



ASSOCIATION OF RESEARCH LIBRARIES

## ARL Strategic Plan 2010-2012

### ARL Mission Statement

ARL influences the changing environment of scholarly communication and the public policies that affect research libraries and the diverse communities they serve. ARL pursues this mission by advancing the goals of its member research libraries, providing leadership in public and information policy to the scholarly and higher education communities, fostering the exchange of ideas and expertise, facilitating the emergence of new roles for research libraries, and shaping a future environment that leverages its interests with those of allied organizations.

### 2010-2012 Plan

The following strategic directions, outcomes, and strategies form the heart of ARL's strategic plan.

- The **strategic directions** identify major areas of emphasis for ARL in the coming three years. They are broad and also closely linked and interdependent. All have been identified as critical priorities for ARL at this point in time.
- The **outcomes** provide some indications of what might be expected as a result of moving in these directions.
- The **strategies** suggest how ARL might begin to implement these directions. Over time, as strategies are implemented, new strategies will be identified or current ones modified to meet the changing environment and evolving needs of ARL libraries.

### Responsibilities for Managing the Strategic Plan

ARL is a member-driven organization and this plan is fundamentally shaped by that fact. The distribution of the responsibility for assuring that it is executed with the intentions of members in mind is defined through the governance structure.

- The **Board of Directors** is responsible for ongoing oversight to assure that various projects advanced from the committee and working group

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structure and the efforts of the ARL staff fall within the boundaries set by the plan and remain focused on the core directions, avoiding any drift in execution of the mission.

- The principal work of the strategic plan is carried out by staff in partnership with member representatives and through the **committee and working group structure**. Normally, the formal governance structure is the instrument through which work gets done. However, on occasion groups of interested members may be convened to take on specialized work *ad hoc*.
- **ARL staff work through these mechanisms** to generate the ongoing agenda that results in outcomes of the Plan. In particular, staff must assure orderly progress and efficiency in executing the agenda developed through the governance structure. In addition, staff support the activities during membership and board meetings and assure that there is progress on agendas between meetings, thus guaranteeing agility of the Association. Equally important, the staff work closely across strategic directions and enabling capabilities to achieve close coordination of agendas when, for example, the same issue needs to be addressed simultaneously but in different contexts and/or different fronts or, when issues transition from policy implementation. Similarly, staff work closely with SPARC and CNI to minimize redundancy of effort and maximize the synergy that leads to success in advancing common goals with modest resources.

# Strategic Directions

## Influencing Public Policies

ARL will influence information and other public policies, both nationally and internationally, that govern the way information is managed and made available.

### Outcomes

As ARL moves forward in this strategic direction, some expected outcomes in the next three years include:

*Outcome A:* ARL will have influenced laws, public policies, regulations, and judicial decisions governing the use of copyrighted materials so that they better meet the needs of the educational and research communities (e.g., Fair Use and Fair Dealing will thrive and the public domain will be expanding). ARL will also have influenced other laws, public policies, regulations and judicial decisions that are of importance to research libraries.

*Outcome B:* ARL will have contributed to reducing economic, legal, and technical barriers to access and use of the research results from publicly funded research projects, enabling rapid and inexpensive worldwide dissemination of facts and ideas.

*Outcome C:* ARL will have proposed and influenced new models for the management and access to government information.

*Outcome D:* ARL's administrative and academic counterparts in research institutions will have a better understanding of the implications of public policy choices for advancing transformed systems of scholarly communication and of key public policy issues of import to research libraries.

*Outcome E:* ARL will continue to be a leader in advocacy and educational efforts within North American and international research and educational communities.

### Strategies

Strategies that ARL may pursue in moving forward include:

*Strategy 1:* Expand ARL's capacity for analysis and advocacy and for proposing, influencing, and responding to legislation and other policy issues, e.g. transforming the Federal Depository Library Program, ongoing and emerging copyright and intellectual property issues and more.

*Strategy 2:* Expand ARL's capacity for advancing open access/open science and

access to data through increased advocacy and collaboration with other allied and partner organizations such as the Scholarly Publishing and Academic Resources Coalition (SPARC).

*Strategy 3:* Expand and strengthen alliances with organizations that share common goals to advance policy issues, such as the Canadian Association of Research Libraries, higher education-related associations including the Association of Public and Land-Grant Universities, the American Association of Universities, the Association of College and Research Libraries, leading Internet companies, the Library Copyright Alliance, and others.

*Strategy 4:* Promote, facilitate and conduct research in relevant areas of public and information policy.



## **Reshaping Scholarly Communication**

ARL will be a leader in the development of effective, extensible, sustainable, and economically viable models of scholarly communication that provide barrier-free access to quality information in support of the mission of research institutions.

### **Outcomes**

As ARL moves forward in this strategic direction, some expected outcomes in the next three years include:

*Outcome A:* ARL will be a leader in articulating and characterizing the dynamic system of scholarly communication.

*Outcome B:* ARL members will be leaders in implementing and assessing selected new models of scholarly communication

*Outcome C:* ARL will have influenced the marketplace so as to advance fair pricing, and improve the terms and conditions under which content is made available, including openness and transparency in contract agreements.

*Outcome D:* ARL will have a range of powerful and effective alliances to help shape and promote the various new models appropriate for different disciplines and communities.

