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**Title:** LANL Research Library Strategic Plan 2023-2026

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# LANL Research Library Strategic Plan 2023-2026

## Mission, Vision, and Values

### Our Mission

We amplify the Laboratory's mission-driven research by enabling LANL researchers to learn powerful skills and access expertise and scholarly information, developing new methods for managing data and information, and connecting researchers with colleagues and the broader scientific ecosystem.

### Our Vision

We are shaping the future of research libraries: digital-first institutions with a seamless user experience and services that evolve with the open and classified information ecosystem, and where collaboration and open scientific research are integral.

### Our Values

We are user-centered.

- Always adapting and evolving to meet changing needs
- Meet users where they are
- Understand frequent, two-way communication is at the heart of UX
- Seek and act upon feedback to enhance our services and collections

We are dedicated to responsible stewardship.

- Recognize the value of LANL Scientific Technical Information and historical resources, not only for LANL but also the greater scientific community
- Provide transparency for users concerning the digital preservation process for both born-digital and digitized materials
- Collect, maintain, and preserve access ensuring permanence of LANL STI content
- Endeavor to make all format types discoverable

We foster inclusivity and belonging.

- Respect diversity of thought, perspective, experience and people
- Maintain a welcoming environment and build community for both staff and stakeholders

- Strive to create psychological safety - a work environment where asking questions or raising concerns is encouraged
- Celebrate and recognize one another's endeavors, efforts and successes
- Utilize best practices for accessibility in our services and resources
- Exemplify these principles through our services, our collections, and our ways of working

We deliver the best solutions collaboratively.

- Obtain different perspectives by seeking collaborators both internally and externally to the Research Library
- Connect researchers with peers and information
- Actively work with Research Library colleagues in cross-team partnerships
- Leverage subject matter expertise and experiences

We inspire each other to lead courageously.

- Champion one another to lead initiatives that support our user community
- Act with clarity, honesty and integrity
- Accept challenges, innovate, and try new things
- Encourage ongoing learning, experimentation and learning from failure
- Reflect and share lessons learned
- Cultivate a questioning attitude and recognize the value of constructive conflict

## Our Strategic Priorities

### 1. Develop and enhance strategic partnerships

- Facilitate connections between researchers, collaborators, and scientific resources by providing or developing the necessary spaces, systems, and tools.
- Strengthen existing partnerships and actively seek and identify new ones.
- Effectively communicate our current services and capabilities.
- Be a leader in the research library community.

### 2. Steward Laboratory Scientific and Technical Information (STI)

- Ensure access, discoverability, and preservation of LANL-authored STI in all formats.
- Continuously develop tools and automate workflows to make STI management efficient and reliable.
- Provide expertise to LANL employees, consulting in STI management best practices throughout the research lifecycle.
- Preserve and ensure permanence of historically-significant LANL materials, both digitally and physically.
- Provide the broadest allowable access to LANL STI.

### 3. Enable access for humans and machines to relevant research content

- Provide flexible, seamless, documented, and standards-compliant interfaces for humans and machines to access research materials.
- Acquire and facilitate timely access to research collections.
- Invest in mechanisms for more efficient delivery and discovery of research materials, including external partnerships, ILL, metadata augmentation, and prioritization of machine-readability.
- Expand research data management services including acquisition, curation, infrastructure, and training.

### 4. Cultivate and foster an inclusive environment

- Increase a sense of belonging by providing programs and spaces that enable researchers to connect, share, and learn.
- Refine Research Library physical space and presence ("library as place") based on evolving researcher preferences and needs.
- Ensure Research Library online services and physical space are accessible to all users.
- Continuously gather meaningful, consistent feedback to better serve our community.
- Foster strong bonds with new LANL staff regarding Research Library resources and capabilities important to their work.

### 5. Advance Open Science

- Increase citizen trust in science and foster innovation.
- Develop financial, policy, and technical infrastructures as well as staff expertise to support Open Access publishing by LANL researchers.
- Gather, compare and devise new support and services to propel LANL RL as an institutional leader.
- Provide "end to end" scholarly communication services to scientists and engineers in order to make their work "open".
- Contribute to international information infrastructure, information interoperability, and long-term persistence of the scholarly record efforts in a sustainable manner.
- Be a catalyst in the development and use of alternative metrics for scholarly communication.

## Review and Updates

The Strategic Plan will be officially reviewed and revised every 3 years. However, the Strategic Plan will be periodically reviewed and discussed with the Research Library staff 2-4 times a year. In addition, suggestions for edits, updates, and additions will be continuously captured.

## Producing Value via Portfolio Management

As an Agile organization, the Research Library strives to demonstrate our values and advance our strategic priorities through the exploration of ideas, small experiments, and creative improvements described in Epic Hypotheses. Epics include a specification of a Minimum Viable Product (MVP), that should deliver a measurable increment of value to users and inform the probable value of implementing additional features. Iterative development and the progressive gathering of data helps the group to best respond to change. Together, all of the Research Library's Epics-in-Flight at any given time provide a collective view of our portfolio or roadmap needed to successfully respond to volatile market conditions, changing customer needs, and emerging technologies.

Specific objectives aligned to the values and priorities articulated in the Strategic Plan are continuously documented, shared, reviewed, and allocated resources via the Research Library's Portfolio Management Process. This process is based on [SAFe's Lean Portfolio Management](#) framework and includes monthly portfolio sync meetings to review and discuss epics as well as quarterly strategic portfolio reviews in order to continuously assess the effectiveness of the process. All aspects of portfolio management are facilitated by the Agile Delivery Lead and go/no go decisions are made by the Research Library's Portfolio Advisory Team (PAT). All Research Library staff members are welcome and encouraged to participate in this forum as well as to propose Epic Hypotheses on a continuous basis.