



Catholic Research Resources Alliance

CRRA Survey on Strategic Directions for CRRA

Survey Results: Conclusions and Analysis

December, 2011

About this report:

The CRRA Five Year Strategic Planning Task Force distributed a survey on strategic directions for CRRA to 146 CRRA members on Nov. 17 and the survey was closed on December 12 at 12:00 pm Eastern time. A total of 69 surveys were completed, or 47% of the total population.

Data from the survey is comprised of two primary types:

- Numerical data from the ranked responses (#2-#5) where respondents were asked to rank statements as 1 (most important) to 5 (least important)
- Open-ended questions requiring textual responses (#6-#8) and textual responses given by respondents to supplement their answers in questions #2--#5

This report begins with an overview of both the numerical and textual survey responses, with a summary of observed trends and highlights. We invite task force members to review the data and to suggest themes, trends, and highlights that we may have missed. We recognize the hazards of bias and subjectivity in our analysis and welcome your observations.

For those wishing to see the full data analysis, see [Part 2: Analysis in this document](#). Complete responses as given by respondents are in Part 3: Responses_raw, attached.

Submitted December 14, 2011 by:

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Part 2: [Analysis](#)

Part 3: Responses_raw (attached as a separate document)

Part 1: Conclusions and Summary of Results

Summary: Interpretation of ranked responses

Among all ranked statements, the top-ranked statements were:

- Continue discovery via metadata records in the portal (with links to full digital content on contributor or other sites as available)
- Provide and/or facilitate collaborative grant opportunities to digitize and describe resources, etc.
- Place greater emphasis on rare and unique items and collections

- Place greater emphasis on other formats...”

The highest ranked choice among all four “ranked” answers was (from Question #3) “Continue discovery via metadata records in the portal (with links to full digital content on contributor or other sites as available)”. The second highest ranked choice among all four “ranked” questions was (from Question #4) “Provide and/or facilitate collaborative grant opportunities to digitize and describe resources, etc.” This would seem to indicate high support for continuing and improving the model already in place, with an added emphasis on seeking outside opportunities to improve the content – both metadata and digital content – accessible through the portal.

The question of content in the portal (Question #2) also reflects a desire to continue to do what the portal has been doing – ranked #1 was “Place greater emphasis on rare and unique items and collections,” followed closely by “Place greater emphasis on other formats...” This supports the conclusion above, that members want continuation of the original mission of the portal with improvements to access and content, and clarification of scope.

All of the answers to Question #5, regarding additional revenue streams, were fairly low-ranked. The highest ranked choice, “Pursue partnerships with professional organizations,” was the lowest-ranked #1 choice in the survey. Members may need further information before fully supporting or reaching any consensus on additional revenue streams. There seems to be particularly low support for pursuing partnerships with commercial vendors.

Summary: Interpretation of textual (qualitative) responses

Themes emerged from respondents’ comments that echo the task force’s identification of two pillars: content and community. We have added a third category for the CRRA business model.

Content (includes scope, content and portal infrastructure)

- Keep the portal a freely discoverable resource
- Make the portal *the* destination for Catholic materials. Improve upon what is begun:
 - Enhance searchability, update the look,
 - Continue to emphasize rare, unique materials and make that a solid focus
- Add digitized content, add as many links as possible to content
- Once the portal content, scope, and infrastructure is in place, begin to explore other services such as a scholars collaborator
- Text responses emphasized providing greater access to digitized content, with emphasis on adding links to records as possible, linking to available resources where available, and working to digitize member content and endangered resources.

