



ARL Academy Advisory Group

Westin Buckhead Atlanta
3391 Peachtree Road, NE
Grand Ballroom C
April 24, 2018
9:00 a.m. – 10:00 a.m.

Members:

Wendy Lougee, chair (Minnesota)	2016-2018
Simon Neame, vice-chair (Massachusetts-Amherst)	2016-2019
Alberta Comer, past chair (Utah)	2016-2018
Alison Armstrong (Ohio State)	2017-2019
Joyce Backus (NLM)	2016-2018
Judy Consales (UCLA)	2017-2019
Kathleen DeLong (Alberta)	2017-2019
John Pollitz (Southern Illinois-Carbondale)	2017-2019
Barbara Rockenbach (Columbia)	2016-2018
Joe Salem (Penn State)	2016-2018
Scott Warren (Syracuse)	2017-2019

Steve Smith, Board Liaison (Tennessee)

Gerald Beasley, Chair, Diversity, Equity and Inclusion Committee (Cornell)

Mark A. Puente, Staff Liaison, Diversity, Equity and Inclusion Committee (ARL)

Sue Baughman, Academy Staff Director/Liaison (ARL)

Topic 1: Communications/Brand Report

The Communications Subgroup developed a series of recommendations to enhance the identity of the program and the distribution of information about the Academy. The Advisory Group endorsed the following short-term recommendations:

- Provide a notebook with ARL Academy on the cover to all attendees at the Association Meeting and at upcoming events
- Provide a two page description of the Academy highlighting recent and upcoming programs (copy provided below)

The recommendation to create a more structured and formal communication plan for sharing information will be implemented. The subgroup will assist the ARL Communications Team with the revamping of the ARL Academy website in order to make the site more dynamic.

Topic 2: On the Edge – Possible Topics

The Advisory Group brainstormed a list of ideas for **On the Edge** discussions. The list needs to be expanded and possible leaders for sessions identified. James Hilton will lead a discussion regarding learning analytics on June 4 at 3:00 p.m. EDT.

- Learning analytics (<https://library.educause.edu/resources/2017/8/2017-trends-and-technologies-analytics>)
- Working in matrix organizations: organizational principles to facilitate cross-functional work in libraries
- Crowdsourcing/"Citizen Science": applications for crowdsourcing in digital scholarship (<https://www.citizensciencealliance.org>)
- RA21: see <https://ra21.org> and <https://scholarlykitchen.sspnet.org/2018/02/07/myth-busting-five-commonly-held-misconceptions-ra21/>
- 'Inside Out' Collection Development, see <https://www.liberquarterly.eu/articles/10.18352/lq.10170/> and the related <http://duraspace.org/news/25-commitment> about the recent discussions on the 2.5% commitment to open collections.
- Minimal computing approaches to digital collections/platforms to ensure global access and reduction of technical debt for local institutions
- EU's General Data Protection Regulation

Topic 3: Program Alignment and Strategic Framework Report and Discussion (report below)

The Program Alignment Subgroup was charged to address a number of issues including (a) how to align the Academy with the strategic framework and other priorities to create a multi-dimensional program that can be built into a framework/curriculum; (b) map this alignment to collective topics/issues by considering issues at the local level and what the Academy can do collectively; and (c) identify topics/fodder for the Association Meetings.

Questions to start discussion:

1. Do the two collective issues (or theme areas) and the focus on "white space" (see below in the report) resonate as Academy focus and priority for the next one to two years?
2. What skills and discussions would be the most useful to ARL's library workforce?

Program Alignment and Strategic Framework Report
April 5, 2018

Members: Alison Armstrong, Kathleen DeLong, John Pollitz, and Sue Baughman

The subgroup met on March 29 to review the Advisory Group discussions from the February retreat giving particular attention to the two collection issues topics that were identified. The members felt that some of the “what keeps me up at night” issues could be incorporated into a multi-dimensional plan but many of these issues remain centered in an individual library context.

