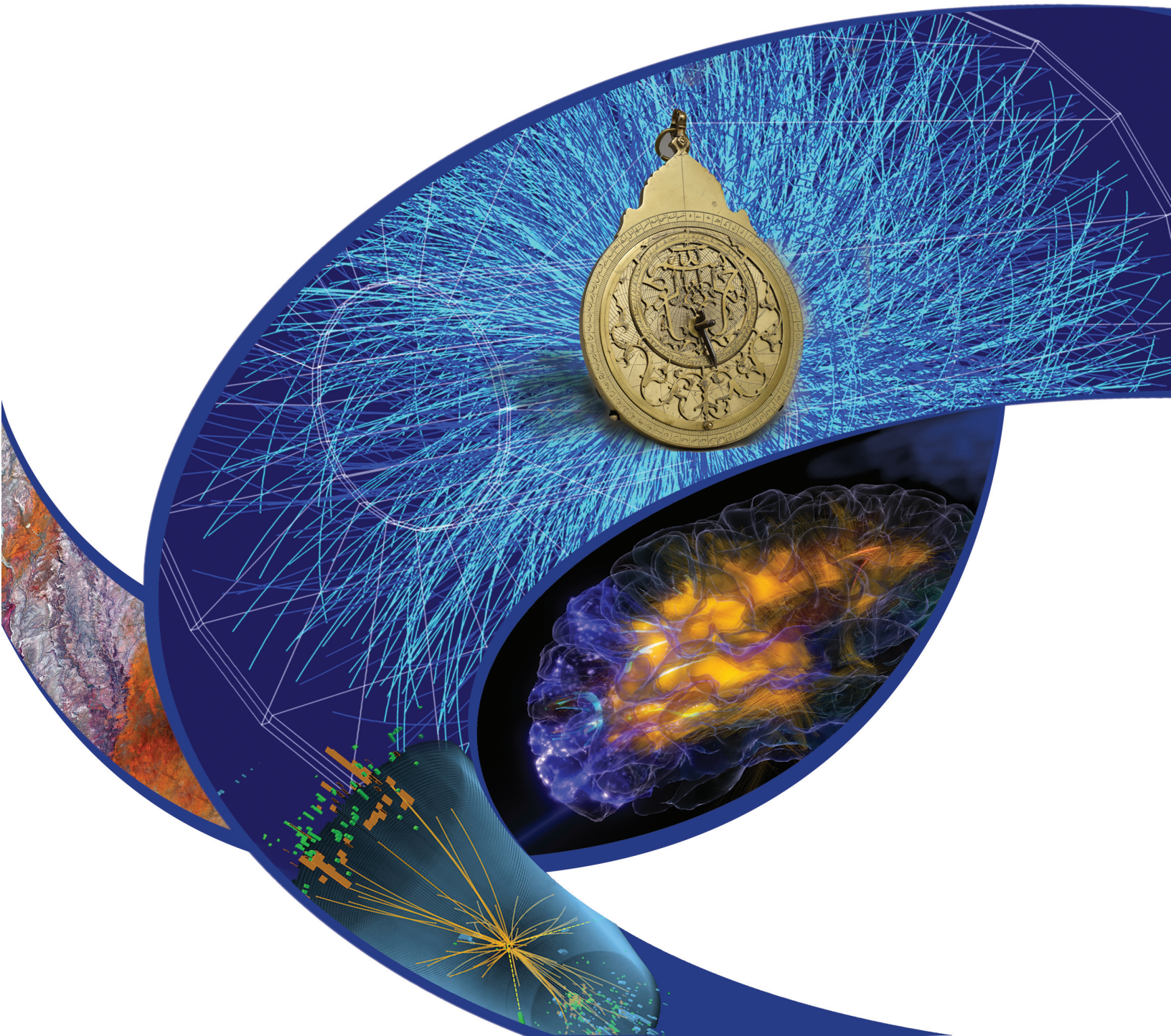




Coalition for Networked Information

# Introduction & Program Plan 2018-2019



## CNI STEERING COMMITTEE, 2018-2019

**John P. Barden**, Yale University, representing EDUCAUSE, 2016-19  
**Daniel Cohen**, Northeastern University, at large member, 2018-19  
**P. Toby Graham**, University of Georgia, representing ARL, 2017-20  
**Harriette Hemmasi**, Georgetown University, representing ARL, 2018-19  
**Mary Lee Kennedy**, ARL, *ex officio* member  
**Clifford A. Lynch**, Coalition for Networked Information, *ex officio* member  
**Beth Sandore Namachchivaya**, representing ARL, 2018-21  
**John O'Brien**, EDUCAUSE, *ex officio* member  
**Sharon P. Pitt**, University of Delaware, representing EDUCAUSE, 2018-21  
**Jenn Stringer**, University of California, Berkeley, representing EDUCAUSE, 2017-20  
**Donald J. Waters**, The Andrew W. Mellon Foundation, at large member, 2018-19

## CALENDAR OF KEY MEETINGS

**Designing Libraries VII**, Calgary, Alberta, Canada–Sept. 16-18, 2018  
**ARL-CNI Fall Forum 2018: Innovation in Research Libraries**–Sept. 27, 2018  
**2018 Fall Membership Meeting**, Washington, DC – December 10-11, 2018  
**14th International Digital Curation Conference**, Melbourne, Australia–Feb. 4-7, 2019  
**Digital Scholarship Planning Workshop**, Northeastern University, Boston, MA–March 25-26, 2019  
**2019 Spring Membership Meeting**, St. Louis, MO–April 8-9, 2019  
**2019 Fall Membership Meeting**, Washington, DC–Dec. 9-10, 2019

## CNI STAFF

**Clifford A. Lynch**, Executive Director ([cliff@cni.org](mailto:cliff@cni.org))  
**Sharon Adams**, Administrative Assistant ([sharon@cni.org](mailto:sharon@cni.org))  
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**Jacqueline J. Eudell**, Office Manager ([jackie@cni.org](mailto:jackie@cni.org))  
**Diane Goldenberg-Hart**, Communications Coordinator ([diane@cni.org](mailto:diane@cni.org))  
**Joan K. Lippincott**, Associate Executive Director ([joan@cni.org](mailto:joan@cni.org))

## Coalition for Networked Information

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# Coalition for Networked Information

## An Introduction & Program Plan 2018-2019

### Mission

The Coalition for Networked Information (CNI) promotes the transformative promise of networked information technology for the advancement of scholarly communication and the enrichment of intellectual productivity.