Community

- Continue membership model, perhaps incorporate a sliding scale to make membership affordable to small institutions
- Conduct user studies to determine what scholars and researchers need and want
- Offer various member services (after the portal is improved). Suggested services include:
 - Introductory training sessions at selected institutions for faculty and students.
 - Develop tools and scholars collaboratory first

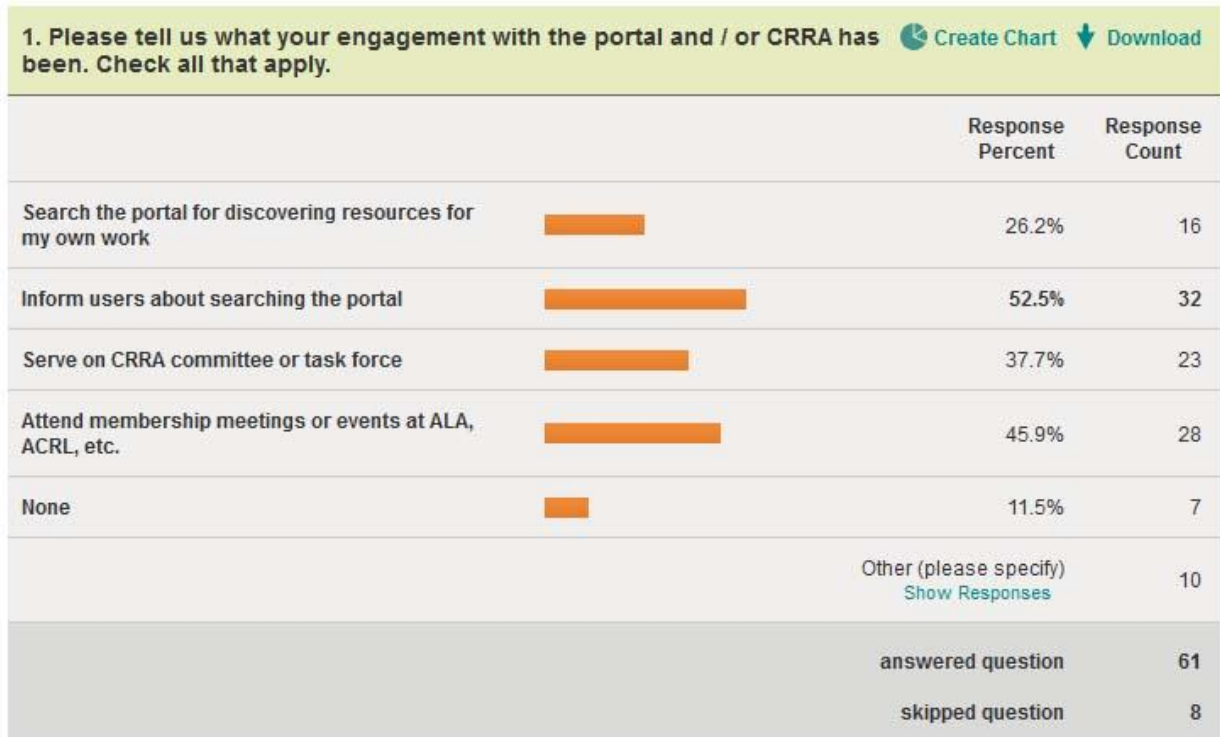
- For institutions who have not done so and/or face staffing or limitations, help them to survey and manage their collections, perhaps with something like Archivists' Toolkit
- Help with digitizing

Business model

- Responses indicated a preference for seeking funding through a variety of sources including foundations and individuals, with a slight refrain for establishing an endowment. Grants were also suggested but less frequently than were endowments, which is contrary to the results of the ranked data that demonstrated support for collaborative grant projects.
- Pursue funding through donors; endowments were cited several times; google ads
- Respondents indicated support for the membership fee model.
- Many suggestions were made for value-added fees, with the caveat that the portal remain freely accessible to all. Suggestions included:
 - Full text access
 - Print on demand
 - Document delivery
 - Hosting fee for institutions using the portal to serve their digitized content
 - Technical support, & technical resource provision
 - CRRRA staff and/or members provide consulting or other fee-based services
 - Publishing efforts (online or in print) to highlight conference proceedings or scholarly articles written with the help of the Portal

Part 2: Data Analysis

Question 1



Reading the individual summaries of ranked responses:

Below each question (#2-#5) is a ranking and summary of the responses. Responses are ranked according to their rating average, with the #1 answer being the answer rated “Most Important” overall for that question. The difference between the rating averages for the each ranked answer and the answer that ranked ahead of it is indicated in italics after each rating. This is to indicate how far apart each of the items are in the ranking and to provide some guidance as to where some items are closely ranked, and others are very far apart.