## Strategies

Strategies that ARL may pursue in moving forward include:

*Strategy 1:* Encourage and facilitate alliances with and among groups of research institutions, other organizations serving research libraries and their institutions, and the for-profit and nonprofit publishing sectors, and build new relationships and communication strategies with university presses and scholarly societies to create understanding and advance development of new functionally complete systems of scholarly communication that serve their communities.

*Strategy 2.* Sponsor, conduct, and promote research that will inform the development and assessments of models of scholarly communication. Develop projects and activities that address scholarly communication issues such as cost and use/impact of open-access articles and licensed journals, future of the extended argument and changing trends for the scholarly monograph, continuing access to data and other varieties of content beyond traditional published literature, linked digital repositories for managing scholarly output, the role of universities in the dissemination of scholarship, and policies regarding the creation and ownership of scholarly work, especially author rights and rights associated with the collaborative creation of new types of complex media.

*Strategy 3:* Actively pursue the development of a variety of appropriate responses to unacceptable business practices (e.g., develop and assess strategies that libraries could take in the marketplace that are within acceptable legal practice, monitor faculty actions, broaden the cadre of economists and legal anti-trust scholars undertaking research on new pricing models, assess consequences of bundling, develop principles and best practices around licensing terms).

*Strategy 4:* Accelerate and enhance outreach and communication efforts to inform the educational and research communities on trends, findings, opportunities and their impact on faculty assessment (e.g., promotion and tenure, post tenure review, and annual review); new models of peer review for research and teaching; evolving university budget and financial planning, and strategic visioning. Encourage and support outreach and communication efforts to educate new scholars and graduate students about scholarly communication systems and their roles as researchers and authors. Expand offerings through the ARL/ACRL Institute on Scholarly Communication.

*Strategy 5:* Build on current relationships with partners such as the Scholarly Publishing and Academic Resources Coalition, Coalition for Networked Information, Association of College and Research Libraries, Canadian Association of Research Libraries, and through alliances with the Association of American Universities, Association of Public and Land-grant Universities, and other organizations that share common interests in influencing the changing environment of scholarly communication.



## **Transforming Research Libraries**

ARL will articulate, promote and facilitate new and expanding roles for ARL libraries that support, enable and enrich the transformations affecting research and research-intensive education.

### **Outcomes**

As ARL moves forward in this strategic direction, some expected outcomes in the next three years include:

#### *Outcome A:*

ARL and its members will have a clear and dynamically evolving vision of new roles and key transformations that must occur to ensure that library expertise and assets are aligned with and advance the research process. The value of these new roles and services will be increasingly understood by the research and university community.

#### *Outcome B:*

ARL members will be engaged in a variety of innovative collaborations and partnerships at their institutions and among the membership that enhance the capacity of the research library to contribute to advancing research, scholarship, and graduate education.

#### *Outcome C:*

ARL members will be making significant contributions to e-research and cyber-infrastructure development and will be engaged in a variety of partnerships for data management and sharing of research content with faculty. They will be an integral part of university centers and collaboratives for cyberinfrastructure, including multi-institutional programs.

#### *Outcome D:*

Faculty and researchers at ARL institutions will have more and better access to material in any form that extends their capacity for research. Individually and collectively, ARL members will have increased their capacity to manage, preserve, and make accessible unique content in all formats for which they assume primary responsibility, including institutional memory documents and materials harvested from the web. Members will have a balanced relationship between physical and digital collections appropriate to changing methods of research and scholarship, and an effective base of practice for managing and preserving print and digital collections.

#### *Outcome E:*

ARL libraries will have a diverse and growing body of professionals prepared to develop new roles and work in new modes.

*Outcome F:*

ARL will have close ties to and highly visible collaborative undertakings with organizations that focus on advancing the processes of research and the scholarly research enterprise.

## **Strategies**

Strategies that ARL may pursue in moving forward include:

*Strategy 1:*

Initiate visioning and scanning activities focused on emerging roles for research libraries in the processes of research, scholarship, and graduate education. Encourage and facilitate member engagement in adopting new roles in advancing research and scholarship.

*Strategy 2:*

Promote efforts to reconceptualize collection development including in areas of special collections (broadly defined), global resources, and other content distinctive to research libraries. Encourage new approaches, including global partnerships, to ensuring and enhancing the value of research collections through preservation, management, and access for existing collections as well as evolving digital content (including digital preservation and data curation).

*Strategy 3:*

Engage in assessment of new library roles, articulate the value propositions for new services, promote and publicize successful collaborations, and encourage and promote conversations about them with scholarly organizations and throughout the research and higher education communities.

*Strategy 4:*

Work with the scholarly community and societies to develop discipline-specific strategies for monitoring and analyzing trends in research practices. Identify opportunities for library/scholar partnerships and clarify the resource and service implications of libraries adopting new roles in advancing research.

*Strategy 5:*

Promote and facilitate the development of a diverse group of library professionals who have the expertise and knowledge to lead and participate in new partnerships with researchers and university faculty.

*Strategy 6:*

Build and strengthen ties with allied organizations (the Coalition for Networked Information and the Scholarly Publishing and Academic Resources Coalition) and other organizations that engage actively in complementary activities relating to e-research, digital preservation, data management, and cyberinfrastructure.