

# **16 Key Actions for a Stronger DARIAH by 2022**

## **A Second DARIAH Strategic Action Plan**

Draft as of 3rd May, 2019

### **Section 1: Introduction and context**

#### **Why this plan, and what is it?**

Over the course of 2018-2019, DARIAH has been developing an ambitious strategic plan to guide its growth and development over the next 7 years. This high-level plan alone cannot ensure successful implementation of the more granular actions that will be required to guarantee its goals are met, however. A decision was taken, therefore, to accompany the full strategic plan with a second edition of the very useful 2017 Strategic Action Plan (or STRAPL). As with the last one, this second Strategic Action Plan translates high-level goals and principles into tangible objectives and actions in order to shape DARIAH's future strategy. **Hereby, actions and objectives in this document are formulated in such a way as to guide the activities of the DARIAH constituent bodies and officers so as to provide clear value for the national members and the collaborative efforts they are and have been engaged in ... so as to “enhance and support digitally-enabled research across the humanities and arts”** (see the DARIAH Statutes, Appendix 1, for full statement).

As with all strategic planning documents produced by DARIAH, this document is the result of a thorough process of consultation and structured thinking that will include every level of DARIAH participation. The concrete, constructive and practical nature of the resulting report will build upon the implicit benefits of the process by producing a consensus-based, verifiable roadmap of actions and accountable persons. This will allow DARIAH to not only 'do things right,' as the saying goes, but to have confidence, even in this short term, that we are also 'doing the right things.'

#### **Timeframe of the plan**

In essence, this is a document to guide delivery of key integrating actions over the two-year period from January 2019 to December 2020, with the understanding that some actions may take us into 2021 before they can be considered fully embedded or achieved.

### **Section 2: Description of the Six Objectives**

In contrast to the first STRAPL document, in this later document we are able to be much more focussed, directed by the Strategic Plan, and delving into operational issues only to the extent that they need to be aligned to strategic aims and ambitions. As such, the first four areas in this plan, and the first seven actions contained in them, map directly to the pillars of the strategic plan: marketplace, training and education, working groups and transnational organisation, and foresight-driven policy work. The fifth area includes actions that cut across all of these areas, and that will ensure we embed our strategy-led activities as effectively as possible into our community. The final two areas are intended to ensure that we align the management of

knowledge and resources to our strategic aims, and that we have a robust and realistic approach to measuring our success against them.

In sum, these fifteen actions across seven areas will assist DARIAH to ensure it makes gradual and steady progress toward the realisation of its overall strategy in the next two to three years.

### Section 3: Actions to Meet the Six Objectives

Of the actions that have been assembled to deliver on the six objectives, many are already ongoing, and need only to be aligned and integrated with other activity streams. Other actions are much more comprehensive and will need to produce an initial roadmap to ensure investment of resources is being guided by a solid, shared vision. For that reason, although many actions have an initial delivery date early in the period covered by this plan, we set these ambitious deadlines in light of a recognition that some of these actions are as yet undefined in terms of their true scope.

In each of the below actions, it should be understood that while the team listed is currently foreseen as part of the group responsible for ensuring the action is delivered, these teams will grow over time, and the intermediate and final outcomes will be presented as an aggregate to the General Assembly.

The delivery dates given are intended to assist in monitoring progress, but also as an implicit prioritisation of actions: most pressing actions are placed early in the plan, while others may be pushed out and completed later should the plan present too much of a burden on DARIAH capacity and resources.

Note that a list of the acronyms used appears at the bottom of this document.

## 1. Support strategic pillar 1: Build a marketplace to facilitate fluid exchange of tools, services, data and knowledge.

Actions and sub actions	Team, with leader's name in boldface	Delivery Date
1. DARIAH must develop as strategy and deploy mechanisms to ensure that the Marketplace vision and value is embedded in and driven by our community, and has a larger place in organisational thinking and planning than the SSHOC project alone.	<b>SSHOCPO,</b> <b>BoDFF,</b> NCC	Q3-4 2020

## 2. Support strategic pillar 2: Build access to education and training

Actions and sub actions	Team, with leader's name in boldface	Delivery Date
2. DARIAH will create a coherent approach to training and education, including a clear discovery layer through our assets, systematic cooperation with the University sector, and national nodes, targeted development of new material and quality assurance.	<b>T&amp;EPO, BoDJE&amp;TT, VCC2, NCC, CLARIN WG</b>	Q2 2020
3. DARIAH must map and align its activities into the EU policy landscape for training and education, including qualification standards.	<b>T&amp;EPO, BoDJE&amp;TT, VCC2, CLARIN WG</b>	Q1 2021

