



DEff Denmark's Electronic
Research Library

Annual Report 2014

Contents

04 The chairman's report

08 Strategic and organisational activities

08 Steering committee for DEFF

08 Permanent access to licensed journals

08 The National Steering Committee for Open Access

12 DEFF projects 2014

14 Linked, Open & Social – research and academic libraries version 2.0

18 Feasibility study on the option of using Open Source Integrated Library Information Systems (ILS) in the university library

19 Digital information supply and new didactics in upper secondary schools

22 The next step towards permanent access to scientific e-journals in Denmark

23 The library as a key player in entrepreneurship tuition

26 Studies on library impact – project maturation

27 Behind the project: Data Management in practice

30 Ongoing DEFF projects 2013

31 Expansion of content and development of the business model for tidsskrift.dk

32 Research documentation and communication

33 Behind the project: E-learning, information competences and library services – how can the digital library help employability

36 Licensing

40 National strategy for research data management

44 International collaboration

46 Accounts

The chairman's report >

DEFF has once again been really busy in 2014 and has achieved great results – we have much to celebrate.

In 2014, DEFF's steering committee were set in motion with a strategy seminar, where, among other things, the strategic focus areas for 2014 were decided. The steering committee noted that with the project calling in 2013, projects were initiated within the focus area:

- Digital formation and learning
- Digital communication and interaction in terms of research results
- Digitalisation of source material

Therefore, the steering committee decided that in 2014 there was to be a project calling within the focus areas:

- Data Management of research data
- Consolidation of the infrastructure in Research and Academic Libraries
- Provide Danish businesses with research and academic libraries
- Information and knowledge via social media and mobile platforms

In December 2014 it led to approval being given to two major projects and five minor projects - projects that all support the implementation of DEFF's strategy, which is broadly based across the academic, research and education library sector.

Another important result from 2014 was the preparation of a national strategy research data management. The vision is to ensure Denmark better and more competitive research through effective collecting, protection, sharing and reuse of relevant research data. The Danish Rectors' Conference, Danish e-Infrastructure Cooperation (DeIC) and DEFF formed the Steering Committee for National Data Management in February 2014, which drafted the national strategy. After a stakeholder consultation, DEFF's steering committee and DeIC's board decided to invest tens of millions in a three-year effort to implement the strategy for research data management.

A recurring theme for the year has been

Open Access. Work in Denmark with Open Access was intensified through the Ministry of Higher Education and Science's formation of the National Steering Committee for Open Access and the launch of the Danish National Strategy for Open Access. I have the pleasure to represent DEFF in the steering committee, and I am pleased with DEFF's longstanding efforts in the area to accelerate the committee's work and results.

The launch of the National Strategy for Open Access also gave rise to new approaches in negotiation work on licensing in DEFF: A few weeks after the strategy was launched it was operationalised and incorporated in this year's negotiations. There has also been focus on enhanced collaboration with institutions, and the year's negotiations were completed within the deadline and with good results.

In 2015, we in the DEFF steering committee will, among other things, initiate steps within the focus area provide Danish busi-

nesses with research-based knowledge, as well as having an increased focus on the upper secondary school sector and how DEFF can create opportunities for research-based knowledge being more available to the Danish upper secondary education.

I am therefore proud to say that we in DEFF have launched initiatives and activities in all the areas we aimed for in 2013.

Therefore, we have decided to develop a new strategy for DEFF that will enter into force in 2016, and will be valid for two years. We started this process in 2015, and we will have great focus on our many stakeholder needs, as well as having an international outlook as the basis for a new strategy for DEFF.

2015 is also the year when, among other things, we are going to see the results of the projects we put in motion in 2013 – something I am personally looking forward to. It is encouraging that in many cases DEFF's projects attract new resources to

“Open Access has been a reoccurring theme for the year.”

Børge Obel
Chairman of DEFF

project activities and ensure future dissemination. An example is DEFF's pilot project LektierOnlineGym, which is about tuition help for upper secondary school students. In continuation of the project, the A. P. Møller Foundation gave a 7-figure grant in 2014, which made it possible to implement a stepwise national rollout of LektierOnlineGym over a three year period.

In this annual report you can read about the past year for DEFF: The many initiatives we have launched, a short description of all DEFF projects and what has happened within licensing and the international area.

I would like to thank our many business partners and employees for their great collaboration and fantastic contribution in 2014.

Happy reading.

Børge Obel
Chairman of DEFF

A photograph of two men in a modern office setting. They are standing in front of a large glass wall, looking at a tablet held by the man on the left. The scene is bathed in a cool blue light, and the architecture features clean lines and large windows. The overall mood is professional and collaborative.

"We have launched initiatives and activities in
all the areas we aimed for in 2013."

Børge Obel
Chairman of DEFF

Strategic and organisational activities >

Steering Committee for DEFF

The members of the steering committee for DEFF are appointed by the three parent ministries for the period 2013-2016.

The steering committee is:

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

Other members:

- Professor Marianne Lykke, Department of Communication and Psychology, Aalborg University
- Head of Bibliometrics & Data Management Mogens Sandfær, Technical University of Denmark
- Head of Library Services Peter Flodin, Metropolitan University College
- 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
- Vice Director Carsten Topholt Larsen, Danish Agency for Culture

Permanent access to licensed journals

The Danish research libraries, like many other countries, have invested millions in licensed information for a number of years. Today you are not guaranteed permanent access to this information, because complete solutions have not been implemented in the digital area. For many years DEFF has worked for a strategy to preserve the Danish research libraries' access to licensed information, including options for developing joint solutions nationally and/or internationally. DEFF have therefore entered into an agreement with Neil Beagrie from Charles Beagrie Limited to prepare a report that could come up with a proposed solution for Denmark.

