

DRAFT: Strategic Framework - May 2019 to May 2022

CARL provides leadership and fosters collaboration among Canada's top research libraries to advance scholarship and higher education.

In an international research landscape characterized by digital culture, technological change, and open science initiatives, and as an organization that seeks to promote equity, diversity, inclusion, and reconciliation, CARL:

- promotes collaborative strategies to strengthen Canadian research libraries' individual and collective impact on research, teaching, and learning; and
- advocates for a policy environment that fosters and preserves broad access to scholarship and knowledge.

Strategic Priorities

1. Advance Open Scholarship

Canada's research libraries play pivotal roles in the creation, management, discovery, and use of research produced at universities. CARL supports the critical, enabling role of libraries in knowledge creation, dissemination, and mobilization.

- 1.1. Foster new knowledge creation and sustainable research dissemination, especially via open access.
- 1.2. Lead, develop, and deploy library-based research data management initiatives, in coordination and cooperation with all stakeholders in the RDM lifecycle.
- 1.3. Advance open pedagogy collaborations and the development and use of open educational resources.

2. Ensure Enduring Access

Research libraries provide enduring access for students, faculty, and researchers to the world's information resources. CARL works to ensure long-term access and preservation of knowledge in a dynamic digital environment.

- 2.1. Facilitate collaborative activities to preserve and ensure long-term access to all forms of research resources with particular focus on Canadian resources.
- 2.2. Foster the use of unique collections by researchers, students, and the general public.

3. Strengthen Capacity

As changes in research, teaching, and learning continue to accelerate, Canada's universities increasingly turn to their research libraries to support their mission, requiring a wider variety of expertise and professional backgrounds in their workforce. CARL will continue to explore and foster leadership and workforce development for new and emerging roles.

- 3.1. Support leadership and workforce development across the broad spectrum of competencies required for success in contemporary research libraries.
- 3.2. Encourage research into areas of critical focus.
- 3.3. Advance equity, diversity, and inclusion in research libraries.
- 3.4. Enable research libraries' work toward reconciliation, Indigenization, and decolonization, framed by the Truth and Reconciliation Commission of Canada's Calls to Action.

4. Demonstrate Impact

CARL's culture of assessment within and across Canadian research libraries enables the articulation of their contributions toward higher education and the research enterprise; and facilitates the continuing evolution of assessment capacity and services.

- 4.1. In collaboration with other higher education bodies develop new indicators and approaches to demonstrate impact on research, teaching, and learning.
- 4.2. Facilitate, strengthen, and communicate ongoing qualitative and quantitative library assessment on a pan-Canadian basis.

5. Influence Policy

CARL is an essential national voice for the interests of the academic community and its libraries in a balanced approach to copyright and intellectual property, and on other information policy issues including access to information, privacy, intellectual freedom, and open government.

- 5.1. Represent the interests of Canadian research libraries in the information policy arena, especially at the federal level, with particular focus in the areas of intellectual property, privacy, and research infrastructure, to achieve broad access to and effective management of Canada's information assets.
- 5.2. Strengthen and mobilize national and international initiatives across the library and research sectors to advance common policy objectives.