NDRIO | NOIRN

New Digital
Research Infrastructure
Organization

Nouvelle organisation
d'infrastructure de
recherche numérique

Supporting a World-Class, Collaborative & Competitive DRI Community in Canada

Presentation to Members

July 28, 2020

Agenda

1   **Introductory Remarks -** Peter MacKinnon, Board Vice-Chair

2   **NDRIO Update -** George Ross, Interim Executive Director

3   **Member Discussion & Feedback -** All

4   **General Q&A -** All

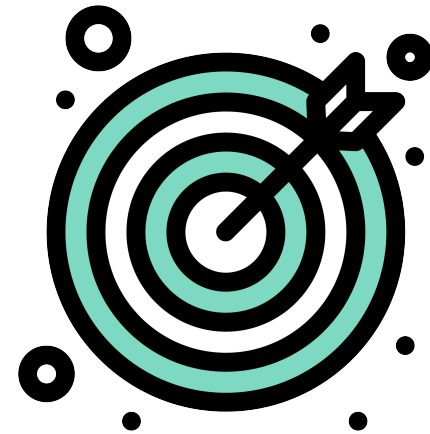**5**   **Recap of Key Dates & Wrap-Up -** George Ross

Peter MacKinnon
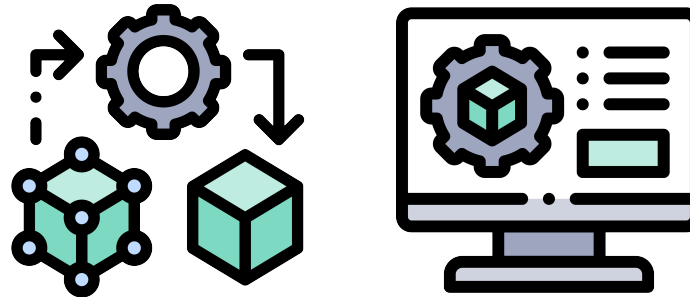Board Vice-Chair

NDRIO Update

Background & Purpose

- To support the Canadian post-secondary research landscape, and to ensure it remains globally competitive, the Government of Canada has earmarked **$572.5M over 5 years** toward a **national Digital Research Infrastructure (DRI) strategy**.

- Innovation, Science and Economic Development Canada (ISED) has set aside **up to $375M** of the 5-year federal funding to establish a national not-for-profit organization: the **New Digital Research Infrastructure Organization (NDRIO)**.
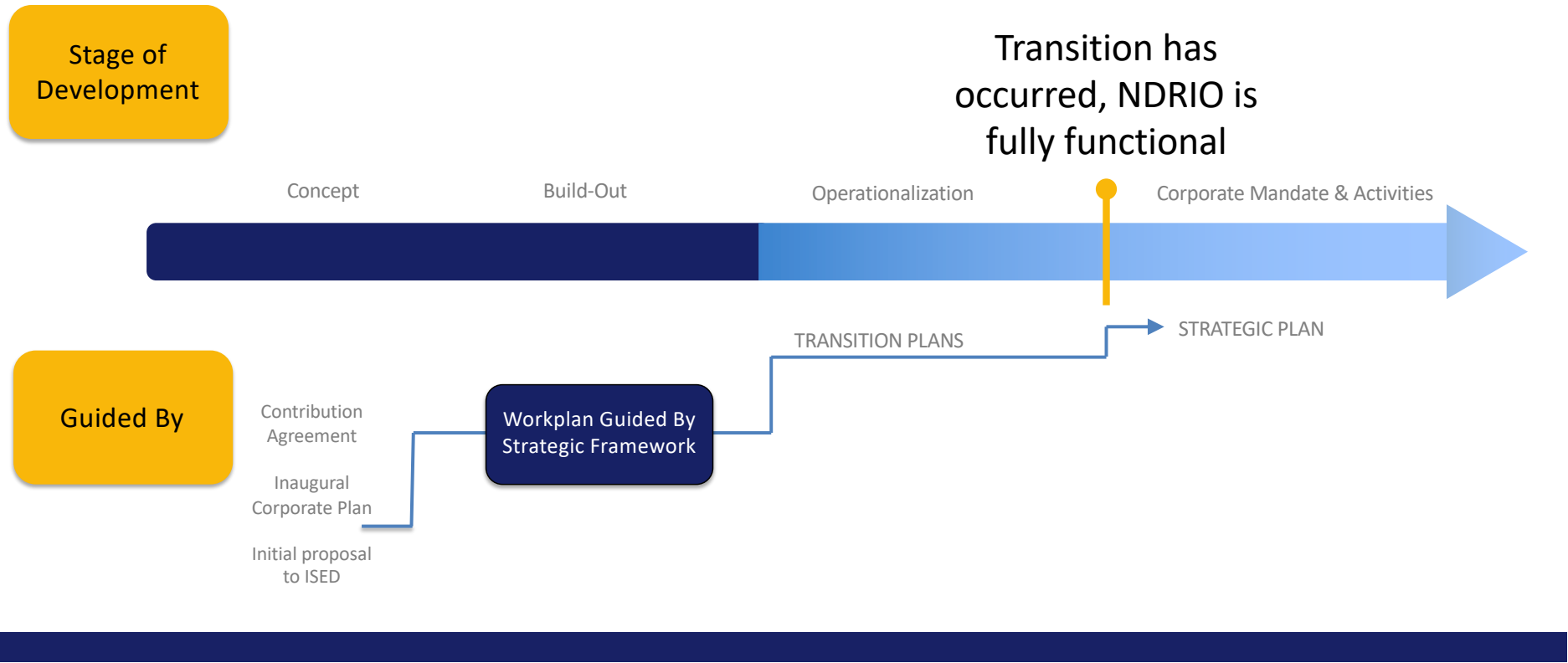
Background & Purpose