### 3. Support strategic pillar 3: Build our working groups, hubs and other forms of transnational and transdisciplinary organisation

Actions and sub actions	Team, with leader's name in boldface	Delivery Date
4. DARIAH will roll out a working group code of conduct and quality assurance mechanism, as well as trialling a mechanism by which to foster appropriate activities from the 'top-down.'	<b>CIO-TEAM, SMT, JRC</b>	Q2 2019; Q1 2020

### 4. Support strategic pillar 4: Build bridges between research policy and communities of practice.

Actions and sub actions	Team, with leader's name in boldface	Delivery Date
5. DARIAH will optimise delivery on its policy work to increase its profile and effectiveness for its communities, including through targeted dissemination (eg. OS Services Suite), partnership activities and internal learning.	<b>BoDJE, PPO, NCs, SAB, CO</b>	Q3 2019
6. DARIAH will develop and disseminate a set of best practices to support sustainability for digital humanities research outputs.	<b>BoDJE, PPO, CIO-Team, NCs, SAB</b>	Q3 2020

7. DARIAH will undertake an international horizon scanning exercise to determine the further policy areas in which it can have a uniquely positive impact.	<b>BoDJE, PPO, SAB</b>	Q4 2020
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## 5. Enhance impact across the strategic pillars: Embed our activities broadly into our communities.

Actions and sub actions	Team, with leader's name in boldface	Delivery Date
8. DARIAH will perform a rolling audit of its high-profile, outward-facing activities (such as the annual events, theme calls, WGs etc.) to ensure that they are optimised for inclusion and impact, seeking also opportunities for new instruments to deliver on this.	<b>BoDTT, CIO-Team, DCO</b>	Q2 2020
9. DARIAH will set in motion a set of specific actions to reach specific audiences on a rolling cycle (1-2 new groups of institutions or individuals per annum), first scoping their needs, then trialling an instrument, then mainstreaming their participation.	<b>BODTT, NCC, CO</b>	Q1 2020 (first cycle) Q4 2021 (third cycle)
10. DARIAH will revisit the role and relationship of Cooperating Partners with the goal of reestablishing a basis for mutual value in a developing environment, in particular with an eye toward our growing links beyond Europe.	<b>NCCC&amp;VC, DESIR, SMT</b>	Q4 2019

## 6. Manage knowledge and resources to ensure strategic capacity

Actions and sub actions	Team, with leader's name in boldface	Delivery Date
11. DARIAH will develop processes by which to improve integration of the activities and results of its EU projects and partners into its day-to-day operations and mission.	<b>EUPO, CO, SMT, NCC</b>	Q3 2019

12. DARIAH will improve its understanding of the value of in-kind contributions and make more effective use of them in line with its proposed categories for impact. It will also investigate light- (eg. funding challenges) and medium-touch (eg. SLAs) methods to guide and coordinate in-kinds toward community requirements.	<b>BoD, JRC, SMT, CIO-TEAM, SSHOCPO</b>	Q2 2020
13. DARIAH will implement mechanisms by which to become a Learning Organisation, including internal training webinars on strategic topics.	<b>BoDTT, DCO</b>	Q4 2019
14. DARIAH will engage in a financial modelling process to ensure its strategy and operations are and will remain in line with its ambitions	<b>SG, BoD, SMT</b>	Q3 2020
15. DARIAH will stimulate knowledge sharing between DARIAH National Coordinators (promoting the existing reports (HaS) and on-going hub activities, and increase the visibility of DARIAH National activities. (e.g. using the Contribution tool; and Course registry content)	<b>NCCC&amp;VC, DCO CIO and NCC</b>	Q4 2020

## 7. Ensure we monitor, measure and improve our performance

<b>Actions and sub actions</b>	<b>Team, with leader's name in boldface</b>	<b>Delivery Date</b>
16. DARIAH will create and implement a plan to continuously assess (quantitatively and qualitatively) our full range of activities, organisational performance, impact, efficiency and overall success against its goals and strategy. This plan should draw on input from central EC processes and national norms.	<b>PATF, SMT, NCC, DCO</b>	Q3 2019

