

Visual Resources Association Strategic Plan, 2018-2022



THE INTERNATIONAL ASSOCIATION
OF IMAGE MEDIA PROFESSIONALS

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Introduction

Charge

Beginning with a review of the 2009 VRA Strategic Plan, the data gathered by the ARLIS/NA - VRA Joint Task Force on Professional Standards Criteria, and the 2016 final report of the Professional Status Task Force, the Task Force will provide a status assessment and proceed to make recommendations for initiatives going forward. The Task Force will focus on the areas of: programs and services, membership, technology, financial structure, organization and governance, and leadership in the field.

Initiatives will be developed according to the following criteria:

- achievable within a 5 year period to commence in January 2018
- include measurable activities and tasks
- provide an estimated chronology of events

Recommendations will take the form of a written report that will be delivered to the Executive Board by December 1, 2017. The report will then be presented to the VRA membership at the 2018 annual conference.

Members

Heidi Eyestone, Carleton College (2016-2017)
Sarah Gillis, Worcester Art Museum
Beth Haas, Princeton University (2016-2017)
Billy Chi Hing Kwan, New York School of Interior Design
Meghan Musolff, University of Michigan
Elaine Paul, University of Colorado Boulder (Co-Chair)
Molly Tighe, Chatham University
Jolene de Verges, Southern Methodist University (Co-Chair)

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Process and Framework

The VRA Executive Board convened the SPTF in June of 2016. The SPTF reviewed strategic plan models adopted by other organizations, both large and small, paying particularly close attention to organizations revolving around educational and cultural heritage communities.

The SPTF also consulted a selection of association management literature. One resource in particular informed the Task Force's approach: *7 Measures of Success: What Remarkable Associations Do That Others Don't* (authored by ASAE: The Center for Association Leadership, Association Management Press, 2012). These measures of success, which have been a consistent part of VRA culture to varying degrees over the past 35 years, provide a useful framework to consider as the Association implements its third strategic plan.

Commitment to Purpose

1. A Customer Service Culture
2. Alignment of Products and Services with Mission

Commitment to Analysis and Feedback

3. Data-Driven Strategies
4. Dialogue and Engagement
5. CEO as a Broker of Ideas

Commitment to Action

6. Organizational Adaptability
7. Alliance Building

The SPTF also reviewed a number of VRA documents, including the 2009 Strategic Plan, recent annual and mid-year reports, the 2015-16 Professional Status Task Force Report (2016), the Joint VRA and VRAF Task Force on Development and Fundraising Final Report (2016), and the VRA Archives Task Force II Final Report (2016). The SPTF also considered notes from leadership discussions in recent years.

Reflecting the values and priorities of the membership was of paramount importance to the SPTF. The Task Force surveyed the membership in May of 2017 (see Appendix B). With a total of 138 responses out of a member population of 500 and a confidence level of 95%, the resulting margin of error is approximately +/- 7%. Additionally, discussions on VRA-L were monitored and considered throughout the drafting process. The SPTF conferred with past and current VRA leaders on specific issues. Finally, members were invited to provide feedback on the first draft of the plan, which the SPTF co-chairs incorporated throughout the plan and the commentary.

Structure of the Strategic Plan

Instead of a purely prescriptive model, this strategic plan establishes broad **Strategic Directions** that are divided into more specific **Strategic Goals**. A set of **Strategic Priorities** defines the areas that VRA can focus on in order to realize each of the goals. It should be noted that, while not explicitly stated in the plan, many goals and priorities are already being addressed. They are included to underscore their continuing importance to the Association's future. Finally, an appendix containing **Suggested Action Items** outlines examples of specific steps that can be taken toward achieving the goals. Because the strategic plan is meant to be a living document, these action items are neither exclusive nor exhaustive. They are preliminary suggestions to help initiate ongoing dialog and a system in which various individuals and groups within the Association are encouraged to continually generate and implement other ideas for measurable tasks and activities in support of the plan's strategic directions. A Commentary section follows the plan to provide additional context for each of the six Strategic Directions, including issues and concerns raised by members during the review phase of the strategic plan.

At the outset the Task Force considered structuring the plan based on the six areas contained in its charge (programs and services, membership, technology, financial structure, organization and governance, and leadership in the field). The Task Force determined that "technology" should be integrated into any or all of the Strategic Directions where appropriate. Marketing and communications emerged as a key area of focus, and became its own Strategic Direction. The interdependent and/or interrelated nature of many areas in the plan result in some contingencies and overlap across the six Strategic Directions. Cross references are provided when applicable.

Since the last strategic plan, the relationship between VRA and the VRA Foundation (VRAF) has evolved and matured. The two organizations have worked together thoughtfully on boundaries, collaboration, and complementary goals and activities, such as the coordination of fundraising campaigns. As such, the visibility and reputation of both organizations have been enhanced. The SPTF has included goals and priorities throughout the plan in order to ensure that VRA and VRAF continue moving forward in this cooperative, mutually beneficial direction.