- NDRIO will coordinate funding and strategic directions for national DRI activities related to **advanced research computing (ARC)**, **data management (DM), research software (RS) and cybersecurity within the DRI ecosystem**, working collaboratively with all stakeholders.

- CANARIE will continue to lead in the area of the Digital Network for Research & Education.

Guiding NDRIO from Concept to Enterprise

NDRIO Priorities

2020-21

Stream 1: **Build the Organization**

1. Finalize NDRIO's **governance, organizational structure and HR plan**.

2. Establish the **Researcher Council**.

3. Articulate the **strategic plan**, including a **national vision and strategy for growth in ARC, DM and RS**, based on current-state and user-needs assessments.

4. Establish **backroom finance and administrative functions**, **and management processes**.

5. Define the **NDRIO brand** and **establish communications mechanisms**.

NDRIO Priorities

2020-21

Stream 2: **Build New Service Delivery and Funding Models**

6. Build **new service delivery and funding models, in collaboration with regions, host sites and other DRI partners**.

7. Lead the **development and delivery of initial project**s (ARC – DM – RS).

8. Safeguard DRI resources through enhanced investments and coordination in **cybersecurity**.

9. Develop a **joint DRI Ecosystem Plan, working with CANARIE**.
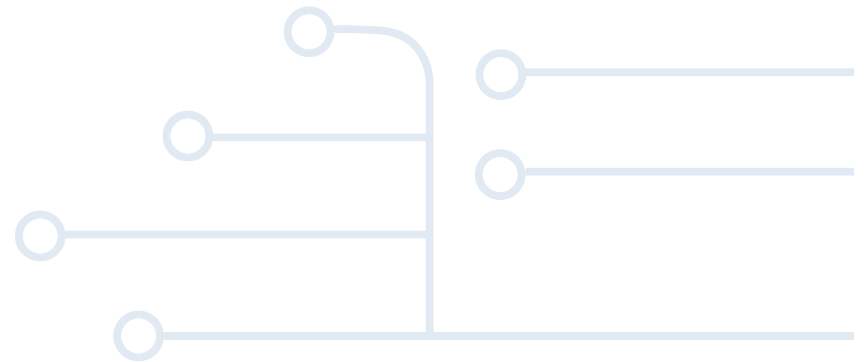
NDRIO Priorities

2020-21

Stream 3: Plan Transition Activities

10. **Develop transition plans (to be completed in 2021-22)**, providing for continuity of service delivery and the assessment of existing Highly Qualified Personnel and infrastructure.

11. **Plan the coordination of transition activities across organizations**, at the management and governance levels.

12. Lead development of a **change management strategy and professional development plan**.

13. **Complete the transition of DM – CARL Portage**.

NDRIO Priorities

2020-21

Core to All Streams: **Stakeholder Engagement**

14. Lead **researcher, partner and stakeholder engagement and communications**.
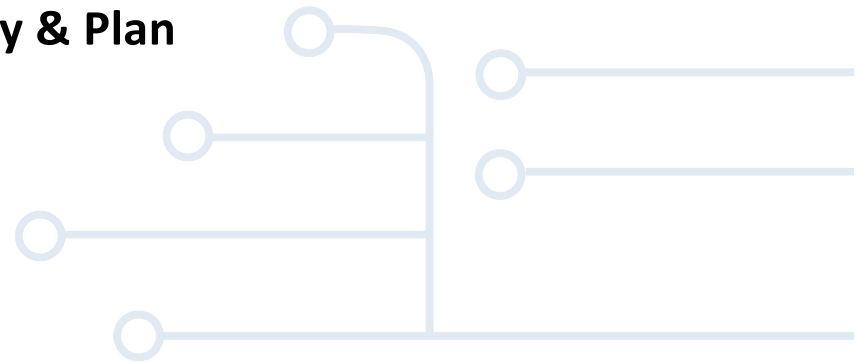
Accomplishments to Date

- Incorporation as a Member-based, not-for-profit organization

- The approval of a Contribution Agreement with the Government of Canada through Innovation, Science and Economic Development Canada (ISED)

- The establishment of an inclusive, diverse Applicant Board and interim management team

