

Vision, Mission and Strategic Goals Update

RLIF Celebration
June 8, 2022

Overall Project and Timeline



VISION, MISSION, GUIDING PRINCIPLES, MEMBERSHIP MODEL AND FINANCIAL FRAMEWORK ACTION PLAN TIMELINE (2023-2026)



Documentation and Research

Ithaka S+R Report

- The pursuit of growth, particularly in the STEM research enterprise
- At public higher ed institutions, efforts to engage the state, both through its political system and its population
- Redressing relationships with the historically marginalized, with significant variation between Canadian and US higher education institutions
- Defending the residential experience

Value Proposition Survey: Top reasons for ARL engagement are to:

- Expand my knowledge of trends that may impact my work
- **Benchmark my library/archives performance among peer institutions (55%)**
- Help my library/archive achieve its specific mission or goals
- Inform key decision-makers in my institution about the state of research libraries/archives
- Give back to the field
- Become a leader/decision-maker

Vision, Mission and Strategic Goals

DEFINING VISION

A **VISION STATEMENT** articulates how the world looks when the organization achieves its goals.

A well-crafted one accomplishes the following:

1. It is written in present, not future, tense
2. It describes the best outcome the organization can achieve
3. It is inspirational and powerful
4. It presents an achievable and desirable future state
5. It is used to communicate the change the organization wants to bring about to internal and external audiences

Please note: "vision" is a hotly debated topic and there is no 100% accepted definition for it. Here, we are defining "vision" according to the process ARL has adopted. Rather than bogging down in debates about what a vision is, we want to focus our energies on describing what the world looks like when ARL experiences success.

The Association of Research Libraries catalyzes and mobilizes collective assets among its member institutions in Canada and the United States, and in partnership with other leaders nationally and internationally is recognized for creating a trusted, diverse, equitable and inclusive learning and research ecosystem.

Catalyzes and Mobilizes
Collective Assets
Recognized for Creating
Trusted, Diverse, Equitable, Inclusive
Learning and Research Ecosystem

The Association of Research Libraries and its member institutions in Canada and the United States, in partnership with other leaders nationally and internationally, is recognized for leadership in creating a trusted, diverse, equitable and inclusive learning and research ecosystem.

In Partnership
Recognized for Leadership
in Creating
Trusted, Diverse, Equitable, Inclusive
Learning and Research Ecosystem

The Association of Research Libraries catalyzes and mobilizes individual assets among its member institutions in Canada and the United States and in partnership with other knowledge economy leaders nationally and internationally advances learning and research inclusive of all human knowledge.

Catalyzes and Mobilizes
Individual Assets
In Partnership with Knowledge
Economy Leaders
Advances Learning and Research
Inclusive of All Human Knowledge

The Association of Research Libraries' collective leadership and its strategic partnership with other knowledge economy leaders nationally and internationally advances a trusted, diverse, equitable and inclusive learning and research ecosystem founded in all human knowledge.

Collective Leadership and Strategic
Partnership
In Partnership with Knowledge
Economy Leaders
Trusted, Diverse, Equitable, Inclusive
Learning and Research Ecosystem
Founded in All Human Knowledge

DEFINING MISSION

A **MISSION STATEMENT** explains why an organization exists.

A well-crafted one accomplishes the following:

1. It describes the purpose and overall intention of the organization
2. It references the key problem or goal that an organization seeks to address
3. It provides broad hints about how the organization might address that problem or reach that goal
4. It is used to communicate the organization's core identity to both internal stakeholders *and* external stakeholders

Please note: "mission" is a hotly debated topic and there is no 100% accepted definition for it. Here, we are defining "mission" according to the process ARL has adopted. Rather than bogging down in debates about what a mission is, we want to focus our energies on describing the purpose and intention of our organization.

The Association of Research Libraries is a collective of major research libraries and archives in higher education, government, and public institutions in Canada and the United States that creates, shares, and sustains our global knowledge record by advocating on research libraries' behalf, convening with our research and higher education partners, sharing intelligence on current issues, and developing the next generation of diverse library leaders

- Collective of Canada/US RLAs
- Creates, Shares, Sustains Global Knowledge Record
- Advocating, Convening, Sharing, and Developing

The Association of Research Libraries is a collective of major research libraries and archives in higher education, government, and public institutions in Canada and the United States whose combined leadership creates, shares, and sustains a significant body of humanity's knowledge.