Neil Beagrie is a recognised expert in permanent access to licensed information, and he has previously conducted studies in the area, including for the Knowledge Exchange partner the German Research Foundation (DFG) in Germany. The report was submitted in November 2014, and formed the basis for an approval of the DEFF project in the area.

The National Steering Committee for Open Access

The National Steering Committee for Open Access was set up by the Ministry of Higher Education and Science in January 2014, and whose purpose is to implement Denmark's National Strategy for Open Access. DEFF's chairman, Børge Obel, represents DEFF in the steering committee. The strategy was launched publicly by the Minister in June 2014, with the ambitious objectives of free access to peer-reviewed research articles from Danish research institutions.

DEFF's longstanding efforts for Open Access has shown to be a significant asset to the steering group's work and results.

Examples of DEFF's efforts:

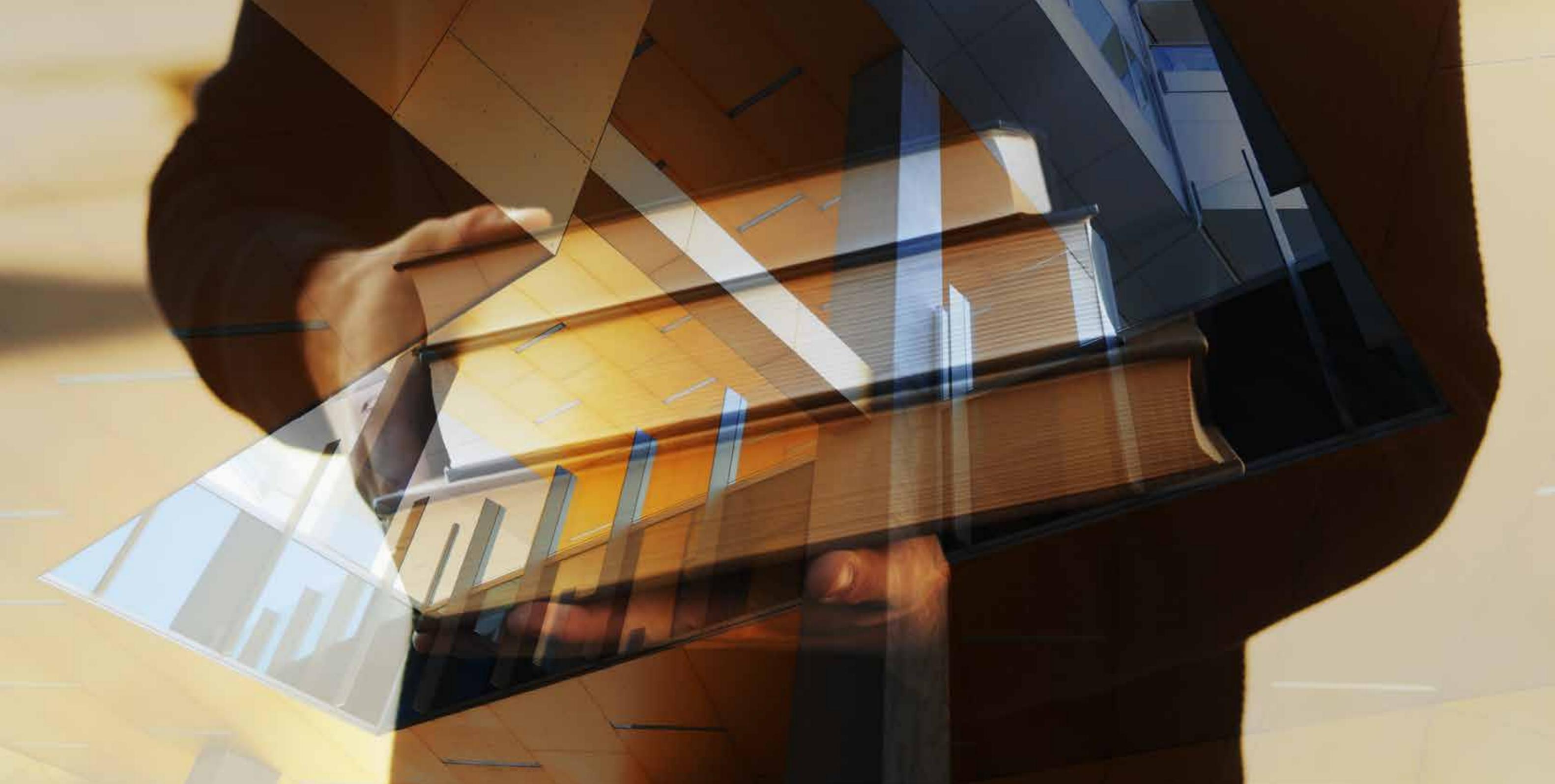
- Signing of the Berlin Declaration on Open Access to scientific articles
- DEFF's support for Open Access activities in the CERN-led SCOAP3 project
- Several reports and studies on Open Access issues and their solution
- Management of the Open Access Committee, whose recommendations are the basis of the strategy
- DEFF's international efforts for Open Access, particularly in the framework of the Knowledge Exchange partnership
- DEFF's support for Open Access projects, including the development of an infrastructure for Open Access

DEFF

DEFF stands for Denmark's Electronic Research Library and is an organisational and technological collaboration between academic, research and educational libraries in Denmark. DEFF is co-financed by the Ministry of Higher Education and Science, the Ministry of Education and the Ministry of Culture and organisationally it comes under the Danish Agency for Culture.

DEFF's purpose is to promote the development of a network work of electronic libraries that make their electronic and information resources available to users in a consistent and simple way.

DEFF provides support for joint development projects, development of infrastructure and administers joint purchases of licences. DEFF also negotiate and enter into contracts for electronic licences on behalf of research and academic libraries.