- A formal process of stakeholder consultation to inform the membership and governance structure, in which more than 210 members of the DRI community participated

- The development and release of the Governance and Membership Model, including Guiding Principles

- A call for Primary Members and Associate Members, reaching out to 315 post-secondary institutions, research hospitals, colleges and related organizations across Canada; as of March 31, 2020, NDRIO's membership is composed of 136 organizations and institutions

- Recruitment and election of an independent Inaugural Board of Directors

- The first Members' Meeting held in Ottawa, March 2020

- Work to begin planning the transition of the CARL Portage program by October 1, 2020

Accomplishments to Date cont'd

- Workplan developed and initiated

- Dozens of meetings with host sites and regions, transition partners, HQP presentations, and updates to organizations including U15, OCUR and others

- Board Governance Policies, Committees and Procedures (4 Board meetings)

- COVID-19-related consideration to timelines and funding

- Researcher Advisory Group established and Researcher Council consultations held (110 participants)

- CEO recruitment in progress

- Backroom functions in development

- Additional key staff recruited

- Funding of RDM activities

- A clean audit report from external auditors KPMG

- First Annual Report delivered to ISED

Near-Term Items in Development

- Researcher Council Recruitment
- Initial Projects (Pilot Projects)
- AGM Planning
- CEO Recruitment
- RFP for New Service Delivery Model Development
- **Membership & Value Development: Survey & Plan**

Revised Critical Dates

Revised Timeline

Establishment of Researcher Council	September 2020
By-Laws, Committee Structures and Supporting Policies	September 2020
Completion of the Current State Assessment	September 2020
Transition Milestone #1 CARL Portage Data Management (DM) Funding from CANARIE Ends and CARL Portage Integrates with NDRIO	**October 2020**
Recruitment of Permanent CEO	September / October 2020
Development and Delivery of Initial Projects	from October 2020
Completion of the Researcher Needs Assessment	December 2020
Operational Transition Plan – CANARIE	January 2021
Operational Transition Plan – Compute Canada	April 2021

Revised Timeline cont'd

Draft Service Delivery Model	May 2021
Delivery of 2021-2024 Strategic Plan	September 2021
Transition Milestone #2 ISED Advanced Research Computing (ARC) Expansion Program Funding Ends and NDRIO Funding Leadership Begins	**April 2022**
Transition Milestone #3 Canadian Foundation for Innovation Major Science Initiative Funding Ends and NDRIO Funding Leadership Begins	**April 2022**
Transition Milestone #4 Data Management (DM) and Research Software (RS) Funding from CANARIE Ends and NDRIO Assumes Full Leadership of DM and RS Functions	**April 2022**

Researcher Council

Researcher Council

- The Researcher Council is essential to establishing a researcher-centric culture of service to, and engagement with, researchers. The Researcher Council will make recommendations to the NDRIO Board and management on the delivery of DRI infrastructure and services.

- Our By-Laws include the Researcher Council and provide Primary Members with the opportunity to nominate candidates to the Researcher Council, subject to Board approval.

- Our goal is to have a permanent Researcher Council in place by Fall 2020.
  - A 7-member, multi-disciplinary interim Researcher Advisory Group, led by Dr. Guillaume Bourque, is leading next steps in the formation of the permanent Researcher Council.
  - The Researcher Advisory Group has developed a draft Researcher Council Governance Model, released for community consultation in late June.
  - The Researcher Advisory Group hosted webinar consultation sessions on July 7 (EN) and July 9 (FR).
  - We have had a significant response to our consultations, with over 110 participants in the sessions.

Researcher Council cont'd

- The Researcher Advisory Group will initiate the Researcher Council nomination and application process shortly. Selection will be transparent through an open-posting process and targeted outreach to Member institutions, organizations and researchers. Candidates can be nominated by Primary Members, or they may apply through an open application call.

- The Researcher Advisory Group will review candidates, with final decisions to be made by the NDRIO Board.

- The Researcher Council will represent the diversity of the national research enterprise including: research discipline; institution; geographic and linguistic diversity; and diversity between established and emerging researchers. Researcher Council members will have experience in ARC, RS and/or DM domains.

Researcher Council cont'd

- NDRIO is also committed to principles of Equity, Diversity and Inclusion (EDI) throughout the nomination and selection process.

- We want to ensure that the diversity of researcher voices is represented to the NDRIO Board and management in order to provide guidance on a number of areas, including the researcher-needs assessment and NDRIO's first strategic plan.

- We ask Primary Members to provide us with a range of candidates, to help us achieve our diversity objectives.

- The call for applications will begin this week – the **week of July 27, 2020**. Nominations close on **Friday, August 14, 2020**. (Update: the deadline has been extended until **Sunday, August 23, 2020)**

Transition Coordination

Transition Coordination

- Two operational transition plans are being developed.
    1. The transition of Research Data Canada (RDC) / Research Data Management (RDM) and Research Software (RS) with CANARIE – this plan will be prepared by CANARIE in collaboration with NDRIO, to be approved by both Boards before being presented to ISED. **(Planning Deadline: January 2021)**
    2. NDRIO is planning the transition of ARC activities, in collaboration with Compute Canada Federation. **(Planning Deadline: April 2021)**
- NDRIO and Compute Canada recently formed a Joint Transition Committee.
    - A coordinating committee of Board representatives from NDRIO and Compute Canada has been established to oversee transition activities leading up to April 1, 2022.

