



THE NATIONAL SCIENCE DIGITAL LIBRARY

Sustainability Standing Committee Position, Progress & Plans 2003 NSDL Annual Meeting Poster



What is the Sustainability Standing Committee?

- **Mission**

- *The Sustainability Standing Committee (SSC) exists to facilitate the development of an NSDL entity that will continue to thrive, in the long term, through collective action and diversified funding streams.*

- **Goals**

- Build a collective identity and common vision for the NSDL.
- Identify and promote the value of the NSDL to various communities.
- Establish an economic model for sustainability based on returns from the value provided.
- Develop long-term governance leading to a nonprofit Foundation, Cooperative, or Trade Association.

Sustainability Standing Committee (SSC) Officers

- Chair: David McArthur
- Co-Chair: Paul Berkman
- Integration Officer: Rachael Bower
- SSC officer positions are elected by committee members to a 2-year term. The current officers' term ends 12/31/03.
- Policy Committee Liaisons: Howard Burrows, Yolanda George
- Core Integration Liaison: Kate Wittenberg, Director of Publisher Relations



- **Why should projects participate in the SSC?**

- *To sustain your project and its contribution to the NSDL*
- *To share your ideas on sustainability with the NSDL.*
- *To play an active role in SSC cross-NSDL taskforces*

- **Where can projects participate in the SSC?**

- **Website:** <http://sustain.comm.nsdlib.org/>
- **Listserv:** sustain-members@comm.nsdlib.org

Who can participate in the SSC?

Anyone and Everyone!

How can you participate?

Attend a breakout session

Tues. (Oct. 14)

- ✓ 11:00 Intellectual Property Rights and Digital Rights Management
- ✓ 11:00 Sustainability I: The Projects
- ✓ 2:00 Sustainability II: The NSDL
- ✓ 4:00 Birds of a Feather -> See flier -> -> ->

Attend the SSC meeting

Weds. (Oct. 15)

- ✓ 2:30-4:00, Federal A

Share your vision for the future of the NSDL

SUSTAINABILITY STANDING COMMITTEE



BIRDS-OF-A-FEATHER
TUESDAY (OCT. 14)
4:00 – 5:30 PM



BUILDING THE NSDL COMMUNITY: ORGANIZATION STRUCTURE AND DECISION PROCESS

Objectives: To involve the entire NSDL community assembly along with the standing committees (including core integration and policy) and National Science Foundation in a discussion of organizational strategies that will foster broad community collaboration to sustain the development of the NSDL.

Description: A panel overview of the current structure of the NSDL along with its relationship to the NSDL vision, projects and outcomes will be presented. Results from the NSDL Annual PI survey also will be presented. It is anticipated that the discussions will involve the framework and vision of the NSDL along with a review of the processes and challenges to build a sustainable organization for the benefit of all.

Outcomes: Participants will strengthen their understanding of how the NSDL currently is structured to contribute to its sustainable development. Recommendations will be developed for milestones, timelines and strategies to implement a NSDL organizational structure that can be approved by the assembly.

Progress on Sustainability

Sustainability Committee Accomplishments

Core Integration-Supported Sustainability Work

Sustainability Committee Accomplishments

- Nov. 14, 2003: Planning *NSF/NSDL Workshop: Exploring Business Options for NSDL*
- Aug. 19, 2003: Deployed 2003 Sustainability Standing Committee Survey to gather baseline data about NSDL project-level sustainability plans
- July 1, 2003: Submitted to NSF a whitepaper detailing ideas about project continuity to be included in the next NSDL solicitation
- May 29, 2003: JCDL panel presentation on sustaining digital libraries
- Oct. 8, 2002: Organized *NSF/NSDL Workshop: Establishing Relationships between Educational Publishers and the NSDL*

CI-Supported Sustainability Work

- *Business Options for NSDL: A Market Scan & Analysis.* David McArthur, 31 October 2003.
- *Fulfilling the NSDL Vision: Focus and Sustain.* Bernie Rous, 12 February 2003.
- *Sustaining the National Science Digital Library beyond FY2006.* Stuart M. Takeuchi, 12 Aug 2002.
- *Report on Roundtable Discussion on Business Models for the NSDLI.* Kate Wittenberg, 21 Feb 2001
- *Report on Intellectual Property Rights Policy Roundtable for Columbia Pubscape NSDL CIS Project.* Kate Wittenberg, 15 Dec 2000.

Planning for Sustainability

Ingredients for Sustainability

Ensuring Project Continuation:
The 2003 SSC Survey

Sustaining NSDL:
Feasibility Studies for NSDL Business Options

Ingredients for Sustainability

- ❖ **A Compelling Vision, Focused Mission and a Strategic Plan that Involves Many and Gets Used**
- ❖ **Effective and Focused Programs**
- ❖ **Diverse Fundraising Efforts**
- ❖ **Clear and Accurate Financial Management**
- ❖ **An Effective Governance Structure**
- ❖ **Intentional Volunteer Leadership and Staff Development**
- ❖ **Community Networking and Visibility**
- ❖ **Appropriate Technology that Supports the Organization's Work**
- ❖ **Clear Communication within a "Learning Environment"**
- ❖ **Ability to Celebrate Successes and Enjoy the Work**
- ❖ **Sense of Community**

**Adapted from: "The 10 Ingredients of a Sustainable Organization."
(Institute for Conservation Leadership, www.icl.org)**

Ensuring Project Continuation: The 2003 SSC Survey

Survey Context and Plans

- The NSDL program has funded 118 projects since FY2000 in four program tracks: Collections, Services, Targeted Research and Core Integration. These projects cannot rely on NSDL funding as their sole source of long-term support.
- During the Spring-Summer, 2003, a taskforce within the NSDL Sustainability Standing Committee (SSC) developed and deployed a survey instrument. Its purposes were:
 1. To educate projects on sustainability topics
 2. To establish a baseline of data on project-level sustainability activities
 3. To identify projects' sustainability information needs
- The data from this survey will be useful to several groups across NSDL:
 1. The SSC will use the data to plan committee activities for the upcoming year and will review the process of deploying a Sustainability Standing Committee survey annually.
 2. The Core Integration team will receive a copy of the survey results and this summary to inform them of project concerns and activities.
 3. The Collaboration Finder project will be able to add sustainability information to specific project profiles.

