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# STRATEGIC PLAN

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**2019 - 2026**

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# EXECUTIVE SUMMARY

The Digital Research Infrastructure for the Arts and Humanities (DARIAH) was included in the first Roadmap of the European Strategy Forum on Research Infrastructures (ESFRI) in 2006, and has been established as a European Research Infrastructure Consortium (ERIC) since 2014. This is its first Strategic Plan, which builds upon a 2-year exercise in strategic thinking and action, guided by the 2017 Strategic Action Plan.

The DARIAH Strategy 2019-2026 builds upon the ERIC's unique position within the European and international humanities and arts research ecosystem to deliver technical knowledge and services tuned to researcher needs, creating a more fluid overall system of exchange and innovation, working toward the DARIAH

vision that the Arts and Humanities be firmly anchored at the centre of a technologically evolving knowledge society.

The strategy stands upon the four pillars of: building the **Marketplace** as a humanist-friendly component of the European Open Science Cloud; approaching **training and education** strategically and in a coordinated fashion; deepening our connection to our **communities** and ensuring they are with us; and strengthening our voice in **policy and advocacy**. Delivery upon these areas will be monitored through a series of quantitative and qualitative success measures tied in to the areas in which DARIAH's impact, manifested in improved organisational efficiency, research excellence, network development and innovation, can be evidenced.

# 1

## INTRODUCTION & BACKGROUND TO THIS DOCUMENT

The Digital Research Infrastructure for the Arts and Humanities (DARIAH) was included in the first Roadmap of the European Strategy Forum on Research Infrastructures (ESFRI) in 2006, and has been established as a European Research Infrastructure Consortium (ERIC) since 2014. This is its first Strategic Plan, which builds upon a 2-year exercise in strategic thinking and action, guided by the 2017 Strategic Action Plan.

In that time, the DARIAH community has engaged in both introspection and consultation about the value we can and do bring to our wider sphere of influence. We have pursued the required insight in small and medium-sized groups, and in large plenary meetings; through face-to-face dialogue and distributed consultation processes seeking and assimilating diverse perspectives. Inputs have been fed in from all corners of the DARIAH ecosystem, from the working groups to the national contact points to the Scientific Advisory Board to the joint Joint Research Committee-Senior Management Team January strategic

meetings which have kicked-off each of the last two years. In particular, we have ‘walked the walk’ of this strategy, in anticipation of its final expression as a document, through the development and adoption of the DARIAH Strategic Action Plan 2017-2020 (or STRAPL). Since its adoption, the STRAPL document has become a touchstone by which we could evaluate opportunities and communicate our trajectory to the world, and the process by which we have monitored progress against it has helped us to focus our activities and resources, as well as to keep a constant eye on changing priorities and our changing environment.

This measured and steady process toward a strategy has given us the confidence to be ambitious and yet optimistic about the vision we have developed together and the road we can foresee by which to approach it. Through this plan, we will be able to target our investment and activities, knowing what opportunities will not be appropriate for us, and allowing us to develop on our unique potential to contribute to research.

## 2 THE DARIAH VISION



### The DARIAH Vision: The Arts and Humanities are anchored at the centre of a technologically evolving knowledge society.

First and foremost, the DARIAH ERIC exists to enable excellent research in the arts and humanities. The intersection of these long-standing research fields and methods with technology is a crucial one, however, as technological advancement carries with it a profound human dimension that we embrace as a central challenge.

Arts and humanities research informs human understanding of our ever-evolving cultures and societies, basing insight on the investigation of fluid and diverse cultural and creative practices, productions, norms and values of humans, cultures and societies. The object of humanities research is therefore both ever-changing and staunchly constant, with the ideas of Plato and Aristotle standing side-by-side with new media and popular culture. We explore these issues

through the rich, subtle and ambiguous artefacts humans and cultures create and leave behind. In historical documents we seek not only evidence of what happened, but how historical records show, through their language, their gaps, and their origins, the biases of their creators, and the later diffusion and impact of their thoughts. In the record of human creativity, we find not just what people say they know, feel or do, but empirical evidence of what inspires us, how we feel our identities and interconnectedness can be expressed, what makes our own time and place unique, and what makes our experience universal.

These aspects of lives and cultures that are so deeply held that we can hardly describe them ourselves, and it is precisely at this level that technology is having its most pronounced effects.



Technology is currently reshaping our societies and our lives, and culture, it is said, is not about fact, it is about function. Such a transformation must combine the expertise of engineers and computer scientists with deep knowledge of how we as humans communicate, how we interact, what we value and how we form identities. Strong societies need this (as myriad policy initiatives show us), as do strong economies (as voices from industry confirm), and it is precisely this interaction that DARIAH convenes and fosters.

