Annual Report
2020

The Association of Research Libraries fosters the open exchange of ideas and expertise; advances diversity, equity, and inclusion; and pursues advocacy and public policy efforts that reflect the values of the library, scholarly, and higher education communities. ARL forges partnerships and catalyzes the collective efforts of research libraries to enable knowledge creation and to achieve enduring and barrier-free access to information.
# Table of Contents

3  Introduction

4  2020 Highlights

6  2020 by the Numbers

8  Advocate for Public Policies in Support of Our Mission and Shared Objective

12  Catalyze Collective Efforts to Achieve Enduring and Barrier-Free Access to Information

15  Create Diverse, Equitable, Inclusive, and Accessible Services, Collections, and Work Environments

17  Provide Data and Analytics on Research Library Practices, Effectiveness, and Impact

19  Shape and Inform Leadership Practice throughout Research Libraries

21  Deepen and Expand Understanding of Research Library Impact in the Research Enterprise and More Broadly

23  2020 Media Coverage of ARL

24  2020 Public Statements, Publications, and Presentations by ARL
Introduction

John Culshaw, ARL President

2020 was a year like no other in recent history. Three conditions converged to shape the work of the Association: the COVID-19 pandemic; the continued systemic racism resulting in the killing of Black and Brown people in the United States; and the economic uncertainty, particularly given COVID-19, that challenges the very nature of higher education and research.

The Association of Research Libraries (ARL) works in partnership to convene, inform, shape, and influence the research and learning ecosystem. Our focus is at the intersection of public policy, institutional policy and practice, and the changing conditions of research and learning. Given the context of 2020, the ARL Board of Directors approved a 2021–2022 Action Plan that represents a strategic direction based on member priorities reflecting the known present with an eye on the future. The Action Plan sets our strategic direction for the next two years and is based on our members’ priorities. Thank you for your participation in developing the plan! As you read this Annual Report, I hope that you also recognize the strength and value of research libraries now and as we build the future together, founded on the Association’s mission, vision, and guiding principles.

In 2020 scholars depended on access to digital research more than ever before. The Association saw this as a crucial moment to support controlled digital lending. We worked to increase open access in collaboration with our partners in higher education, and other research library associations, including our work on open science with the International Alliance of Research Library Associations. We stood with others encouraging publishers to open access to research to accelerate the science that ultimately led to COVID-19 vaccines, and beyond that to help our society deal with the public health consequences.

The ARL Board is responsible for ensuring we live by our guiding principles. This year the Association stood in support of the principles—we were called to action on diversity, equity, and inclusion; intellectual freedom; and leadership development. As vice president, it was my privilege to plan and host the ARL Fall Forum themed “Leading Libraries toward Anti-racism in a Changing World.” This event and others highlighted in the Annual Report reflect our deep commitment to diversity, equity, and inclusion. Sadly our society continues to need to battle racism and structural inequity. In 2020 the Association condemned police brutality and racism and requested that the White House withdraw the executive order on “Combating Race and Sex Stereotyping.” We began a review of our Association policies to ensure they are structurally equitable and that our actions reflect our anti-racist commitment. This started with our Association committees by broadening the engagement of member library staff in all we do and building pathways within our Association for BIPOC community. We will continue to review and update our policies in 2021.

As we look ahead to 2021, we start from what we learned and accomplished in 2020. I invite you to read the Annual Report and hope you too will recognize the value of our Association as well as further appreciate the resilience and contributions of our members during this unprecedented time.
With our focus now squarely on 2021 and all the opportunities and challenges it presents, it is my honor to share the achievements of the Association of Research Libraries (ARL) in 2020, a year that drew this community together in the face of a series of crises. And one that shaped where we are headed.

ARL is a member-driven organization—over 80 percent of member institutions worked with the expert staff on the priorities this past year, setting the 2021–2022 Action Plan based on member priorities. This year, even in the midst of life-threatening, societal, and institutional challenges, the Association (the members and the legal entity), in collaboration with our partners, acted to address the present and to prepare for the future. This is evident in every priority and commitment.

COVID-19 dominated our members’ lives in 2020. The Association provided a venue for our members to learn from one another as events unfolded, as well as to highlight their actions to address the crisis, such as supporting research and documenting the present for the future. We used our collective voice, often in partnership, to support open access to digital content under the current conditions, including supporting controlled digital lending. In the midst of research interrupted, we accelerated our commitment to advancing open science, particularly as it relates to research data, copyright, and open monographs. For more details, please read the summary on pages 8–14.

