



Plan for Excellence

Association of College & Research Libraries

Approved April 20, 2011 ❖ Effective July 1, 2011

Preamble

The strengths and capacities of ACRL have enabled the association to sustain exemplary programs and results for its members and to shape policies and practices of vital interest to higher education. ACRL's Plan for Excellence continues that path and focuses attention on three areas that capitalize on our strengths, deliver high member value, and heighten our impact:

- Value of Academic Libraries
- Student Learning
- Research and Scholarly Environment

These strategic areas will be supported by financial and operational planning, and will guide the development and implementation of programs and services that target education, advocacy and member engagement.

ACRL's leadership views strategic thinking and planning as an ongoing process. Adoption of this plan for excellence affirms the general intent and direction articulated by the association's core ideology, envisioned future, shorter-term goals, and objectives. Progress will be assessed annually and will guide the operational planning process. The plan for excellence will be updated based on achievement of the goals and their continued relevance as new needs and opportunities arise.

Timeless Core Ideology

Core Purpose

To lead academic and research librarians and libraries in advancing learning and scholarship.

Core Organizational Values

ACRL is committed to:

- visionary leadership, transformation, new ideas, and global perspectives
- exemplary service to members
- diversity
- integrity and transparency
- continuous learning
- responsible stewardship of resources
- the values of higher education, intellectual freedom, the ALA Ethics policy, and "The Library Bill of Rights"

Long-term Envisioned Future

Vision

Academic and research librarians and libraries are essential to a thriving global community of learners and scholars.

Vivid Description of a Desired Future

Academic and research librarians and their colleagues lead initiatives and continually evolve services that provide scholars and learners the unfettered ability to create, access, and use knowledge on a global scale. Librarians drive and enable transformation of libraries, student learning, and scholarly research by building powerful coalitions and collaborations, setting standards, exploring innovative methods and approaches, modeling behavior, and embedding their results in dynamic user environments. To champion transformative change and advance library causes, ACRL uses its considerable advocacy and leadership capabilities to develop and deliver responsive programs that build the skills and capacities of its members. By promulgating a compelling case for their value, ACRL elevates the position, recognition, and impact of all academic and research libraries and librarians as catalysts in exceptional research and learning.

Five-Year Goals and Objectives

Value of Academic Libraries

Goal: Academic libraries demonstrate alignment with and impact on institutional outcomes.

Objectives:

1. Leverage existing research to articulate and promote the value of academic and research libraries.
2. Undertake and support new research that builds on the research agenda in *The Value of Academic Libraries: A Comprehensive Review and Report*.
3. Influence national conversations and activities focused on the value of higher education.
4. Develop and deliver responsive professional development programs that build the skills and capacity for leadership and local data-informed and evidence-based advocacy.

Student Learning

Goal: Librarians transform student learning, pedagogy, and instructional practices through creative and innovative collaborations.

Objectives:

1. Build librarian capacity to create new learning environments (physical and virtual) and instructional practices.
2. Articulate and advocate for the role of librarians in setting, achieving, and measuring institutional learning outcomes.
3. Increase collaborative programs that leverage partnerships with other organizations in order to support and encourage local and national team approaches.
4. Build capacity for the librarians' role in supporting faculty development and the preparation of graduate students as instructors.

Research and Scholarly Environment

Goal: Librarians accelerate the transition to a more open system of scholarship.

Objectives:

1. Model new dissemination practices.
2. Enhance members' ability to address issues related to digital scholarship and data management.
3. Influence scholarly publishing policies and practices toward a more open system.
4. Create and promote new structures that reward and value open scholarship.