How we propose to build upon our unique position to provide the foundation for this vision is at the heart of the DARIAH strategy.



### 3 THE DARIAH MISSION



DARIAH's mission is to empower research communities with digital methods to create, connect and share knowledge about culture and society.

We **empower** not because our communities have a deficit, but because we can help them add capacities that meet new or emerging requirements in their research environment.

We work in **research** because we value excellence and innovation, and because we strive to contribute to a knowledge-based society. Knowledge, however, is not the exclusive property of academics working in ivory towers. Human curiosity can drive anyone to want to know more, and our remit reaches to knowledge professionals, students and citizen scientists alike. We aim for knowledge that is open and available to all.

We support **communities** because we believe in the importance of working together. The stereotypical model of the lone scholar working in splendid isolation cannot meet all the intellectual and technological challenges of the 21st century. Which is why we value collaboration, diversity and social responsibility.

**Digital methods** are a cornerstone of what we do, ensuring we focus on how technology is transforming not objects, but activities. For us, the digital is not a goal in itself, but a means to explore, discover and grow.

**Creating, connecting and sharing knowledge about culture and society** is the ultimate goal of all the disciplines of the arts and humanities. We value that knowledge for its historical significance and its power to shed light on the

complexities and contradictions of the human experience, but also for its potential to contribute to creating a better, more tolerant and more inclusive society.

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Organisational strategy must begin in identity: who we are and whom we serve, the assets we have and the challenges we face. The DARIAH strategy is therefore grounded in its unique capacity to improve research in the arts and humanities.

Structurally, the Digital Research Infrastructure for the Arts and Humanities (DARIAH) was established as a European Research Infrastructure Consortium (ERIC) in August 2014. Currently, DARIAH has 18 Members and many cooperating and project partners developing toward membership across eleven non-member countries. As such, the term DARIAH ERIC (or, simple, DARIAH) can be used to refer to the whole network, while DARIAH-EU or DARIAH-DE/IT/RS etc. refer to the central EU coordination activities and the different national ones respectively.

DARIAH's purpose is to maintain an infrastructure that sustains researchers working in the diverse community of practice known as the arts and humanities to build, analyse and interpret digital or hybrid resources. As such, it supports and enhances the sustainable development of digitally-enabled research and teaching through

its network of people, knowledge, content, methods and tools. Through these activities, DARIAH ensures that humanities researchers are able to assess the impact of technology on their work in an informed manner, access the data, tools, services, knowledge and networks they need seamlessly and in contextually rich virtual and human environments and produce excellent, digitally-enabled scholarship that is reusable, visible and sustainable.

DARIAH is, of course, not the only actor in the field of supporting the arts and humanities as research disciplines to make a productive transition into the digital age. Our closest contributors sit within universities and research centres, libraries and archives, ministries and funding agencies, and it is not DARIAH's place to duplicate the important work done within these contexts. In this respect DARIAH sees itself as complementing its stakeholder community, creating a responsive but also protective interface between the fast-changing world of digital tools and scientific opportunity on the one hand, and the specificity of approaches and contexts that is central to the work of individual humanistic researcher on the other.



A second role we play is that of **connector**. The diversity of the arts and humanities research ecosystem is a strength, and it is important to resist the managerial impulse to reduce or simplify this rich and multifaceted landscape. DARIAH therefore serves this research community not only as an infrastructure, providing a common baseline of access to knowledge and services, but also as an ‘interstructure,’ connecting potentially isolated researchers and fields, creating a fluid basis for the exchange of new insights and methods between them, and speaking with a common voice with regards to the issues of research technology and policy, where our concerns are largely shared.

On the other hand, DARIAH also sees its role as bringing a strong applied perspective, as a **creator** serving complex infrastructural requirements in the disciplines with which our work intersects. We do this by encouraging and activating, building bridges, drawing up processes and designing tools that make humanities research more fulfilling and less isolating.

Finally, DARIAH’s most important aim is to be **transformative**. By positioning ourselves as both an advocate for what we need most to preserve in the traditional arts and humanities and an agent of cultural change with regards to digital methods and sources, we can

play an unique and important role in the rapidly-changing research system. We mitigate the risk inherent in bringing an experimental approach to established disciplines and provide a unique platform where researcher, content-providers and ICT experts can meet and exchange knowledge, transdisciplinarily and transnationally.

DARIAH has impact on a series of interconnected domains: education, science and culture in the first instance, but also society, policy and the digital economy. At its most basic level, it serves the research community by coordinating across its layers to improve over time the conditions for research and enhancing value of research that can be achieved through the reuse of results and the long-term accessibility of resulting work. In this way, DARIAH contributes directly to the understanding of the cultural, economical, social and political life in Europe and beyond. It also, however, plays an essential role in contextualising the fundamental conceptual questions of human and social existence for the digital age.

