IFLA Section
Academic and
Research Libraries

IFLA ARL 2022 Country Annual Trend Report

Country List:

- Australia
- Bangladesh
- Botswana
- Canada
- Denmark
- Estonia
- Finland
- France
- Germany
- Hong Kong
- New Zealand
- South Africa
- United States

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AUSTRALIA

University Libraries

CAUL is the peak leadership organisation for university libraries In Australia and New Zealand. it makes a significant contribution to higher education strategy, policy and outcomes through a commitment to a shared purpose: To transform how people experience knowledge – how it can be discovered, used and shared. The following areas of focus have been earmarked as strategic priorities for 2020-2022:

- **Open Scholarship and FAIR practices**
  Open scholarship and FAIR (Findable, Accessible, Interoperable, Reusable) scholarly practices support the efficient dissemination of knowledge to researchers, students, policy makers and the broader public, facilitate faster scientific discovery and problem solving, and underpin the integrity of research. There are a number of current, national projects in place:

    o Libraries and Open Publishing Case Studies
    o FAIR and Open Non-Traditional Research Outputs
    o Open Research Toolkit
    o Read and Publish Agreements

- **Building Sustainable Leadership**
  This program supports libraries to actively identify, empower and develop the next generation of leaders, and strengthen the network of senior leaders in academic libraries in Australia and New Zealand, thereby building resilient and sustainable leadership in the sector. The program of of work focuses on the three key areas o: empowering workforce capabilities; future-proofing scholarly information resources funding; and advancing the United Nations 2030 Sustainable Development Goals (SDGs).

- **Enabling a Modern Curriculum**
  A modern curriculum is defined by lifelong learning, student success, digital dexterity, career readiness and new learning paradigms. University libraries are well placed to build national partnerships for innovation and to work with academics to lead the transformation of learning and teaching at their institutions.

- **Respecting Indigenous Knowledge**
  The aim is to embed a culture of respect and recognition for information and knowledge management practices, and develop strategic partnerships and relationships with Aboriginal and Torres Strait Islander communities.

https://www.caul.edu.au/about-caul

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National and State Libraries

NSLA (national and state libraries Australasia) is the peak body for the state, territory and national libraries of Australia and New Zealand.

NSLA has identified three priorities for collaboration in 2020-2023 to form the program of work that it believes will result in the greatest public benefit. Key activities for 2022 against the priorities are:

- **shared digital systems** for effective delivery of national collections and programs
  - Collaborative projects to improve collection of online publications based on strategic review of current practice and collecting intent.
  - National edeposit (NED) ongoing service. NED is now operating as 'business as usual' in NSLA libraries, but the system behind it needs continual enhancements if NED is going to reach its full potential.
  - Information-sharing with legal deposit teams in New Zealand.
  - Participation in Digital Preservation Coalition.
  - Shared approaches to visitor experience and learning programs.
  - Shared standards for preservation and access to digital collections.

- **strengthening community identity** by ensuring that our collections reach and reflect the full diversity of our population
  - Building capability in Indigenous cultural and intellectual property, and in management of First Nations collections.
  - Development of inclusive collection description guidelines, including specific guidelines for First Nations collections.
  - Indigenous cultural capability audit (annual).
  - Individual library initiatives in response to recommendations from contemporary Indigenous collections audit.

- **building cultural and intellectual capital** by developing a strong evidence base for the library sector and sharing our expertise as a trusted voice in national policy.
  - Participation in Australian Research Council LIEF-funded project EaaSI (emulation as a service infrastructure) as partner investigators.
  - Programming and events to celebrate NSLA's 50th anniversary and to promote the work of libraries.

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- o Contribution to AMLA, ALACC, NELLC and collaboration with universities and library sector organisation including ALIA, APLA, CAUL, LIANZA and Te Whakahau.

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BANGLADESH

- ➢ Many academic libraries have been constantly working to provide remote access to content and services, frequently investing time and effort in upgrading websites and computer systems to keep up with demand

- ➢ Accelerating access to e-resources remotely

- ➢ Prominent academic libraries developed Inter-Library Loan Forum, Bangladesh to obtain reading materials that are not available at one participatory library but have those materials at any of the other participatory libraries.

