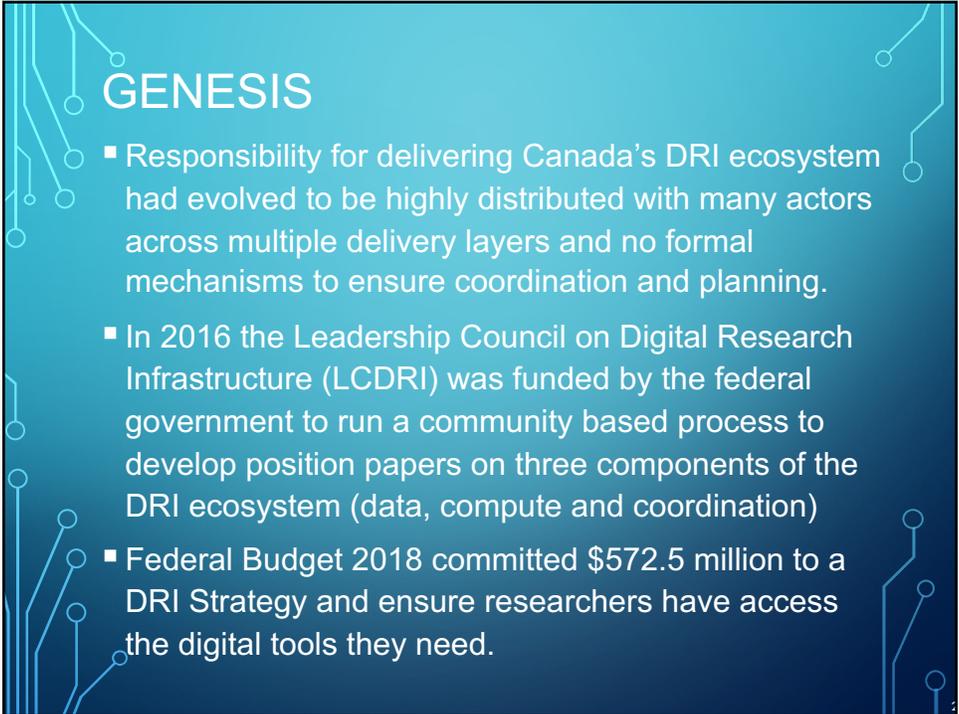




NEW DIGITAL RESEARCH INFRASTRUCTURE ORGANIZATION (NEW ORG) CONSULTATIONS ON GOVERNANCE

COMMUNITY CONSULTATIONS
SEPTEMBER–OCTOBER, 2019



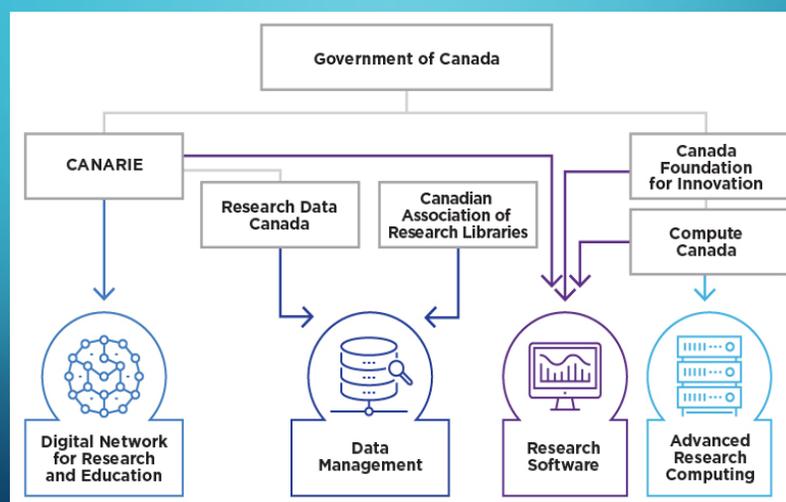
GENESIS

- Responsibility for delivering Canada's DRI ecosystem had evolved to be highly distributed with many actors across multiple delivery layers and no formal mechanisms to ensure coordination and planning.
- In 2016 the Leadership Council on Digital Research Infrastructure (LCDRI) was funded by the federal government to run a community based process to develop position papers on three components of the DRI ecosystem (data, compute and coordination)
- Federal Budget 2018 committed \$572.5 million to a DRI Strategy and ensure researchers have access the digital tools they need.