- Collective of Canada/US RLAs
- Combined Leadership
- Creates, Shares, Sustains Humanity's Knowledge

The Association of Research Libraries is a collective/membership community of major research libraries and archives in research-intensive institutions in Canada and the United States that shapes and influences information policy and practice at the institutional, national and international levels to build a trusted, accessible, and sustainable global knowledge and cultural record.

- Membership Community
- Shapes and Influences Policy and Practice
- Build Global Knowledge and Cultural Record

The Association of Research Libraries is a collective of 126 major research libraries and archives in research-intensive institutions in Canada and the United States, that shapes and influences institutional, national and international information policies and practices that benefit scholars, students, and the broader society.

- Collective of Canada/US RLAs
- Shapes and Influences Policy and Practice
- Benefits Scholars, Students, Society

The Association of Research Libraries is a community of research libraries and archives in research-intensive institutions in Canada and the United States focused on leadership and leadership development, and strategic collaboration with national and international partners in order to advance the research and learning mission in accordance with ARL's values

- Community of Canada/US RLAs
- Focuses on Leadership and Collaboration
- Advances Research and Learning

DEFINING STRATEGIC GOALS

STRATEGIC GOALS map the organization's mission and vision and principles into concrete actions and work plans.

Well-crafted strategic goals:

1. Focus attention on immediate priorities for the organization's work
2. Describe what you aim to achieve in quantifiable, specific, time-bound terms
3. Include precise assessment criteria

Please note: "strategic goals" is a hotly debated topic and there is no 100% accepted definition for them. Here, we are defining "strategic goals" according to the process ARL has adopted. Rather than bogging down in debates about what strategic goals are, we want to focus our energies on documenting what we will do and when, and how we'll assess that it is done.

Advocate for public policies in support of our mission and shared objectives

Defined Action
Defined Action
Defined Action

Catalyze collective efforts to achieve enduring and barrier-free access to information

Defined Action
Defined Action
Defined Action

Create diverse, equitable, inclusive, and accessible work environments, services, and collections

Defined Action
Defined Action
Defined Action

Provide data and analytics on research libraries' practices, effectiveness, and impact

Defined Action
Defined Action
Defined Action

Shape and inform leadership practice throughout research libraries and archives

Defined Action
Defined Action
Defined Action

ARL continues to focus on two core commitments on behalf of its members:

Engender a member experience in which all member representatives feel welcome and can participate in and benefit from the Association

Deepen and expand the understanding of the research library value and brand identity, particularly in terms of its impact in the research enterprise and more broadly

Member Guidance on Vision

- Tighten the statement, shifting from adjective heavy language to powerful verbs
- Focus on what ARL does (vs. what member institutions do)
- Caution using the terms “national, international and global”
- Bring leadership development or the exercise of leadership to the forefront
- Mark the importance of DEIA and sustainability

Member Guidance on Mission

- Focus the mission on what ARL uniquely provides the members
- Move tactical components to goals
- Policy, influence, advocacy and leadership development are hallmarks of ARL's work and purpose as well as community, learning and partnership
- Avoid describing the composition of the organization

Guidance on Strategic Goals

- Weave DEIA into every goal
- Consider what higher ed leaders say they are seeking
- Define public policy carefully
- Focus on ARL-level goals
- Be careful and specific when use national/international/global
- Be cautious about overextending to OA (many collections are not OA) or towards community-based collections (creators may not want to share their knowledge out of context)
- **Think carefully about what ARL can help institutions measure and benchmark (beyond traditional ARL stats)**
- **Bridge from providing a corpus of data to providing guidance, expertise on analytics and research intelligence**
- Additional topics raise (see the report)
- +feedback on each strategic goal

Next Steps

June

- Guiding Principles Focus Groups
- Vision, Mission, Strategic Goals feedback

July

- Draft 2023-2026 Action Plan
- Board review
- Updates as needed by the Task Force, Assoc. Committees, Staff

October

- Board approval