CCF Transition Plan Framework

Activities / Deliverables

Transition Focused Workplan Streams

Areas	Current State Assessment	Needs Assessment	New Service Delivery Model	Administration and Organization	Transition Plan	Transition
Governance	Current Governance and Committees Stakeholder Analysis	Establish Formal Role for Researcher Council		New Governance Model Researcher Council Joint Committee of NDRIO and CC Boards Joint Management Workgroup		Integration of Expert Committees
Management	Current Management Structure		Test New Funding Model Against Targeted Matching Funds Ratios	CEO and Executives onboarding Organization / Org Chart	Recruitment Plan Communication and Engagement Plan Risk and Mitigation Plan	Winding Down of CC Implementing New Org
Services	Current Services Mapping	Requirements for New or Revised Services	New Service Delivery Model		Transition Plan – From Current Services to New Services	Establish National and Regional Services Negotiate Agreements with Regions and Institutions
Infrastructure	Current Infrastructure and Aging	Required Capacity	Required Capacity / Mode of Delivery Resources Allocation process	Procurement Policy	Proposed Infrastructure Architecture Implementation Timeline	Negotiate Agreements with Host Sites
HQP	HQP: Employer, Functions, etc.	Needed Functions and Competencies	New HQP Map	HR Policy Change Management policy Training Policy	Recruitment Plan Migration Plan to Integrate HQP	Recruitment, Transition and Severance Renew Contracts / Secondments
Funding	Current Funding Model		New Funding Model Negotiations with Provinces	Grant Management Model Funding Proposals to ISED	New Programs Timeline	Establish New Programs
External	International Benchmark				Peer Review	
Contributors	Compute Canada Regions Host sites Institutions	Researchers Council Research Community HQP Regions, Host Sites and Institutions	ISED – CFI – Provinces Compute Canada Regions, Host Sites and Institutions HQP Research Community External Consulting Expertise	Internal NDRIO ISED	Compute Canada Regions, Host Sites and Institutions ISED External Experts	Compute Canada Regions, Host Sites and Institutions HQP
End Date	September 2020	December 2020	April 2021	December 2020	April 2021	March 2022

Inaugural Annual General Meeting

Inaugural AGM: Save the Date

- NDRIO's first Annual General Meeting will take place virtually on **Thursday, September 24, 2020**.

- We are finalizing the agenda, including the guest speaker, and will share this information soon.

- We will provide the AGM package and dial-in instructions by September 3.

- We will provide simultaneous translation, and there will be live-voting functionality for Primary Members.

- Leading up to the AGM, we welcome your review and any recommended changes to our By-Laws, which are posted to our website. Suggested amendments will be brought forward at the AGM. Send us your feedback by **Friday, August 7, 2020** by emailing NDRIO-NOIRN@EngageDRI.ca.

Member Engagement

Member Engagement

- Member and stakeholder engagement is a top priority for NDRIO. As a member-led organization, it is a critical component of our Guiding Principles.

- We are currently developing a membership plan, which will also articulate our value proposition to Members. Members will be consulted in the development of this plan.

- We value your feedback. We want to hear your ideas about how to provide value, how best to serve you and how to deepen your involvement as we grow.

- While we are designing a plan to receive this feedback, we welcome your thoughts on this call.

Thought-Starters

PART 1: Member Value & Involvement

1. How do you want to be involved with NDRIO? What role do you want to play?

2. Are there other member-based organizations you are aware of that do a good job involving members and demonstrating value?

PART 2: Engagement & Communications

1. What is your preferred method of consultation?

2. What is your preferred method and frequency of communication?

Thought-Starters cont'd

PART 3: Appropriate Use of Member Fees

1. In what areas can NDRIO provide additional value to Members, using the proceeds of annual Member fees?

PART 4: Other Feedback to Share?

Q&A

Recap Key Dates & Wrap-Up

- Suggested Changes to By-Laws Due: **August 7, 2020**

- Researcher Council Nominations & Applications Due: **August 14, 2020**

- Virtual Annual General Meeting: **September 24, 2020**

- Current State Assessment Complete: **September 30, 2020**

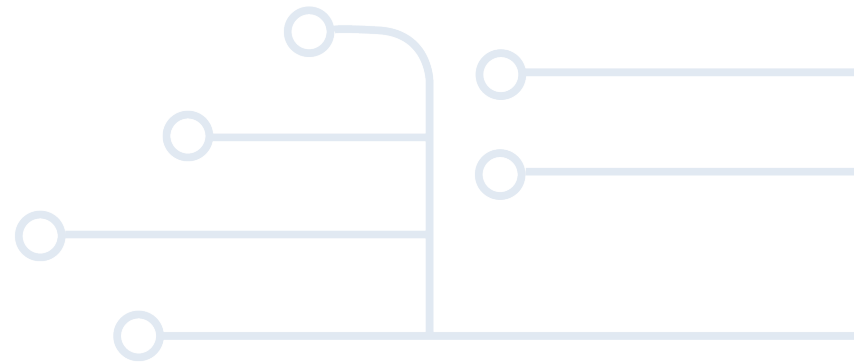- Researcher Needs Assessment Complete: **December 31, 2020**