- ➢ Usage social media platforms for the promotion of new services and resources

- ➢ The participation of hybrid information literacy program is increasing

- ➢ Arrange hybrid trainings frequently for the professional developments

- ➢ Try to encourage users about the benefits of using open access resources

- ➢ Conduct many virtual programs, including webinars, competitions, discussion sessions, celebration of national and international events, etc., for user engagement

- ➢ Practitioners are paramount coaches who can identify a gap between theory and practice in library education. Collaboration between academic librarians and Library and Information Science (LIS) academics are boosting for the development of LIS curriculum

- ➢ More involvement with LIS international platforms by academic library staff is growing

- ➢ Arranged online international conference online on Information and Knowledge Management following the theme "Information and Knowledge Management, Innovation and Awareness for Sustainable Library and Information Institutions "on June 24 to 26, 2021. Details can be found here: https://easychair.org/cfp/iIKM-2021

- ➢ Library Association of Bangladesh (LAB) organized hybrid international conference on the Role of LIS Professionals in the 4th Industrial Revolution 11-12 February

2022. The participant from home and abroad of the conference shared their opinions and thoughts on how the library professionals should develop their skills to put up with the 4th industrial revolution. Details can be found here: https://lab.org.bd/labicon2022/

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BOTSWANA

Open science
Open science is a continuing issue, and a lot of activities are ongoing nationally and within institutions to enhance the adoption of open science in the Botswana Academic Community. Some of activities are:

i. Botswana Open University hosted two workshops resourced by experts Emerald on the 9th and 23rd August 2022 on Scholarly Publishing and Peer Review Process and Publishing Open Access Research

ii. Higher Education and Research Librarians will host a Roundtable Discussion on 'Towards Open Access and Open Science: The role of Botswana Library and Information Centres in BotsRen at the upcoming UBUNTU.NET conference on the 25th of November 2022. They will also participate in an off-site session hosted by LIBESENSE on LIBSENSE National Open Science Symposium in Gaborone - November 23rd 2022.

Open Access Research Discovery Solutions
Academic institutions are improving their research output and visibility through the adoption and use of Open Access Research Discovery Solutions as well as training researchers on Research Impact and Bibliometrics.

Transformative License Agreement
The University of Botswana (UB) has signed transformative agreement with Wiley publishers to allow their authors to publish on Wiley open access journals without article processing costs.

Data and Computational skills
The Botswana International University of Science and Technology (BIUST) hosted a training to library staff to learn foundational skills in Open Refine.

Bibliographic research
The Institute of Development Management (IDM) library has embarked on collaborative bibliographic research and published: Patrick van Rensburg, Pioneer of Education with Production in Botswana: Annotated Bibliography, access to the flip book at: https://heyzine.com/flip-book/b2301cf01e.html. As part of their partnership with the Directorate on Corruption and Economic Crime (DCEC), another bibliographic project on 'Anti-corruption in Botswana' will be completed in June 2023.

Participation in Global Forums

Two academic and research librarians delivered on IFLA global Advocacy forums. One participated at the Africa Internet Governance forum, Malawi and the other was part of the United Nations High Level Political forum on SDGs at New York. These help in building the needed networks for advocacy and strategically engaging stakeholders on the role of libraries in ensuring a sustainable and inclusive digital society.

Botswana Library Consortium

The Botswana Library Consortium continues to facilitate access to scientific knowledge through shared subscription costs. Despite the dwindling of funding for libraries we continue to see growth in membership and continued enquiries on the availability of e-resources. This service is very critical for researchers in our institutions.

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CANADA

Canadian Research Infrastructure

- Canadian research libraries are active, founding partners in the Digital Research Alliance of Canada. The Alliance is building national digital research infrastructure comprising advanced research computing, research data management, and research software.
- Institutional research data strategies must be written and posted publicly by March 2023 as part of compliance with the Tri-Agency Research Data Management Policy. The Tri-Agencies are the federal government research granting bodies: the Canadian Institutes of Health Research (CIHR), the Natural Sciences and Engineering Research Council of Canada (NSERC), and the Social Sciences and Humanities Research Council of Canada (SSHRC).

Freedom of Expression and Inclusive Libraries

In April of this year, the Canadian Association of Research Libraries revised the Freedom of Expression statement written in 1987. Recognizing the need to revisit the concept of intellectual freedom in the context of equity, diversity, and inclusion, the revised declaration of the Freedom of expression and inclusive libraries strives to reconcile "and advance both freedom of expression and inclusion as core values within the research library context."