Reading the summaries of text responses:

Below each question is a summary of text responses given, and organized into broad categories in the order of those most often cited by different respondents in an attempt to depict what was important to the most respondents. In other words, if one respondent mentioned a number of times that a particular initiative was important, the initiative is counted once. If three people support the initiative, it would appear closer to the top of the listing.

Responses given are edited for space, for full statements by respondents, see Responses_raw (separate, attached document).

Question 2

2. In regard to content, how would you like to see the portal scope evolve over the next five years? From the following, please rank all choices on a scale from 1 - 5, with "1" being the MOST important. Create Chart Download							
	1	2	3	4	5	Rating Average	Response Count
Include all Catholic resources, not just rare and unique	18.9% (10)	9.4% (5)	13.2% (7)	20.8% (11)	37.7% (20)	3.49	53
Include resources held by non-member as well as member institutions	13.7% (7)	27.5% (14)	31.4% (16)	23.5% (12)	3.9% (2)	2.76	51
Place greater emphasis on rare and unique items and collections	40.7% (22)	18.5% (10)	16.7% (9)	5.6% (3)	18.5% (10)	2.43	54
Place new emphasis on resources from outside of North America	7.4% (4)	20.4% (11)	25.9% (14)	31.5% (17)	14.8% (8)	3.26	54
Place greater emphasis on other formats, such as images, sound, etc.	29.5% (18)	27.9% (17)	21.3% (13)	11.5% (7)	9.8% (6)	2.44	61
What other content enhancements would you like to see in the next five years? Show Responses							15
answered question							63
skipped question							6

Summary of ranked responses

1. Place greater emphasis on rare and unique items and collection (2.43)
2. Place greater emphasis on other formats, such as images, sound, etc. (2.44) *+01*
3. Include resources held by non-member as well as member institutions (2.76) *+32*
4. Place new emphasis on resources from outside of North America (3.26) *+50*
5. Include all Catholic resources, not just rare and unique (3.49) *+23*

There appears to be broad agreement on the #1 and #2 ranked items. There is a bigger jump from 1/2/3 to 4/5, indicating less agreement on the items ranked #4 and #5.

Summary of text responses

Numbers 1 and 2 (full text and content and scope) reflect many respondents' replies; responses to 3-5 were given by one respondent each.

Text responses emphasized providing greater access to digitized content, with emphasis on adding links to records as possible, linking to available resources where available, and working to digitize member content and endangered resources.

A number of specific suggestions were given to add value to existing records, from enhancing metadata to eliminating duplicate records.

1. Full text
 - a. Digitize unique items that can not be adequately preserved by their current owner as a cooperative effort to preserve the history of American Catholicism
 - b. More links to full-text sources
 - c. Links to full text whenever possible
 - d. More full text items in the portal...possibly having it slowly transform into a repository-type area.
 - e. Digital images and texts; not just finding aids
 - f. Much more digitized content
2. Content and scope
 - a. The primary task that has never been done, and is still essential, trumping all "enhancements", is to define what constitutes "Catholic."
 - a. Histories of orders of nuns and religious women
 - b. Be cautious about including *all* Catholic sources, but expand scope to include core sources, like reference sources, core titles, etc.
 - c. I just cannot conceive how we can include special collections without including things that are not rare and unique. To me what makes a special collection is having a really well developed collection on a topic and that would have to include ordinary material.
 - d. Add links to thesis and dissertations, quality web resources for Catholic Research.
3. Metadata
 - e. Tagging (or something like) that would 'add value' in the metadata for materials that are otherwise findable in WorldCat or ArchiveGrid. E.g.: LC name authority does not indicate whether an author was Roman Catholic, or belonged to a particular religious order, but maybe the portal could in some way, including taking into account the fact that some people leave the priesthood, convert, etc.
 - f. Would be nice to be able to sort authors by whether they were born Roman Catholic or converted, or converted out of Roman Catholicism, etc.
4. Higher standards, and more editorial revision
 - g. e.g., revise and rectify "Language Unknown." (26,385 records under Language unknown as of Dec. 6, 2011.
 - h. Eliminate duplicate records.
 - i. Correct misleading tags, e.g., under Flannery O'Connor, "The Life You Save May Be Your Own" Record indicates: Get full text." which takes user to publisher's description only.
 - j. Supply complete and accurate call numbers, e.g., Special Collections not indicated as integral part of the call number for UND item published in 1714. (Travels of several learned missionaries of the Society of Jesus...1714.)
5. Tools: More ways to interact directly with and analyze the actual content of the resources, as well as ways to categorize and analyze sets of content.