The year was a stark reminder of the urgency to dismantle systemic racism and to act on our principles of diversity, equity, and inclusion within our profession—not only recruiting, but retaining and advancing BIPOC employees. Our public statements made our position clear. We redesigned our flagship Leadership Fellows program to prepare leaders for a world of continual opportunities and challenges, and to lead with diversity, equity, and inclusion at the center of all they do. We created two new positions, one for the senior director of Leadership and Organizational Development and the other for the senior director of Diversity, Equity, and Inclusion. Both positions focus on ensuring we deliver opportunities for diverse and underrepresented individuals in our profession, and that all leaders have the competencies and support they need to create diverse and equitable organizations. For more details, see pages 15–16.
This was a year that called for research libraries and archives to act in support of research and learning in a crisis (and our members certainly did that!) and to look ahead at a vastly changed research and learning context—one with many unknowns. Our Association began a research project on the changing roles and responsibilities of research library leaders. In collaboration, we conducted a landscape analysis and series of workshops and expert interviews on the existing and future role of research libraries as emerging technologies are adopted in research and learning. We established a 2021–2022 Action Plan with an eye on three plausible futures for research libraries and archives, and the work of the Association at the intersection of public policy, institutional policy and practice, and research and learning community.

Please join me in thanking the members, staff, and partners who are represented here in this Annual Report. Without them, none of these accomplishments would have been possible.

Mary Lee Kennedy
ARL Executive Director
2020 by the Numbers

### Member Engagement

**124**
- Member institutions

**14**
- New member representatives welcomed

**87%**
- Of member representatives actively engaged in the work of the Association

### Representation

**10**
- Partner boards and steering committees (AGU, BRDI, Dryad, IARLA, OA Working Group, ROR, SC OSS, SocArXiv, SPARC, US National Committee for CODATA)

### Expertise

**Thought leadership**

**20**
- Publications

**3**
- Presentations

**13**
- Statements on enduring and equitable access to information, and diversity, equity, and inclusion

**37**
- Blog posts

### Events

**78**
- Organizations, including **30 ARL members**, participated in Fair Use Week

**13**
- Peer-to-Peer Confabs for ARL directors and AULs

**3**
- Library Assessment Conference sessions with **881 participants**

**2**
- Association Meetings
  - Spring Meeting with **154 registrants**
  - Fall Meeting with **168 registrants**

**1**
- ARL Fall Forum with **427 participants**

**1**
- TOME Meeting with **107 registered**

**239**
- Online media mentions

**3**
- Comments

**2**
- Testimonies

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**ARL Fall Forum with 427 participants**

**TOME Meeting with 107 registered**
**Educational Programs**

- **24** LDCP Fellows accepted with **24** career coaches recruited
- **20** webinars for LCDP and AFDIE
- **18** Kaleidoscope Diversity Scholars accepted with **18** mentors recruited
- **16** virtual sessions for LCDP Fellows and Kaleidoscope Program Scholars with **314** participants
- **5** member sessions with **211** participants
- **3** *On the Edge* sessions with **161** participants

**$639,000+**

invested in fellows and scholars programs, including sponsorships

**Resources and Tools**

- **599,778** pageviews on ARL.org
- **11.5k** Twitter followers, a gain of 11.6%
- **8,965** unique views on the Member Resources website
- **5,413** Facebook fans, a gain of 1.2%
- **2,756** subscribers to the weekly ARL News email
- **1,014** subscribers to the Day in Review email (introduced on July 17, 2020)
- **66** Instagram followers on new account (introduced on October 19, 2020)
- **21** institutions conducted the LibQUAL survey
- **13** briefings for member representatives on public policy and higher education, a gain of 3.4%
Advocate for Public Policies in Support of Our Mission and Shared Objective

Our priority is to advocate and advance law and policy that safeguards and furthers the interests of researchers and learners by ensuring that libraries can acquire, share, lend, reformat, and preserve content with maximum digital affordances. ARL partners with the Canadian Association of Research Libraries (CARL) on Canadian public policy issues, and works in coalition with the International Alliance of Research Library Associations (IARLA) on global policy development.

Work to ensure a policy and legal environment that supports and enhances accessible, sustainable, equitable, and barrier-free scholarship, with a focus on user privacy

The Association of Research Libraries (ARL) is the collective voice for research libraries and archives on public policy in the US and internationally. ARL leads on policy and legal issues that advance sustainable, equitable, and barrier-free access to information and culture while protecting core values of privacy and freedom of expression. We do much of this work through the Library Copyright Alliance (LCA), whose membership includes ARL, the American Library Association (ALA), and the Association of College & Research Libraries (ACRL).

Accessibility

The ARL–CARL Joint Task Force on Implementation of the Marrakesh Treaty began meeting in September 2020. In 2019, the United States joined the Marrakesh Treaty, the goal of which is to facilitate access to print works for visually impaired persons and persons with print disabilities across international borders. An estimated 7 percent of published works are available in formats accessible to people with print disabilities, a problem known as the global book famine. With the legal framework around the Marrakesh Treaty established—in the United States, this included amendments to Section 121 of the Copyright Act—the ARL-CARL task force will support an inter-institutional pilot project to test cross-border lending.