Canadian Research Knowledge Network (CRKN): Transformative Agreements

CRKN represents 81 research institutions including academic and national libraries and research organizations. A key mission is to represent the members in large licensing agreements and content acquisition. CRKN has been actively negotiating transformative agreements on behalf of members (e.g. Sage) and hosting professional development opportunities via their annual conference and webinars .

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DENMARK

1. **Unification of library systems**
   There is a potential move towards a single common library system among all university libraries and university college libraries in the coming years. Many libraries at various types of institutions have planned to look into new OPACs in 2022 and 2023. It may be that the bulk of academic libraries will choose to join the solution hosted by the Danish Royal Library.
2. **Implementing the National Strategy for Higher Education**
   The government's strategy for new university educations proposed in the past year entails reducing the number of students in major cities by up to 10% and moving / creating higher ed possibilities in rural or geographically remote areas to enhance job opportunities and businesses outside the main industrial and academic areas in Denmark.
3. **The post-COVID-19 era**
   The daily work/life in libraries and academic institutions after the era of pandemics is still an open issue: What have we learned and how and where do we go from here?
4. **Open Science**
   Implementing institutional policies and support and competencies for data stewardship, research data management and new research tools are still a major trend. Lately a national project harvesting information on scholarly publications, funding etc. from both institutional repositories and commercial sources have surfaced with potential of transforming how academic institutions including libraries implement services on Research Information.
5. **Transformative license agreements**
   License consortia deals after Elsevier and other major publishing houses on the national level are a continuing saga also wrt. implementing institutional Open Science policies and the national ambition for increased Open Access before 2025.
6. **UN Sustainable Development Goals**
   The role of libraries and the possible SDG certification of both public and academic libraries.

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ESTONIA

1. Partnering with Ministry of Education and Research to compile national open science framework
2. The war in Ukraine: cancel all contracts with Russian and Belarussian universities, libraries and publishers
3. Organizing the hybrid Vision Conference of Estonian Research Libraries (22.11.22)
4. A new library system is under discussion, to unify the system all over the country and for different types of libraries
5. Promoting and teaching open science skills in the universities in the framework of ENLIGHT project; creating a Researchers Open Science Toolkit
6. Project MIRKO: Libraries are transferring books all over Estonia.

7. Library as a training center: the number of given (e)-courses has enormously increased: information literacy on different levels, RDM, publishing, bibliometrics etc.
8. Citizen Science, LibOCS project: University libraries strengthening the academia-society connection through citizen science in the Baltics
9. Improve the e-infrastructure for researchers. All the universities have got digital repositories for publications and data by now. Working in the EOSC-Nordic Network to become a partner in European Open Science Cloud; working in the project Skills4EOSC to train researchers.
10. Improving skills of library staff on various new topics like cybersecurity and GDPR
11. Digitizing and forming good quality e-collections (suitable for TDM). The EODOPEN project focuses on bringing European 20th and 21st century digitally-hidden stacks to the public forefront by directly engaging with communities in the selection, digitization and dissemination
12. Implementing AI in libraries, for example for subject indexing
13. Improving library as a physical space: energy crisis brings more people to the library
14. SDG goals: dealing with energy crisis, installing solar panels
15. Library management problems: how to survive an energy crisis, cost management

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FINLAND

- **The war**
  Russia's attack on the Ukraine has also impacted the Finnish universities. Export control has always had to be considered, but the war brought this to the forefront and many new restrictions had to be implemented. All co-operation was ended with Russian institutions, including the libraries. Inter-library loan to Russia and the Belarus were stopped, as were any orders and subscriptions from Russian or Belarussian publishers. This meant e.g. checking all our subscriptions for forbidden content and the renegotiation of a journal package by a British publisher, which included research papers translated from the publications of Russian Institute of Sciences.
- **Covid19**
  Spring 2022 saw the return to campus in many universities, even though Covid19 is still very much spreading in the community. This causes a lot of anxiety as well as relatively high numbers of sick leaves. Some library staff find it difficult to return to campus work and would prefer to continue working remotely. However, return to campus is necessary to get the university community back together and some return to normalcy, after several years of abnormal conditions. The pandemic has also made permanent changes in the ways of work and a new balance needs to be found. Great leaps have been made in offering services remotely, but especially the use of building space has to be reconsidered to provide safe study and working environments during the pandemics-to-come.
- **Open Scholarship**
  The National Open Scholarship policies and practical guidelines have been mostly drafted

(https://avointiede.fi/en/policies) and universities and research organizations have updated their own policies to align with them. The Finnish consortium for electronic resources, FinElib, has negotiated new transformative agreements, such as Nature Research and ACM (https://finelib.fi/negotiations/using-oa/). In addition, the consortium has been negotiating with fully OA publishers to secure consortium deals for the Finnish academia.