Question 3

3. How would you like to see access to portal resources evolve over the next five years? From the following, please rank all choices on a scale from 1 - 4, with "1" being the MOST important. [Create Chart](#) [Download](#)

	1	2	3	4	Rating Average	Response Count
Continue discovery via metadata records in the portal (with links to full digital content on contributor or other sites as available)	63.2% (36)	12.3% (7)	10.5% (6)	14.0% (8)	1.75	57
Develop expedited delivery options such as scan on demand	3.9% (2)	19.6% (10)	47.1% (24)	29.4% (15)	3.02	51
Develop tools for exploiting access to, analysis and use of content	9.4% (5)	39.6% (21)	24.5% (13)	26.4% (14)	2.68	53
In addition to metadata, include full digital content in a repository hosted by CRRRA	30.0% (18)	31.7% (19)	20.0% (12)	18.3% (11)	2.27	60
What other access enhancements would you like to see in the next five years? Show Responses						9
					answered question	61
					skipped question	8

Summary of ranked responses

1. Continue discovery via metadata records in the portal (with links to full digital content on contributor or other sites as available) (1.75)
2. Develop tools for exploiting access to, analysis and use of content (2.68) *+ .41*
3. In addition to metadata, include full digital content in a repository hosted by CRRRA (2.27) *+ .52*
4. Develop expedited delivery options such as scan on demand (3.02) *+ .34*

Very clear preference for #1 – this is the highest rating average for any item in the survey.

Summary of text responses

The theme here is to continue what we are doing, and do it very well. Improve upon the portal, add much more digitized content.

The order of the categories below reflects the number of respondents answering, from most to least:

1. Portal as discovery and access tool

- a. Highest priority for the portal is continuing to improve how it currently functions as a discovery and access tool--to allow for efficient retrieval of the most relevant results.
 - b. The ability to refine the focus of what is held at individual institutions and see a collection's strengths, by a more prominent browse feature, or some other means. OAI harvesting capabilities would be useful from a submissions point of view, also full EAD.
2. More full text access
 - a. Increase access to the content. Users these days expect digital access.
 - b. Work towards a hosting service for those institutions lacking the resources to have their own digital repository.
 - c. I certainly would like to see more digital content available (LOTS more), but I don't think it has to be hosted by CRRA. Though that would be a nice option for the small places that cannot do it themselves.
 3. 'exploiting access to ... etc."
 - a. something that is the business of the scholars using the data
 - b. most important thing that can be provided to facilitate accurate data mining (for instance) is to provide accurate, clean metadata to be mined. The problem with (e.g.) WorldCat is that the metadata is so volatile and so wildly inaccurate that the GIGO principle works with a vengeance when you try to do anything with it, especially for rare materials.
 - c. If there was an option #5 (not appropriate) I would have chosen that.
 4. Explore and link to existing digital collections
 - a. What percentage of Catholic materials are currently held in Eighteenth Century Collections online? Can you take advantage of digitized collections from this source, and other sources as well?
 - b. The portal should definitely provide links to digital content on external sites when available