# ABOUT CNI

The Coalition for Networked Information (CNI), a joint initiative of the Association of Research Libraries (ARL) and EDUCAUSE, promotes the use of digital information technology to advance scholarship and education. In establishing the Coalition under the leadership of founding Executive Director Paul Evan Peters, our sponsor organizations recognized the need to broaden the community's thinking beyond issues of network connectivity and bandwidth to encompass digital content and advanced applications to create, share, disseminate, and analyze such content in the service of research and education. Reaping the benefits of the internet for scholarship, research, and education demanded, and continues to demand, new partnerships, new institutional roles, and new technologies and infrastructure. CNI seeks to advance these collaborations, to explore these new roles, and to catalyze the development and deployment of the necessary technology base.

Since its founding in 1990, CNI has addressed a broad and diverse array of issues related to the development and use of digital information in research and education environments. As the premier organization fostering connections and collaboration between library and information technology communities, we represent the interests of a wide range of member organizations from higher education, publishing, networking and telecommunications, information technology, government agencies, foundations, museums, libraries, and library organizations.

CNI is supported entirely from dues paid by its roughly 250 member institutions. We do not seek or accept grants, and all content produced by the Coalition is openly available. Membership in CNI is open to all organizations, both for-profit and not-for-profit, that share the commitment to furthering the development of digital information in the networked environment. We view our members as partners in advancing CNI's mission. Fall and spring membership meetings are flagship events, bringing together hundreds of representatives for a comprehensive update on critical issues; attendance at CNI's meetings is included in membership dues.

## Governance and Leadership

CNI's program is guided by a Steering Committee to which sponsor organizations ARL and EDUCAUSE each appoint three representatives drawn from their member leadership; the current roster of Steering Committee members appears on the inside front cover of the printed *Program Plan* and on our website. Three "at large" representatives contribute additional perspectives. The chief executives of ARL, EDUCAUSE, and CNI serve as *ex officio* members.

CNI Executive Director Clifford Lynch has led the organization since 1997. Joan Lippincott, CNI's Associate Executive Director, has served since fall 1990. For more information about the Coalition's history and contributions, see the CNI website, [www.cni.org](http://www.cni.org).

## Program Themes

CNI's work is structured around three central themes that we believe are the essential foundations of the vision of advancing scholarship and intellectual productivity:

### Developing and Managing Networked Information Content

The Coalition has played a central role in ensuring that the network richly engages the needs of scholarship, teaching and learning. We bring together many diverse groups that create and manage content, and work with these communities to advance the deployment and stewardship of digital information resources. Changes in scholarly practices (particularly those shorthanded by "e-science," "e-research" and digital scholarship) and the development of large-scale digitized collections require a close and continuing examination of information creation, aggregation, exchange, reuse, and preservation throughout the research and education community and society broadly; these developments, and the evolving roles of higher education institutions and cultural memory organizations in facilitating and supporting them, are a central part of the CNI agenda. Working within these contexts and others, CNI furthers the development of economic, policy, social and legal frameworks to sustain the creation and management of digital information and to facilitate its access.

## Transforming Organizations, Professions, and Individuals

The pervasiveness of ubiquitously accessible digital information is transforming institutions, professions, and the practices of learning and scholarship. CNI focuses on the unprecedented need for collaboration among libraries, information technology and instructional technology groups, research administration, faculty, museums, archives, university presses, and other units in order to achieve success in this environment. In addition, we promote new alliances and partnerships with publishers, information technology and network service providers, scholarly societies, government, and other sectors. Organizations must understand their constituencies and adapt their services and facilities to current needs; they must develop and share new strategies, policies, and best practices. Professions need to develop new competencies and enter into new dialogues that cross traditional disciplinary boundaries. CNI seeks to facilitate these collaborations and dialogues and to help professions and institutions work together in program strategy formulation.

## Building Technology, Standards, and Infrastructure

The networked information environment relies on the development and deployment of standards and infrastructure components in order to enable the creation, discovery, use, and management of digital information on the internet. The ability to use collections of resources in a unified, consistent fashion is essential and requires a continuing focus on interoperability of services. At the same time, promising new technologies need to be explored, assessed and tested, and sometimes adapted to the needs of the CNI community. No one institution acting alone can build the needed infrastructure or explore the full range of new technologies as they become available; it requires a coordinated, community-wide effort that also reaches out to other communities, such as the world of e-research. CNI seeks to highlight links between technology and policies at all levels, to offer a context for collaborative experiments and test beds, and to serve as a focal point for sharing knowledge about new technologies.

The specific program initiatives that further CNI's themes evolve from year to year. The initiatives and strategies planned for 2018-2019 are described in the *Program Plan* portion of this publication; most build upon and continue efforts already underway. Many of the initiatives seek to make strategic progress relevant to more than one theme.

It is important to recognize that the digital information environment is still changing rapidly. CNI is continually adapting its activities in response to new developments and opportunities. Indeed, CNI believes agility is essential in the current environment and invites a continuous dialogue with its members on the need for additional program initiatives. Because of this, the 2018-2019 *Program Plan* should be viewed as a snapshot of our thinking about priorities and opportunities as of late 2018 that will inevitably develop further during the coming program year.

CNI is strongly committed to addressing issues of values, ethics, diversity, and inclusion throughout its work. This is appearing in a variety of new complex and sometimes surprising contexts ranging from the ways in which we choose to document the present; the ways in which we preserve and present the records of the past; the decisions about how we collect, use and preserve personal information, particularly involving students and research subjects; the language that we use for description and discovery of information; and the use of new technologies such as machine learning for large-scale decision making or information delivery.

## Policy & Consultative Activities

CNI acts as an important and respected voice on behalf of our community in a wide range of national and international policy venues. This is accomplished through our participation in the ongoing scholarly dialogue; through collaboration with key funding agencies, such as the National Science Foundation (NSF), the Institute of Museum and Library Services, the National Endowment for the Humanities, The Andrew W. Mellon Foundation, the Alfred P. Sloan Foundation, and Jisc in the United Kingdom (UK); through work on advisory groups of organizations such as ITHAKA, OCLC, and the American Library Association (ALA); through service on numerous visiting and advisory committees for our member institutions; through contributions to standards efforts and standards organizations such as the National Information Standards Organization (NISO); and through participation in organizations such as the Networked Digital Library of Theses and

Dissertations (NDLTD) and the Library Publishing Coalition. CNI leadership regularly serves on study committees chartered by the US National Academies of Science, Engineering, and Medicine.