DEFF projects 2014

In the autumn of 2014, the steering committee for DEFF sent out calls for projects inviting applications in four areas:

1. Data Management of research data
2. Consolidation of the infrastructure in research and academic libraries
3. Providing Danish companies with research-based knowledge
4. Information and knowledge sharing via social media and mobile platforms

A partnership workshop was held again this year, where potential applicants could meet across sectors and institutions and explore the possibility of collaboration on joint project applications to DEFF. There was strong support for the workshop and the steering committee for DEFF received many qualified applications with broad application fields.

In December 2014, two major projects and five minor projects received approval within focus areas 1, 2 and 4. In the following you can read more about all the projects and in an interview gain a deeper insight into the work of one of the major projects.



“In December 2014 two major projects and five minor projects received approval.”

Major projects

Data Management in practise	State and University Library
Linked, Open & Social – research and academic libraries version 2.0	DTU Library

Minor projects

Study on the feasibility of using Open Source Integrated Library Systems (ILS) in the university library	University of Southern Denmark
Digital information supply and new didactics in upper secondary schools (phase 1)	University of Southern Denmark
The next step towards permanent access to scientific e-journals in Denmark	DTU Library
The library as a key player in entrepreneurship tuition	VIA University College
Studies on the library's impact	Roskilde University

Linked, Open & Social – research and academic libraries version 2.0 >

DTU Library
Co-applicants
The Royal Library, State and University Library, University of Southern Denmark Library, Aalborg University Library, Roskilde University Library, KUBIS, AU Library, CBS Library, VIA, UC Nordjylland and UC Sjælland

The project works with the themes of social media, Altmetrics, Library 2.0, Linked Open Data (LOD) and improvement of the research and academic libraries' use and knowledge of these areas.

Four main elements in focus

The project consists of four main elements:

- Path 1. Social media for researchers and libraries
- Path 2. Linked Open Data and altmetrics for research dissemination
- Path 3. Linked Open Data for library information and authority files
- Transverse: Project management, knowledge sharing and dissemination to stakeholders

Workshop, installation and mapping

The initial planning is underway for all

three paths in the project. The focus will be on holding a workshop for participants in the Mendeley part of the project.

There is work alongside this with the preliminary analyses in connection with the use of the Mendeley data in the ranking of an integrated search system. Similarly, initial exercises have been launched in relation to the installation of VIVO. In Path 3, Linked Open Data works with mapping of international experiences as a starting point for the path's further course.

The project started in the 2nd quarter of 2015 and finishes in the 2nd quarter of 2017.





“The project works with the themes of social media, altmetrics, Library 2.0, Linked Open Data (LOD) and improvement of research and academic libraries’ use and knowledge of these areas.”

Feasibility study on the option of using Open Source Integrated Library Information Systems (ILS) in the university library >

University of Southern Denmark
Library
Co-applicant
DTU Library

Within the past ten years, several Open Source-based ILS solutions have emerged. This is due to, among other things, that many libraries have launched a full change of processes and services that are associated with printed material.

Tests of Open Source-based ILS systems

The purpose of the project is that two libraries conduct tests of two specific Open Source-based ILS systems, disseminate the results to research and academic libraries and their stakeholders, and thereby contribute to a nuanced decision-making processes the coming year about ILS in the Danish library landscape.

Open Source systems Quali OLE and Koha

The project installs two prototypes based on the Open Source systems Quali OLE and Koha, and performs functional and technical tests on the prototypes.

The project is currently working on a preli-

minary analysis that looks at foreign experiences of the selected systems.

In addition, activities have been initiated regarding the development of a “functional requirement profile” that will form the basis for a comparative test of the systems, as well as installation the solutions and the creation of prototypes with the test content.

When the “functional requirement profile” and prototypes are in place, activities regarding functional and technical tests begin in earnest. Then there is a collection of the test results and a choice of solution.

The goal is that the project partners, based of the study, can make a decision on the choice of the Open Source Library System.

The project started in early 2015 and is expected to be completed by the end of 2015.

Digital information supply and new didactics in upper secondary schools >

University of Southern Denmark
Library
Co-applicants
Association of Danish Upper
Secondary Schools (Danske
Gymnasier), Department for the Study
of Culture (University of Southern
Denmark), Odense Central Library,
University College University College
Lillebælt Library and Braintrust.dk

In line with growing digitisation, there is the need for digital learning resources in the upper secondary school sector to grow, while the choice - particularly of didactic learning resources - has not kept up. Increased access to quality-assured, scientifically based e-resources will support new forms of learning and student learning, while making them more prepared for higher education, thereby potentially creating more mould-breakers.

Quality assurance of e-resources

There is a need for material clarification, matching of expectations and business models between upper secondary schools, libraries and publishers/suppliers. New didactic learning methods and materials must be developed, and evidence must be gathered that increased access to quality assured e-resources is used (bibliometrics) and to create more academic and innovative motivated students. Subsequent research in continuation of this is the key. This research can document the added value generated, and can also be the co-creator.

Subjects and students – need and value

For many reasons, it is a complex field to work within, particularly in relation to economy and publishers/suppliers. Upper secondary schools do not have the means to buy remote access, it is unclear what kind of e-resources match the subjects’ needs, many are in English and other foreign languages, and publishers/suppliers have so far not seen an incentive to offer special upper secondary school licences to a great extent. Identification is needed of those subjects that could benefit from the e-resources, as well as the value it can create for students and upper secondary schools.

The project is divided into two phases: 1 clarification phase, 2 testing and evaluation phase.

The project started in the first quarter of 2015. At the end of the year it is expected that Phase 1 will be so advanced that a DEFF application can be prepared for Phase 2.

“Increased access to quality-assured, scientifically based e-resources will support new forms of learning and student learning, while making them more prepared for higher education, thereby potentially creating more mould-breakers.”