Question 4

4. How would you like to see services evolve over the next five years? Create Chart Download								
From the following, please rank all choices on a scale from 1 - 6, with "1" being the MOST important.								
	1	2	3	4	5	6	Rating Average	Response Count
Develop a scholars' collaboratory	17.0% (9)	15.1% (8)	20.8% (11)	18.9% (10)	11.3% (6)	17.0% (9)	3.43	53
Develop, or point to, tools such as data-mining, visualization tools, or data management, that enhance scholarly activity	11.3% (6)	9.4% (5)	20.8% (11)	17.0% (9)	28.3% (15)	13.2% (7)	3.81	53
Provide fellowships for research using portal resources	1.9% (1)	7.4% (4)	13.0% (7)	18.5% (10)	25.9% (14)	33.3% (18)	4.59	54
Sponsor conferences and other modes of face-to-face scholarly interchange	8.9% (5)	17.9% (10)	17.9% (10)	30.4% (17)	14.3% (8)	10.7% (6)	3.55	56
Provide members with support and training in creating metadata records	10.9% (6)	34.5% (19)	18.2% (10)	9.1% (5)	12.7% (7)	14.5% (8)	3.22	55
Provide and/or facilitate collaborative grant opportunities to digitize and describe resources, etc.	50.8% (31)	18.0% (11)	14.8% (9)	4.9% (3)	4.9% (3)	6.6% (4)	2.15	61
What other CRRA support services and tools for scholars, librarians, and / or archivists would you like to see in the next five years? Show Responses								9
answered question								62
skipped question								7

Summary of ranked responses

1. Provide and/or facilitate collaborative grant opportunities to digitize and describe resources, etc. (2.15)
2. Provide members with support and training in creating metadata records (3.22) *+1.07*
3. Develop a scholars' collaboratory (3.43) *+2.21*
4. Sponsor conferences and other modes of face-to-face scholarly interchange (3.55) *+1.12*

5. Develop, or point to, tools such as data-mining, visualization tools, or data management, that enhance scholarly activity (3.81) \pm .26
6. Provide fellowships for research using portal resources (4.59) \pm .78

The rating for the first answer is very high, and for the lowest ranked answer, the rating is very low. There is a big jump from the #1 ranked answer to the #2 ranked answer. Support would appear to be very high for the #1 ranked answer and very low for the #2 ranked answer.

Summary of text responses

A number of questions were posed here along with suggestions for how to support members through training sessions, digitization, and assisting in collection assessment.

1. Member support
 - a. Introductory training sessions at selected institutions for faculty and students.
 - b. Develop tools and scholars collaboratory first
 - c. For institutions who have not done so and/or face staffing or limitations, help them to survey and manage their collections, perhaps with something like Archivists' Toolkit
 - d. Help with digitizing
2. Other:
 - a. Could CRRA have a presence in social media, like on academia.edu, or some other appropriate place?
 - b. Also, modeling other collaborative scholarly efforts, like the Center for History and New Media, could be a possibility.
3. Need more information:
 - a. what other places exist already to foster Catholic scholarly community, e.g. -- should we develop something new, or should we look for ways to take part in existing ones?
 - b. Increase content
 - c. The first priority should be improving the value of the portal by increasing the number of resources it contains, especially from smaller institutions that may have rare and unique items but need assistance in contributing to the portal.
4. Collaboratory
 - a. various means of scholarly collaboration can be added, towards the end of the 5-year period.
5. Fellowship for research
 - a. Fellowships is a really nice idea: would provide double-whammy: both promote the Portal and foster new scholarship, and specifically scholarship in places that may not have the resources to provide visiting scholars with support.
 - b.
6. Conferences
 - a. Develop tools and scholars collaboratory first
7. Grants
 - a. Develop tools and scholars collaboratory first