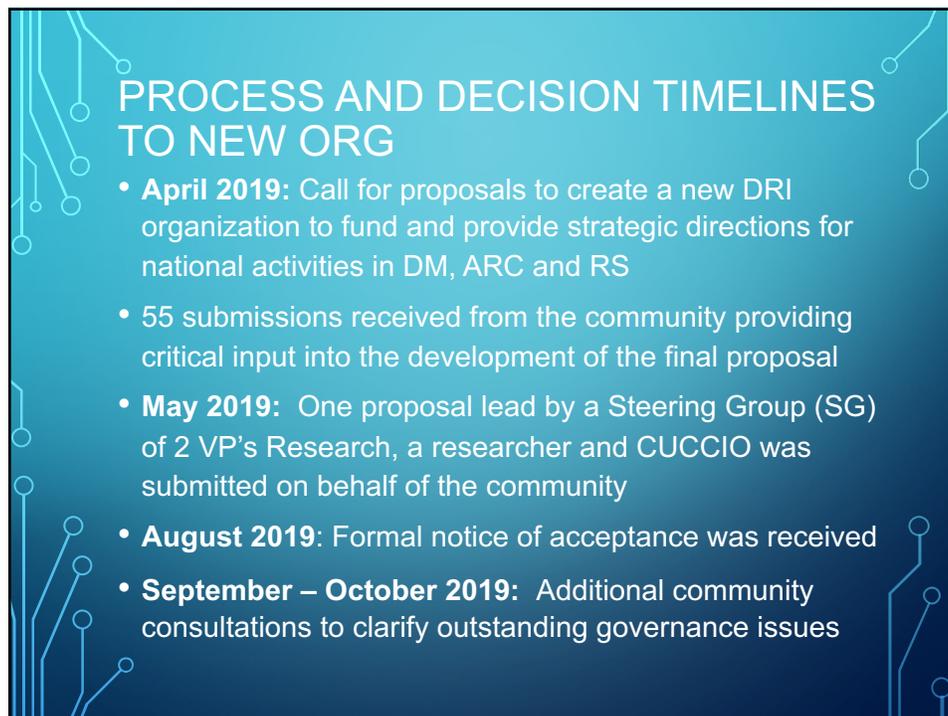
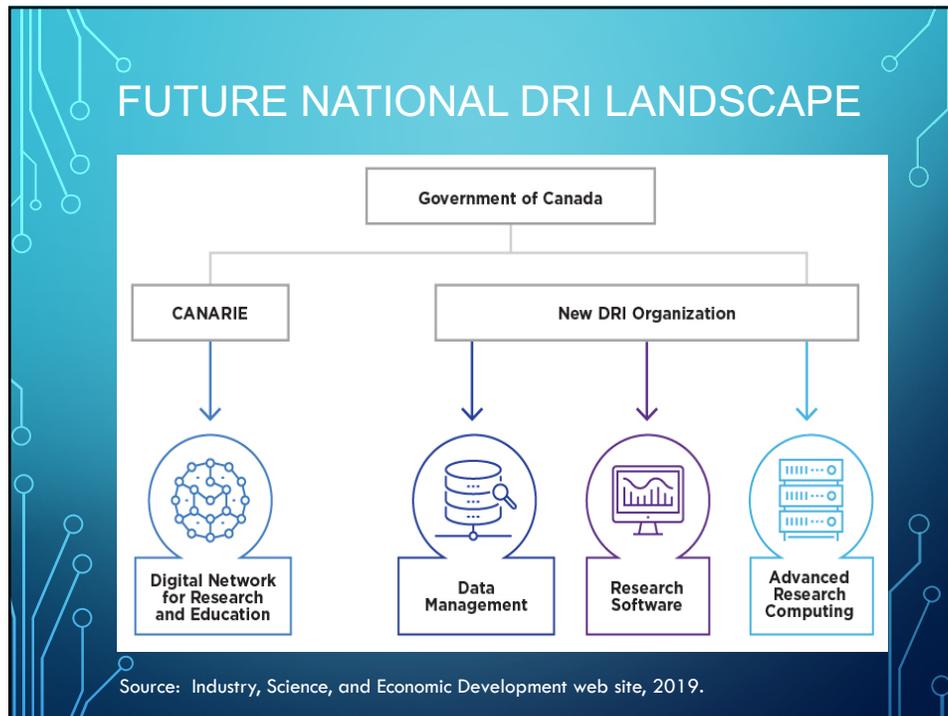
FEDERAL DRI STRATEGY

