

DEVELOPMENT OF THE LIBER STRATEGY 2013-2027

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1. INTRODUCTION

This document describes shortly the development of the LIBER Strategy Framework. The LIBER strategy development process will take place in three phases:

- Developing the LIBER strategy framework: April - October 2021
- Developing the LIBER Strategy plan 2023-2026/7: November 2021-February 2022
- Developing implementation plans: February 2022 – June 2022
- June 2022: Approval of the strategy plan by LIBER participants at the annual meeting
- Autumn 2022: Launch of the Strategy.

2. OVERVIEW OF THE DEVELOPMENT PROCESS SO FAR

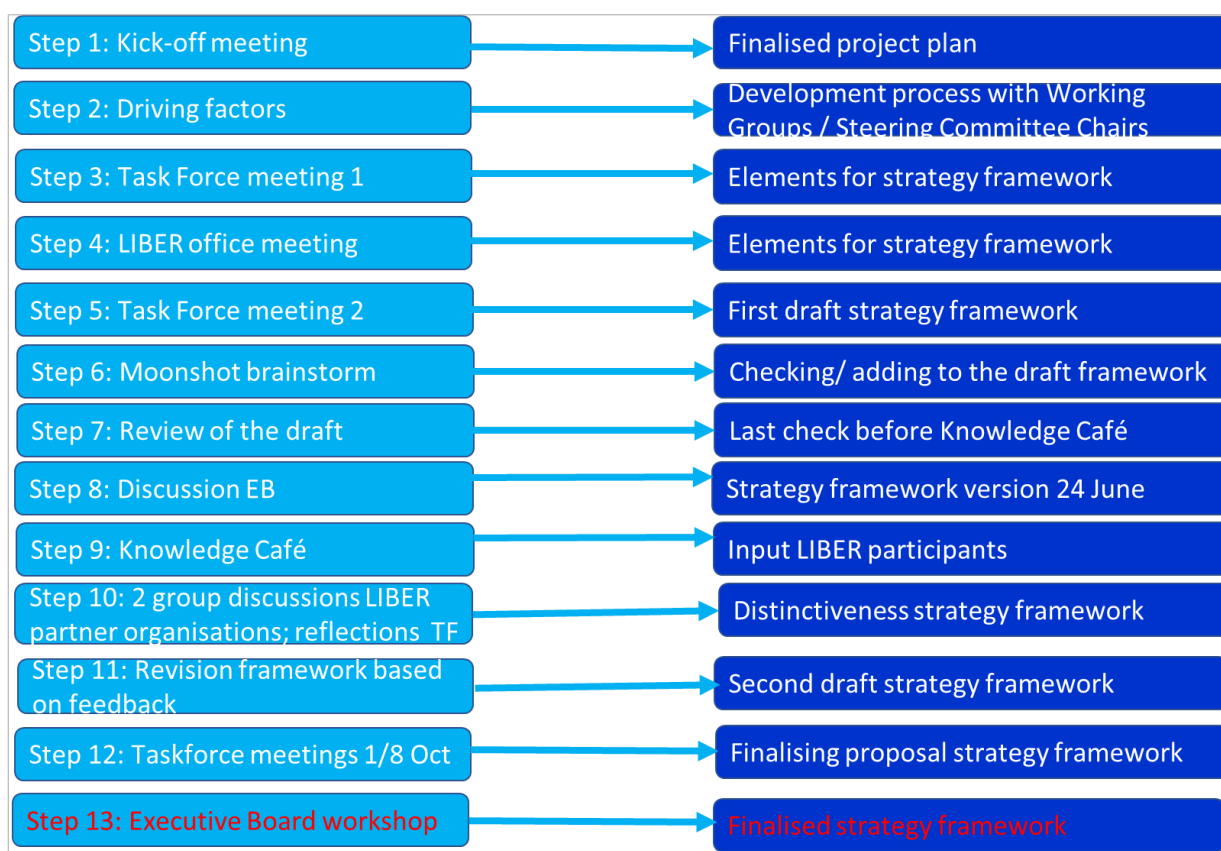


Figure 1 Overview development process

In figure 1 an overview of the development process of the strategy framework is presented. A few remarks:

- The strategy taskforce consists of 12 members – 9 members of the board and 3 office staff.
- The LIBER office meeting was attended by 9 staff members
- The Moonshot brainstorm had 20 participants
- About 70 LIBER participants attended the Knowledge Café
- 8 representatives of LIBER partner organisations participated in the two groups discussions.