Question 5

5. To supplement membership dues, what additional revenue streams would you like to see CRRA pursue? Please rank all choices on a scale from 1 - 6, with "1" being the MOST important. Create Chart Download								
	1	2	3	4	5	6	Rating Average	Response Count
Continue providing free / open access for discovery via the portal, but institute fees for premium services, such as access to full content, print on demand or document delivery	49.1% (28)	7.0% (4)	8.8% (5)	3.5% (2)	19.3% (11)	12.3% (7)	2.74	57
Pursue partnerships with professional organizations	24.1% (13)	35.2% (19)	20.4% (11)	5.6% (3)	11.1% (6)	3.7% (2)	2.56	54
Pursue partnerships with commercial vendors	1.8% (1)	14.5% (8)	23.6% (13)	21.8% (12)	21.8% (12)	16.4% (9)	3.96	55
Host conferences, workshops and / or publications for realizing income beyond strict cost recovery	7.0% (4)	21.1% (12)	19.3% (11)	42.1% (24)	8.8% (5)	1.8% (1)	3.30	57
Print on demand byproducts from digitized content (assumes portal is a digital repository of content as well as metadata)	12.1% (7)	19.0% (11)	15.5% (9)	20.7% (12)	25.9% (15)	6.9% (4)	3.50	58
Other (please specify) Show Responses								9
answered question								59
skipped question								10

Summary of ranked responses

1. Pursue partnerships with professional organizations (2.56)
2. Continue providing free/open access for discovery via the portal, but institute fees for premium services, such as access to full content, print on demand or document delivery (2.74) *+18*
3. Host conferences, workshops and/or publications for realizing incomes beyond strict cost recovery (3.30) *+56*
4. Print on demand byproducts from digitized content (assumes portal is a digital repository of content as well as metadata) (3.50) *+20*
5. Pursue partnerships with commercial vendors (3.96) *+46*

The responses to the choices in this question are fairly “cool” overall, with the #1 ranked choice only garnering a 2.56 rating average. This is the lowest “highest” ranking the survey.

Summary of text responses

These were rather all over the board but included suggestions to seek funding from members, endowments, and grants in addition to instituting fees. Again, responses emphasized keeping access free.

1. Add “Support us” link to website.
 - a. Create a way that individuals (including users, scholars, librarians, archivists, and interested individuals) can contribute funds to support CRRA
2. 501c status
 - a. Would it cost a lot to become a recognized non-profit organization with contributions being tax-deductible?
3. Institute fees
 - a. Possibly move to a model where searching the portal is included for CRRA members, but for others, a fee is charged.
4. Funding sources
 - a. Grant opportunities with NEH or IMLS?
 - b. An endowment for CRRA as a center for research?
5. Freely available
 - a. Main thing is to keep it open access.
 - b. Access to the portal should be free.

Question 6

6. Please describe other ways in which the business model could evolve over the next five years. Download	
	Response Count
Show Responses	17
answered question	17
skipped question	52

17 = 25% of 69 respondents; 12% of total population (N=146)
 47% total respondents (69 of 146)

Summary of text responses

Responses indicated a preference for seeking funding through a variety of sources including foundations and individuals, with a slight refrain for establishing an endowment. Grants were also suggested but less frequently than were endowments.

Respondents indicated support for the membership fee model and some individuals expressed concern at the CRRA's concern for becoming like a business.

Aggregation of responses:

If more than one respondent noted a particular reply, the number of times mentioned is indicated in the following by parens and number of respondents.

Responses are listed in order from most often noted to least often noted.

1. Sources of funding

- Seek an endowment (3)
 - Use as a model development plans of major academic institutions
- Sponsorships (2)
- Grants (2)

2. Institutional membership

Broaden membership beyond colleges and universities, institute sliding scale annual membership to participate on CRRA committees, hold office, etc.

3. Fees for services. Services noted by respondents include:

- Full text access
- Print on demand
- Document delivery.
- Hosting fee for institutions using the portal to serve their digitized
- Technical support, & technical resource provision
- CRRA staff and/or members provide consulting or other fee-based services
- Publishing efforts (online or in print) to highlight conference proceedings or scholarly articles written with the help of the Portal

4. Advertisements, for example:

- Institutions seeking grad school applicants,
- Institutions advertising for positions related to Catholic Studies,
- Diocese wishing to promote special exhibits or programs,
- Vendors wishing to sell collections of digitized books, databases, etc.
- Google ads

5. Questioning this direction.

- Emphasize service, not "revenue streams" being a business, etc.
- Hard to rank these: am suspicious of all of them: but all of them also hold potential if set up and managed properly
- Raising revenue, based on material that does not belong to CRRA, to create a CRRA empire I find entirely inappropriate.