The next step towards permanent access to scientific e-journals in Denmark >

DTU Library

Co-applicants

Aalborg University Library, State and University Library, Roskilde University Library, CBS Library, The Royal Library, University of Southern Denmark Library

The aim of the project is to lift the Danish efforts and find out how we solve the long-debated question of permanent access to scientific publications.

The project deals with the mapping of rights in licensing, common clauses and appendix, negotiation of rights, Open Access and analysis, as well as a test by global LOCKSS.

E-journals of Danish interest in Portico and LOCKSS

Portico and LOCKSS solutions are used to ensure a permanent access to scientific publications. The project evaluates their relevance based on to what degree they contain e-journals that the project libraries subscribe to. Also the coverage of Open Access-journals is key and is included in the mapping.

Rights in licence agreements

Permanent access is ensured through rights in the licence agreement – DEFF's as

well as university licensing agreements. The project examines the agreements and mapping parameters in relation to permanent access. A common coordinated effort on licences and rights ensures action on a common basis, effective efforts and exchange of experiences, as well as a priority, so the project is solved in the best possible way. The mapping is followed by permanent access getting focus in licensing negotiations – locally and with DEFF.

The project began in early 2015 and runs until the end of 2015. The results will be included as a basis for decisions on any DEFF application in 2016 regarding the establishment of a permanent access solution.

The library as a key player in entrepreneurship tuition >

VIA University College

The project aims to develop and test how the library can play a key role in entrepreneurship tuition through three different cases in three different contexts.

Concept development

Over the next six months the project will develop concepts for how the library can play a role in the education's and the students' growth entrepreneurship tuition.

The development of the concepts will be partly through tests in specific courses, and partly through a skills development process, which focuses on the role of information searching in innovative and entrepreneurial processes.

Entrepreneurship tuition's inception

In recent years, entrepreneurship tuition and student growth occurred in relation to and as an integral part of the university college education programmes. In 2009, the previous government issued a Stra-

tegy for Education in Entrepreneurship. This defined entrepreneurship as "Innovation in business or value creation in the broader sense. Thus, a process in which you see an opportunity, have an idea, implement it, and where the idea creates value. Value creation need not be of an economic nature."

University colleges develop modules, courses, innovation camps, student growth, innovation agents and more where libraries so far have not played a role. The project aims to put focus on how the library can be a key player in entrepreneurship tuition.

The project, implemented as an action learning process, started up in January 2015 and is expected to be completed in March 2016.



Studies on library impact – project maturation >

Roskilde University Library
Co-applicant
University of Southern Denmark
Library

The project aims to develop a toolbox that describes the phases of the methods and data handling to be clarified before, during and afterwards in order to implement library impact studies.

Library studies on the basis of users

The toolbox shall describe how to make library studies of conditions that are presumed to be of great importance for users of library services: Do the services work as intended, and what benefits do users get from using them?

Traditional and modern study methods

The toolbox will include a review of suitable, traditional study methods, for example, smaller studies of user effect of information search tuition, and newer methods that require computer-based data storage. Storing and analysing activity data, data that records user actions – online or in the physical world, and which

can be stored and logged from a computer

They can be divided into three categories:

- Access – user logs from systems as indicators of user online activity
- Awareness – what the user has searched for, where the user stayed, menu choice
- Activity – registration of transactions showing interest, book borrowing, downloads, course registration

The project started in December 2014 and is expected to be completed in May 2016.

Behind the project: Data Management in practice

We optimise the value of Danish research data

Interview with Bjarne Andersen, Area Director of IT at the State and University Library and the project owner, who talks about the project: Data Management in practice.

Why is it an interesting project?

We have long talked about data management and made national strategies in the field. The project now means the fine words and strategies are not just empty gestures. The field of data management has emerged from research becoming more and more digital. There are increasing amounts of data and more examples of one research project building upon another. This creates a growing need that someone is doing something in practice in relation to researchers and their research project's digital data.

What results are you hoping to achieve?

One of the foremost objectives of the project is to find out what the role of libraries is in relation to research data. Research data's life cycle model is about doing certain things in different phases when working with digital data. There are three basic phases: Before, during and after a research project. University libraries will probably primarily be active before and during a research project, and national libraries and the National Archives may increasingly play a key role in the long-term after the research project ends.

With this project we also hope to get specific results in the form of research data stored in an appropriate and safe manner. We have built the project around specific research from several disciplines. There is a big difference in how much each discipline is in relation to solving the challenges. Humanities are the least digital today. We must drive the lifecycle through with researchers, make a plan for data management and help them figure out what to do with their data.

We should not help the disciplines too much that have gone so far that they can submit data to existing global IT infrastructures. If there is no place in the world to submit the data, we help to put a new system up where it is most appropriate, either nationally or locally. We predict that the project ends with the establishment of a number of new IT services. Something we are pretty sure of is to set up a national system to make data management plans. The British have created an IT system that we are allowed to have and adapt for purpose. Our hope is that building on the experience across research projects we can make some Danish templates for the system.

In addition, we are committed to develop business models for how to fund some of the services in the future – from pure user payment to support from ministries. There will likely also be combined models.

What difference will the project make?

One of the great strengths of this project is that we do it together across universities, national libraries, university libraries and the National Archives. If we did not have the project we would probably all run around doing something separately. We learn from each other's experiences and make some common solutions, where appropriate. If humanities from Roskilde University will use a similar system as humanists from Aarhus University, we would preferably like to only make one system. It is sensible in relation to the division of work and to avoid duplication of work. It will be a waste of taxpayers' money if we set the same system up in seven different places in the country. We think of the pro-

ject as a national project. Instead of each of us, we make a solution for our local university, we create solutions to be used on a national basis where it makes sense.

What does the project contribute in the long-term?