3. STRATEGY DEVELOPMENT METHOD IN A NUTSHELL



Figure 2 Strategy development method

The figure above presents the development method followed by the Strategy Taskforce in a nutshell: in a first step, the main driving forces (challenges) for research libraries in the coming years were identified. In a second step, the strategic responses by research libraries were translated into a vision for 2026/7 and actions that will help to achieve that vision. Together, the various strategic responses will form the strategy framework, which will be the basis to develop a more detailed strategy plan.

4. THREE DRIVING FORCES IDENTIFIED

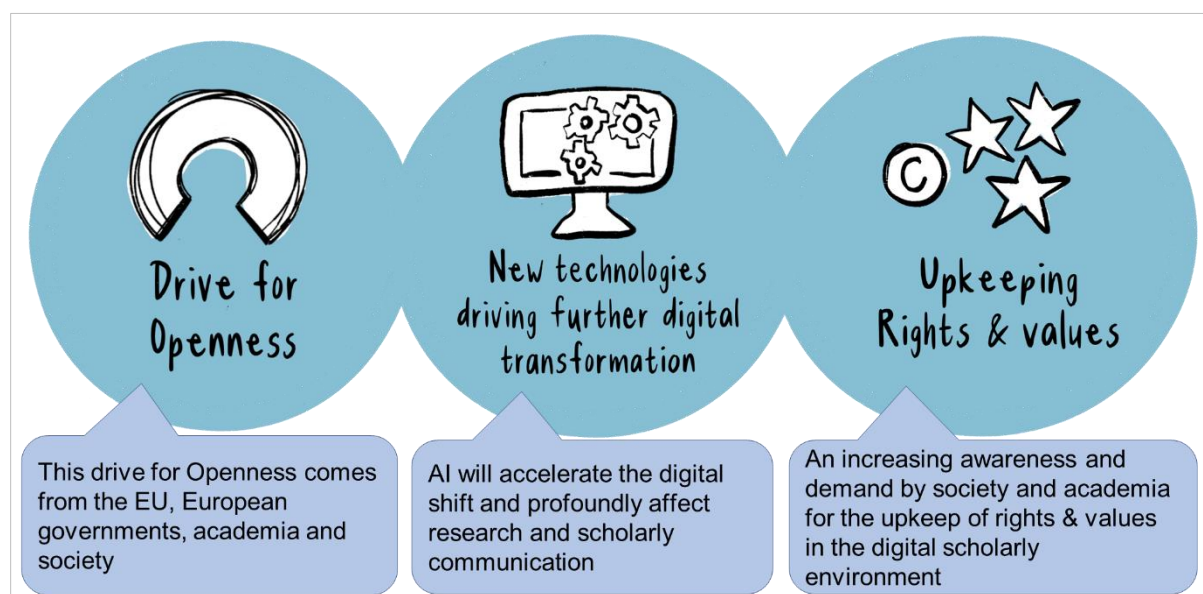


Figure 3 Main driving forces impacting research libraries in the coming years

These three main driving forces came out of a consultation process with the LIBER Working Groups, a literature study, and discussions within the Strategy taskforce.

5. STRATEGY FRAMEWORK

The proposed framework consists of 5 vision elements with 12 strategic priorities. Of the 5 elements, 2 are fundamental: these two are interconnected with all strategic priorities of the 3 aspirational vision elements. Please find below at first the overview of the framework, followed by the vision elements in more detail.