6. Keep access free (2)
7. Pursue partnerships with commercial vendors: traditional library services vendors: Gale, ProQuest, etc., not new start-ups like Crivello West.

Question 7

7. What else should we consider? Where do you want the CRRA to be in five years? What would you like to see in the plan? Download	
	Response Count
Show Responses	13
answered question	13
skipped question	56

13 = 19% of 69 respondents; 9% of total population (N=146)

Summary of text responses

Respondents supported the emphasis on collections and community and offered numerous suggestions for outreach to new members and for developing the portal.

Aggregation of responses

1. Build collections/Develop the portal

- Emphasis on rare, unique items
- Sharpen focus, many portal materials do not fit
- Create a portal that facilitates scholarship
 - Interface is dreadful
 - I'd like to see the CRRA interface be more modern
- Position as destination site for Catholic research
- Collaborative digital exhibits
- Index full-text materials with a number of teams working on different projects (newspapers, images, etc.)
- Connect users with content quickly and easily
 - Online full text when possible
 - On-demand scanning where appropriate
 - Clear contact for the holding institution if physical access is the only option.
- Dynamic means scholars to collaborate
- Help institutions with worthwhile materials but low budgets digitize content in an overall attempt to preserve Catholic materials
- Create open source software tools.

2. Build community

Who

- Outreach to smaller and less resource rich institutions
- All sections of the country with at least a regional representation in the database. Build a network of colleagues that can work to bring in new members.
- Collaborate with all Catholic higher ed libraries (univ, sem, et
- Partnerships
 - CPAL Interest Group
 - ATLARC (ATLA) and the
 - Roundtable for the Preservation of American Catholic Materials (Catholic Library Association)

How

- Annual meetings
- Symposia
- CRRRA sponsored and endorsed events
- Media outreach and advocacy
- Creation of open source journal/newsletter
- Creation and embrace of social media - (should immediately have a Facebook and Twitter presence

User studies

- Survey librarians, archivists and historians to see what aspects would help them.
- Sponsor focus groups at various professional organizations, history, theology, religious studies, libraries, archives

Question 8

PAGE: DEMOGRAPHIC INFORMATION

8. What is the name of your institution?	Response Count
Show Responses	54
answered question	54
skipped question	15

54 = 78% of 69 respondents; 37% of total population (N=146)

32 institutions; 29 CRRRA member institutions

*=non-crrra institution

1. Barry University
2. Belmont Abbey College*
3. Benedictine University (2)

4. Boston College (2)
5. Catholic Theological Union (2)
6. Catholic University of America (3)
7. Claretian Missionaries Archives*
8. Creighton University Archives
9. DePaul University
10. Diocese of Bridgeport*
11. Duquesne University (5)
12. Georgetown University
13. Gill Library The College of New Rochelle (3)
14. I do not belong to an institution yet.*
15. King's University College at the University of Western Ontario*
16. Loyola Marymount University
17. Loyola University Chicago (2)
18. Marquette University (2)
19. Philadelphia Archdiocesan Historical Research Center
20. Ryan Library St. Charles Borromeo Seminary
21. Saint Joseph's University
22. Seton Hall University (3)
23. St Edward's University
24. St. Catherine University (2)
25. University of Dayton
26. University of Notre Dame Archives
27. University of Notre Dame Libraries (6)
28. University of San Diego
29. University of San Francisco
30. University of St Mary of the Lake
31. Villanova University (3)
32. Xavier University of Louisiana (2)

Question 9

9. Thank you for responding to our survey. Would you like to be contacted for further discussion? If so, please give your name, email and phone number so that one of our Task Force members may contact you. [Download](#)

	Response Count
Show Responses	19
answered question	19
skipped question	50

[contacts removed for posting of this document]

Submitted by Ann Hanlon and Pat Lawton, Dec. 2011