As a contributor and participant within a complex and dynamic ecosystem of organizations that share common interests, CNI works with Internet2 on advanced networking applications and standards; with the Council on Library and Information Resources (CLIR) and the Digital Library Federation (DLF) on scholarly communication, cyberinfrastructure, and preservation issues; with the Learning Spaces Collaboratory on development of principles for technology-enabled spaces that enhance learning; and with ALA on policy and professional development activities. We are deeply involved with some of the programs of our sponsor organizations, notably the EDUCAUSE Learning Initiative (ELI) and the EDUCAUSE Campus Cyberinfrastructure Initiative. CNI will continue its participation on the advisory board of the *Horizon Report: Higher Education Edition*, currently administered by EDUCAUSE. Additionally, CNI leadership is a participant in the community-wide Joint Roadmap for Open Science Tools effort, and a charter signatory on the Digital Preservation Declaration of Shared Values.

In addition to specific initiatives to address CNI's overarching program themes, the Coalition actively conducts an ongoing program of collaboration and advocacy to advance the development of digital information and its role in transforming organizations and scholarly activities. To this end, CNI works with scholarly societies, government agencies, publishers, and others. CNI is also committed to leadership development within the community and contributes regularly to the CLIR Postdoctoral Fellows program and the ARL Leadership Fellows program.

On an international level, we collaborate with other organizations concerned with networked information, including the Digital Curation Centre (DCC) and Jisc in the UK, the German Research Foundation (DFG), Denmark's Electronic Research Library (DEFF), the Knowledge Exchange, and the Confederation of Open Access Repositories (COAR).

CNI works to provide our community with frameworks for understanding key networked information issues so that institutions can develop strategies to address these issues on the local, regional, or national level. We write white papers, reports, and articles, we present talks at conferences, and we make institutional visits that may involve meetings with campus leaders and presentations at public events and seminars.

CNI alerts its community to our organizational activities, significant new publications, and important developments in the field via the CNI website, the CNI-ANNOUNCE e-mail list, and the CNI News feed. Additional information about CNI's activities and interests is available through our Twitter and Facebook profiles. Videos of selected membership meeting presentations are publicly available on our YouTube and Vimeo channels.

## Meetings

The Coalition's semiannual membership meetings, scheduled for December 10-11, 2018, in Washington, DC, and April 8-9, 2019, in St. Louis, MO, highlight activities related to CNI's program themes, focus attention on significant new thinking and technology developments, and provide opportunities for members to showcase and discuss a wide range of emerging issues and developments in networked information. Some participants have developed knowledge communities within CNI and use the meetings as an opportunity to share ideas on a particular aspect of networked information and to incubate new initiatives. Each member organization is invited to send two delegates, typically a senior information technologist and a senior librarian. Meeting participants are introduced to new developments that may reshape institutional plans in a forum that encourages collaborations and dialogues with others who share common interests.

CNI has a long history of being the first to offer discussion of major networked information developments, including the early web browser Mosaic, the National Science Foundation's (NSF) Digital Libraries Program, the Google Books Scanning program, and NSF's DataNet initiative. CNI regularly co-sponsors an event in partnership with Jisc as part of our ongoing collaboration with our UK colleagues; the last event took place in Oxford, England on July 1-3, 2018, and we expect to hold another event in 2020. CNI occasionally convenes invitational or public workshops to advance specific elements of its program plan, most recently the "Meeting of Senior IT and Library Leaders: Refreshing the Agenda and Priorities for Collaboration," held in Washington, DC on September 6, 2018. The "Digital Scholarship Planning Workshop," co-sponsored with ARL, was held November 8-10, 2017, at Brown University in Providence, RI; an additional workshop will take place at Northeastern University on March 25-26, 2019.

We also serve as an active co-sponsor for other meetings relevant to the CNI agenda. This year these events include the University of Calgary, North Carolina State University Libraries, and CNI co-sponsored conference “Designing Libraries for the 21st Century VII,” on September 16-18, 2018 in Alberta, Canada, the ARL-CNI 2018 Fall Forum, “Innovation in Research Libraries” on September 27 in Washington, DC, the Learning Spaces Collaboratory Roundtable on December 12 in Washington, DC, and the 14th International Digital Curation Conference, to be held February 4-7, 2019 in Melbourne, Australia.

Additionally, CNI is serving as a cooperating organization for several other conferences, including: Theory & Practice of Digital Libraries Conference (TPDL) 2018, in Porto, Portugal, September 10-13, 2018; Archiving 2019 in Lisbon, Portugal, May 14-17, 2019; the Joint Conference on Digital Libraries (JCDL) 2019 on June 2-6, 2019 in Urbana-Champaign, Illinois; and the Open Repositories 2019 meeting in Hamburg, Germany, June 10-13, 2019. We also expect to be a collaborating organization for the as-yet-scheduled Personal Digital Archiving 2019 conference.

## PROGRAM PLAN 2018-2019

### Developing & Managing Networked Information Content

The Coalition has broad interests across all forms of digital content that can be used to support research and education. We provide a forum for information on leading projects in this arena, including a showcase at CNI membership meetings for innovative faculty-driven work. In addition, we track developments and promote strategies for the creation, management, and preservation of digital collections, digital libraries, and federated services in support of digital content. Further, because digital content cannot be divorced from the processes of teaching, learning, and scholarship that both create and rely upon that content, CNI is deeply involved in issues related to the changing practices of scholarship, the restructuring of scholarly publishing, the increasing focus on the value of data underlying research in all fields, and the broader transformation of scholarly communication, as well as innovation in teaching and learning. Through our membership meetings, specialized conferences and workshops, collaborative initiatives with other organizations, and publications, we provide leadership on digital content policy and new directions in scholarly communication.