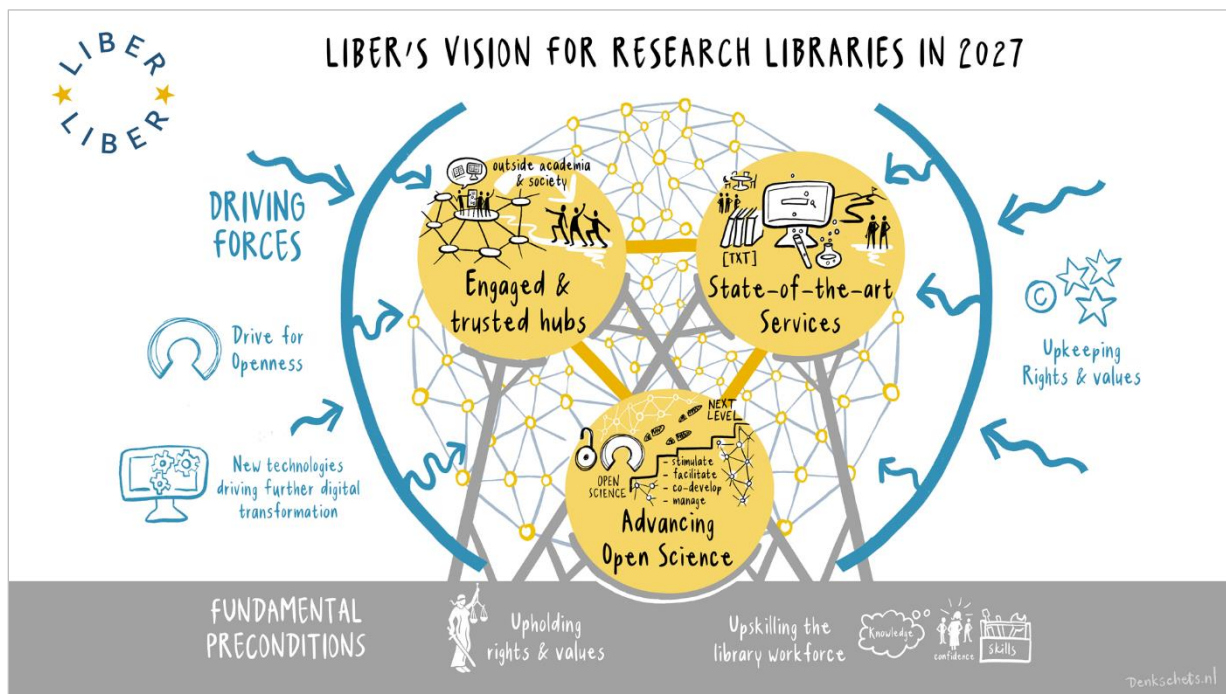


Figure 4 Overview Strategy Framework

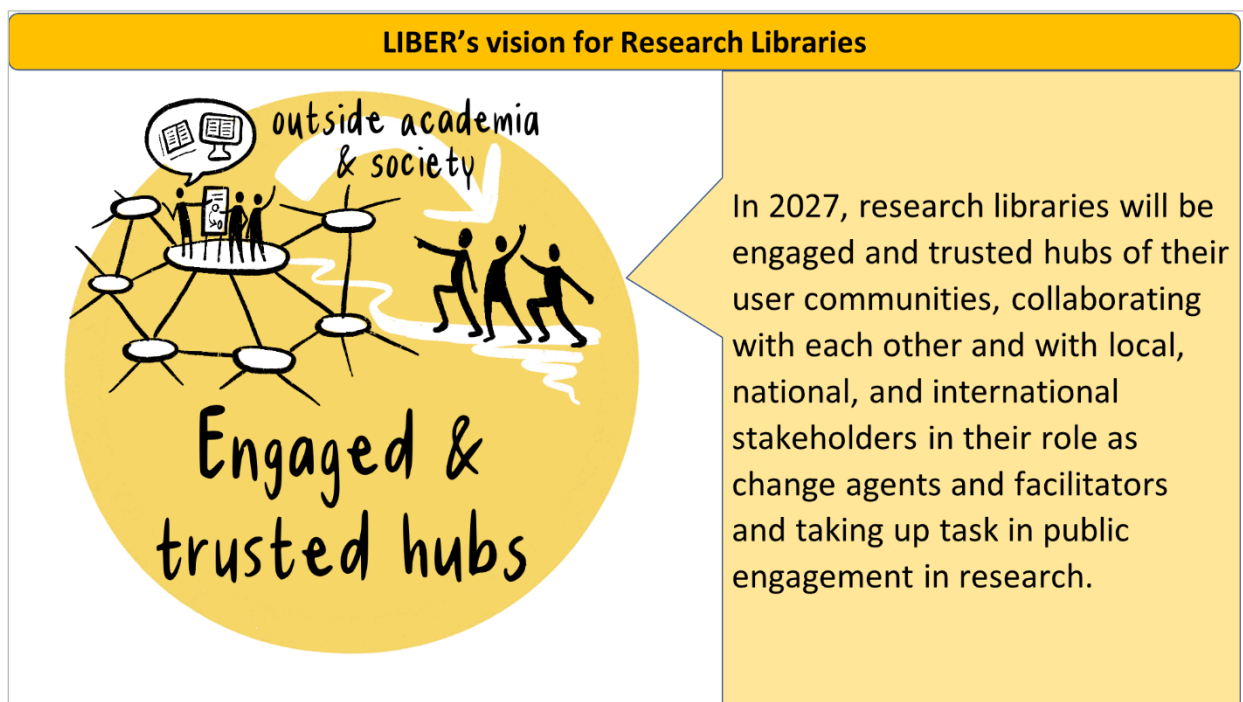


Figure 5 Engaged and Trusted Hub

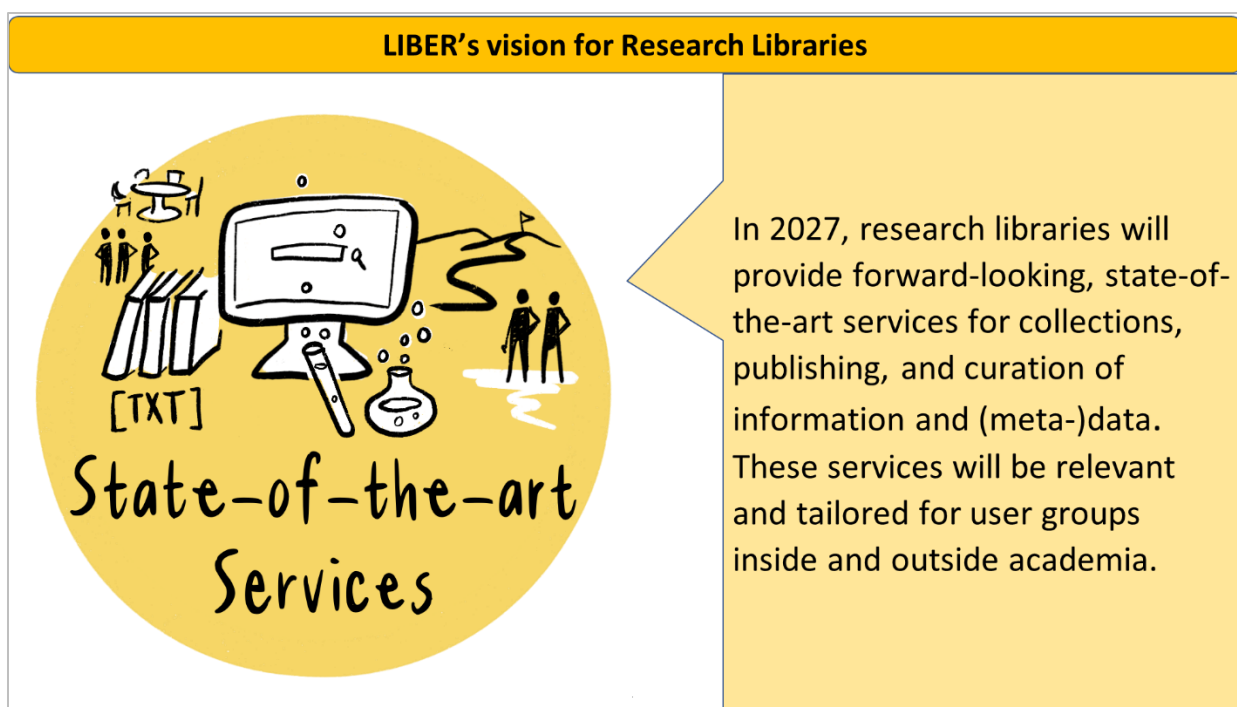


Figure 6 State-of-the-art services

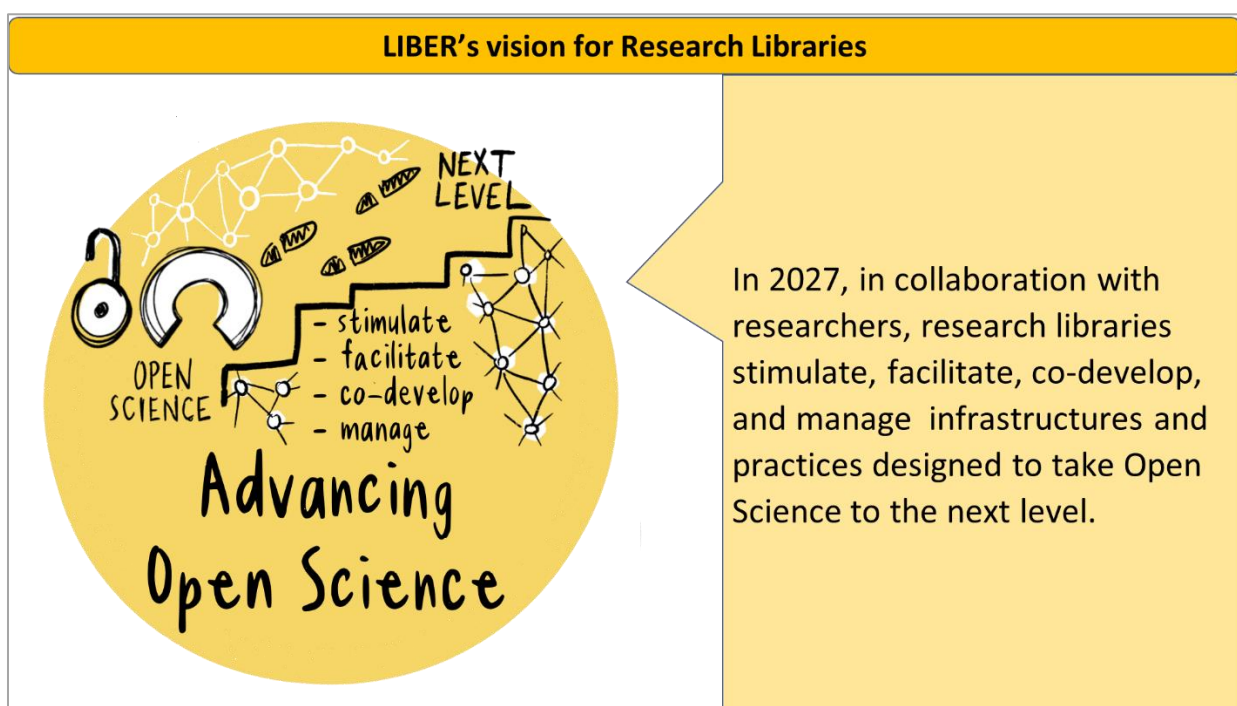


Figure 7 Advancing Open Science

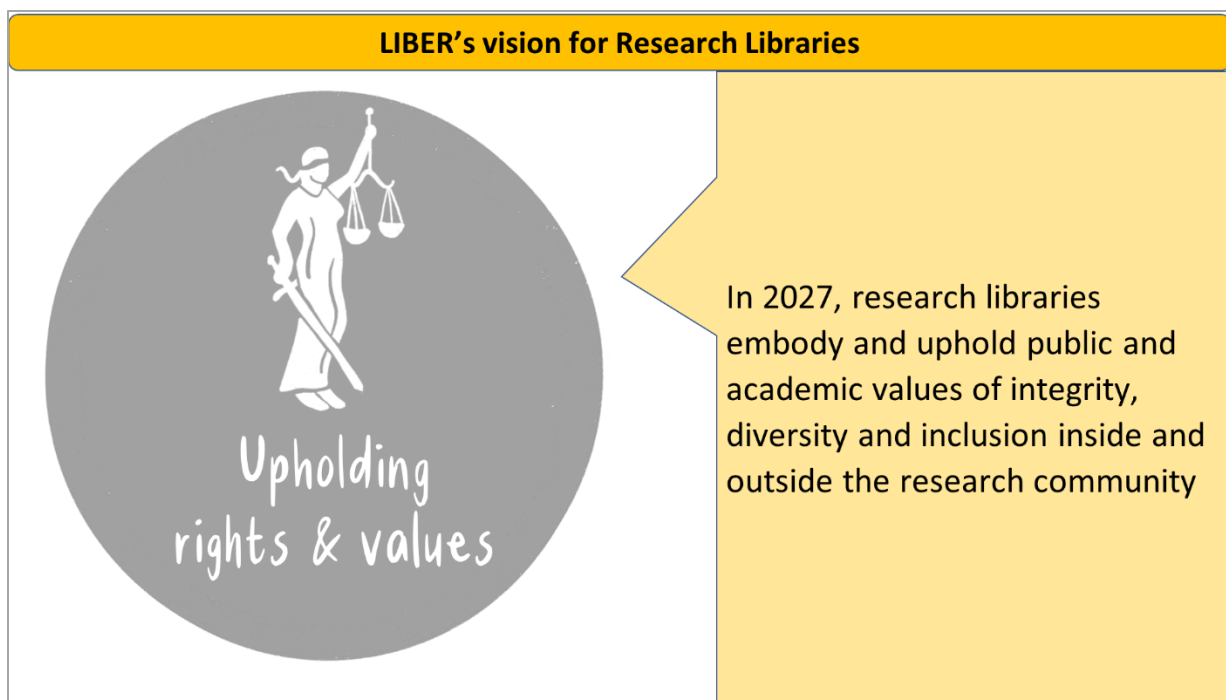


Figure 8 Upholding Rights and Values



Figure 9 Upskilling the Library Workforce

6. WORKSHOP ON DECEMBER 9 - YOUR INPUT NEEDED

- **Objective:** We are seeking input by LIBER participants to prepare the Strategy plan (Phase 2) and pave the way for the development of implementation plans in Phase 3. The objective of the workshop is to make the 'aspirational' strategic priorities in the LIBER strategy framework more concrete and actionable.
- **Agenda:**

15.00 – 15.20 Welcome and short presentation of the LIBER Strategy Framework (Jeanette Frey)

15.20 – 15.30 Explanation of the objectives per breakout group (Maurits van der Graaf)

We split in breakout groups of 4 to 5 participants each. The breakout groups will be automatically assigned; we will ask the breakout groups to focus on the strategic priorities of one vision element. We have the same question for the strategic priorities of the vision elements 'Engaged & Trusted Hubs' and 'State-of-the-art Services' and a different question for the strategic priorities of the vision element 'Advancing Open Science' (see next paragraph). Each breakout group report their findings on slides on Google Docs (link will be given during the workshop).