Ensuring Project Continuation: The 2003 SSC Survey

Summary of Results

- The survey had a 41% response rate with 42 sets of responses included in the final results after being validated.
- The majority of respondents had either Collections (64%) or Services (26%) projects.
- 68% of respondents indicated that they would continue to seek funding from the NSDL program. Other potential funding sources that ranked highly were institutions (41%) and NSF programs, other than NSDL (31%).
- Overall, 93% of respondents were interested in learning more about creating sustainable projects, and 60% were willing to share their sustainability expertise or plans with other NSDL projects.

Ensuring Project Continuation: The 2003 SSC Survey

Summary of Observations

- Projects are still uncertain about their role in relation to NSDL in terms of 1) whether future project funding is tied to continued NSDL funding, 2) how or when to merge projects into NSDL, 3) what role NSDL should have in supporting or sustaining projects and 4) the extent and type of informational activities NSDL should provide about sustaining projects.
- Absent NSDL-level direction, projects are making their own sustainability plans.
- Many respondents noted ongoing relationships with professional societies as a potential distribution mechanism, especially for content, and as a potential source of funding.
- The business-plan approach to sustainability, with accompanying words like “market analysis” or “due diligence” was not on the radar of most respondents. In fact, there was an undertone of antipathy towards “productizing” project research.

Sustaining NSDL: Feasibility Studies for NSDL Business Options

The Problem and Context

- The NSDL is an NSF research program now, but will need to sustain itself in some other way after 2006 – it will need a *business plan* to sustain itself and an *organizational structure* that reflects the plan and the NSDL mission
- Developing a business plan for the NSDL is tougher than for many other digital educational enterprises (e.g., ejournals), because it potentially comprises many marketable products and services

The Plan

- The NSDL can approach this by building on several strategic documents, beginning with *Pathways to Progress*, that it has developed and commissioned.
- The next step is not to converge on a single detailed business model, but rather to consider several options at an intermediate level of detail: *a feasibility study*
- This work is starting now as a workshop and companion reports

Sustaining NSDL: Feasibility Studies for NSDL Business Options

Framing questions for a business feasibility study

- What's being proposed (e.g., what set of products and services is the NSDL envisioning under this option)?
- Why is it important (not only in terms of demand, but in terms of the goals and mission of the NSDL and its core values)?
- Who wants it (the ultimate customers for the products or services)?
- Who will pay for it (not necessarily the end user)?
- Why would they come to the NSDL (what's the comparative advantage of the NSDL in developing and delivering the products or services)?
- How will the NSDL do it (what skills and resources does the NSDL have, what resources and investment will it need, and what partners will it also require to play key roles)?
- Why might this business fail (what are the key risks for the option, and how might the NSDL mitigate them)?
- What benefits might be realized if it succeeds and how will the NSDL know it has succeeded?

Sustaining NSDL: Feasibility Studies for NSDL Business Options

Who are the players relevant to the business options?

- Institutions of higher education, who purchase or license digital resources primarily through library subscriptions and individual bookstore purchases
- K12 schools and districts who consume digital resources, but increasingly demand high quality materials that are matched to evolving state standards
- Commercial educational publishers (and their new digital businesses)
- Smaller professional society and university publishers
- Open access academic publishers (offering a new model that aims at cost minimization, no end-user fees, and control of property in the hands of authors)
- Academic and research libraries (under big budget crunches, and at war with publishers)
- Institutional repositories
- Other vendors, including ebook and CMS companies

Sustaining NSDL: Feasibility Studies for NSDL Business Options

What are the hot issues for the key players?

- Control of rights to digital publications pervade the relationships among big commercial publishers, open ones, authors and academic libraries
- Cost of books and publications offered by commercial vendors far outstrips inflation and libraries budgets (themselves in decline)
- Explosion of scholarly resources, principally digital, increases both acquisition demands on libraries and the need for expert selection services
- Merging of publishing firms (and bundling of resources) reduces libraries' bargaining positions
- For K12 state standards and *No Child Left Behind* represent the biggest drivers for quality educational content, digital or otherwise

Sustaining NSDL: Feasibility Studies for NSDL Business Options

What are reasonable business options for NSDL?

- *Open-access aggregator* – could NSDL work as a distributor of free resources; if so, how will it cover costs (and measure them), and to minimize costs what might it need to forgo, such as editorial/quality control?
- *Partner with publishers* – how to get funding from such partnerships, provide valuable content and services to educational communities, and also hold to the NSDL mission?
- *Value-added service provider for specific sectors* – a current NSDL strategic plan focuses on middle-school and matching resources to K12 state standards; can this model be extended?; can it sustain a business?
- *Institutional subscriptions* – especially in higher education, could the NSDL provide valuable services and generate cost-recovery revenue from subscriptions or individual-access sales?
- *Research facility* – funded by NSF or as a Center; but what would justify this long-term facility-level public support?
- *Self-sustaining community or set of communities* (i.e., the SlashDot of education) – what is this and does it make sense as a business option?