### Institutional and Disciplinary Implications of E-Research

The Coalition has long led programs to chart, understand, and facilitate the transformation of scholarly practice through the use of digital content and advanced information technology. These endeavors have come to be shorthand as *e-research* (or, in the sciences, *e-science*, and in the humanities, *digital humanities*). In the sciences and engineering, CNI has been heavily involved in helping the higher education and library communities understand and frame emerging issues in cyberinfrastructure and e-science, with a primary focus on data sharing and data curation issues, and the interrelationships between data, software and more traditional publications. In the arts and humanities, CNI, working with a wide range of partners, has a long record of leadership in computing and the humanities, and in efforts to build collaborations that span the museum, archival and library communities. The need to continue to understand evolving scholarly practice in the sciences, social sciences, and humanities is vital in informing future planning by CNI’s members. We will continue to feature innovative and creative data and technology intensive scholarship across all disciplines, both within the US and internationally.

In the 2018-2019 program year, CNI will continue to engage data-related e-research developments in both the sciences and the humanities, but more selectively than in past years. A wide range of organizations now have aspects of data stewardship issues prominently on their agendas; there are immediate challenges for higher education institutions driven by funder mandates for data management plans, data sharing policies, and public access to research outcomes. It is our intention to support and collaborate with these efforts where we can be helpful but not to duplicate or compete with them. We have also seen the launch of community based efforts like the Digital Preservation Network (DPN) and the Research Data Alliance (RDA); we continue to track developments and try to facilitate coordination among disparate projects.

There are specific challenging frontier areas in research data management where CNI expects to continue to provide direct leadership, including efforts to understand criteria for retention and re-assessment, re-use practices, issues related to data involving human subjects, aspects of large-



scale infrastructure, reproducibility of results, long-term sustainability and the evaluation of the effectiveness of funder and institutional policies. We also hope to help clarify some of the tangled relationships among software sustainability and software preservation, data stewardship, and reproducibility of results.

We will continue to explore and document the ways in which data and computationally intensive scholarship are altering the nature of scholarly communication; the issues here include the legal and technical barriers to large-scale text and data mining; appropriate organizational, policy and technical strategies for linking articles and underlying data; and ways to construct scholarly works that are amenable to various combinations of human and machine use. Critical issues include the need to better understand the complex architectural questions about the relationships among repositories, operational storage systems, e-research workflows, high performance network connectivity and powerful computational resources.

Connecting our work in e-research directly to our program focus on institutional content resources, CNI will continue to examine institutional policy and planning implications of campus cyberinfrastructure initiatives in both the sciences and humanities, and consider how these can complement national or international cyberinfrastructure investments and strategies at disciplinary and cross-disciplinary levels.

## Digital Preservation

Closely related to, and supporting the programmatic focus on stewardship of institutional content resources, is the Coalition's ongoing work on preservation of a wide variety of digital content. This is a central issue not only in the shift to network-based scholarly communication, but also in ensuring the continuity of the broad cultural and intellectual record in the digital age and the continued availability of evidence to support future scholarly inquiry. CNI works closely with organizations such as ARL, the Council on Library and Information Resources (CLIR), The Andrew W. Mellon Foundation, the Library of Congress, the National Science Foundation (NSF), ITHAKA, Jisc, and the UK Digital Curation Centre (DCC) on the full range of technical, economic, and strategy issues surrounding digital preservation. In December 2017 we joined many organizations and institutions as signatories to the Digital Preservation Declaration of Shared Values. Digital preservation progress will continue to receive extensive coverage at CNI membership meetings.

The issues here are not simply technical, but they represent a fundamental social and public policy challenge with wide-reaching implications; we are particularly interested in trying to define and characterize the ever growing range of materials that should constitute parts of our cultural and intellectual record, including new areas such as social media in the broadest sense, and to find ways to measure progress in preserving them. In this connection, we have recently been engaged with the work of the Keepers Registry to understand the extent to which the journal record is being preserved, and were signatories of the call to action *Working Together to Ensure the Future of the Digital Scholarly Record*.

A particularly important development we are following closely is the emergence of genuinely viable virtual machine level emulation and containerization technology; this has implications not only for preservation but also for scholarly communication practices themselves.

We will once again collaborate with the DCC on the International Digital Curation Conference; IDCC 14 will take place in Melbourne, Australia in February 2019.

The wide-scale adoption of networked information services and the shift to digital content raises a set of new questions about risk management and business continuity planning for libraries and higher education institutions. CNI continues to track these risk management issues, exploring developments and experiences with so-called "cloud" storage systems and their implications for robust storage and digital preservation, as well as some of the thinking emerging from the exascale computing and massive storage communities on the development of resilient systems, and the ways in which these ideas can be applied to very large scale digital preservation. We will explore aspects of this topic in our Executive Roundtable in April 2019.

Another area in which CNI has maintained a strong interest is in the changing nature of personal information storage and personal archiving, and the social and scholarly implications of these developments. A specific case in point is the institutional response to the acquisition of large, personal digital archives from scholars and researchers, as well as the personal archives of prominent intellectual, artistic, literary, political and similar figures. We have been a sponsoring organization for the Personal Digital Archiving Conference since its inception, and although the 2019 conference is as yet unscheduled, we expect to continue this collaboration.



The digital records of organizations are also poorly explored. A particular area of CNI interest is the changing nature of the academic record caused by the deployment of learning management systems and next-generation digital learning environments, institutional repositories (IRs), large-scale lecture and event capture, digital educational resources, and long-lived, collaborative resources jointly developed by faculty and students. These emerging methods and systems will have lasting policy implications for special collections and institutional archives.

A new area of investigation is the character and structure of stewardship transitions, where responsibility for preserving and managing collections of content needs to migrate from one organization to another. Issues in this area are emerging in a wide range of contexts: escrow agreements for commercial digital content; the disposition of research data after some initial funder-underwritten retention period; organizational failures; and succession rights and strategies in the context of efforts like DPN or CLOCKSS.