We would like to clarify the libraries' roles and have a package of IT services and different options for how they are funded going forward. In the long-term, some of these IT services could continue in practise.

Which target groups benefit from the project?

Eventually all Danish researchers working with digital data. We will hopefully set up some IT services that researchers need. Data management planning will likely be new to most researchers. If researchers have not been thorough underway, they might just delete data when their project ends. Then they move on to the next research project and new data. If they are not obligated about what happens to the data, there is thus a risk that data disappears.

The Danish society will benefit from the project, because we are helping researchers to get more value out of their data. We would like to optimise the utilisation value of Danish research and help both researchers and universities to get a handle on research ethics. Other researchers need to validate the research results that are obtained on the basis of digital data. We need to keep track of data in order to carry out trustworthy research.

When does the project finish?

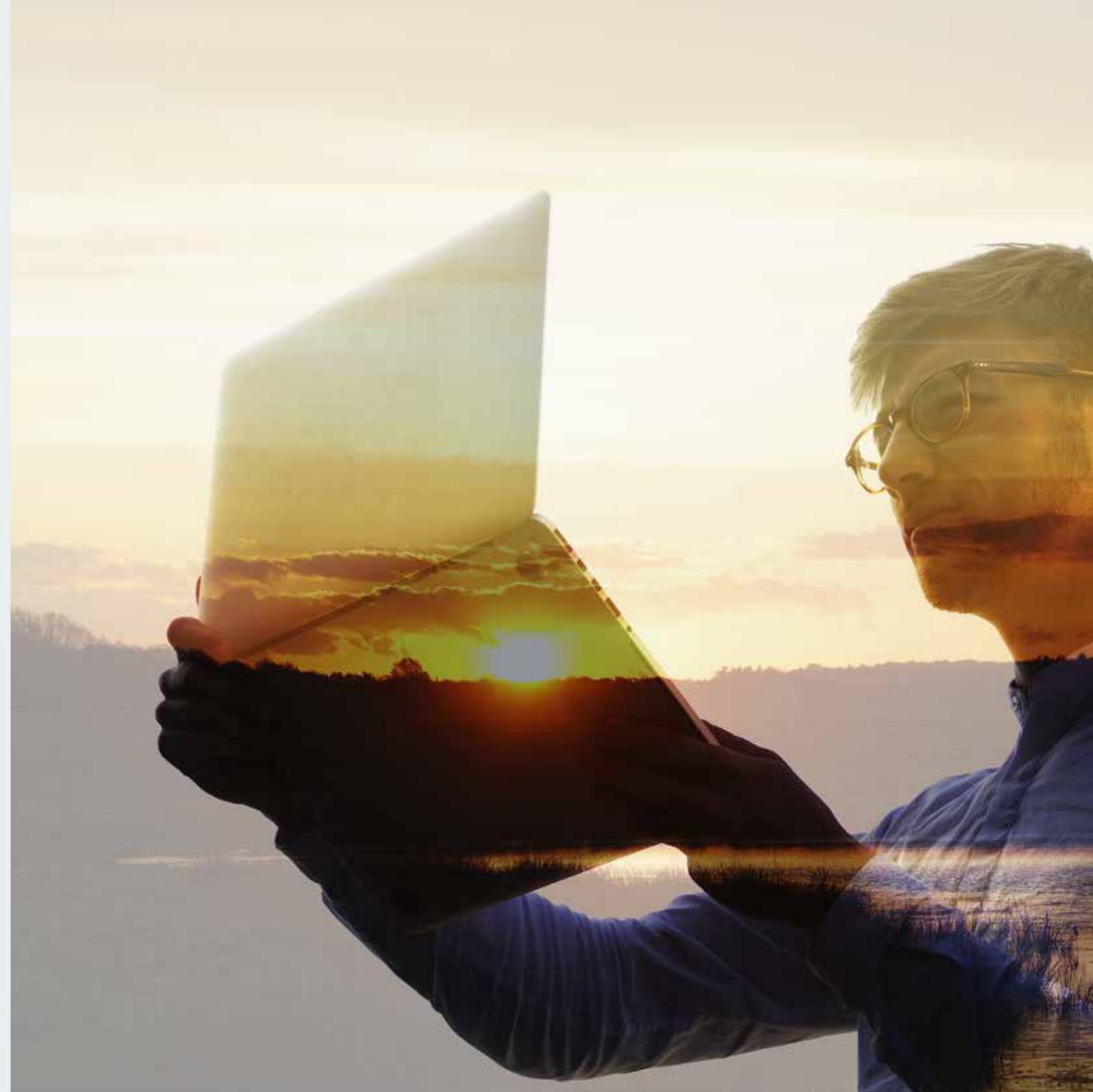
In February 2017. We end with a conference where we will present the results

to interested Danes within the research, university and library world, and invite foreign experts who will evaluate the project and vouch for our results.

“One of the great strengths of this project is that we do it together across universities, national libraries, university libraries and the National Archives.”

Bjarne Andersen
Project owner

The project runs from March 2015 to February 2017.



Ongoing DEFF Annual Report 2014

In 2013 the steering committee gave DEFF approval for three major projects that were started in 2014. In the following you can read more about the projects and in an interview find out more about one of the year's projects.



Expansion of content and development of the business model for tidsskrift.dk

The Royal Library

Online access to articles in journals has revolutionised researchers' and students' work at Danish universities. This project aims to provide staff and students at the university colleges, business academies, social and healthcare schools and upper secondary schools with a similar service. This is done by making selected journals available online instead of as now by providing access to search and order, to then be supplied with the requested articles.

Business models and relevant content

The project focuses on developing business models that enable the articles to be available online, just as the project will create relevant content that can be accessed.

The project is well under way and involves university colleges, business academies and upper secondary schools in order to make observations of the behaviour of users when searching for articles.