- Provides funding up to \$375M for a national not-for-profit organization to advance and invest in national DRI activities in data management (DM) research software (RS) and advanced research computing (ARC)
- Invests \$50M to immediately expand ARC capacity.
- Invests \$145M for CANARIE to renew its mandate and enhance cyber-security and Northern connectivity.
- New Org to work with CANARIE and Compute Canada Federation to transition ARC, RS and DM and collaborate with CANARIE going forward

CURRENT NATIONAL DRI LANDSCAPE



Source: Industry, Science, and Economic Development web site, 2019.



ACTIVITY TIMELINE TO NEW ORG

| | |
|----------------------------|--|
| 2018 | <ul style="list-style-type: none"> • Federal government funds position papers • Federal budget announcement \$572.5M • ISED develops discussion paper based on position papers and validates through targeted discussions |
| 2019 | <ul style="list-style-type: none"> • Federal call for New Org proposals on April 6, submission deadline of May 6 • Steering group leads development of proposal • Proposal formally accepted in August • Applicant Board established in September |
| Current to end of calendar | <ul style="list-style-type: none"> • Applicant Board in place • Community consultations on governance underway • Finalization of inaugural governance • Establishment of Inaugural Board |
| Early 2020 | <ul style="list-style-type: none"> • Inaugural Board and senior team in place • Transition planning with CANARIE, CFI and Compute Canada • Strategic planning and researcher needs assessment • Inform ISED discussions on new funding models for other layers |

IMPLEMENTATION ACTIVITIES TO NEW ORG

- Applicant Board established to:
 - Incorporate a new not-for-profit (i.e. establish initial by-laws, file incorporation papers, develop initial contribution agreement)
 - Undertake the community consultations required to address outstanding governance issues.
- Applicant Board members:
 - Guillaume Bourque, Director, Canadian Centre for Computational Genomics, McGill University;
 - Barbara Kieley, Retired Partner Ernst & Young;
 - Peter MacKinnon, President Emeritus, University of Saskatchewan; former interim president, Dalhousie and Athabasca Universities;
 - Lori MacMullen (Chair); Executive Director, Canadian University Council of Chief Information Officers (CUCCIO).

INAUGURAL BOARD RESPONSIBILITIES

- Recruit CEO
- Oversee initial operational activities of new org including:
 - Transition planning with CANARIE, CFI and Compute Canada retention with the objective of ensuring the retention of the highly qualified people (HQP) and continuity of services to researchers
 - Researcher needs assessment and further community consultations to inform the strategic plan, 2021 – 2024 corporate plan and contribution agreement
 - Provide input to ISED discussions on new funding models

APPLICANT BOARD RESPONSIBILITIES

- Design the Board and Membership model
- Design the required governance structures
- Draft the inaugural bylaws
- Establish Inaugural Board and recruit members
- Hold first AGM and Members' meeting
- Transition responsibilities to Inaugural Board

NOW IT'S YOUR TURN

- Each table to select a reporter and a scribe
- Summary of input can be sent by email to info@engagedri.ca (preferred) or left on table for collection
- There will be two sets of three questions
- 30 minutes to answer first three
- Break
- 30 minutes to answer second set
- Verbal report out to the room on both sets of questions

MEMBERSHIP

New Org will be a membership organization. During the proposal development process there was general agreement on a membership model based on two categories of members – voting and non-voting and where:

- Voting members would be academic research institutions
- Non-voting members would be other key DRI ecosystem stakeholders (e.g. associations)

Questions

- Is the proposed membership model (i.e. two categories) still appropriate?
- What role should members play in New Org?