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FRANCE

- **Chapter one: from royal to "nationale de France"**
- The foundation of the French national library as central State (royal at first) library dates back to 1368.
- It went from "royal", "imperial" "national" back and forth depending on the political regime.
- Major additions in terms of buildings / functions occurred the XIXth and XXth Centuries such as (in Paris) the Labrouste reading room; the Arsenal library; and the Opera reading room.
- A major change occurred in 1994 with the creation of a new public entity, BnF, which legal framework (decree 94-3 dated on January 3 1994) states missions that go well beyond the typical legal deposit responsibility of a national library.
- As a result, BnF is now both a public, research, academic and digital library, with in addition a national and international cooperation mission statement.
- Beyond internal reorganization or collection and services, the landmark architectural achievement of this change is the François Mitterrand library opened in 1995 as the "Très Grande Bibliothèque" ("TGB" sounding at this time a bit like "TGV", the French high-speed railway…).

- **Chapter two: "Richelieu" reborn**

  - Another cycle of BnF's life began with the renovation, refurbishing and redesigning of the institution's historical location in the center of Paris which is being inaugurated this September on the occasion of the European Heritage Days .
  - "Richelieu" refers to the palace of the famous cardinal, which is one of the many components of a site than encompasses several blocks at the center of the capital.
  - The project lasted 12 years and was organized so that readers services were almost never interrupted (dividing spaces in two haves and relocating public spaces and collections accordingly)
  - Now complete, it encompasses several dimensions :
    o New reading rooms for specialized collections: manuscripts, music (including a music studio), prints & photographs, performing arts, maps, coins and medals;
    o A public space for outreach, leisure reading, conferences etc., the "Salle Ovale";

- A museum that covers all types of collections and their full chronology, from Antiquity to XXIst Century;
- A renovated gallery for exhibitions;
- New public spaces: a garden, a restaurant.

- **Chapter three: BnF tomorrow**

  - BnF in France extends beyond Paris with several locations on the territory: in the Eastern suburb at Bussy-Saint-Georges (restoration and storage), in Sablé-sur-Sarthe (restoration) and in Avignon (theatre-related collections).
  - The need to rationalize this network and to provide storage capacity for the coming decades calls for another major site.
  - In addition special needs for preservation and conservation have long been identified for journals, especially large format daily newspapers.
  - As result BnF will set up new premises in the city of Amiens, in Northern France, to develop a National Newspapers Repository providing storage, restoration and digitization capacity, and on-site services.
  - This will also provide opportunities for new areas of research, as illustrated by the European NewEye project as a whole and with its partnership with BnF.
  - This new arm of the library is set to be inaugurated in 2028.

See you there!

Inauguration full press kit: https://www.bnf.fr/sites/default/files/2022-08/DP_BnF_Richelieu.pdf
Inauguration press release: https://www.bnf.fr/sites/default/files/2022-08/CP_richelieu_reveil.pdf

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GERMANY

- **Transformation towards open access/ "DEAL Operations":** DEAL Operations (https://www.projekt-deal.de/about-deal/) is a read and publish agreement which includes an open access option that facilitates German researchers to publish open access in journals of these publishers (SpringerNature and Wiley). The contract with both publishers were just renewed for 2023. Not all of the open access journals are included. DEAL mainly concentrates on hybrid journals; for the publication in pure open access journals there is a discount on publication fees of 20%. For negotiations with Elsevier there is still the aim to conclude a contract for 2023. The core afford was in this year, as in the last year, to organize the workflow, to manage the invoices, and apply to fundings from the DFG (Deutsche Forschungsgemeinschaft) to cover the costs. The latter means a lot of calculations and the need to organize the publication workflow in each institution. The aim is to have valid publication numbers and a

correct idea about the publication costs (a so-called "Informationsbudget – engl. information budget, both in open access and in subscription journals.