The workflow for scanning physical jour-

nals are in place and there is work on several different models for how a business model can be put into practice and create a sustainable solution for project stakeholders and the Royal Library.

The project started in April 2014 and finishes in 2016.

Research documentation and communication >

DTU Library

Co-applicants

Aalborg University Library (AUB), Aarhus University Library (AUL), Copenhagen Business School Library (CBSB), Ministry of Culture's research institutions at the Royal Library (KB), Roskilde University Library (RUB), University of Southern Denmark Library (SDUB), as well as UC Knowledge and the Danish University Colleges

The project consists of two sub-projects and transverse activities.

- Sub-project 1 deals with the implementation of ORCID as a permanent, global researcher ID of the project partners.
- Sub-project 2 works with a renewed and expanded National Research Database, which, among other things, mirrors ORCIDs, Open Access and research data sets that will appear with a new, modern look and feel.

In addition, an OA secretariat has been formed that supports knowledge sharing and support in relation to OA.

Kick off on ORCID implementation

The implementation of ORCID as a permanent, global researcher ID in Denmark is

well underway. A toolbox has been developed that is used in the local implementation of the project partners conducted campaigns, and there is a daily measurement of the number of ORCIDs, so the effect of the initiatives can be followed and the momentum is determined. Materials can be downloaded and used on ORCID.dk, where it is also possible to follow the trend in the number of ORCIDs at institutions.

Boom in Open Access dialogue

The Open Access Secretariat has conducted a series of meetings in collaboration with the project partners. The interest and the need to meet and discuss Open Access implementation is enormous, and the number of participants at the meetings is steadily increasing.

Danish Research Database in a new framework

The Danish Research Database, which registers Danish research, is expected to shift auspices from DEFF to the Danish Agency for Science (FI) and therefore report from the DEFF Steering Committee to the National Steering Committee for Open Access. In the near future an advisory board will be set up, to prioritise content, design and functionality. This advisory board should therefore also facilitate the change of system ownership.

The project started in April 2014, with a kick off meeting on 10th April 2014. A final conference is planned in 2016.

Behind the project: E-learning, information skills and library services – how can the digital library contribute to employability?

The digital library can strengthen young people for the future job market

Hear about the project: E-learning, information skills and library services – how can the digital library contribute to employability? Karen Harbo, Specialist Consultant at Aarhus University Library and the Project Manager gives the status.

What is the aim of the project?

We want the project to examine how the digital library can create value and development for education and virtual learning environments. The project will also look at how libraries can help to support the student's digital formation and learning by giving them access to quality information and by presenting them with e-based tools to handle complex information issues. Tools that can equip them for the future job market.

Recently educational institutions have implemented learning management systems, and their subjects are uploaded onto platforms. There, where the students come across the subjects, libraries must also be present. All our tuition and services must be put together with other virtual tuition.

Employability plays a major role in the project. What is your definition of employability?

It was important for the project to find a common definition, which has an information scientific angle. With this project we want to enhance student employability. Our definition of employability is "the ability to independently and critically to act in a professional context by being able to identify, collect, evaluate, organise and present information in and on digital platforms."

How has the project been going so far?

I am really happy with where we stand in relation to our plans. We wanted to initiate specific vocational courses with the project at universities, university colleges and a business academy, where the

digital library, in close collaboration with education programmes and teachers, integrated targeted information and relevant services into the courses. This is done through learning management platforms and MOOCs - Massive Open Online Courses. Almost all of these courses have taken place or will take place shortly.

An important aspect of the project was to get skills developed project staff in relation to producing e-learning objects for virtual learning environments. University pedagogy has conducted a comprehensive skills development programme, which has helped to ensure improved competence of the project staff.

What are the project team doing right now?

Now our e-learning objects begin to take shape, and we can present them to the academic learning platforms. At a project meeting in March, a number of partner libraries showed what their e-learning objects looked like. It is an exciting development. Everyone in the project team has followed the same skills development course created by the University of Southern Denmark, so the project team is a good forum for knowledge sharing. We have a common language and a common frame of reference and understand what each other is talking about.

What should be done until the end of the project?

When we get to summer holidays, all the courses would have been held, and everybody would have presented e-learning objects. We ourselves are of course also very excited to see the MOOC that has developed in the project during the first

“We will contribute to make young people method and systems analysis strong, and critical students so that when they finish their studies they have the skills with them that they can use in the job market.”

Karen Harbo
Project Manager

year. Then we must make models for the integration of library systems, resources and services in virtual learning environments. We also make common, flexible concepts to develop library produced e-learning objects. Models and concepts that could be recycled or processed in library and educational environments. We will have tested the models and concepts in the autumn in a number of new courses. We have engaged a consultant from the University of Copenhagen to support this process.

We have also been aware that we would like to have evidence that what we create for the respective academic course, based on the project's understanding of employability, works. The project's evaluation partner from Aalborg University has de-

veloped the design on the basis of both quantitative and qualitative methods to be used to evaluate how the libraries input supports the courses.

What results are you hoping to achieve?

We obviously hope that we will live up to the success criteria for the project and that we can present concepts that prove useful and can inspire library activities. We also hope that the programmes at universities, university colleges, business academies and upper secondary schools will see libraries as a knowledgeable, valuable and strong partner to create education in virtual learning environments.

What value does the project have to offer to Danish society?

Insofar as we work with employability, we work within the socio-political agenda, that students should be educated for jobs. We will contribute to make young people method and systems analysis strong, and critical students so that when they finish their studies they have the skills with them that they can use in the job market.

The project has been underway since the middle 2014 and ends in the middle 2016.



“This year’s negotiations were completed before the deadline, and for the majority of the agreements, with satisfactory results.”