MEMBERSHIP CRITERIA

A number of stakeholders proposed that the definition of eligibility for membership in New Org be based on the tri-agency definition of eligibility for funding.

It should be noted that membership will not be required to access the services of New Org.

Using this definition members in new org would be drawn from a broad range of post-secondary institutions including universities, colleges, polytechnics and research hospitals.

Questions

- Is the tri-agency definition still appropriate? If no, what is?
- How should a research institution be defined?
- How should research hospitals be considered in the definition?
- Should the criteria for membership be defined as “holding” tri-agency grants or “eligible to hold” grants?

MEMBERSHIP FEES

The collection of membership fees will provide the new organization a revenue source that

- is not bound by the contribution agreement
- can be directed to other activities aimed at increasing services to researchers

Questions

- How should the membership fee model be structured (e.g., flat rate + research intensity component, research intensity only?)
- What level of fee might be appropriate?

SUMMARY OF QUESTIONS: MEMBERSHIP

- What should the membership model be?
- What role do the members play in the model?
- How should research institution be defined as a criteria for membership?
- Should research hospitals be considered as eligible to be members?
- Should member institutions be defined as holding tri-agency grants or eligible to hold grants?
- How should the membership fee model be structured (e.g., flat rate + research intensity component, research intensity only?)
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BOARD COMPOSITION

The federal government has provided the following direction to the Applicant Board relating to the composition of the Inaugural Board.

Using best efforts the composition of the Board should reflect the governments policy on equity, diversity, and inclusion (e.g. 50% women)

- There must be an appropriate representation of independent directors (defined as having no direct benefit and no material relationship with entities funded by the new DRI organization).
 - Be led by an independent Chair
 - Be comprised of directors that represent geographic interests
 - Have directors with knowledge of ARC, RS and DM
 - Have appropriate researcher representation

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BOARD SIZE AND RECRUITMENT

Previous consultations indicated a Board of 12–15 Directors
In addition to the requirements from the federal government
the Board must:

- have the mix of skills and experience required to oversee its activities and direction
- be recruited and selected using an open and transparent process to maintain the confidence of the community

Questions

- Is a board of 12 – 15 directors still appropriate?
- Is there a preferred process for recruitment of potential directors?
- Are there specific competencies that should be considered?

USER COUNCIL

A User Council composed of researchers with two members on the Board was proposed as an important and critical success factor for New Org.

Questions

- What should the roles and responsibilities of the User Council be?
- Should there be a formal User-Council representation on the Board?
- How can the User Council best provide its advice to the Board and management?

NAME OF THE ORGANIZATION

New Org has been used as a place holder name for the proposed new not-for-profit entity.

Question

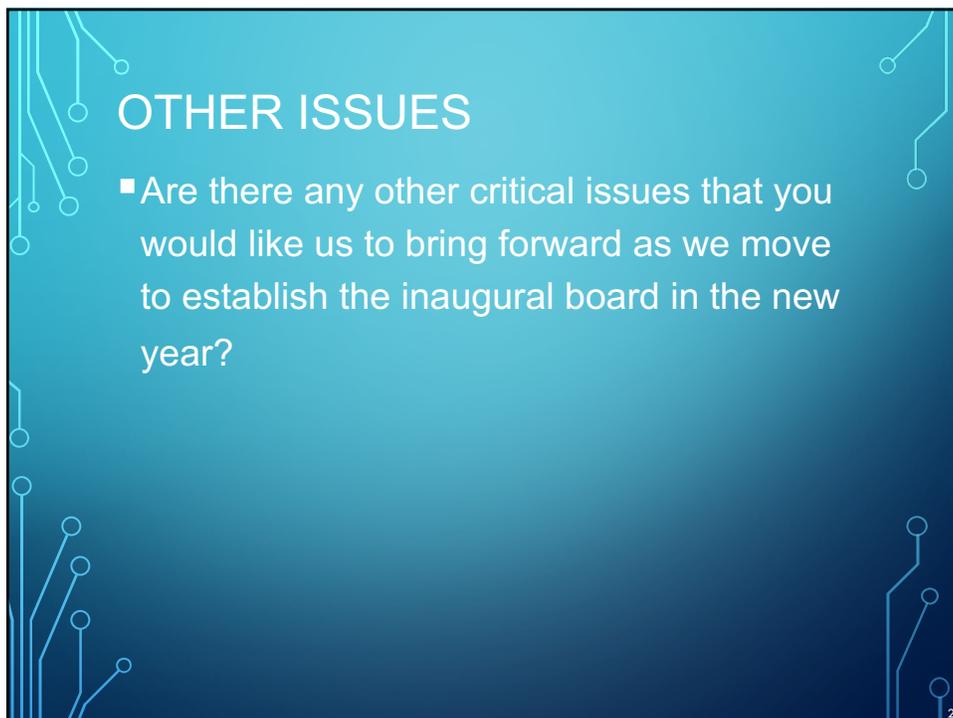
- Do you have any suggestions for a name for the new organization?