- **Open access** is still increasing. The projects started last year (funded by the DFG - Deutsche Forschungsgemeinschaft, one of the main funders in Germany and BMBF – Federal Ministry of Education and Research) and make progress. There are different projects to support the implementation of open access in various research communities, like the support of new publishing platforms or the development of new tools to make open access publishing easier. Also continues the support in the field of advisory services, not only in the big research centres, but also in the smaller ones. There is an attempt to somehow bundle all initiatives in order to join forces to get a better overview, enhance networking and simplify access on the https://open-access.network platform.
  Furthermore the DFG supports the "Action Plan for Diamond Open Access": https://www.dfg.de/en/research_funding/announcements_proposals/2022/info_wissenschaft_22_26/index.html

- **DIGITALIZATION:** The COVID 19 pandemic has also greatly advanced digitization in academic libraries, with virtual consulting, online seminars, etc. Nevertheless, the first onsite conferences have started again to promote networking.

- **NFDI (Nationale Forschungsdateninfrastruktur/National Infrastructure for Research Data):** Also in 2022, academic and research libraries together with German research institutions took considerable efforts to establish networks for the joint development of an effective infrastructure for research data: e.g. education plans, publishing platforms, standards (e.g. with regard to vocabulary, quality, methodology, reputation, data privacy protection). Currently, the merger of basic services is being discussed, e.g. in connection with long-term archiving.

- **Reform of the research assessment system and development of the publication system: Two influential institutions published "position papers" which suggest that researchers are no longer assessed by journal metrics such as the Impact Factor but** on the content of their research as well as by the extent they conduct open and reproducible research:

  - Wissenschaftsrat: Recommendations on the Transformation of Academic Publishing: Towards Open Access https://www.wissenschaftsrat.de/download/2022/9477-22_en.pdf?__blob=publicationFile&v=18
  - DFG: Academic Publishing as a Foundation and Area of Leverage for Research Assessment: https://doi.org/10.5281/zenodo.6538163 (choose version in English)

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**IFLA Section
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HONG KONG

1. Open Access
As a research funding agency of the government funded universities in Hong Kong, Research Grants Council endorsed the Open Access Plan in 2021. Open Access publishing has been increasing since the launch of the Open Access Plan.

2. Joint University Librarians Advisory (JULAC) – Shared ILS
The Joint University Librarians Advisory Committee (JULAC) implemented a new shared integrated library system (ILS), supported by Alma and Primo from Ex Libris on the cloud platform in July 2017. Eight JULAC libraries completed the upgrade of the Primo VE in July 2022.

3. Transformative Agreements
JULAC Libraries have actively arranged the transformative agreements with publishers to better support open access and open scholarship in Hong Kong.

4. Guangdong-Hong Kong-Macau Library Alliance
The Alliance held a successful Young Scholars Forum 2021 in November 2021 in online mode.

5. Collaborative Staff Development
To enhance information literacy skills among academic libraries, JULAC Learning Strategies Committee has been partnering with the Hong Kong University of Science and Technology Library to conduct the programme "JULAC Instructional Librarians – Refresher & Capacity Building for 2022 – Instructional Design & Engaging Information Literacy Teaching, Learning, & Assessment".

6. Research Data Management
Supported by the Universities, various research data services have been rolled out in the academic libraries in Hong Kong.

7. Innovation and Technology for Education
AI, Big Data, VR and Metaverse for Education has been becoming popular in the higher education in Hong Kong.

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NEW ZEALAND

- Increased interest in and use of open educational resources

- Interest in decolonising libraries and communities

- Promotion of digital dexterity in both students and staff

- Ongoing focus on managing costs (and therefore reduced staffing) as a result of decreased revenue from international students, following the COVID pandemic.

- Providing library services that are relevant to indigenous (Māori) students

- Open access – progress in institutions offering to pay authors' APCs.

- Staff capacity building

- Changing collection management strategies and the move towards new library systems, platforms, cloud based technologies, e.g. SAS, Folio

- The need for greater agility in libraries

- Physical space management on campuses

- Sustainability

- Continued growth of library research, e.g. open access opportunities/challenges

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SOUTH AFRICA

- **Collection Development Practices**

Many academic libraries are looking at strengthening their online textbook collections. However, the steep price of these textbooks and their unavailability has been a challenge. Attempts to recommend open access textbooks to academics have not been entirely successful.