As a result of this vision, structure and mission, DARIAH places itself at the forefront of a changing society, researcher practices and knowledge discovery market, in which it possesses significant strength through its network of partners and contributors.

## 4 DARIAH'S ENVIRONMENT

There are two major factors shaping the DARIAH environment that have driven its development since the beginning, and which must, implicitly or explicitly, lie at the heart of our strategy and drive our focus on those areas where we can uniquely contribute to it.

First, the place of higher education and research in society has changed dramatically in the past few decades, and our community feels itself, in many countries, under siege and under-invested in. But the rising importance of innovation and skills development is not necessarily at odds with the goals or spirit of these disciplines, only with some expressions of it. It is here, therefore, that a cultural change agent like DARIAH is perhaps most needed, to assist in the management of risks in the environment and, even more so, in the identification of relevant opportunities. Technology offers unprecedented opportunities to reinvigorate our approaches to the study of human creation, but many critics focus only on the methodological black boxes that threaten the rigour of established hermeneutic strategies, or

see the technologisation of society and of higher education as a threat to the traditions of critique and questioning that are the bedrock of arts and humanities research.

DARIAH's position as a builder of research infrastructure 'by researchers for researchers' provides insulation from these debates, creating a 'safe space' for those with a more integrative, open vision to experiment and grow. In the end, the digital humanities is not just a paradigm shift for those few researchers who can engage in both coding and such long standing humanistic methods as close reading, it is as much an issue for those in the 'long tail,' as those working 'at scale.' Not every arts and humanities researcher may use digital methods, or even digital sources, but as the systems for publication and peer review also become technologised, the impact is unavoidable, and can be either resisted as a threat or capitalised upon as an opportunity.

To facilitate this, we must resist the impulse to draw DARIAH's sphere of influence too widely: we do not seek to validate formal education and skills, as our university partners do, nor do we seek to take on responsibility for research collections, as our partners in the GLAM sector do. Instead, we seek to build a common basis of knowledge, tools, data and services to support the methodological change occurring between the disciplines, and promote access and visibility for good work already being delivered elsewhere, promoting skills awareness and development outside of formal qualifications, and data management and sharing as a living practice embedded in research enabling cooperation with GLAMs, rather than as a specialty in its own right.

The second major trend within our macro-environment to which DARIAH must remain sensitive is the European policy landscape, in particular as pertains to research infrastructure. DARIAH is a product of the European project to define and build shared, bespoke infrastructure for its research communities, and we have benefited greatly from this momentum and the opportunities and vocabulary it has furnished us with. But policies can and do change, and we can certainly expect, with the continued growth of the ESFRI roadmap from the bottom,

that a more crowded landscape will bring potential changes for us as well that we need to be thoughtful about and well-prepared for. As such, we remain mindful of the key documents and initiatives that will shape our relationship with the Commission in the future, including not only large scale, flagship initiatives, such as the European Open Science Cloud and Horizon Europe, but also key policies documents such as the European Charter for Access to Research Infrastructures, which states:

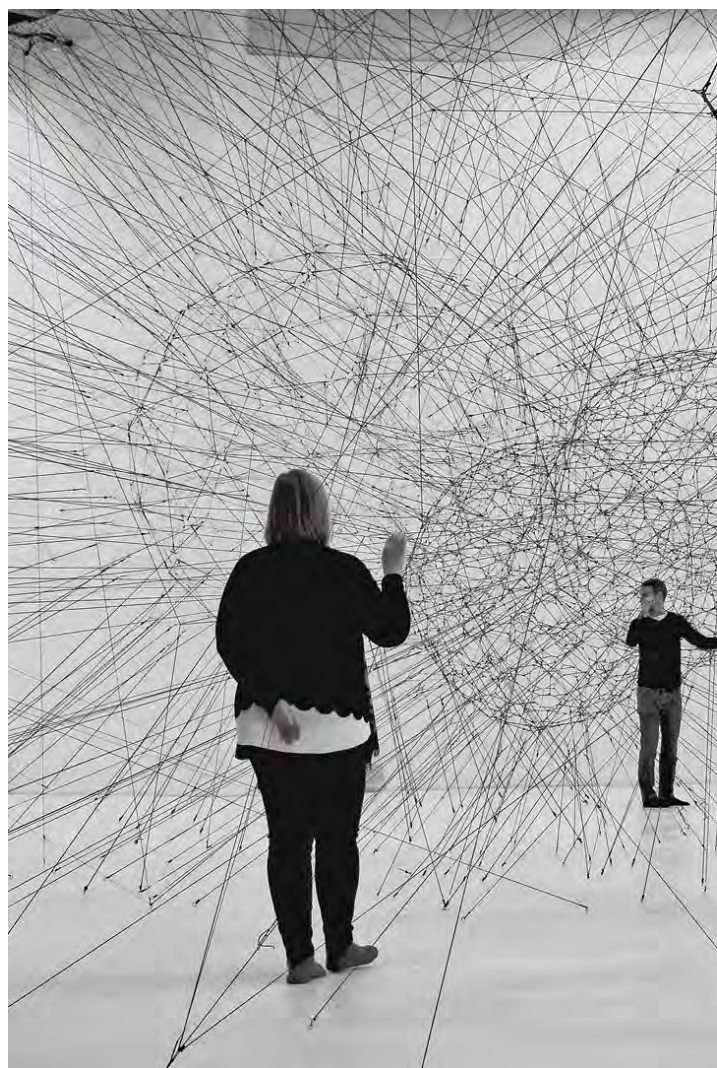
*“By offering high quality services to Users from different countries, engaging young people, attracting new Users and preparing the next generation of researchers, Research Infrastructures help in structuring the scientific community and play a key role in the construction of an efficient research and innovation environment.”*  
(European Charter for Access to Research Infrastructures Principles and Guidelines for Access and Related Services)