Contact Us
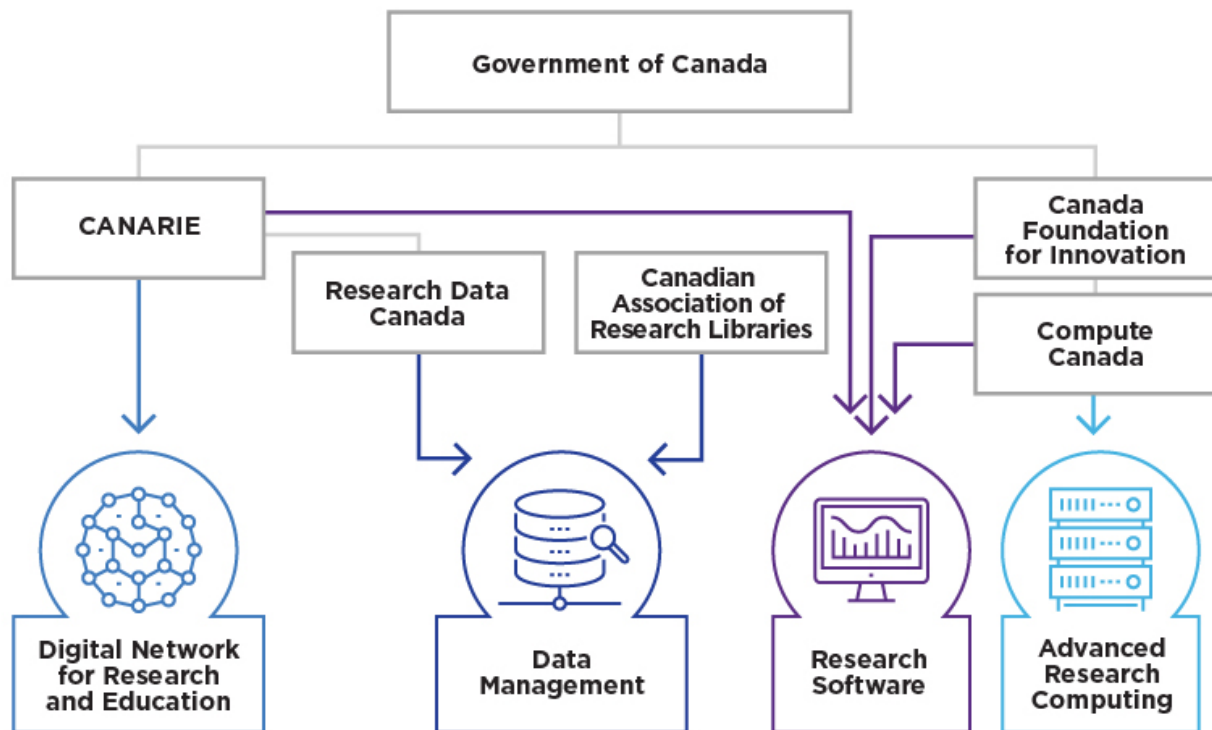
George Ross

Interim Executive Director, NDRIO

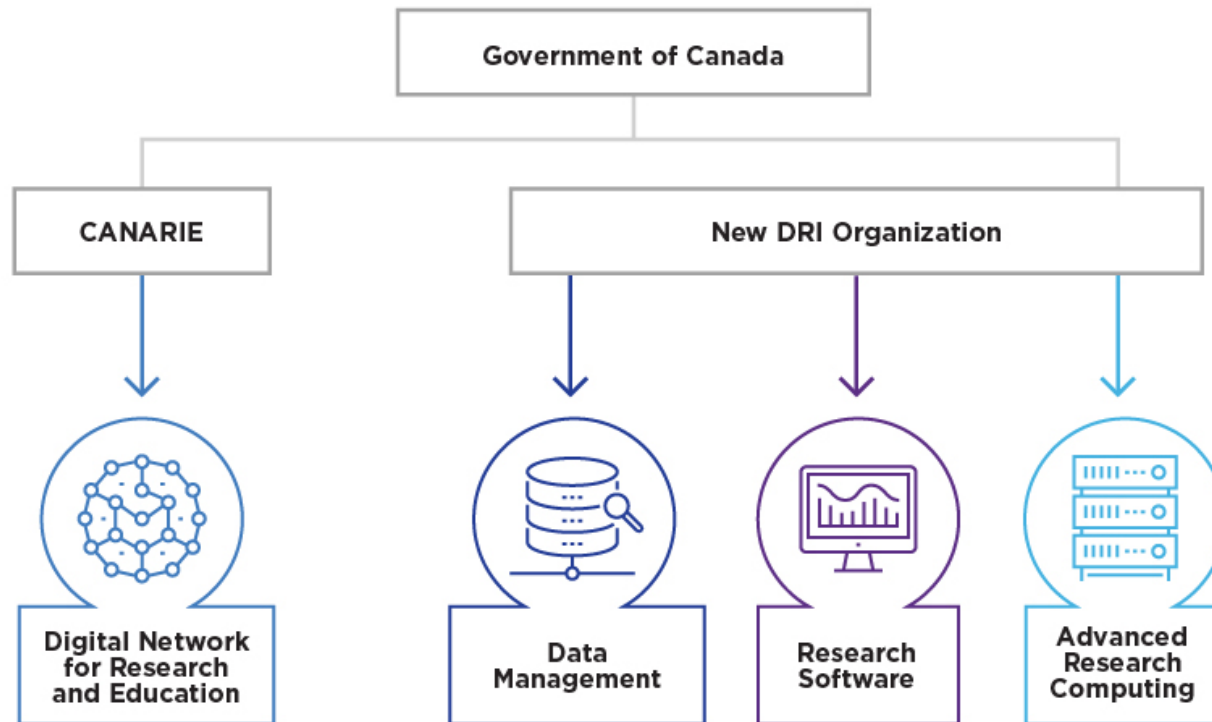NDRIO-NOIRN@EngageDRI.ca

www.EngageDRI.ca
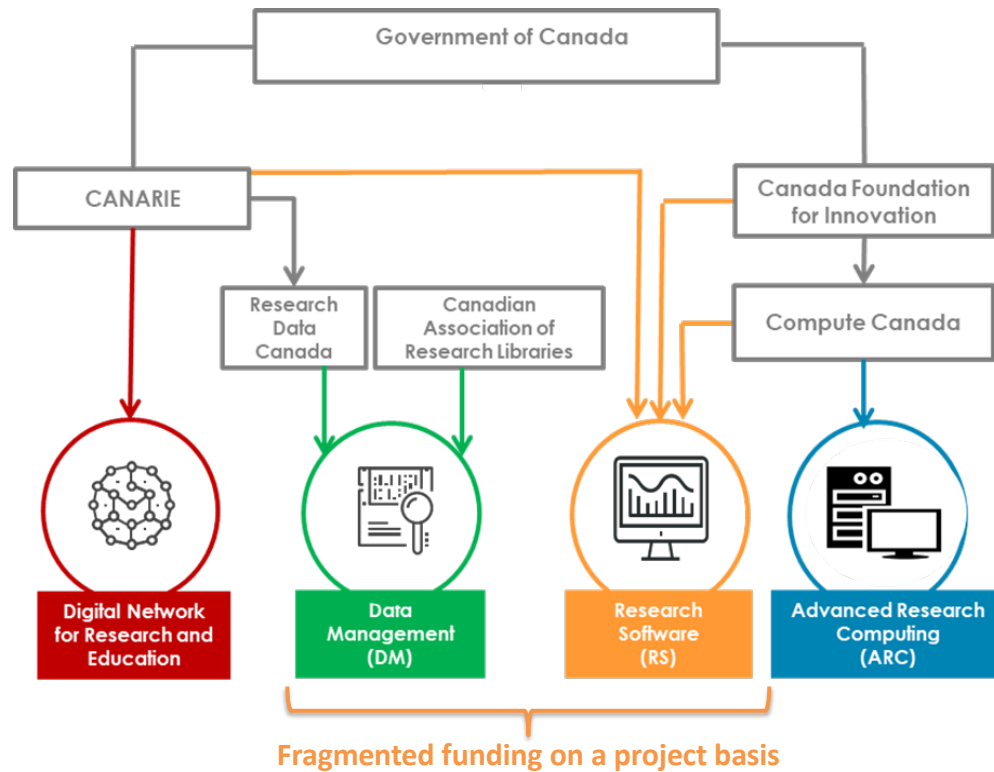
Appendix

Current National DRI Landscape

Innovation, Science and Economic Development Canada, 2019

Future National DRI Landscape