- **Digital and Information Literacy Training**

Many academic libraries continue to leverage available technologies by conducting DIL online and/or in hybrid formats. This has seen an increase in the number of users/clients attending DIL sessions.

- **Hybrid conferences and online conferences**

Online and hybrid conferences and webinars are becoming a norm. As an example, the Library and Information Association of South Africa (LIASA) will host a joint LIASA/SCECSAL (Standing Conference of Eastern, Central and Southern African Library and Information Associations) conference from 4 to 7 October 2022 in hybrid form. The University of Johannesburg Library, in collaboration with the Association of Commonwealth Universities (ACU), hosted a virtual international conference "RECONNECT: Embracing the changing shape of the world and how we work together" on 17 and 18 May 2022.

- **National data policy and other initiatives**

On the data front, South Africa's Department of Communications and Digital Technologies has proposed a National Data and Cloud Policy. This policy seeks to ensure that South Africans realise the socio-economic value of data through the alignment of existing policies, legislation and regulations. The policy is still on draft form and members of the public were invited to comment.

Regarding data repositories, at least four universities in the country (Stellenbosch University, University of Cape Town, University of the Western Cape and Cape Peninsula University of Technology) are involved in efforts to get their data repositories certified by CoreTrustSeal.

- **Transformative License Agreement**

The South African National Library and Information Consortium has negotiated transformative agreements on behalf of South African university libraries. As a result of these efforts, South African academic libraries have transformative agreements with the Association of Computing Machinery, Cambridge University Press Journals, Emerald, Wiley, SCOAP3, Royal Society of Chemistry Journals, SpringerNature and Sage Journals.

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U.S.A.

The United States of America has two national professional associations for academic and research libraries:
- The Association of Research Libraries (ARL), headquartered in Washington, D.C. and sustained with 125 institutional members, which include the largest academic libraries in the U.S. and Canada. 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.
- The Association of College and Research Libraries (ACRL), a division of the American Library Association, headquartered in Chicago, Illinois. ACRL has individual and institutional memberships of all postsecondary types.

Association of Research Libraries Priorities (from arl.org):
The 2023–2026 Objectives reflect a focus on convening, informing, shaping, and influencing outcomes that benefit ARL members, partners, and the broader research and learning ecosystem. Each objective reflects the leadership work that ARL is best positioned to advance in collaboration with partners at this critical inflection point. ARL's five goals are:

- Advocate for an information policy environment in which research libraries advance the progress of knowledge.

- ○ Represent, empower, and activate the research library community in advocacy for the creation and dissemination of knowledge.
  - ■ ACTION: The Association of Research Libraries (ARL) enthusiastically welcomes the August 25, 2022 announcement by the White House Office of Science and Technology Policy (OSTP) that the administration has updated the 2013 "Expanding Public Access to the Results of Federally Funded Research" memorandum with new policy guidance, "Ensuring Free, Immediate, and Equitable Access to Federally Funded Research." The new guidance focuses on immediate public access to federally funded research and the embrace of information-integrity measures, including persistent digital identifiers. In a significant expansion over prior policy, this guidance applies to all federal agencies with any research and development expenditures.
  - ■ ACTION: On August 24, 2022, the Association of Research Libraries (ARL) launched KnowYourCopyrights.org, a revamped resource to support library leaders, practitioners, and advocates in proactively asserting library rights in the digital era. Libraries, as well as the research, teaching, and learning activities that they support, enjoy special rights in US law, starting with the constitutional purpose of copyright: to promote the progress of science and the useful arts. Core to these rights is fair use, a flexible doctrine that allows the use of copyrighted works without permission from the rightsholder under certain circumstances. In the current era of digital teaching, lending, and loaning, research libraries may rely on fair use to continue to exercise these fundamental rights.
- ● Advocate for and equip research library and archives leaders as partners in advancing research and scholarship that is increasingly open and equitable.
  - ○ Bridge research policy and practice through engagement with research partners, stakeholders, and decision-makers, resulting in opportunities to collectively inform and shape the research and learning ecosystem.
- ● Demonstrate the value and contributions of research libraries and archives to their communities.
  - ○ Lead the development, implementation, and evaluation of the tools necessary to demonstrate what it means to be an inclusive, impactful, and effective research library and/or archive.
- ● Implement a strategy for leadership and organizational development through programming and events that develop library deans, directors, and staff to meet the challenges and opportunities presented by the significant changes underway in research, teaching, and learning.