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SUMMARY OF QUESTIONS: GOVERNANCE

- Is a board of 12 – 15 directors still appropriate?
- Is there a preferred process for recruitment of potential directors?
- What should the roles and responsibilities of the User Council be?
- Should there be a formal User-Council representation on the Board?
- How can the User Council best provide its advice to the Board and management?
- Do you have any suggestions for a name for the new organization?

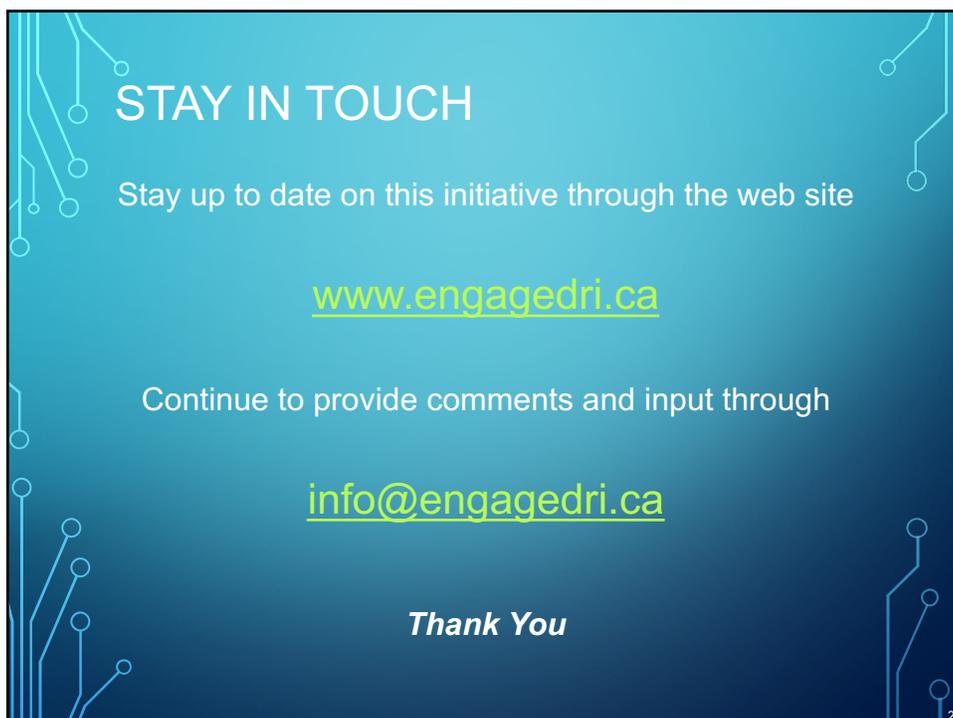
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OTHER ISSUES

- Are there any other critical issues that you would like us to bring forward as we move to establish the inaugural board in the new year?

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STAY IN TOUCH

Stay up to date on this initiative through the web site

www.engagedri.ca

Continue to provide comments and input through

info@engagedri.ca

Thank You

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