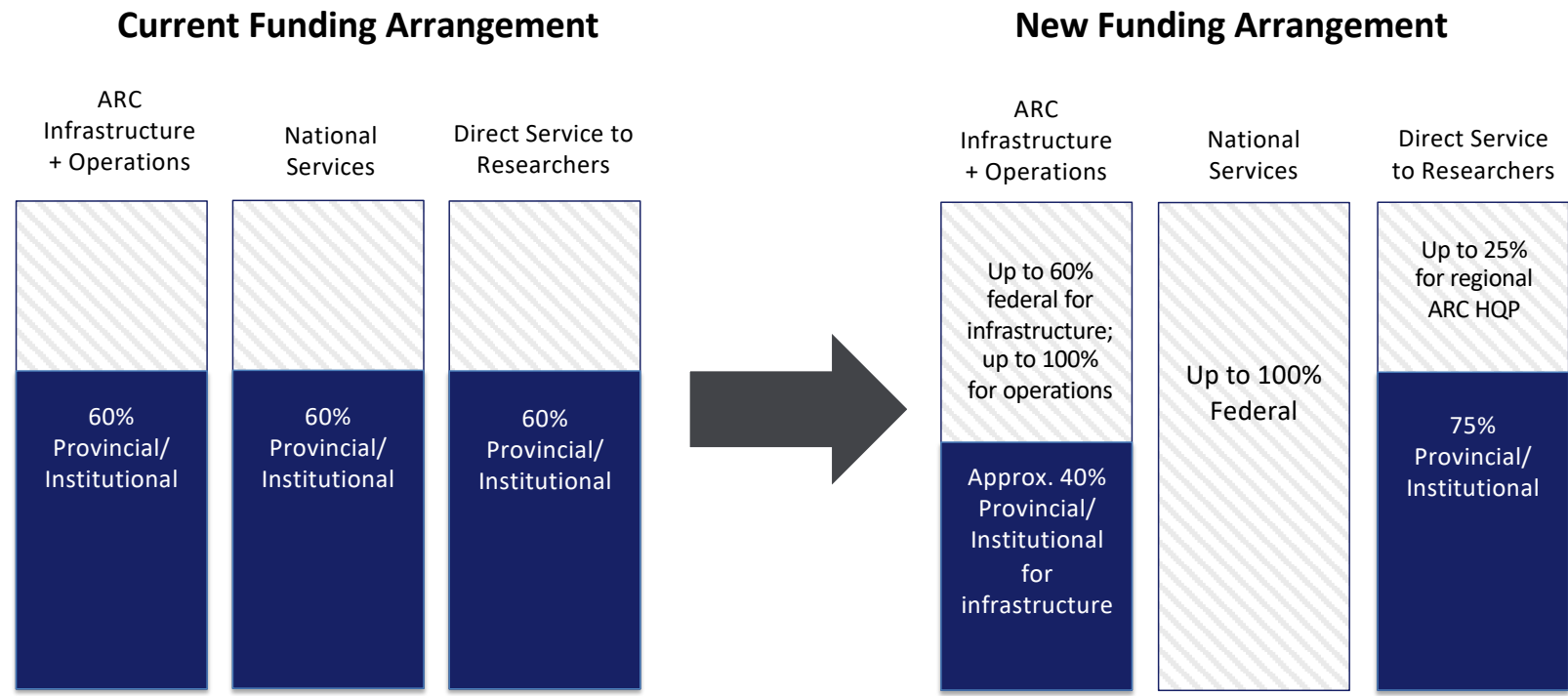Innovation, Science and Economic Development Canada, 2019

Current National Structure of DRI Ecosystem

Innovation, Science and Economic Development Canada, 2020

Redistribution of Funding Allows for Federal Leadership Nationally

Current Funding Arrangement

ARC Infrastructure + Operations

National Services

Direct Service to Researchers

60% Provincial/ Institutional

60% Provincial/ Institutional

60% Provincial/ Institutional

New Funding Arrangement

ARC Infrastructure + Operations

National Services

Direct Service to Researchers

Up to 60% federal for infrastructure; up to 100% for operations

Approx. 40% Provincial/ Institutional for infrastructure

Up to 100% Federal

Up to 25% for regional ARC HQP
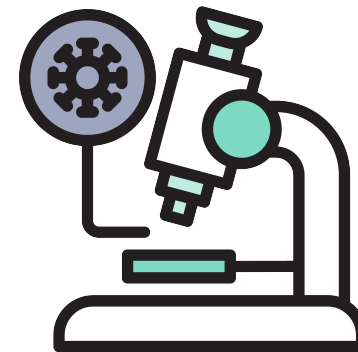
75% Provincial/ Institutional