Copyright and fair use

In January 2020, LCA filed an amicus brief in support of Google in an ongoing case against Oracle, in which Google claims its use of Oracle application programming interfaces (APIs) to develop new software is a fair use. In the brief, LCA asks that the US Supreme Court consider implications on the settled state of fair use law in its deliberation and determination. In making the case for the established practices of scholarly and creative communities applying fair use to their activities, the brief cites the myriad standards for applying fair use that these communities have developed, which include best practices for fair use in software preservation. A ruling on this case is expected in 2021.

In response to a request by the US Copyright Office for comments on state sovereign immunity, LCA
submitted comments reiterating many of the points in its 2019 amicus brief in the related Supreme Court case Allen v. Cooper. Those points include: the $30 billion libraries spend annually on purchasing copyrighted materials, the adequacy of injunctive relief available to copyright holders against state actors under Ex Parte Young, and the critical role state libraries and archives play in using digital technology to preserve materials without abusing sovereign immunity. In Allen v. Cooper, the Supreme Court dismissed a copyright infringement claim against North Carolina, ruling that Congress lacks the authority to abrogate state sovereign immunity, and that the Copyright Remedy Clarification Act is unconstitutional.

In remarks at a Copyright Office roundtable series on state sovereign immunity, LCA attorney Jonathan Band argued that the Digital Millennium Copyright Act (DMCA) is an appropriate and powerful tool to address copyright infringement, and that many copyright infringement disputes are actually contract issues. The roundtable was part of a Copyright Office study of “the extent to which copyright owners are experiencing infringement by states without adequate remedies under state law.”

LCA issued a response to a letter from Senator Thom Tillis, the then chair of the Senate Judiciary Subcommittee on Intellectual Property, and a press release in reaction to a discussion draft of the Digital Copyright Act of 2021, which Tillis described as a DMCA reform bill. Both responses articulated LCA’s position that any change to DMCA will impact the library community’s ability to achieve the constitutional aim of promoting the progress of science and the useful arts.

Earlier in the year, Dave Hansen, associate university librarian and lead copyright & information policy officer at Duke University, testified on behalf of LCA members at a Senate subcommittee hearing on the DMCA notice-and-takedown system. Hansen noted Section 512 of the DMCA, which provides online service providers a safe harbor against liability for user-posted content, is presently well balanced, citing examples from Duke’s role as content provider, copyright holder, and online service provider.
In September, Jonathan Band implored the House Judiciary Committee to view copyright issues and the internet through “an appropriately wide lens” when considering the balances in the DMCA. Specifically, Band noted that the safe harbor protections in Section 512 were offered in exchange for the technological protection measures (TPM) controls in Section 1201.

In September, LCA filed a petition for a new exemption for DVD preservation as part of the DMCA rulemaking process. Every three years, the US register of copyrights considers whether groups of users are adversely affected by the prohibition on circumvention of technological measures that is codified in Section 1201 of the DMCA based on petitions for exemption, and makes recommendations to the librarian of Congress on granting exemptions.

LCA joined a petition submitted by the Authors Alliance calling for an exemption to enable text-and data-mining research on motion pictures and electronically printed works. Without this type of research, knowledge about newer works that are still under copyright, and that are more likely to be by or about women and people of color, is precluded.

ARL signed the “Position Statement on Controlled Digital Lending” and issued a statement urging publishers to end their lawsuit against the Internet Archive filed in June, especially since the Internet Archive closed down the National Emergency Library earlier than planned and returned to traditional controlled digital lending (CDL) practices. CDL is rooted in the fair use doctrine of US copyright law, and circumstances like the COVID-19 emergency are not part of the test that US courts apply in considering whether a use is fair. However, the urgency of the moment has increased interest in the CDL model and legal theory, and copyright legislation around the National Emergency Library could potentially have implications for CDL and fair use more generally. ARL signing the statement was a “signal to the court that CDL is widely accepted in the community,” according to LCA General Counsel Jonathan Band.

ARL published a commissioned white paper, Modern Interlibrary Loan Practices: Moving beyond the CONTU Guidelines, meant to guide libraries in developing standards for interlibrary loan (ILL) practices and copyright payments based on the current research and publishing environment. The original Commission on New Technological Uses of Copyrighted Works (CONTU) guidelines were based on outdated journal pricing, scholarly publishing, and library acquisitions practices from the 1970s, and have not been reevaluated or adjusted as intended. The white paper authors Laura Quilter, Meg Oakley, and Sara Benson drafted questions that library staff can use in developing their own ILL standards.

