authors. CERN manage SCOAP3 activities from Geneva in Switzerland.

Further information can be found at <http://scoap3.org/>.

In 2013, the Memorandum of Understanding (MoU) for the partnership was completed and as the first organisation in the world, DEFF signed a MoU with CERN. DEFF sits on the Governing Council of SCOAP3 and is the national point of contact.

- The International Coalition of Library Consortia (ICOLC) is an informal, self-organised group currently comprising of about 200 library consortia in North and South America, Europe, Australia, Asia and Africa. Member consortia serve all types and sizes of libraries. ICOLC has existed since 1996. ICOLC supports the participating consortia through the facilitation of discussions on issues of common interest.

Further information can be found at <http://icolc.net/>.

More DEFF libraries participated in the annual conference in October 2013 in Vilnius, Lithuania.



Figure 4: CERN's Director General Rolf-Dieter Heuer signs the Danish MoU

- UKSG exists to link the knowledge society and encourage the exchange of ideas on scientific communication.

Further information can be found at <http://www.uksg.org/>.

DEFF participated in the annual conference in April 2013 in Harrogate, England.

National collaboration

DEFF is a collaboration organisation for Danish research libraries. DEFF supports national Danish Academic, Research and Education Libraries (DFFU), which is a joint association for academic and research libraries in Denmark and their employees. The association works to promote initiatives for the benefit of research libraries and the overall library system in Denmark, to strengthen collaboration in the sector and act as a forum for the exchange of ideas and experiences.

Further information can be found at <http://www.dfdf.dk/>.

DEFF has supported DFFU economically in connection with for foreign keynotes to DFFU conferences and the secretariat has participated in the annual meeting and the winter residential course.

Accounts

DEFF had a Finance Act appropriation of DKK 9.6 million for operations and DKK 10.4 million for grants. DKK 2.1 million was also used for grants due to the completion of earlier projects with a lower consumption than estimated. The Danish Agency for Culture has submitted accounts for DEFF in 2013.