The subgroup developed the following recommendations:

1. Create a themed program for 2018 through 2020 with a focus on the two collective issues identified by the Advisory Group in February with specific focus on the “white space” between these two issues:

- Accelerating organizational change in ARL member libraries
 - Identify collective strategies that the Academy could offer such as tools, programs, services in support of skills development, how to message change initiatives internally and to the campus community, development of senior leadership teams in support of positioning and messaging, building diverse organizations (recruitment and retention), etc.
 - Identify library internal strategies and plans in support of the overall endeavors
- Positioning the library in the broader campus context
 - Library deans/directors and their teams are leaders in change in the post-secondary environment. Key questions to address include: (a) what does the campus need to be successful and how to tether the library to this; (b) what does it mean to be a successful research library and how do we communicate that to the campus; (c) what critical relationships are necessary to build partnerships, advocacy, leading strategic campus discussions; (d) how to create collective solutions to build relationships; (e) what would it take to be viewed at the forefront when campus planning occurs

The subgroup defines the “white space” as the distance between a library’s need to create an organization that is in change mode and can push the boundaries of the larger organization yet offers stability (or reliability) that align with the campus's strategic directions and vision.

This themed approach would identify and focus on key strategic issues that could be addressed as an Association as well as internal to each ARL library. Some examples include:

- Research Data Management
- Digital Learning
- Student Engagement and Success
- Scholarly Communication
- Copyright and IP
- Accessibility in the broadest sense to include user-centeredness, DEI and social justice

These strategic initiatives are often led by Associate University Librarians and those that report to them. How do we ensure their success in stitching these initiatives into the larger fabric of the campus community?

2. Continue to advance the Academy through the three pillars:
 - Professional and individual development
 - Libraries' capacities for programs and services
 - ARL capacity (ARL as organization and as membership) to achieve its strategic goals and develop its community

3. Include discussions with the Enabling Capacity Committees and Innovation Lab Advisory Group to identify pathways that each of these groups might use to partner with the Academy to develop programs/offerings and to help set priorities for discussions within each group, with the ARL directors, and the broader ARL community. For example, discussions related to the theme could be incorporated into the Leadership Fellows, IRDW, and the Leadership and Career Development programs.

4. Partner with the Center for Creative Leadership for consultation in developing the themed multi-dimensional approach to ensure strong pedagogy for programs, institutes, and symposia. This partnership could develop in consultation services for ARL member libraries (a funding model would need to be developed).

Academy Pillars and Potential Programs

The subgroup identified programmatic areas that could be addressed in each of the Academy pillars. These ideas would be enhanced pending the review of the recommendations presented above as well as the development of new ideas.

Professional and Individual Development

- Address key skills and issues for Assistant/Associate University Librarians in one day institutes or symposia.
- Skill development programs on negotiation, advocacy, leading from where you are
- Leadership programs - incorporate topical discussions related to theme into the Leadership Fellows and the Leadership and Career Development programs.
- Address the need for a cadre of facilitators within ARL member institutions in support of diversity, equity and inclusion capacity building (DEIC priority)

Libraries' capacities for programs and services

- Book club or readings on specific topics/issues. This could be incorporated through the Critical Conversations and On the Edge programs.
- Workshops to create shared language and perspectives and role definition about the white space and positioning.
- Workshops on how to lead in this environment; connect to the Center for Creative Leadership.