LCA filed comments supporting a proposed rule that the US Copyright Office issued in November, making “electronic-only books published in the United States subject to the Copyright Act’s mandatory deposit provisions if they are affirmatively demanded by the Office.” In the comments, LCA acknowledged the Library of Congress’s proactive work to ensure digital materials are preserved.

The Association convened a webinar for ARL members and select partners to discuss the risks of foreign government influence in the research enterprise, including presentations from representatives of the Federal Bureau of Investigation and the American Council on Education.

**Higher education**

In October, ARL issued a statement calling on the White House to withdraw its September 22 Executive Order No. 13,950 on “Combating Race and Sex Stereotyping,” which would disallow agencies from receiving federal grants if federal funds were used for “race or sex stereotyping or any form of race or sex scapegoating.” At a time when research libraries and archives are working to acknowledge and address structural racism, ARL’s board expressed deep concern that the executive order would stifle the training that is necessary to provide equitable and meaningful employment opportunities for Black, Indigenous, and other people of color (BIPOC) in the research library.
community. In December, a federal judge in California issued a preliminary nationwide injunction halting the executive order. The Biden-Harris administration will repeal this executive order.

ARL and 69 other higher education associations joined an amicus brief by the American Council on Education (ACE) on behalf of Harvard and MIT, arguing for preliminary injunctive relief to the Department of Homeland Security’s 2020 Student Exchange Visitor Program directive. Under the directive, students attending schools that were operating entirely online would not have been allowed to “take a full online course load and remain in the United States,” and those institutions that decided to go virtual to protect the health and safety of students, staff, and faculty would subject their international students to deportation. More than one million international students are enrolled in colleges and universities in the US, and over 250 colleges and universities supported Harvard and MIT in their lawsuit against Immigration and Customs Enforcement (ICE). The US government ultimately reversed the guidance.

In its work as a member of the Washington Higher Education Secretariat, ARL signed on to letters to the executive branch, the Department of Education, and other federal departments regarding COVID-19 relief funding for higher education, international students, Title XI, and freedom of speech.

Privacy
ARL filed an amicus brief, along with the Association of College & Research Libraries (ACRL), American Historical Association (AHA), American Council of Learned Societies (ACLS), University of California Libraries, University of Illinois Urbana-Champaign Library, and The University of Iowa Libraries, in the Supreme Court case Ahmad v. University of Michigan concerning a public record request circumventing a deed of gift. The brief supported the University of Michigan’s position that donated papers should be subject to the terms of their negotiated contracts. ARL’s concern in this case is that a decision against Michigan could adversely impact libraries and archives, which rely on deeds of gift to preserve original papers, and ultimately make them accessible. Negating these agreements or determining that donated papers are preempted by public information laws could mean fewer donations of original documents that are necessary to preserve the cultural and historical record, and for research and scholarship. If disclosed before the contractually enforced date, the papers in question may jeopardize current and future arrangements between public institutions and donors.
Catalyze Collective Efforts to Achieve Enduring and Barrier-Free Access to Information

Our priority is to align library strategy, staffing, and spending to advance the principles and practices of open scholarship. Through collective action, ARL works to increase the amount of high-quality scholarship that is openly available and to support and position our members to lead on “open science by design” within their own institutions. Much of this work is done in partnership—with organizations and groups ranging from individual libraries, peer associations, and disciplinary communities. In 2020, ARL organized a new staff unit of Scholarship and Policy and successfully recruited new directors for both Information Policy and Scholars & Scholarship.

**Increase the amount of openly available scholarship**

From shaping and influencing public and institutional policy to enable greater access to scholarship, to specific initiatives to support open monographs, ARL and its member libraries are increasing the amount of scholarship that is openly available. In March 2020 universities and other research institutions closed their physical facilities due to COVID-19, and at the same time saw dire predictions about budget cuts due to lost institutional revenue. The uncertainty of this environment and its time horizon led ARL to do the following:

- Signed the International Coalition of Library Consortia (ICOLC) “Statement on the Global COVID-19 Pandemic and Its Impact on Library Services and Resources”
- Collaborated with the International Alliance of Research Library Associations (IARLA) to amplify the ICOLC statement
- With the Oberlin Group and the Association of College & Research Libraries (ACRL), urged publishers to continue providing free emergency access and to hold subscription prices steady
- Submitted comments on “Draft NIH Policy for Data Management and Sharing”
- Responded to US Office of Science and Technology Policy request for comments on “Desirable Characteristics of Repositories”
- With IARLA, signed the “Sorbonne Declaration on Research Data Rights”
- Issued a statement commending cOAlition S on its Rights Retention Strategy, which provided a pathway to implementing the first principle of Plan S, that authors or their institutions retain copyright to their publications, and make them available under an open license
- Participated in the Plan S Rights Retention Strategy Summit
- Convened ARL member sessions on the importance of collectively supporting university press publishing
- With the Knowledge Futures Group, prepared a prospectus for the National Academies Board of Research Data and Information (BRDI) on the
importance of shared open infrastructure to advance university-based publishing, which will inform a key aspect of BRDI’s work in 2021 on the future of scholarly communications.