A final aspect of the widest reach of the DARIAH environment that merits consideration is the geographical one. Although our reach and reputation are international, we are a European organisation. To serve and promote the arts and humanities, and to do it well, in a Europe that is still adjusting to

address the inequalities and insecurities of the past. In this, we are fortunate: as the preparations progress for the next phase of the European Commission's framework funding for research (Horizon Europe), and launches take place for major open science initiatives like the European Open Science Cloud, our networks and knowledge of the system and the emerging policy priorities position us well to establish ourselves in this moment and make a positive impact for our communities.

To this end, we propose to continue on our current trajectory of maximising our resources by learning from others outside of the DARIAH ecosystem, including our partners in the ERIC Forum of Research Infrastructures; by working with others on key initiatives, as we have now for some years with partners such as Europeana, CLARIN, E-RIHIS, CESSDA and EASSH; and by ensuring that our investments in staff and non-staff costs are tied into our strategy at a fundamental level, informing key documents such as our Open Access Policy Guidelines, Communications Strategy and internal funding schemes, to give but three examples. More than anything else, we need to be maximising the value of the real and potential exchange of knowledge and good practice within the layers of DARIAH, from national to

transnational to European and beyond, as we explore our place as a global, as well as European, actor. Our DARIAH members are diverse, and represent communities with very different priorities and levels of maturity, and different models by which to interact with and gain best value from their DARIAH participation, from the large bespoke organisations (such as France's Huma-NUM or the Netherlands and Austria's CLARIAH model), and others running through a single research centre or cultural heritage institution that acts as a national consolidator.





## 5 DARIAH'S ASSETS

In the first decade of our development, DARIAH has built an organisation and a track record of providing innovative and bespoke support to the arts and humanities community. These experiences, and the reputation we have built both with our member stakeholders and in the wider community of research infrastructures, policymakers, project leaders and in particular the European Commission, are key assets we bring into our second decade.

The fact that DARIAH was able to build a strong coalition of 18 member countries, even for its launch as an ERIC, has been a significant strength, granting us early access to the many benefits of scale, including stable and sufficient funding, and a rich knowledge base to be deployed across a stable and long time horizon. We have benefitted as well from stable and thoughtful leadership in our launch period, leading us to have been declared as a Landmark RI by the European Commission already in 2016. This places us very well to continue in our leadership role as one of the

largest representative organisations for the arts and humanities research community in Europe, a role we will seek relevant opportunities to grow and develop as a part of our commitment to the ideals of international science diplomacy.

The foundational decision to position DARIAH as a research infrastructure for the full breadth of arts and humanities research, with a particular focus on the many points of intersection between the work of this community and information and communication technologies has also had a strong structuring effect on the organisation. This community is methodologically diverse and widely varied in its fluency and acceptance of technologies for the access to sources, research question-based interrogation and dissemination of results based on digital sources or using digital tools. Appealing to a community defined in this way positions us at a relatively fundamental level of infrastructure, always seeking ways to share between communities and foster productive borrowing between them.



This position as an intellectual middleware is a powerful one, however, as we can draw out commonalities from and build bridges between a set of disciplinary communities that are often criticised for their fragmentation. Maintaining this plurality and porosity while still adding measurable value has been a significant challenge for DARIAH, but one that has allowed us to define a truly unique position in our wider environment.