## Managing Institutional Content Resources

A centerpiece of CNI's work on networked information is built around the broad theme of the stewardship of institutional content resources: materials created by members of the institutional community, or that document the work, processes, or intellectual and cultural life of an institution. Higher education and cultural memory organizations have a central role in such stewardship, which includes management, preservation, and access. Our work here has two major components. One is to advance and structure the wealth of new digital content. The program includes our continuing efforts to understand and highlight experiments in the creation of new types of scholarly works for the digital medium, such as successors to the scholarly print monograph or the development of electronic theses and dissertations; the disposition of materials collected through lecture capture systems; the implications of mass digitization of materials to support scholarship; and the availability of digital representations for existing collections of physical materials held in libraries, archives, museums, and audio/visual and public broadcasting groups. The second major effort focuses on approaches to managing the wealth of new content through the development of strategies such as the deployment of IRs. Here CNI is addressing the full range of issues, from policy and strategic planning through system architecture and standards for the management of complex digital objects.

We will continue to explore ways in which institutional strategies and systems need to connect to national and disciplinary-level data management and curation activities (such as those developing through the e-research initiatives described above), and some of the inter-institutional issues that arise from large-scale research collaborations and virtual organizations.

A continuing priority is a focused, ongoing re-examination and re-assessment of IR services. The concept of the IR is in its second decade; CNI was deeply involved in the initial conceptualization of IR services and in the development of implementation strategies for them. Platform alternatives have multiplied and matured, and understandings about costs, as well as barriers to successful deployment, have become much clearer. Indeed, we are seeing significantly different deployment trajectories in different nations, particularly in the context of subject repositories and other disciplinary or funder-defined data management frameworks, and these are leading to new policy issues and requirements for various kinds of interoperability standards. The SHARE program (and parallel developments in other nations), relying heavily on repositories of all types as infrastructure, is creating a new set of demands for various forms of interoperability. We documented these developments and examined their implications in a report issued after two sessions of our Spring 2017 Executive Roundtable on this topic; the report of the roundtables has been widely read and has assisted our members in their own analyses of their institutional strategies.

We are particularly interested in the ways in which IRs interact with virtual organizations, and their connections with individuals, including implications of faculty movement from one institution to another, and with stewardship of scholarly work associated with faculty retirements.

## Evidence to Support Present and Future Scholarship in a Digital World

Present and future scholarship depends on access to evidence. This includes a wide range of cultural materials, and also documentation of the past and the present. As these materials shift to digital form, there are enormous barriers in providing access to scholars and to ensuring their preservation. The situation is now reaching crisis proportions, and while this issue has long been of interest to CNI and its members, for the first time we are identifying it as an explicit and prominent programmatic theme. Key areas here include strategies for preserving the news, ensuring the preservation of digital books, music and video, and the challenges of documenting new personalized services and

social media platforms. A new area of concern is the ease with which highly persuasive audio and video fabrications can be manufactured, and the implications of these developments for provenance documentation systems, content description, and related areas, particularly as these forms of content are weaponized for various purposes.

## Transforming Organizations, Professions, & Individuals

The ubiquitous nature of digital content and networks has led to transformations in the way the research and education community does its work. In this program area, we focus on the impact of changing technologies, new modes of communication and content creation, and the pervasiveness of digital content on organizations, including the changing nature of teaching and learning, the need for new services and expertise in professions, the importance of partnerships, and the pressure on physical facilities to accommodate the changing needs of user communities.

CNI has a longstanding commitment to highlighting and advancing organizational initiatives that facilitate cooperation across institutional units and professional cultures, with particular emphasis on collaboration between librarians and information technologists. We have also tried to extend the core library-information technology collaboration to encompass instructional technologists, faculty, publishers, electronic records managers, archivists, museum professionals, data managers and data scientists, research managers and others. Our work on organizational and institutional issues includes a focus on evaluation and assessment strategies, recognizing the continuing need to understand the effects and contributions of advanced information technology and digital content.

We are monitoring a number of developments in this area, including innovations in online learning, support for open education resources (OER), new models for e-book development and acquisition, multi-pronged institutional publishing and dissemination programs that strategically span and coordinate activities involving the libraries and university presses, and sometimes other units, and the growing importance of building and maintaining high-quality institutional databases of geo-referencing information.

There is a developing recognition that institutions need more coherent strategies for disseminating scholarship, and that this entails much more than just operating a university press. Just as research libraries and presses jointly enabled humanities monograph publishing to work in print, new partnerships will be needed to support digital humanities at scale. We continue to work with libraries and university presses as new initiatives emerge in this area.

Institutions are increasingly exploring how augmented reality (AR) and virtual reality (VR) can be used in research and in teaching and learning. More libraries are incorporating these technologies into their programs and facilities. Institutions are also developing innovation spaces as a way to encourage creativity and often entrepreneurship among students.

A number of topics related to this area of the *Program Plan* were addressed in the E-Content column of *EDUCAUSE Review* this year, under the editorship of CNI staff.

### Refreshing the Collaboration: New Priorities and Opportunities between Library and IT Leaders

A cornerstone of CNI's foundation in 1990 was the need for deep collaboration between library and IT leadership to address the challenges and opportunities of the networked information environment. In the intervening 30 years the world has changed greatly; the distribution of IT expertise and mission responsibilities on our campuses has been massively reconfigured; and a generational shift in leadership of these organizations is now largely complete. A major initiative that we have launched in the 2018-2019 program year is to convene a number of small invitational roundtables to discuss and re-assess the most promising and urgent areas for collaboration among these leaders, and also to consider how the collaborations need to be extended (most notably to research administration leadership, based on early results). We convened a first overview roundtable in September 2018; we will convene a second focused on student-related issues in conjunction with the EDUCAUSE Learning Initiative meeting in February 2019, and additional workshops on institutional privacy policy and on support of research later in the program year. We will be producing summaries of these meetings, and conducting sessions on what we learn. Most importantly, the outcomes of these discussions will be essential in shaping future CNI program initiatives.

## Today's Learners and Digital Environments

Digital technologies and the global nature of higher education today are accelerating changes in colleges and universities in a variety of ways. There are increasing calls to make higher education more affordable and more accountable for student outcomes. One response has been the growing use of analytics software to track student behavior related to learning; this is used to improve student performance and outcomes, and to inform faculty members. We are serving on an advisory group of an IMLS-funded project to explore the relationship between institutional learning analytics and measures related to library use. We help institutions understand the need to reconfigure some of their services and their physical and virtual spaces to reflect the ways in which our students work with technology and information today. Another programmatic emphasis is to assist our members in thinking about the content issues related to the use of educational resources in this environment, whether making digital content available in global online platforms, instituting a campus e-textbook pilot program, or working with faculty to produce open educational resources (OERs).