- ○ Position research library dean/directors and their successors (associate/assistant level) as strategic leaders in the profession. Strengthen diverse and inclusive leadership practice throughout research libraries and archives.
- Promote the creation of diverse, equitable, and inclusive work environments, services, and collections by member institutions.
  - ○ Engage with members to realize sustainable and targeted change that addresses historical and contemporary inequities through intentional programs, frameworks, and partnerships; these efforts include advancing anti-racist practices, increasing accessibility, and promoting the impactful and transformative work happening at and among member institutions.
    - ■ ACTION: The Joint ALA/ARL Building Cultural Proficiencies for Racial Equity Framework Task Force's final draft of the *Cultural Proficiencies for Racial Equity: A Framework* was approved by the boards of directors of the four partner organizations, the American Library Association (ALA), Association of College & Research Libraries (ACRL), Association of Research Libraries (ARL), and Public Library Association (PLA), during summer 2022.
    - ■ ACTION: In 2020, the Association of Research Libraries (ARL) and Canadian Association of Research Libraries (CARL) formed a Joint Task Force on Marrakesh Treaty Implementation. In collaboration with York University and the University of Florida, the task force is working to implement the first cross-border exchange by early 2023.

ARL's two ongoing commitments are:

- Create a welcoming and inclusive experience for all member representatives and library and archives staff participating in the Association, providing equitable opportunities to engage.
  - ○ Through equitable and inclusive governance structures, policies and practices, ARL will provide networking, knowledge sharing, and service opportunities, as well as programs and tools that foster engagement by all member representatives and participating library and archives staff.
- Deepen and expand the understanding of the research library's value by key stakeholders in the research and learning ecosystem through communication.
  - ○ Communicate with strategic partners in higher education, scientific, public policy, and other memory organization associations, and publish on member institutions contributions as a collective to demonstrate the value and impact of research libraries in advancing the research and learning mission.

Association for College and Research Libraries [Trends](#):

- COVID-related trends
- Library staffing challenges
- Space utilization
- Collaborative collections and growth of shared print
- Open everything
- Artificial intelligence
- Data
- Critical librarianship

ACRL Plan for Excellence

In November 2019, the ACRL Board of Directors updated the ACRL Plan for Excellence originally effective July 1, 2011 and typically reviewed annually since. **On January 28, 2022, the ACRL Board of Directors approved a fifth strategic goal area dedicated to [Equity Diversity and Inclusion](#) and approved the existing ACRL Equity, Diversity and Inclusion Committee as a goal-area committee.** Seeking input from member stakeholders, a Board working group has been charged with drafting the Equity Diversity and Inclusion goals and objectives, which will be reviewed in June 2022.

Five-Year Goals and Objectives

Value of Academic Libraries
Goal: Academic libraries demonstrate alignment with and impact on institutional outcomes.
Objectives:

1. Cultivate research opportunities that communicate the impact of academic and research libraries in the higher education environment.
2. Promote the impact and value of academic and research libraries to the higher education community.
3. Expand professional development opportunities for assessment and advocacy of the contributions towards impact of academic libraries.
4. Support libraries in articulating their role in advancing issues of equity, access, diversity, and inclusion in higher education.

Student Learning
Goal: Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.
Objectives:

1. Empower libraries to build sustainable, equitable, inclusive, and responsive information literacy programs.

2. Collaborate with internal and external partners to expand understanding of the impact of information literacy on student learning.

Research and Scholarly Environment
Goal: The academic and research library workforce accelerates the transition to more open and equitable systems of scholarship.
Objectives:

1. Increase the ways ACRL is an advocate and model for more representative and inclusive ways of knowing.
2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, library publishing, open access, and digital scholarship, and power and privilege in knowledge creation systems.
3. Increase ACRL's efforts to influence and advocate for more open and equitable dissemination policies and practices.

New Roles and Changing Landscapes
Goal: The academic and research library workforce effectively fosters change in academic libraries and higher education environments.
Objectives:

1. Deepen ACRL's advocacy and support for the full range of the academic library workforce.
2. Equip the academic library workforce to effectively lead, manage, and embrace change, advocate for their communities, and serve as a catalyst for transformational change in higher education.
3. Increase diversity, cultivate equity, and nurture inclusion in the academic library workforce.

Additional trends include:

● Multi-institutional open publishing agreements (ex: BTAA)