This year’s negotiations

DEFF’s largest negotiations with the publishers Nature, Wiley and Springer were carried out in 2014 by delegation negotiation, in other words, through a negotiation team. For most of the year the negotiating team was led by Head of Office Kresten Bay with participation from the Head of Aarhus University library, Per Lindblad Johansen, who is appointed by the university libraries, and Dyveke Sijm from DEFF’s Secretariat.

The negotiating team’s formal negotiating mandate was formulated by a preparatory group, with representatives appointed by the relevant institutions. The preparation group provided technical support and sparring during the negotiation process with the negotiating team.

Other major negotiations were carried out where the relevant institutions were involved via reference groups composed of volunteer representatives. The remaining negotiations were conducted by employees of DEFF’s Secretariat. The new model

for more active involvement of institutions in this year’s negotiations are expected to continue in 2015.

This year’s negotiations were completed before the deadline, and for the majority of the agreements, with satisfactory results.

Operationalisation of the National Strategy for Open Access

Following the launch of the National Strategy for Open Access in June, the Secretariat formulated guidelines on how the strategy should be operationalised in this year’s negotiations. In line with the strategy’s focus on green Open Access, great importance was given in the licence agreements to negotiate self-archiving rights for the institutions’ authors.

Commercial activities

In 2014, an agreement was entered into with the company LM Information Service to perform a number of customer service assignments for DEFF commercial activities. It was a pilot year for the scheme,

which was made permanent in 2015.

Among the ongoing projects is a collaboration between DEFF, Danish Industry and the publisher Springer, which is aimed at small and medium-sized businesses in order to provide companies with access to Springer’s content databases at an attractive price. There were also initial meetings held with Local Government Denmark (KL) to investigate the possibilities for a national purchasing of licences for the municipalities via KL. This project runs into 2015.

Internal processes

Licensing employees with a negotiation obligation started a certification course in 2014 offered by DJØF in order to strengthen the Secretariat’s negotiating skills.

In addition, licensing workflows were tailored to provide better technical support to institutions.

DEFF license – highlights 2014

- 168 institutions/organisations – including 28 under the auspices of DEFF commercial activities
- Collaboration with 74 publishers
- Value of negotiated licence agreements: DKK 175 million of which DKK 28 million are under the auspices of DEFF commercial activities
- A total of 96 agreements re- or newly negotiated (for 52 publishers)
- Three publisher negotiations conducted by delegation negotiation (“negotiating team”) associated with a bigger professional reference group (“preparation group”)
- Six publisher negotiations conducted by DEFF licences associated with a smaller technical reference group
- 43 publisher negotiations conducted by DEFF licences with ad hoc involvement of institutions

DEFF Online

In 2014, DEFF Online, as something new, was organised as a two-day conference with a social network event in the evening on the first day of the conference. 30 publishers were enrolled, and there were 95 participants from DEFF institutions. The initiative was well received, and in future DEFF Online will also be held over two days.



National strategy for research data management >

The Danish Rectors' Conference, DeIC and DEFF set up Steering Committee for National Data Management in February 2014 with members appointed respectively from the Danish Rectors' Conference and conservation institutions the Royal Library, the State and University Library, and the National Archives. The chairman came from DEFF. The aim was to ensure that Denmark, in collaboration between primary stakeholders, got a national strategy for research data management.

The vision was to ensure Denmark better and more competitive research through the efficient collection, protection, sharing and reuse of relevant research data.

Conclusions made about the strategy

The steering committee delivered, via the Danish Rectors' Conference, the strategy for approval by DEFF's steering committee and DeIC's board in September 2014.

A stakeholder consultation on the strategy was completed in November 2014. On the background of an assessment of consultation responses, DEFF and DeIC concluded, among others, the following on the national strategy for research data management:

1. DEFF and DeIC note that the responses are a broad consensus that there is a need to continue working to design and develop a national strategy for DM, and that this takes place in the auspices of DEFF and DeIC.
2. There is broad consensus that there is a need for activities at local and national level, and the need for experience exchange and coordination, if Point 1 above is to succeed.
3. There is broad consensus that there is the need to support the

creation of a national forum to carry out Point 2 above.

Based on the conclusions, DEFF and DeIC will prepare the final organisational and management model with associated financing.

National forum

The organisation is to be built around a national forum. The national forum gathers universities' practical key personnel in data management together with representatives of the Ministry of Culture's conservation institutions. Examples of work areas are:

- Training and upgrading of qualifications in data management
- Subject-specific needs clarification and identification of subject-specific best practices
- Advice and templates in connection with the compilation of data management plans

“The aim was to ensure that Denmark, in a collaboration between primary stakeholders, got a national strategy for research data management.”

- Clarification and advice in connection with meta dating and identifiers
- Clarification and advice on legal aspects
- Clarification and advice in technical fields – including experiences with existing IT tools and the identification and specification of missing tools
- Optimising the interaction between local, national and global infrastructures
- Communication and marketing of local support units' service

The national forum identifies potential needs for new, common infrastructures and support functions, and is responsible to idea develop these structures and support functions.

The national forum is supported by DEFF with DKK 9.5 million for three years in the form of:

- Buys out the chairman half-time to lead the work
- Part-time payment of institutions' key personnel (up to half-time)

DeIC supports pilot projects for data management strategy with DKK 5 million for three years and a project for an academic “Dropbox” with DKK 1 million, as well as providing a full-time project manager available.

The overall economy of data management activities also includes human resources from universities and the conservation institutions, The Royal Library, State and University Library and the National Archives.

“The vision was to ensure Denmark better and more competitive research through the efficient collection, protection, sharing and reuse of relevant research data.”



International collaboration >

Knowledge Exchange

DEFF is a member of Knowledge Exchange, which is an international partnership with focus on the exchange of knowledge and experience in areas such as digital infrastructure and the development of information and communication technologies for higher education and research. In the spring of 2014, the Knowledge Exchange office moved from DEFF to Jisc in Bristol and is now staffed with a coordinator and a secretary employed at Jisc.