As both students and faculty increasingly produce new digital information, sometimes incorporating parts of others' work, and often in complex social software contexts, they have a pressing need to understand a wide range of issues including intellectual property, privacy, preservation, format standards, and metadata creation. A variety of digital literacies (information, technology, and visual) are converging as students, faculty, and others produce innovative digital content.

## Spaces and Services that Support Technology-Enhanced Research and Learning

Campuses are building or renovating physical, technology-enabled spaces to support research and learning. CNI continues to have a strong focus on spaces that enhance new modes of teaching and learning; for example, spaces configured to support collaborative student projects employing technology and a range of information resources. Our interest stresses aligning new services and new technologies within the spaces that have been built to enhance the teaching and learning mission of the institution. Spaces that promote the integration of content and technologies into student-produced work in a way that engages students in the academic enterprise (whether media labs, studios, information/learning commons, or specialized classrooms) are a particular focus, highlighting the innovative ways that library spaces, technologies, and services are enabling pedagogical and curricular change. We are following developments in makerspaces, which often offer capabilities such as 3-D printing to support work in a wide variety of disciplines and the addition of VR stations.

Our work also emphasizes how these spaces can provide mechanisms for various professional collaborations to offer student-centered services. Librarians, instructional technologists, multi-media specialists, information technologists, and writing center staff are some of the partners who may work together to offer joint services in these types of spaces.

CNI co-sponsored a major conference, *Designing Libraries for the 21st Century VII*, at the University of Calgary in September 2018, and we are planning the next conference in the series for 2019. We are working to take some lessons learned to a broader community through webinars and sessions at conferences.

Many institutions are interested in understanding the learning spaces of other campuses when they are planning renovations or new buildings. They seek data, photos, floor plans, and service models for new learning spaces, including classrooms, media studios, learning or information commons, and small group collaborative spaces. We recently worked with the ARL Assessment Committee on the development of the "spaces" component of their Research Library Framework, which identifies priority areas for assessment. In addition, we work to highlight the FLEXSpace project and the North Carolina State University (NCSU) Learning Space Toolkit's Space Browser, and the Learning Space Rating System, all of which provide useful information about campus spaces.

The assessment of learning spaces continues to garner attention. In December 2018 we will co-host a workshop with the Learning Spaces Collaboratory to look at good practices for assessing the relationship between learning and library spaces, and we will co-facilitate a workshop on this topic at the Library Assessment Conference.

## Supporting Emerging Scholarly Research Practices at Scale

Changes in research practices and scholarly communication are creating new faculty needs for expert consultation and training in technologies such as visualization and research data management, the best use of new publication and dissemination venues for scholarship, and intellectual property issues. The source of these demands is shifting from early adopters to the faculty at large. Libraries

and IT organizations are hiring or training new types of staff with the skills to both partner with and support faculty in their digital scholarship and e-research activities. Many institutional programs are still at an early stage and may reach a limited number of faculty and departments. Institutions are experimenting with new organizational structures as well. Building on the paper produced by the EDUCAUSE Center for Analysis and Research (ECAR) on which we collaborated in 2017, we will continue to assist institutions in understanding how to develop partnerships and services at scale, which will continue to be a programmatic focus in the coming year. Humanities faculty, who often receive much less grant support than their counterparts in the sciences, have a particular need for institutional services to support their digital scholarship. We are also a partner in the NCSU Data Science and Visualization Institute for Librarians, which was held in June, 2018 and will be offered again May 13-17, 2019.

For several years we have been highlighting digital scholarship centers as an emerging area of interest in both research and college libraries. These centers typically provide high-end technologies, in-depth consultation for faculty, graduate students, and upper-level undergraduates working on capstone projects, and a suite of spaces. They represent an institutional response to the need for services to support new kinds of scholarship. CNI has produced articles and issued reports encouraging better understanding of the rationale and mission for a center, suggestions for good practice, and models of staffing, funding, and provision of services, and we supplemented the report with related materials on our website. We have held two well-attended workshops on this topic, co-sponsored by ARL, and will hold our next workshop on digital scholarship at Northeastern University in March 2019. In addition, this has been a topic of great interest during CNI staff visits to campuses.

Innovation and partnerships are components of work in digital scholarship as well as other areas, and we co-sponsored the ARL-CNI Fall Forum “Innovation in Research Libraries” in September 2018.

## Museums, Libraries and Scholarship

Museums are not simply stewards of content; they are organizations with deep expertise and important learning spaces in their own right. Yet at too many institutions our university museums struggle to achieve the breadth and depth of engagement appropriate to their potential contributions. In January 2016, CNI, working together with the Kress and Mellon Foundations, the Association of Art Museums and Galleries, and ARL, co-convened a meeting, hosted by the University of Miami, of library and art museum directors for a discussion of cooperation and collaboration within the broader institutional missions of teaching and learning, research and public service. The event was the beginning of an extended dialog and collaboration. A report of the meeting is available, and an Executive Roundtable followed in fall 2017. A related follow-up workshop was held in Amherst, MA in October 2018.

## Executive Roundtable

CNI’s Executive Roundtable series assembles executive teams (usually the chief librarian and chief information technology officer, but varying depending on the topic) from about 10 member organizations for a focused discussion on a topic of interest on the morning of the first day of each membership meeting. Launched in 2003, the Executive Roundtables build on the theme of collaboration between librarians and information technologists that has been at CNI’s foundation. Recent topics have included moving content to the cloud, strategies for preserving email, supporting digital humanities, privacy in the age of analytics, funder mandates, compliance and access to research results, institutional strategies for OERs, library and IT partnerships with campus museums, and rethinking IR strategies. Reports of selected Roundtables are available on the CNI website.

The Fall 2018 Executive Roundtable will focus on the many challenges of itinerant researchers, and the spring 2019 Roundtable is currently planned to address what materials should be maintained locally and what is appropriate for cloud hosting.

## July 2018 Jisc-CNI Joint Meeting

The biannual joint Jisc-CNI conference was held in July 2018 in Oxford, England, on the theme of “The Changing Role for Libraries in the Context of the Research University.” An invitational roundtable followed the conference and a report will be issued on findings and proposed next steps. These events provided rich communication channels for exchange of ideas between US and UK colleagues. We expect to hold our next meeting in summer 2020.