Of particular note is the people and passion that DARIAH has gathered and inspired. Our broad base and bottom-up approach to building infrastructure is attractive to dynamic people, even when our widest base may have research interests allied with other communities, and this balance creates a network effect that is a powerful engine for DARIAH. DARIAH is a point of convergence, and not for one discipline or country alone, but for technical and collections experts as well as researchers from many humanities disciplines. This diversity is also a part of our strength, as is the creativity that comes from motivated individuals working in an environment that challenges them to expand their frame of reference, while also giving the whole community access to cutting edge good practice, for example in the deployment of new methodologies and/or the application of established

and robust standards. In particular as research data and its management become ever more essential to the arts and humanities, DARIAH can uniquely support the informed and sustainable development and re-use of research assets, with a focus on particular challenges including diversity, provenance, and granularity.

The strength of our collaborators and of our network in Europe has had a number of positive effects, in particular our success in accessing additional funding, above and beyond our membership fees, to progress and promote our activities. Through projects we lead, such as Humanities at Scale and DESIR, but also through the many projects to which we contribute as partners with unique expertise and capacity, we continue to grow and develop at a rapid pace, sharing the work and the benefits with our partners along the way.

The dynamism of our network does not come without challenges, however. Streamlined communications and the maintenance of institutional memory can be forced to take a back seat to the pursuit of the next exciting idea with close collaborators, leading us at times to reproduce, rather than offset, the fragmentation of the communities we support. The breadth of our community is therefore also both a strength and a

weakness. It is very difficult for anyone in the organisation to maintain a fully informed view of the full range of activities in the network, but it is at these furthest reaches of our direct impact that the greatest opportunities for impact and growth exist.

The key management challenges for DARIAH going forward, therefore, are to harness the energy and expertise of our contributors, while also ensuring that the impact of the work they do is wide, sustainable and shared. In general, we believe this to be an operational rather than strategic challenge, however, the place of which is discussed in section 9 below. That said, ensuring that we invest strategically in staff positions and in events, for example, will be one of the key positive outcomes of this plan.



## 6 DARIAH'S STRATEGIC POSITIONING

In early 2017, DARIAH commenced the process of agreeing a long-term strategic vision by developing a Strategic Action Plan. Of the actions in that plan, most have been achieved, or mainstreamed into our day-to-day work, while others were rethought and either discarded, redefined or are ongoing.

Working within the short and focussed time horizon of the STRAPL has allowed DARIAH a period of self-reflection in preparation for the development of this strategic plan.

The result of this process has been a recognition and consolidation of consensus around our key areas for development. These recognised fields

of action and potential impact become now the core of what we commit ourselves to for the coming period of seven years, areas where the opportunities and constraints in our environment map to the assets and strengths we as an organisation have.

For DARIAH, the manifestation of the value we can bring, as connectors and creators, that are complementary and transformative for the arts and humanities, emerges in four distinct forms. These pillars of our strategy represent our organisational priorities, and the services we provide to our stakeholder community.





## **DARIAH As Creator: Build a Marketplace** to facilitate fluid exchange of tools, services, data and knowledge.



Access to tools, data, knowledge and services that are tuned for use and reuse by arts and humanities researchers is a major challenge for them. This challenge has been at the heart of DARIAH since its earliest formulation: the statutory requirement that DARIAH members give far more in-kind than cash contribution differentiates us and speaks to our real power. Easing the flow of contributions from creator to user, for the benefit of both, and in a way that provides the rich

context researchers need when evaluating how to sharpen their research, is one of the most distinct, important and unique things we can do. The centrepiece of this commitment will be our ambitious plan to build an arts and humanities-friendly component for the European Open Science Cloud, connecting us to a major EU development and to the areas emphasised in the strategic paper developed by the NCC in 2017-2018.

## **DARIAH As Transformative: Build access to education and training.**



Research in a fast-changing environment requires a sustained access to new perspectives and methods. While this happens in universities as well, research infrastructures like DARIAH are uniquely positioned to share new kinds of knowledge from broader networks in a wider variety of formats. In particular, mid-career researchers would struggle to meet their needs through traditional

training, but short, focussed schools and infrastructure access programmes provide alternative modes, which are a key strength and service. We do not want to reinvent ourselves as a university, however, so positioning DARIAH as a unique provider of or collaborator for education and training will be a significant challenge of the model we seek to realise.

## DARIAH As Connector: Build Working Groups, Hubs and other forms of Transnational and Transdisciplinary organisation.



Enabling our communities to self-organise around emerging research themes and concerns is a win-win situation: they get a structure within which to develop at an early phase, and we get an overview of the future trends and leaders in the digitally-enabled humanities. Working Groups are interdisciplinary, transnational and transverse in their approach to determining their field of enquiry. As such, they represent the fruit and the future of our research fields, although not the only one in which DARIAH might invest, given the past successes with regional Hubs, the long tradition of disciplinary societies and of course the many inspirational examples in our member countries.