- Participated on the Board of the Global Sustainability Coalition for Open Science Services (SCOSS), and co-hosted a webinar with the Canadian Association of Research Libraries (CARL) for ARL and CARL members to increase the participation of North American libraries in SCOSS funding targets.

- Participated in community calls of Invest in Open Infrastructure (IOI) to shape its agenda as a new organization and represent the interests of research libraries.

- Participated in the Andrew W. Mellon Foundation–funded Mapping the Scholarly Communication Infrastructure Advisory Committee, helping to shape its 2020 publications.

With our strong partnership with the Association of University Presses (AUPresses), ARL convened virtual meetings of the press and library community (P2L) and TOME (Toward an Open Monograph Ecosystem), which also includes the Association of American Universities (AAU). Both meetings took advantage of the virtual setting to be more inclusive in both presenters and participants, and both used the opportunity to provide new directions and agenda-setting for the respective partnerships.

At the fourth summit of the P2L community, the meeting was structured to devise a forward-looking agenda to deepen the connection between university presses and libraries and to include related stakeholders such as library publishers and scholar-led presses. Speakers shaped and facilitated that agenda to include (1) shared open infrastructure for university-based publishing, (2) collaboration to support digital scholarship, and (3) anti-racism.

Having reached the milestone of 60 open monographs funded and published through the initiative, the TOME meeting kicked off with its first-ever author roundtable, in which five authors shared their experiences with open access (OA) and their thoughts on the future of OA monographs in their disciplines. As 2020 was the third year of the five-year pilot, the meeting included development of evaluation criteria, planning for the future administrative home of TOME post-pilot, and pathways to engage with broader humanities stakeholders.

**Advance “open science by design”**

Open science by design is a strategy to remove barriers and move toward widespread open access to scientific data, research, and publications. The strategy is based on the principle that research conducted openly and transparently leads to better science as well as more equitable access to knowledge. ARL strengthens research library partnerships within the greater research ecosystem to advance this priority and set of objectives.

Open science by design both requires strong roles for institutional, government, and disciplinary actors, as well as strong collaboration among them. ARL plays an advocacy role on behalf of its members with respect to the value of libraries in the research life cycle. In 2020, our focus was on research data and the importance of library leadership and participation within institutional and other alliances on data management, sharing, and stewardship.

**ARL and CARL launched a Joint Task Force on Research Data Services.** In addition to the 8 ARL and CARL member representatives on the task force, there are an additional 16 data practitioners participating in three working groups to support the task force. The task force will conclude its work in spring 2021 with a report and tools for addressing institutional strategies, national and international data policy, and resilient partnerships.

13 2020 ANNUAL REPORT | Association of Research Libraries
On February 20–21, with funding from the National Science Foundation (NSF) and the National Institutes of Health (NIH), the Association of American Universities (AAU) and Association of Public and Land-grant Universities (APLU) convened a “National Summit on Accelerating Public Access to Research Data.” The summit, a follow-up activity to an October 2018 meeting of 30 teams from AAU and APLU member institutions, brought together “universities and stakeholders from the research data community to develop a set of guidelines to assist universities in developing and implementing policies, practices, and guidance to ensure public access to federally funded research data.” Eleven ARL member representatives attended the summit, along with strong representation from the ARL data librarian community, including members of the new ARL-CARL Joint Task Force on Research Data Services. The summit deliverable will be a guide for institutions. Through the joint ARL-CARL task force, its working groups, and other activities, ARL will liaise with the summit organizers and contribute to the guide.

ARL, with partners AAU, APLU, and the California Digital Library concluded its NSF-funded project Implementing Effective Data Practices, with the publication of a final set of community-vetted recommendations and a toolkit for implementing them within individual institutions. The toolkit includes the report, shareable slides, discussion questions, a reading list, and blog posts.
Create Diverse, Equitable, Inclusive, and Accessible Services, Collections, and Work Environments

At the outset of 2020 our focus shifted to include helping research libraries to both recruit a diverse workforce and develop and maintain inclusive organizations. Our decisions and actions were even more urgent given the continued police brutality against Black Americans in the United States and the disproportionate impact of COVID-19 on BIPOC communities, which highlighted continuing structural racial inequities. These issues elevated the need for internal reflection about our own structural equity and anti-racism practices. While we made progress, we recognize there is much more to do.

Better equip ARL members to develop and sustain diverse and inclusive organizations and the profession

In a year of historical proportions, we used our voice to condemn systemic racism and violence against Black people and other communities of color and to stand against the executive order on “Combating Race and Sex Stereotyping” including issuing a member briefing and other member resources (login required).