## Building Technology, Standards, & Infrastructure

CNI continues to be engaged in key areas of standards and infrastructure development. We are particularly concerned with facilitating the difficult and delicate transition of standards and technologies into operational infrastructure for the research, higher education and library communities. For example, federated identity management is becoming a key infrastructure component to support research using resources beyond a single campus. Another example: while there has been good work recently on linked data and on annotation, there are practical deployment questions, regarding where data is actually hosted and where computation occurs, that still need to be fully explored.

In addition to the specific program initiatives described here, CNI participates in and tracks a wide range of developments in areas as diverse as identifiers, digital books, metadata standards, distributed and federated network services, harvesting technologies, recommender systems, and personalization technologies. As we look at an evolving landscape that includes commercial web search engines, traditional library automation tools such as online catalogs, stand-alone abstracting and indexing databases, systems deployed by scholarly publishers, museums, and other content providers, and learning management systems, the Coalition is concerned with architectural and standards frameworks that can facilitate integration and interoperation. This perspective has motivated much of our work over the last few years on cyberinfrastructure, IRs, the various components of the Open Archives Initiative (including the protocol for metadata harvesting, the object reuse and exchange protocol, and, most recently, the Open Annotation work), and learning management systems. One of our most important contributions is the ability to promote discussions across project and technology silos that help to reduce redundancy, increase coherence, and facilitate scalability.

Currently, we see a number of trends that we believe will drive a renewed focus on standards and infrastructure, including the proliferation of mobile devices (smart phones, tablets, e-book readers, etc.), the move towards data resources as part of the infrastructure (changes in identity management, bibliographic control, etc.), and the move towards cross-institutional systems (web-scale discovery and resource sharing, cloud computing, and distributed storage). Many of the latest developments couple technical issues with policy challenges in novel ways.

We also continue to track and inform our members about developments in technologies that promise to change the way we can capture or document objects and events digitally (for example, through developments in computational digital photography and image capture), and the way we can share or reproduce them (for example, through 3-D printing technologies), or the way we produce, manage and use content employing new technologies such as AR and VR.

There are more basic technology developments that we are also tracking closely because we believe that they have longer-term but very high impact implications: issues around security; quantum computing; resilience in technologies; 5G wireless deployment; machine learning and “artificial intelligence” (usually a misnomer) related systems, to name only a few.

### Institutional Infrastructure to Support Research

There is a renewed focus on campus infrastructure to support research programs. Developments include: policy, technical, and economic influences that are leading to a partial re-centralization of computing functions; radically new high performance network and distributed computing technologies; a rethinking of storage functionality and economics; requirements for long-term data management, curation and preservation; and growing faculty demands for informatics support services. An additional dimension of these needs involves information and technology intensive collaborations among groups at multiple campuses (sometimes characterized as laboratories or virtual organizations) and virtual research environments that enable such collaborations. Complementing the organizationally oriented work on e-research already described, CNI is also concerned with the institutional and cross-institutional development of technical infrastructure, with a particular focus on large-scale storage and data management (discussed in more detail earlier), and on collaboration tools and environments. Of particular concern is the persistently difficult integration of investment in national-level research infrastructure and campus-level investments and approaches. These issues are also central to strategies for research data management stewardship discussed earlier.

## Security, Privacy, Identity and Access Management

CNI takes a broad view of security, integrity, privacy and access management issues as they relate to the management of licensed resources and the stewardship and preservation of digital content. New technological capabilities (notably the ability for users to amass and maintain massive personal digital libraries which include large amounts of copyrighted material drawn from licensed databases or large collections of digital books on proprietary reading platforms) continue to raise complex questions with both technological and policy dimensions. CNI believes that we must continue to explore new behaviors and practices such as the building of workgroup or personal collections combining public and private materials, or large-scale text or data mining that spans published literature and databases and unreleased research results, or the emerging commerce in information about reader behaviors in various contexts.

We conducted an Executive Roundtable at the spring 2015 meeting that broadly explored privacy in an age of analytics. A specific area on which we continue to focus is so-called “reading analytics,” including their interactions with learning analytics in e-textbooks. A major article exploring aspects of such analytics was published in *First Monday* in April 2017.

Authentication and authorization are now established as essential infrastructure components for network-based services and have become a particularly critical need as institutions increasingly rely on site license agreements with information providers, implement online and distance education initiatives, and form consortia for resource sharing or educational initiatives. They are an essential underpinning for data sharing and data reuse. The Coalition has been supporting partners such as Internet2, EDUCAUSE, and InCommon in pursuing a program to define technology approaches, standards, best practices, and policy and business issues for such inter-organizational authentication and authorization infrastructures. Our March 2015 workshop on privacy highlighted the need for further work in extending these technologies so that they are easily used in systems deployed by researchers as well as institutional systems. In August 2016 we released the results of a member survey we conducted on privacy practices surrounding both technical and contractual practices related to licensed external content resources; as a follow-on to this report we will be looking further at the interactions among attribute based authorization and attribute policies, privacy, and usage data that can be gathered to help in resource allocation decisions.

## The Coming Convergence Of Identity Management, Biography, Bibliography and Social Discovery

We will continue exploring the potential future convergence, or at least linkage, between identities as established by campus-based identity management systems on one hand, and personal names as used in the context of scholarly communication, citation, and bibliographic control name authority on the other. Historically, these worlds have been almost completely separate and highly insular, but the emergence of sophisticated author rights retention strategies, institutional and disciplinary repositories, advanced bibliometrics and webmetrics, faculty activity tracking and research management systems, and directories and social discovery systems in academic settings, are clearly bringing them into closer alignment. Connections to public history, genealogy, and prosopography or large-scale biography are also fast emerging, essentially recognizing potential continuity between forward-looking infrastructure and historical documentation. We are also seeing bridges being established between resources of a primarily academic nature and tools used by the broad public (including Wikipedia). A very important development that CNI is helping to advance is the work towards a National (and ultimately international) Archival Authorities Infrastructure through the Social Networks and Archival Context (SNAC) Consortium. We are also exploring the role that linked data may play in facilitating the interchange and reuse of digital biographical information.