15.30 – 16.15 Breakout groups

16.15 – 16.30 Break

16.30 – 17.00 Plenary discussion

7. OVERVIEW OF THE STRATEGIC PRIORITIES

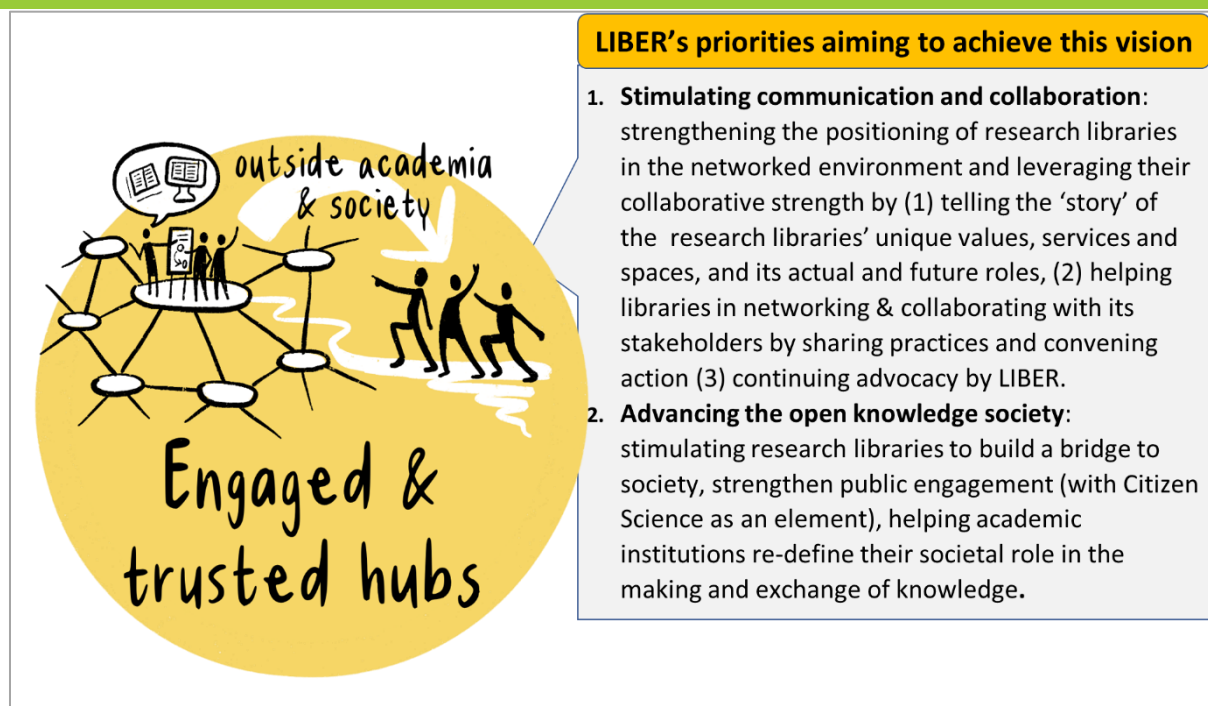


Figure 10 Strategic priorities for Engaged & Trusted Hubs

Our question for the breakout groups: Translate these priorities into possible actions and for each possible action the type of outcome (Best Practice, White paper, webinar, training module, etc.) and intended impact.