The 2020 ARL Fall Forum on “Leading Libraries toward Anti-racism in a Changing World” brought together over 400 attendees, including the Leadership and Career Development Program scholars. The Julia C. Blixrud Memorial Lecture on “New Paradigms of Justice: How Librarians Can Respond to the Knowledge Crisis,” was presented by Safiya Noble. We celebrated Nix Mendy, winner of the Julia C. Blixrud Scholarship, whose ARL Views blog post provides an exceptional summary of the event.

With the health and financial crisis disproportionately affecting the Black community and other communities of color, we focused on ARL diversity scholars and fellows, and on raising awareness of how institutions can create more diverse and inclusive cultures. The latest cohorts starting in 2020 include 24 fellows in the Leadership and Career Development Program, 18 scholars in the Kaleidoscope Program, and 5 fellows participating in the ARL/SAA Mosaic Program. With programs beginning in a time of turmoil, member representatives continued to provide mentorship for fellows, and the Association staff and visiting program officers re-envisioned the mentoring and coaching needed—including providing coaches for the mentors. The final ARL Fellowship for Digital and Inclusive Excellence Program (AFDIE) cohort of 12 fellows (of a total of 35 fellows throughout the program) concluded in June 2020.

In reflecting ARL’s guiding principles and commitment to diversity, equity, and inclusion, the Association began a review of its policies, starting with committee membership. The Task Force on Structural Equity and Inclusion and other Board committees continue the work in 2021. As a result, our Association seeks to better reflect our profession and to increase opportunities for our member representatives and their staff in shaping it.
The latest issue of Research Libraries Issues explores diversity, equity, and inclusion (DEI) in research libraries, providing insights based on theory and practice. It includes research by Kiyomi Deards, ARL visiting program officer, on competency frameworks in DEI, as well as training and developmental providers and experiences that libraries and other industries have been implementing on a local level.

This work informs the Joint Task Force on Building Cultural Proficiencies for Racial Equity Framework, formed by the Association of College & Research Libraries (ACRL), Association of Research Libraries (ARL), the American Library Association (ALA) Office for Diversity, Literacy, and Outreach Services (ODLOS), and the Public Library Association (PLA). The framework will be a foundational resource to help academic and public libraries build inclusive cultures. It will offer guidelines on development and implementation of organizational policies, as well as best practices to support diverse workforces.

Delayed due to COVID-19, the framework is expected to be finalized in the summer of 2021. It will inform the design of the Diversity, Equity, and Inclusion Institute noted below.

In 2020 the US government’s Institute for Museum and Library Services (IMLS) awarded ARL a Laura Bush 21st Century Librarian Program grant to fund the research and design of a Diversity, Equity, and Inclusion Institute. Given the recruitment underway for a senior director of Diversity, Equity, and Inclusion, and the pending completion of the framework for DEI competencies (see above), we will begin this work in 2021. As an urgent priority, the DEI Institute will include a curriculum framework and assessment metrics for training content that will be piloted by ARL following the funding period. The audience for the institute will be staff members in cultural heritage and information organizations who want to build inclusive and equitable organizations and advance broader systemic change.
Provide Data and Analytics on Research Library Practices, Effectiveness, and Impact

ARL’s Research and Analytics program conducts data collection, analysis, and reporting on several aspects of research libraries and archives. This was a year of transition for the Research and Analytics program at ARL as the Association welcomed new staff to the team, and saw others move on to exciting new opportunities. In 2020, the program focused much of its attention on making improvements to its assessment tools and website. These modifications provide a foundation on which the Association will be able to build its Research and Analytics program toward measuring impacts and outcomes, and more active and dynamic data reporting.

Provide leading research library assessment instruments

We continued ARL’s practice of collecting, processing, and publishing data from the annual statistics and salary surveys while also implementing changes to improve our data products. The Salary Survey Task Force formed in 2019 issued its final report (login required), which included several recommendations to enhance Salary Survey data collection and reporting. The ARL executive director accepted the recommendations and we completed implementation for the 2020 survey cycle data collection. These changes benefit members with a more streamlined, clear, and well-documented Salary Survey instrument.

Extending from 2019 market analysis work, we continued our survey improvement efforts by beginning work on upgrading the LibQUAL+ instrument. The goal of this effort is to enhance the user experience and usability of the survey. Much of 2020 was spent conducting research, outreach, and initial user testing. We look forward to more extensive user testing and introducing a revised product later in 2021.