Through such mechanisms, DARIAH will build into its strategy the commitment to deepen our connection to our communities and ensure they are with us, expanding our impact on and enhancing research cultures within member countries, within key disciplines, and outside of the stereotypical researcher profiles. We will need to be creative about how we use not only the now-tested forms of organisation and support (such as the Working Groups, and the funding we have dedicated to them) but also instruments we may have trialled (like the Ambassadors programme), maintained over a long time (like the theme funding or EU project consortia) or only proposed (like discipline subject centres) in order to promote a better level of awareness and service in the 'long tail' of the digital humanities.



## DARIAH As Complementary: Build bridges between research policy and communities of practice.



Brussels, or indeed one's own capital city or national research support structure, may seem a very long way from the desk of the average arts or humanist researcher. Often, however, the policies in development in these places are closer to home than that researcher may think. The arts and humanities need a voice in Europe where research policies, in particular those with a technological element, are being discussed, as well as a translator able to bring those nascent policies to the communities, to allow them to prepare and consider the impact that may be coming in 5–10 years time.

Our position as a Europe-wide organisation with a solid base and close links to a wide range of actors in Brussels is an asset we can deploy for the long-term good of our community.

The fact that DARIAH could and should play a unique and strong role in policy and advocacy is a realisation that seems obvious, and yet has only truly been operationalised recently, in particular around the policy focus on open science. We need to expand and explore this role: defining new emerging areas where the arts and humanities will be implicated; addressing key barriers to the development of digital researchers and methods, like rights and copyright in TDM, and the sustainability of 'orphan' research objects; and becoming far more visible and audible in Brussels. Given that in some communities, even the digital arts and humanities, are still not understood or accepted, there is much that DARIAH can achieve at the macro-level here.

# 7

## WHAT IS DARIAH'S IMPACT AND FOR WHOM?

Impact is a much debated term when used to describe the quality of the results of research and of the organs that support research. In addition, while impact can sometimes be evidenced and observed directly, and measured as such, very often, the impact that we can see is merely the tip of a hugely complex iceberg of influences and environmental factors, a reality that makes it very difficult for one initiative or organisation to make a clear claim to their role in bringing that event or object into being.

For DARIAH, we therefore propose five main areas of impact that we will seek to trace our influence through, namely:

- **Increase in Organisational Efficiency and Effectiveness** (eg. at the national partner or community of practice level). Having access to DARIAH helps research groups and national partner institutions to gain access to and maintain visibility over a European horizon of research and development. In addition, they can learn from other partners, and access tools and services that can benefit their research

projects and communities, without the need to necessarily instigate or fund such developments from scratch. They can also use these opportunities to build human capital, in their organisations and generally.

- **Foster research excellence through new understanding and reflection, creation and diffusion of high-quality new knowledge, skills and technologies.** In particular, individual researchers can access the partnerships, knowledge, tools, services and other assets they need for their work. They can join or form working groups to easily assemble groupings of researchers to explore new ideas. Digital work in the humanities is well-known for its ability to be hidden from or otherwise inaccessible for reuse, or removed from developments in other research areas. Through DARIAH, these opportunities can be maximised.

- **Promote more fluid interactions between policy and practice.** In DARIAH, we speak a lot about how we are very much an organisation built from the 'bottom-up,' serving

researches and following their needs, rather than the other way around. To do this effectively, however, the overall environment from the 'top-down' must also be in line with these researcher needs, and research policy has very often been seen as in conflict rather than in harmony with the distinct needs of arts and humanities research.

DARIAH, as a large and representative body, recognised at European-level and with national ministry buy-in, is in a unique position to inform policy, in particular as our expertise and interest in technology places us at the heart of so many debates, from Open Science to the social implications of big data and AI to the future of the Digital Economy.

**- Develop Networks and Collaborations.** More than anything else, DARIAH is about people, and about sharing knowledge in large groups and small conversations. These networks can lead to large scale funding proposals, or to more limited (but no less valuable) insight, publications and events, all of which ensure the fluid circulation of knowledge among committed experts and the merely curious alike.

**- Promote Innovation.** Because of its scale and place between humanities arts research and technology, DARIAH is able to promote and support new modes of research that may follow either a policy imperative or an applied or translational one. Through DARIAH, researchers and research performing organisations can develop their capacity in research approaches that are mission-oriented, addressing new audiences, implementing policies (such as open science), supporting uptake of results by industry or facing societal challenges. This will be a particularly important area for development as we see the launch of the Horizon Europe Funding programme in 2020.

These may not be the only areas, and of course we will be growing this list over the period of this plan.

The concomitant question to that of 'what is impact?' is, of course, 'impact for whom?' For this reason, we include a stakeholder map in Appendix 2 of this document. Of the many actors listed here, we would see our national members, and the researchers they represent as our most critical partners and "users." We use this word, user, only with hesitation, however. As a term, it is recognised widely within

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# 8

## MEASURING OUR SUCCESS

The four pillars of DARIAH's strategy have come into clear focus as we have worked within the productive constraints of the Strategic Action Plan over the past two years. To make them now central to the organisation's strategy as the embodiment of how we add value as a research infrastructure will take a new level of commitment.