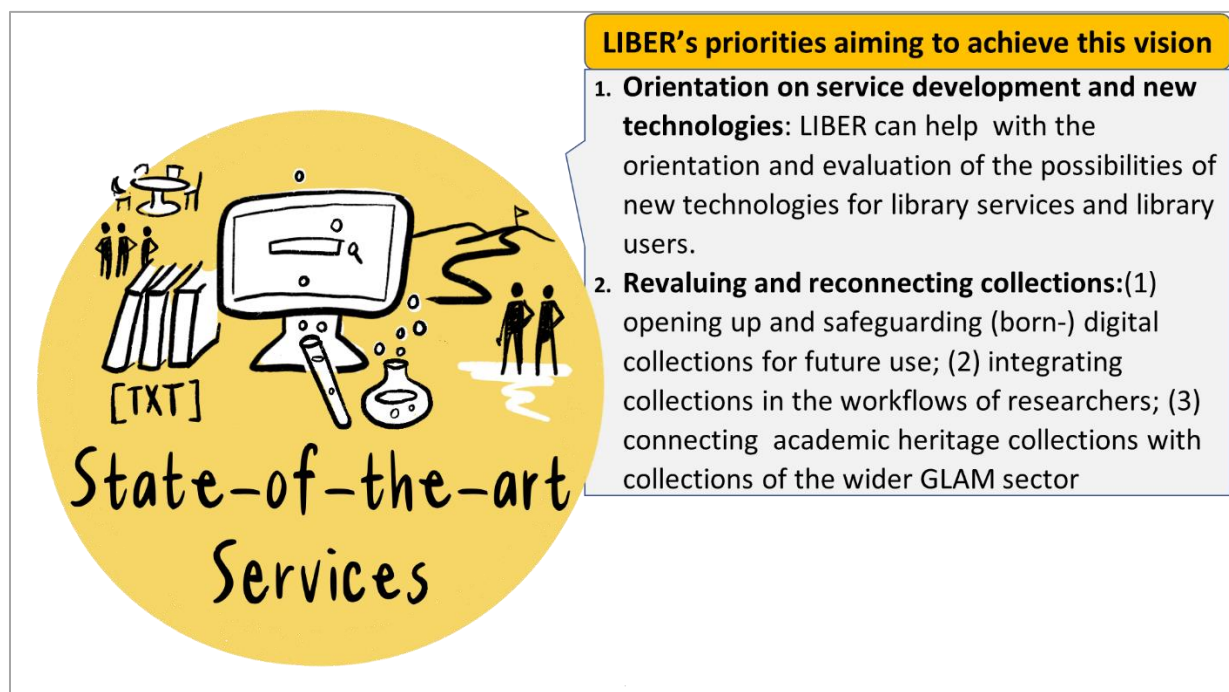


Figure 11 Strategic priorities for State-of-the-art Services

Our question for the breakout groups: Translate these priorities into possible actions and for each possible action the type of outcome (Best Practice, White paper, webinar, training module, etc.) and intended impact.

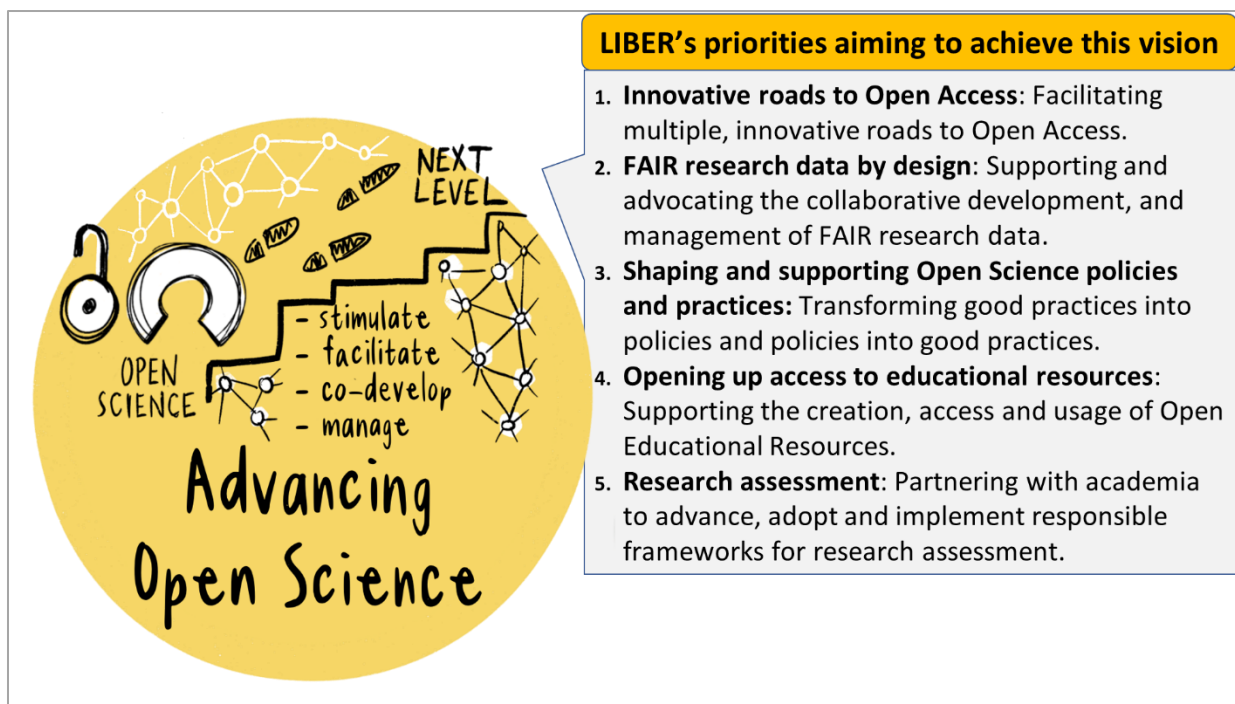


Figure 12 Strategic priorities for Advancing Open Science

Our question for the breakout groups:

- The strategic priorities 1-4 build on actual work by LIBER. What is needed to bring this to a next level?
- The strategic priority 5 is rather new: is it possible to translate this priority into possible actions and for each possible action the type of outcome (Best Practice, White paper, webinar, training module, etc.) and intended impact [special attention to the role of libraries in this]