Membership benefits

The steering committee for DEFF believes that membership of Knowledge Exchange continues to be rewarding for DEFF, because, among other things:

- DEFF has access to knowledge from leading European organisations within DEFF's professional areas, just as Denmark has the opportunity to share experience from a number of DEFF projects.
- DEFF achieves significant international influence, for example, with the

European Commission in that the five partners together have far more influence than DEFF has alone.

- DEFF coordinate activities and get inspiration for strategic development.

These areas and many more are of great benefit to DEFF's many stakeholders, and the steering committee for DEFF therefore decided in December 2014 to continue collaboration with Knowledge Exchange for another three years, and thus until the end of 2018.

Knowledge Exchange activities during the year

The meeting among the participating organisations' senior management, the annual Strategy Forum was held in Helsinki in 2014. The conclusions from the meeting were, among others, that:

- Knowledge Exchange has had a significant impact on the decision makers and academic development in 2013 and 2014.

- The primary focus will continue to be Open Access and research data.
- There will be a strategic focus on the greater possibility of knowledge sharing and learning from partner organisations.

Partner Exchanges

As a result of the above, a decision was taken to introduce a new concept at Knowledge Exchange: Partner Exchanges. Here single topics can be taken up if they are of interest to the majority of partners. One example is licensing, which has great significance for DEFF. Therefore, a workshop was held in Copenhagen, where experts and dealers from all five organisations met and discussed experiences with licensing procedure in general, and topics such as Open Access and strategy negotiations. The workshop was fruitful for DEFF's Secretariat, which, among other things, created a good network across national borders and got inspiration for future negotiation work.

There were also a Partner Exchange on

communication and branding in Bristol, and so far in 2015 similar events are planned on Research Identifiers such as ORCID and Research Software Sustainability.

DEFF hosted the annual Nordic meeting between the Nordic consortiums that was held on 12th and 13th June 2014 in Copenhagen. The event focused on informal networking and discussed common challenges in connection with the consortium's organising and negotiating work.

LIBER

Ligue des Bibliothèques Européennes de recherche – A association of European Research Libraries (LIBER) is the most important network for research libraries in Europe. LIBER includes more than 400 national libraries, university libraries and other libraries from more than 40 countries. DEFF's Secretariat had a place on the programme committee and participated in the annual conference, which took place in July 2014 in Riga, Latvia.

ICOLC

International Coalition of Library Consortia (ICOLC) is an informal, self-organised group that currently includes about 200 library consortia in North and South America, Europe, Australia, Asia and Africa.

ICOLC supports the participating consortia through the facilitation of discussions about issues of common interest. More DEFF libraries participated in the annual conference in October in Lisbon, Portugal.

SCOAP3

DEFF is a partner in SCOAP3, a member of the Governing Council and the national contact for Denmark. 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 leads SCOAP3 activities from Geneva in Switzerland. In 2014, there were more than 100 articles published by Danish authors.

Participating organisations

- CSC - IT Center for Science, Finland
- German Research Foundation (DFG), Germany
- Jisc, United Kingdom
- SURF, The Netherlands
- DEFF, Denmark



Accounts

Columns with "R" indicate accounts. Columns with "B" indicate the budget prerequisites.

General operations

The table below shows the accounts for DEFF's general operations in 2014.

DEFF general operations, etc.	R2014	B2014
Revenue	DKK	DKK
Appropriation of Financial Act 2014	8,900,000	8,900,000
DEFF Online	203,392	0
Other revenue	5,132	0
Costs		
Staff costs for the secretariat	4,135,041	5,280,000
Fee to the chairman	120,025	120,000
Overheads to the Danish Agency for Culture	936,000	1,200,000
Operations	2,104,718	2,300,000
Depreciation	74,792	0
Total	1,737,948¹	0

¹ Under-consumption due to vacancies, lower activity as a result thereof, etc.

DEFF COMMERCIAL ACTIVITIES

The table below shows the accounts for DEFF's commercial activities within the licence area.

DEFF commercial activities – accounts 2014	R2014	B2014
Revenue	DKK	DKK
Administration contribution	979,757	1,056,410
Start-up fees	32,200	0
Other revenue	15,094	0
Costs		
LM Information	391,902	422,564
Staff costs	482,917	474,450
Overheads to the Danish Agency for Culture	0 ^{''}	105,300
Operations	12,897	60,000
Total	139,335	- 5,904

At the end of 2014, there is a continued profit of DKK 274,708 in DEFF commercial activities.

^{''} Overheads for 2014 are driven by the continued profit in the 2015 budget.

Backflow from previous projects

The table below shows the accounts for the financing of development projects and the return from older projects.

DEFF grant	R2014	B2014
Revenue	DKK	DKK
Framework of the Finance Act 2015	10,600,000	10,600,000
Backflow from previous projects	5,740,191	0
Costs		
Implementation of the grant	16,340,191	10,600,000
Total	0	0

Licence budget

The table below shows the accounts for the costs and revenue from buying and selling licences.

DEFF licences	R2014	B2014
Revenue	DKK	DKK
Revenue from the sale of licences, consortium	148,154,806	170,000,000
Revenue from the sale of licences, IV	27,570,838	
Costs		
The cost of purchasing licences, consortium	148,154,806	170,000,000
The cost of purchasing licences, IV	27,570,838	
Total	0	0

Knowledge Exchange

The table below shows the accounts for revenue and expenditure for membership of Knowledge Exchange.

DEFF KE	R2014	B2014
Revenue	DKK	DKK
Framework of the Finance Act 2014	300,000	300,000
Costs		
Subscription to the KE secretariat (JISC)	300,000	300,000
Total	0	0

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