Numerous systems, databases, and initiatives that are relevant to parts of this program, such as the Open Researcher and Contributor ID (ORCID), the International Standard Name Identifier (ISNI), the Virtual International Authority File (VIAF), VIVO, and new developments within Web of Science, Microsoft Academic Search, Google Scholar, and other platforms, are making this an extraordinarily dynamic and exciting area. In addition, it is clear that Linked Open Data technologies are going to play a significant role in this work, and questions of both scale and data consistency and provenance will become central.

## Selected Recent Publications by CNI Staff

### Reports

*Refreshing the Agenda and Priorities for Collaboration.* Report of a CNI-convened invitational meeting of senior IT and library leaders held Sept. 2018 (forthcoming).

*Strategies for Preserving Institutional and Researcher Email.* Report of a CNI Executive Roundtable held April 11-12, 2018 (Sept. 2018).

*Responding to the Move of Content to the Cloud: GitHub, Figshare, YouTube, and Similar Services.* Report of a CNI Executive Roundtable held Dec. 10-11, 2017 (Feb. 2018).

*Rethinking Institutional Repository Strategies.* Report of a CNI Executive Roundtable held April 2-3, 2017 (May 2017).

*Library and IT Partnerships with Campus Museums and Archives.* Report of a CNI Executive Roundtable held Dec. 12, 2016 (Jan. 2017).

### Articles

Clifford A. Lynch. "Managing the Cultural Record in the Information Warfare Era." *EDUCAUSE Review*. Nov/Dec 2018.

Clifford A. Lynch. "Practical Consequences of the Elimination of Net Neutrality for the Research & Education Community: A Speculation." *Research Library Issues* 293 (2018).

Joan K. Lippincott, Quinn Dombrowski. "Moving Ahead with Support for Digital Humanities." *EDUCAUSE Review*. March/April 2018.

Joan K. Lippincott. "The Link to Content in 21st-Century Libraries." *EDUCAUSE Review*. January/February 2018.

Clifford A. Lynch. "Stewardship in the 'Age of Algorithms.'" *First Monday* 22:12 (Dec. 2, 2017).

Clifford A. Lynch. "Born-Digital News Preservation in Perspective." *Preservation, Digital Technology & Culture* 46:3 (October 2017), p. 94-98.

Joan K. Lippincott. "The Differences Academic Disciplines Make." *Digital Literacy in Higher Education, Part II: An NMC Horizon Project Strategic Brief* vol. 3-4 (August 2017), p. 28-29.

Clifford A. Lynch. "The Rise of Reading Analytics and the Emerging Calculus of Reader Privacy in the Digital World." *First Monday* 22:4 (April 3, 2017).

Clifford Lynch. "Updating the Agenda for Academic Libraries and Scholarly Communications – Guest Editorial." *College & Research Libraries* 78:2 (February 2017), p. 126-130.

Sarah K. Lippincott and Joan K. Lippincott. "Faculty Research and Scholarly Communication." *Academic Librarianship Today*, Todd Gilman (editor). Lanham, MD: Rowman & Littlefield (2017), p. 68-81.

### CNI Staff Contributed to these Selected Recent Reports:

Report of the Jisc and CNI Leaders Conference 2018, Oxford University, UK. Forthcoming.

National Academies of Sciences, Engineering, and Medicine. *Open Source Software Policy Options for NASA Earth and Space Sciences*. Washington, DC: The National Academies Press. 2018.

Kirk M. Anne et al. *Building Capacity for Digital Humanities: A Framework for Institutional Planning*. ECAR Working Group Paper. Louisville, CO: ECAR, May 31, 2017.

CNI reports, most articles, and selected presentations, interviews, and third party reports are linked to from [www.cni.org/publications](http://www.cni.org/publications).

# Membership List

(As of November 2018)

Alfred P. Sloan Foundation  
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## IMAGE CREDITS

Front (left to right; top to bottom):

### *Sculpting a Basin*

The transformative power of water, wind, and gravity is on full display in Iraq's Ga'ara Depression. The rim of this large, oval-shaped basin near the Iraq-Syria border rises a few hundred meters along its southern and western edges. <https://earthobservatory.nasa.gov/images/91944/sculpting-a-basin>

Courtesy: NASA Earth Observatory

Image by Joshua Stevens, using Landsat data from the U.S. Geological Survey. Story by Adam Voiland.

### *ALICE Event Display of a Pb-Pb Collision at 2.76A TeV*

One of the first lead-lead collisions at the Large Hadron Collider, recorded by the ALICE detector in November 2010.

Photograph: Weber, Steffen Georg; Andronic, Anton

Date: 09-07-2015

Courtesy: CERN

### *"Glassbrain" (Image 1)*

Part education tool, part neuroscience party trick, the Glassbrain app was first used on stage in 2012 on Mickey Hart, former drummer for the Grateful Dead, to show his brain reacting to music. A cap detects the different types of waves and signals pinging across the user's brain. The app then displays them in real time on a 3-D image built from brain scans taken earlier.

Credit: Adam Gazzaley, Roger Anguera Singla, Rajat Jain, Tim Mullen, Christian Kothe, John Fesenko, Oleg Konings and Matt Omernick; University of California, San Francisco

Courtesy: National Science Foundation

### *Astrolab*

Maker: Muhammad Zaman al-Munajjim al-Asturlabi (active 1643–89)

The Metropolitan Museum of Art, [www.metmuseum.org](http://www.metmuseum.org)

Credit: Harris Brisbane Dick Fund, 1963

Accession Number: 63.166a–j

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### *CMS Higgs Search in 2011 and 2012 Data: 3D Perspective*

The event shows characteristics expected from the decay of the SM Higgs boson to a pair of photons.

Photograph: McCauley, Thomas; Taylor, Lucas

Date: 07/05/2013

Courtesy: CERN

Back (left to right):

### *Astronomicum Caesareum*

Artist: Michael Ostendorfer (German, (?) ca. 1490–1549 Regensburg)

The Metropolitan Museum of Art, [www.metmuseum.org](http://www.metmuseum.org)

Credit: Gift of Herbert N. Straus, 1925

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### *Ocean Life*

Artists: James M. Somerville (1825–1899) & Christian Schussele (1824–1879)

The Metropolitan Museum of Art, [www.metmuseum.org](http://www.metmuseum.org)

Credit: Gift of Mr. and Mrs. Erving Wolf, in memory of Diane R. Wolf, 1977

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