Communicate the impact and relevance of research libraries and archives

Beginning in March 2020, the unforeseen COVID-19 crisis interrupted the Research Library Impact Framework initiative. The crisis forced a number of the project and practice brief teams to put their activities on hold while the teams dealt with the transitions to remote working and remote library services. Throughout this time, the ARL visiting program officers (VPOs) were in regular contact with library teams to reassure them that it was important for members to address their local issues. A virtual meeting in May with the team members included a discussion of how colleagues were managing in this time of deep uncertainty and change. As a result of these discussions, and in consultation with the initiative advisory group, ARL requested and received a no-cost extension from this initiative’s funder, the Institute of Museum and Library Services (IMLS), until June 2022.

The ARL deputy executive director and VPOs completed a review in August 2020 with each team to ascertain the status of projects and to
identify any additional assistance that might be useful. A virtual meeting in October with the project and practice brief teams highlighted that teams were beginning to return to their projects. Several practice briefs will be published in early 2021.
Shape and Inform Leadership Practice throughout Research Libraries

The ARL Academy is a crucial resource for advancing professional development for library leaders as partners in the research enterprise. The unified suite of programs empowers ARL libraries and archives staff with the tools necessary to meet the current and future needs of users. Offerings focus on leadership and skills development; diversity, equity, and inclusion; and the challenges of organizational change.

Develop library staff as partners in the research enterprise

Academy Research Project
The Academy Research Project was designed to: comprehend and identify the gap between current and future executive leadership roles, express what is changing in the value proposition of libraries as a result of changing roles for deans/directors, identify ways to engage campus leadership about how the dean/director could play new and/or different roles, and identify executive skill-development needs and discussion opportunities to inform ARL programming and strategic priorities. In addition, the project added to its initial scope: identifying themes, impact, and projections regarding COVID-related consequences to higher education broadly and academic libraries specifically. A visiting program officer joined the project to conclude phases 2 and 3, which include targeted interviews with ARL member representatives (including some who have taken on new roles) and a plan to provide a complete review of findings, analysis, and recommendations.

Leadership Fellows Program
The ARL Leadership Fellows program provides opportunities for leadership growth by combining (1) a curriculum designed for library leadership and (2) enriching relationships with members of a peer cohort and with established, practicing leaders in the research and learning ecosystem. In 2020, following an external program review and subsequent recommendations and approval from the Board of Directors, the Leadership Fellows program was completely redesigned. New structure and new content that includes a greater emphasis on diversity, equity, and inclusion were launched in the design and development phase of the program.

AUL/Senior Leadership Institute
The ARL Academy AUL Leadership Institute Task Force served as part of the ARL Academy Advisory Committee and was charged with advising the committee on the design of a high-caliber program for senior library leaders. The task force produced a program plan that: refined draft goals and outcomes for the program; recommended professional development needs for senior library leaders; refined draft programmatic elements, learning outcomes, and program evaluation criteria based on the needs of research libraries and attendees; and recommended experts for programmatic elements. The initial phase of the project ended in May 2020. The recommendations and design suggestions from the task force will be taken up by the 2020–2021 ARL Academy Advisory Committee.
On the Edge

The ARL Academy presented two On the Edge virtual sessions for member representatives and staff in early 2020: in January, Torsten Reimer, head of research services at the British Library, led a discussion on research libraries in 2030; in February, Clifford Lynch, executive director of the Coalition of Networked Information (CNI), led a discussion on the findings from a series of conversations CNI convened with IT and library leaders. After a hiatus, On the Edge relaunched in December, when 34 member representatives participated in “Well-being and Stress Management for Senior Leaders” led by Lynn Bufka, senior director of Practice Transformation and Quality for the American Psychological Association. The session covered strategies for self-care while also leading teams through challenging times. Topics covered during the session included strategies for managing mental health, stress and well-being in BIPOC communities, and gender and stress. Participants were provided with resource sheets for further information.
Deepen and Expand Understanding of Research Library Impact in the Research Enterprise and More Broadly

Our commitment is to deepen and expand the understanding of the research library’s value and brand identity, particularly in terms of its impact in the research enterprise and more broadly. The varying societal issues of 2020, including the COVID-19 pandemic and protests against police brutality, solidified the need to place greater emphasis on understanding the role of research libraries and archives in the research community, in institutions, as well as in society at large. We especially needed to emphasize research libraries’ role as strongholds of democracy to combat the rise of disinformation. Our priority highlighted the necessity of promoting the work of member libraries, showcasing research library expertise, and publicly supporting policies and initiatives that further the missions and goals of the research enterprise.
Foster a culture of engagement and collaboration in which ARL members feel connected as a network and can contribute to the success of the Association

At the onset of the COVID-19 pandemic, ARL Communications launched a number of initiatives focused on promoting the work of member libraries, emphasizing the expertise and necessity of research libraries, and collaborating with member representatives. Our strategy focused on member benefits and centering the needs of members through the rise of the pandemic. To fulfill this need, members received daily COVID-19 update pages that first began to post updates about research library status (open, closed, partially open). As it became more evident that longer-term changes would become more widespread, we sent members weekly updates, including news and resource pages from member libraries. Member library communications teams were provided a COVID-19 stories submission form, to share stories about their specific initiatives and resources concerning COVID-19. ARL Communications team members published the stories in a series of blog posts.