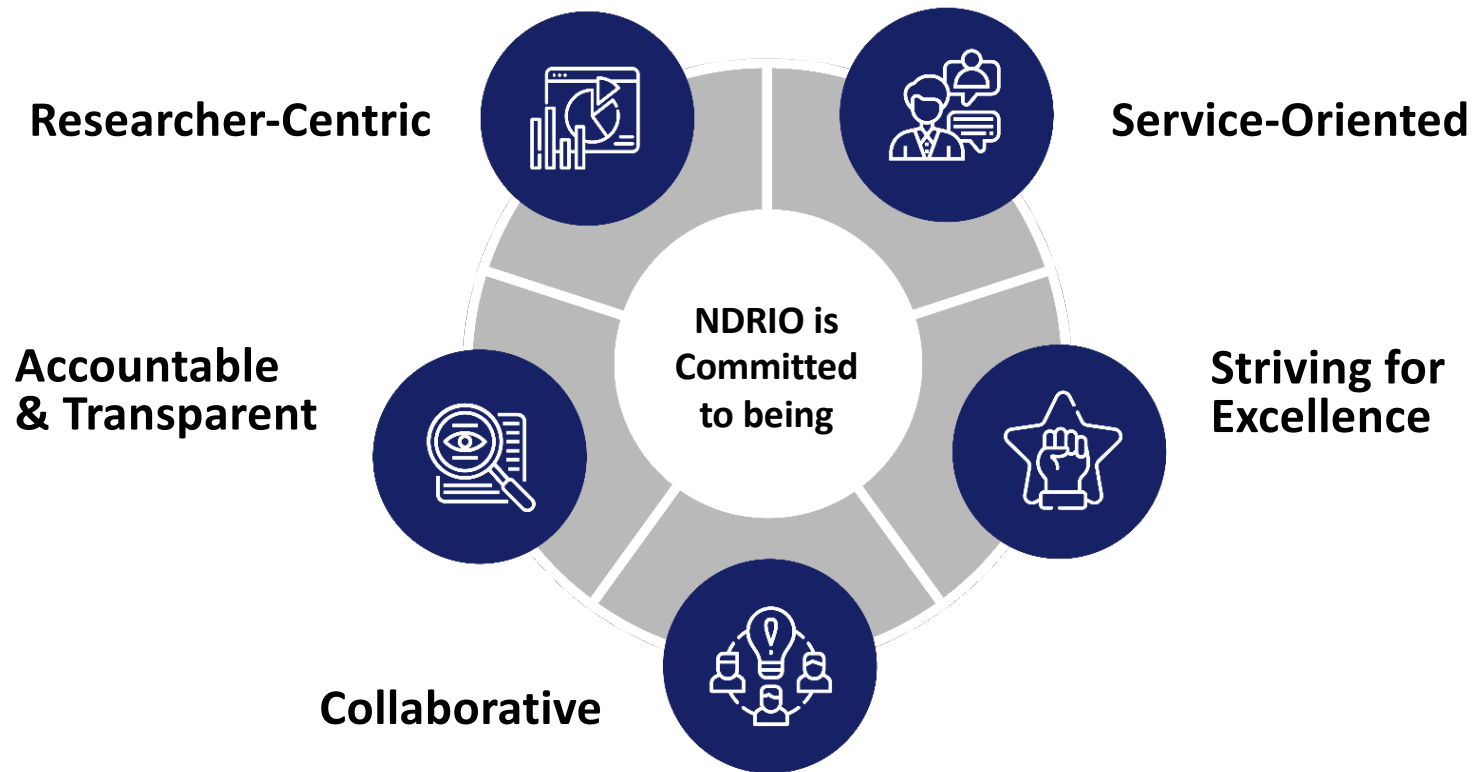Innovation, Science and Economic Development Canada, 2020

NDRIO Mandate

NDRIO Mandate

- NDRIO will **work with other ecosystem partners and stakeholders** across Canada to ensure scholars and scientists **have the digital tools, support, services and infrastructure they need to support leading-edge research that enables Canada to compete on the world stage.**

- Our work will **help Canadian researchers ultimately** benefit Canadians and others around the world.

NDRIO Guiding Principles

Equity, Diversity and Inclusion (EDI)

- NDRIO is committed to principles of **Equity, Diversity and Inclusion** (EDI) in its hiring processes and interactions, and respects the rights and dignity of all its staff, Members and stakeholders.

- This is important to the NDRIO Board, management and staff – and we know it is important to our stakeholders including Members, researchers, the DRI community, and the Government of Canada as our funder.

- **Policies and practices** to deliver specific EDI outcomes are required, and will be put in place.

NDRIO Membership

NDRIO Membership

- NDRIO has two categories of membership: **Primary Members** and **Associate Members.**
  - Primary Members (Voting) are post-secondary institutions, research hospitals and/or affiliated institutes eligible for Tri-Council grants.
  - Associate Members include post-secondary institutions that choose not to be voting members and organizations with responsibilities that relate to the national DRI ecosystem.
- There are currently **136 Members** (as of March 31, 2020).
  - 51 Primary + 85 Associate Members
- **Membership is not required to access NDRIO programs**, which will be available to eligible researchers and research institutions across Canada.

Inaugural Board of Directors

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Peter MacKinnon | VICE-CHAIR
BA, LL.B., LL.M.

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President and Vice-Chancellor, University of Manitoba

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Dean of Libraries, Dalhousie University

Jennifer Doyle
Chief Information Officer and Associate Vice-Principal
(IT Services), Queen's University

Dr. Alexandra King
MD, FRCPC inaugural Cameco Chair in Indigenous Health
and Wellness at the University of Saskatchewan.

Chris Lumb
P.Eng., ICD.D

Dr. David MaGee
Vice-President, Research, University of New Brunswick

Dr. Gail Murphy
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Research and Innovation, University of British Columbia

Dr. Sina Shahandeh
Vice-President of Data Science, ecobee Inc.

Jane Skoblo
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Martha Whitehead
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