Managing our resources and our message according to these clear spheres of engagement are a part of that, but measuring our success against them will be a yet larger one.

Evaluating the success of an organization is a crucial activity for its management, and the success of an organization should reflect operational efficiency, but must also be defined in terms of making progress toward its strategic goals. The definition of the indicators used to measure such success must therefore be based upon a solid understanding of what our stakeholders value. Too often, indicators become rough proxies, whose trajectories alone seem to speak a truth about an organisation's impact.

In developing the success

measures that accompany this Strategic Plan, DARIAH has made great efforts not to fall into this trap.

In the early phase of DARIAH's development, success could be easily measured through growth. When new countries would join, that validated our message and our activities. We continue to plan to expand and grow the number of DARIAH countries, but membership growth alone is not a good measure for DARIAH: what we really want our KPIs to provide evidence for and focus our efforts upon is the depth and richness of our impact into research communities, into national consortia, into the practices and knowledge base of individual researchers who may or may not consider themselves 'digital humanists.' To disappear from view and attention is the dangerous fate and the goal of effective infrastructure, as infrastructure, done well, should be able to be taken for granted.



In this spirit, we will underpin this plan with a number of quantitative and qualitative KPIs that will give us a true picture of the health and impact of the DARIAH ERIC. They are based upon the following segmentation of our activities, outputs and outcomes, and will be expressed in the form of a Balanced Scorecard covering the areas of Use, Efficiency and Scientific and Community Impact.

	1. Marketplace	2. Training and Education	3. Communities and Networks	4. Policy and Foresight
<b>Activities:</b> the instruments we use to reach our stakeholders	Technical development; hosting events; distributing funding; sharing knowledge at public meetings; publishing formal and informal achievements and knowledge; proposing and building key initiatives; meeting, creating and sharing knowledge with others			
<b>Outputs:</b> the aims and value of these activities	Build a technical infrastructure for the marketplace  Build community norms for the sharing and reuse of assets in the MP	Provide and promote events and services to enable skills development  Create a firmer basis for collaboration between RIs and RPOs	Provide and promote events and services to enable knowledge exchange  Create a sustained engagement with key partners	Promote awareness about policy developments relevant to A&H researcher  Produce policy briefs, blogs, FAQs and other forms of knowledge sharing
<b>Outcomes:</b> quantitative measures or our reach and effect	Use of Marketplace platform and tools	Attendance at our hosted events  Presentations at others' events  Production and dissemination of materials	Audiences at our events  Initiatives delivered via the WGs  Delivery on shared initiatives	Attendance at our hosted events  Presentations at others' events  Use of our policy materials (citations, downloads, requests for FAQs etc.)