We launched the Day in Review to highlight daily news stories, updates, and resources relating to the research enterprise. The Day in Review quickly became an enjoyed asset, now reaching more than 1,000 daily recipients by email. On social media, ARL Communications staff share articles and news from member libraries and strategic partners. Specifically, on Twitter, ARL often retweets and shares posts of interest.

We launched the ARL Views blog in order to formally increase storytelling concerning the work of ARL members, using the blog to identify and promote research library trends. We engaged with members through interviews, submission forms, and the ARL Communicators Google Group.

Members are also encouraged to submit news to our Friday newsletter by emailing the Communications Team email address (commteam@arl.org). News concerning research work or initiatives is highlighted and shared with our wider public list. Near the end of 2020, we conducted a survey of member library communications staff that will help us assess additional needs that help towards building a culture of engagement and collaboration.

Increase reach within the research and learning community, higher education, and public affairs

With 2020 being an unprecedented year, ARL Communications staff used the current events as opportunities to promote member library work and connect how the work of research libraries and archives impacts institutions and society as a whole. We published news releases and statements that spoke to the societal issues of our time and also uplifted research libraries as democratic institutions committed to barrier-free access to information, intellectual freedom, diversity, equity, inclusion, and anti-racism.

News releases were sent to lists of reporters that we sourced from the communications-outreach system, Meltwater. Target media outlets include Chronicle of Higher Education, Inside Higher Ed, PBS, NPR, Washington Post, New York Times, and C-SPAN.

Statements on ARL.org as well as posts on the ARL Views blog highlighted ARL’s mission and goals with posts featuring ARL publications. We worked with a vendor to brand the ARL Views blog so that it could function as a noticeable key resource for storytelling and information. We also merged past ARL Policy Notes blog posts into the new blog to make them readily available and easy to find. ARL Views blog entries helped to increase visibility and retention on the ARL.org website with each post.

We received positive public response to our statements and blog posts, exemplified by interviews, citations, and media mentions, especially for our news articles concerning the research enterprise.
2020 Media Coverage of ARL

ARL had 239 online media mentions in 2020. Our media coverage included ARL policy positions, statements, partnerships, and the work of member library representatives.

The most prominent ARL media mentions of 2020 include the following:

February 12, 2020, Politico, Weekly Education: Coronavirus Special Edition (reach 16.1M)


May 1, 2020, Internet Archive, “Forging a Cooperative Path Forward: University Presses & the National Emergency Library” (reach 116M)

June 23, 2020, Vox, “A Lawsuit Is Threatening the Internet Archive— but It’s Not as Dire as You May Have Heard” (reach 28.9M)

July 1, 2020, Yahoo Finance, “Elsevier and the University of Florida Sign Pilot Agreement to Support Open Access Publishing and Research” (reach 49.6M)

September 15, 2020, CNN, “Dozens of Scientific Journals Have Vanished from the Internet, Study Found” (reach 175M)

November 9, 2020, Springer, “Citations Are a Good Way to Determine the Quality of Research” (reach 22.5M)

December 27, 2020, Detroit News, “Supreme Court to Hear Challenge to UM over Anti-immigration Activist’s Papers” (reach 4.97M)
2020 Public Statements, Publications, and Presentations by ARL

**Statements**


IARLA Supports the Sorbonne Statement on Research Data Rights, April 22.

IARLA Statement on Access to Digital Content for Education and Research during the Period of COVID-19 Response, April 22.


Association of Research Libraries Condemns Racism and Violence against Black Communities, Supports Protests against Police Brutality, June 5.

Association of Research Libraries Urges End to Litigation against Internet Archive, June 22.


ARL Welcomes cOAlition S Rights Retention Strategy Calling for Open Access to Results of Funded Research, July 15.


Publications


*Mapping the Current Landscape of Research Library Engagement with Emerging Technologies in Research and Learning: Stewarding the Scholarly and Cultural Record*, May 27.


*Mapping the Current Landscape of Research Library Engagement with Emerging Technologies in Research and Learning: Furthering Learning and Student Success*, October 14.


**Presentations**

“ARL’s 2021–2020 Action Plan: Determining Value in the Unknown,” presented to the AAHSL Leadership Fellows Institute, September 9, 2020, Mary Lee Kennedy, ARL Executive Director.


“Research Libraries as Collaborative Partners in the Research Ecosystem,” presented to the Earth Science Information Partners, January 8, 2020, Judy Ruttenberg, ARL Senior Director of Scholarship and Policy.