ARL capacity (ARL as organization and as membership) to achieve its strategic goals and develop its community

- Association Meetings - educational opportunities through speakers, book discussions (e.g. Whiplash: How to Survive Our Faster Future by Joi Ito and invite Mr. Ito to speak)
- Fall Forums on emerging trends/topics
- Symposia on emerging trends/topics tied back to key strategic collective issues

ARL Academy

Overview

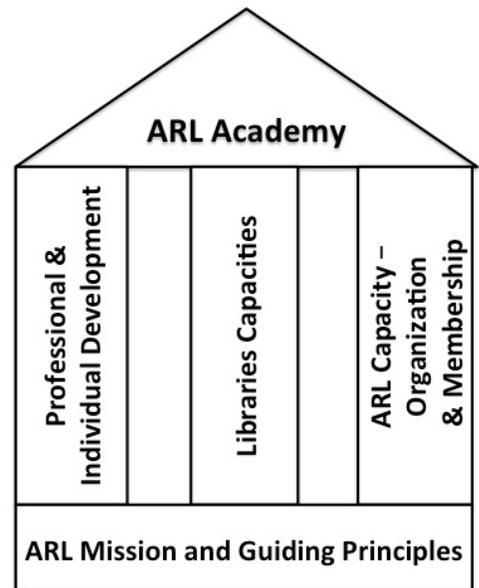
The ARL Academy facilitates learning and development opportunities that move individuals and research libraries forward. The program will include long-standing ARL offerings such as the *Fall Forum*, recent educational programming like the *Digital Scholarship Institute*, plus new developmental initiatives such as the *On the Edge* webinars. The ARL Academy aims to support the full life cycle of the ARL workforce, focus on higher-level competencies and mindsets, and model best practices in learning outcomes and pedagogical methods.

History and Structure

The Academy Advisory Group launched in February 2017 with a goal to develop an overarching framework that could guide and act as a multiplier for a variety of ARL educational activities already in place, as well as incubating new ideas. ARL membership then identified three clusters of priority needs during summer and fall 2017. This resulting framework positions the Academy as an umbrella holding together a threefold structure based solidly on ARL principles.

The ARL Academy will advance:

- Professional and individual development
- Libraries' capacities for programs and services
- ARL capacity (ARL as organization and as membership) to achieve its strategic goals and develop its community



Vision

The ARL Academy will foster and nurture creative, effective, and diverse research library leadership.

Values

The ARL Academy will espouse actions, initiatives, offerings, and programs that are:

- *Collective* - Strategic collaboration equates to strong and robust library services at scale
- *Diverse* - The Academy will support and grow a diverse and inclusive workforce
- *Dynamic* - The Academy will continuously develop, implement, and assess its curriculum
- *Evidence-based* - Academy offerings will demonstrate value using evidence
- *Engaged* - The Academy will seek consistent bi-directional engagement with libraries
- *Progressive* - The Academy will be proactive in a changing environment

ARL Academy Director (Sue Baughman, ARL)

The ARL Academy Director provides oversight of the ARL Academy, facilitates the intersection of Academy programs and activities with other ARL programs, reviews resource requirements, and develops funding recommendations.

ARL Academy Advisory group (Wendy Lougee, Chair 2018-19, Minnesota)

The Advisory Group provides guidance to the ARL Academy Director to ensure the Academy is meeting the needs of the ARL workforce and that the curriculum is in alignment with ARL's mission. The Advisory Group may review programs, identify gaps in the portfolio; and identify responsible parties to develop programs and necessary infrastructure.

Customer/Audience

While the primary audience for Academy offerings will be ARL workforces, some activities will be open to non-member libraries (e.g. Fall Forum).

Opportunities

Programmatic offerings include:

- Association Meetings and Fall Forums
- Digital Scholarship Institute
- Leadership and Career Development Program
- Leadership Fellows Program
- Library Assessment Conference
- Library Management Skills Institute I and II
- Planning a Digital Scholarship Center Workshop (with CNI)
- Re-imagining the Library Liaison Library Liaison Road Show and Toolkit



- Coaching and Mentoring of Library Leaders
- Critical Conversations - timely or urgent discussions led by ARL members
- New Directors' Development Program
- On the Edge Webinars - series on emergent topics
- Symposium for Strategic Leadership in Diversity, Equity, and Inclusion

- Your idea here!