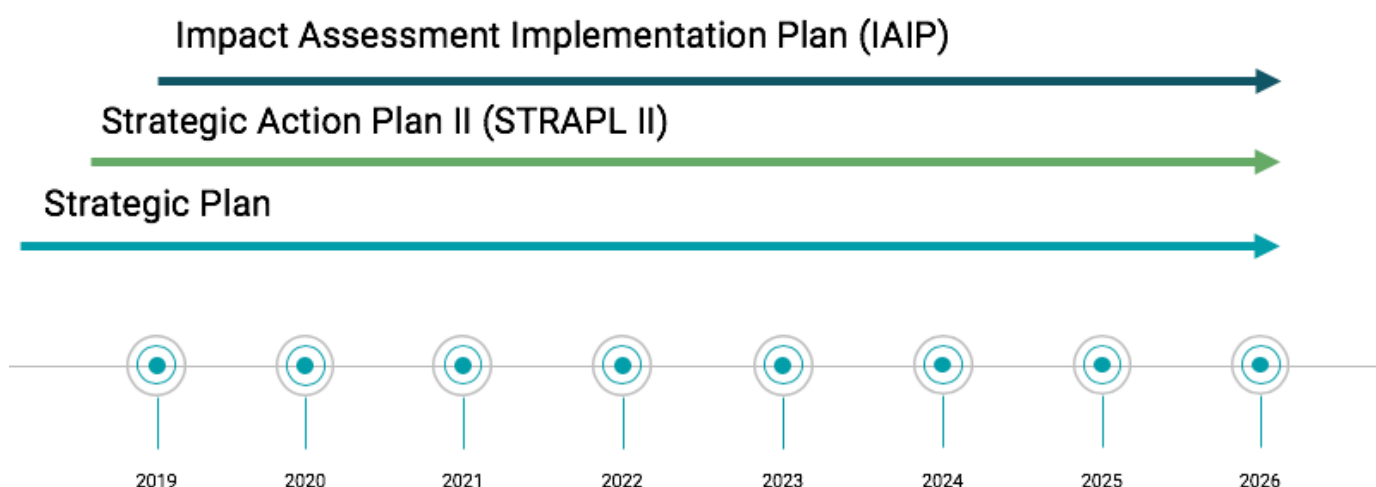
# 9 CONCLUSION AND NEXT STEPS

DARIAH's ultimate goal is to ensure a better overall environment for digitally-enabled humanities research that is of high quality and high impact, as well as fostering greater fluidity in accessing and using digital tools. This Strategic Plan aims to plot a course that uses our unique assets and position in the environment to contribute to this goal.

By making this commitment as an ERIC, we commit to increasing our value for all of our stakeholders: researchers, research policy bodies and research contributors alike. In doing so, we believe that the second decade of the DARIAH ERIC will

continue the trajectory set by its first of sustained growth in both size and impact across its network of partners and beyond.

The emergence of this plan represents a significant step forward for DARIAH as an organisation and as a community. Making commitments that will focus and guide our decisions for the next seven years represents a significant step forward, and is a sign of the confidence we can now claim in our value and our capacity to provide an important infrastructural layer within the European research ecosystem.



The work is not done with the agreement of this plan, however, which will be supplemented over the coming months by a number of more focussed annexes, including a second Strategic Action Plan (STRAPL II), to ensure we are translating our strategic aims into clear, measurable actions, and an Impact Assessment Implementation plan (IAIP), which will clearly define how we collect and share the evidence of activity against our key performance indicators, and may also indicate areas where we might trial new indicators for potential future integration into our public reporting.



# APPENDIX 1: REFERENCES AND BACKGROUND DOCUMENTS

DARIAH-ERIC Statutes:

[https://www.dariah.eu/wp-content/uploads/2019/06/DARIAH-ERIC\\_Statutes\\_May2019.pdf](https://www.dariah.eu/wp-content/uploads/2019/06/DARIAH-ERIC_Statutes_May2019.pdf)

## **Earlier documentation:**

Laurent Romary (2011) Partnerships, relationships and associated initiatives — Towards a strategic plan for DARIAH. [Research Report] R EU 4.3.1, DARIAH. 2011. <https://hal.inria.fr/hal-01150112>

Laurent Romary, Tobias Blanke, Conny Kristel (2014) Towards a strategy for DARIAH Paper presented at the 2nd DARIAH-ERIC General Assembly, 17 November 2014

Laurent Romary, Mike Mertens, Anne Baillot (2016) Data fluidity in DARIAH – pushing the agenda forward. BIBLIOTHEK Forschung und Praxis, De Gruyter, 2016, 39 (3), pp.350-357: <https://hal.inria.fr/hal-01285917>

Further papers and documents relevant to this plan can also be found in the DARIAH HAL archive: <https://hal.inria.fr/DARIAH>

## **Some external examples consulted:**

ICOS Impact assessment Report: [https://www.icos-ri.eu/sites/default/files/2018-09/ICOS\\_Impact\\_Assessment\\_Report\\_2018.pdf](https://www.icos-ri.eu/sites/default/files/2018-09/ICOS_Impact_Assessment_Report_2018.pdf)

Performance Indicators for BBMRI-ERIC

<https://zenodo.org/record/159416#.W7HevZNKgWo>

CLARIN-ERIC Key Performance Indicators

<https://office.clarin.eu/v/CE-2018-1266-Key-Performance-Indicators-for-CLARIN-ERIC-v1.pdf>

Impactometrix

<https://dariah-de.github.io/Impactomatrix/>

Europeana Impact Playbook

<https://pro.europeana.eu/post/introducing-the-impact-playbook-the-cultural-heritage-professionals-guide-to-assessing-your-impact>

UK Research Evaluation Framework Impact Case Studies

<https://impact.ref.ac.uk/casestudies/>

Library of Congress: Mission, Vision and Values

<https://www.loc.gov/strategic-plan/>



# APPENDIX 2: DARIAH MEMBERS, COOPERATING PARTNERS AND LARGER NETWORK

## DARIAH Members

- Austria
- Belgium
- Bulgaria
- Croatia
- Cyprus
- Denmark
- France
- Germany
- Greece
- Ireland
- Italy
- Luxembourg
- Malta
- Netherlands
- Poland
- Portugal
- Serbia
- Slovenia

## DARIAH Cooperating Partners in the following countries:

- Finland
- Hungary
- Norway
- Romania
- Slovakia
- Sweden
- Switzerland
- United Kingdom



To get an overview of the DARIAH network visit this map:

<https://www.mindmeister.com/1134174308/dariah-partners-and-community>