Dissemination of the Strategic Plan

The SPTF recommends the following steps for dissemination of the plan and member engagement:

- Publish a full version of the plan, with appendices in MemberClicks before the 2018 Annual Conference;
- Publish the Strategic Directions and Goals on the VRA website before the 2018 Annual Conference, in PDF format to facilitate downloading and printing;
- Publish the link to the Tracking Sheet in MemberClicks (see Suggested Action Item 1.2b and Appendix C);
- Create a version of the Strategic Directions and Goals in a graphic or visualization to publish on the website, along with the PDF version referenced above. The SPTF Co-Chairs can offer examples and assist with this process.
- An Association-wide dialog on the strategic plan is scheduled for the Workshopping the VRA session at the 2018 Annual Conference. A focus of the event will be brainstorming ideas for VRA's identity, as well as ideas for action items that may be pursued to support the plan.
- Suggested Action Items 1.2a-c provide ideas for continuous engagement with the plan by members and VRA leadership. The plan also contains recommendations for regularly gathering member feedback (e.g., Strategic Priority 5.1.2), and developing new action items should be part of that process over time.

Implementation of the Strategic Plan

This plan is intended as a living document, with members' ongoing development and implementation of action items over the course of five years. A tracking template (Appendix C) has been provided by the SPTF as a model that VRA may wish to adopt to help the Association maintain its ongoing focus on the strategic directions and goals.

It is assumed that the Executive Board will oversee the execution and management of the strategic plan, although the Board may wish to coordinate with a group assigned to monitor the progress. As for roles and responsibilities in carrying out the various action items, these assignments should be made at the time the action items are formally established.

Regarding the timeline, the SPTF has included tags with the Strategic Priorities, designating them as:

- Implemented
- In Process
- Ongoing
- Short-Term (initiated by 2019)
- Mid-Term (initiated by 2021)
- Long-Term (initiated by 2023)

Like the Suggested Action Items, these are meant as guidelines, rather than strict parameters. The timing of the implementation will depend to a degree on the elements that the Board chooses to prioritize. The SPTF strongly recommends a review of the Association's identity, including its mission, core values, and vision, as early as possible. Many of the Association's activities that fulfill the strategic plan will be shaped by these outcomes.

As a small organization, VRA's limited financial and human resources will necessitate careful planning to address the various goals over a five-year period. The process will ultimately be iterative and non-linear, with interdependent contingencies determining some outcomes and next steps.

This SPTF recommends that VRA charge the next task force at the beginning of 2021, as each of the last two strategic plans took about two years to create.

VRA Strategic Plan, 2018-2022

Strategic Direction 1: Organization and Governance

VRA fulfills its mission, core values, and vision through strategic and efficient operational governance and the cultivation, training, and engagement of its leadership.

Strategic Goal 1.1: VRA hones its identity by creating mission, core values, and vision statements that build on the organization's legacy.

Strategic Priorities 1.1

VRA will

- 1.1.1. Develop a mission statement that expresses a current, unified sense of purpose within the organization's diverse professional interests; articulates how the organization achieves its mission; and describes who benefits. *Short-Term (initiated by 2019)*
- 1.1.2. Establish a core values statement that promotes a culture of inclusivity, innovation, collaboration, and knowledge sharing. *Short-Term (initiated by 2019)*
- 1.1.3. Create a vision statement that succinctly imagines the Association's long-term future. *Short-Term (initiated by 2019)*
- 1.1.4. Define the term "visual resources" and consider its relevance as a discipline and/or a field of practice to current and potential members. *Short-Term (initiated by 2019)*
- 1.1.5. Engage VRAF and other VRA stakeholders in the process of developing the Association's mission, core values, and vision statements. *Short-Term (initiated by 2019)*

Strategic Goal 1.2: VRA leadership and membership advance and sustain the Association's mission through strategic and efficient operational governance.

Strategic Priorities 1.2

VRA will

- 1.2.1 Engage continuously with its strategic plan, and cultivate an organizational mindset in which leaders and members regularly create, implement, and assess action items that support the plan. *Short-Term (initiated by 2019), Ongoing*
- 1.2.2. Redistribute roles and responsibilities across the Association, including outsourcing of operational functions where possible, allowing the Executive Board to devote more energy towards visioning, leadership, and advocacy for the organization. *Mid-Term (initiated by 2021)*
- 1.2.3. Establish a larger role for the Leadership Group in fulfilling the Association's mission and vision, which will build community and encourage the development of leadership skills across the Association. *Mid-Term (initiated by 2021)*
- 1.2.4. Engage members in planning and implementing conferences and events. *In Process, Ongoing*
- 1.2.5. Conduct regular evaluation and assessment of the tools and technologies used for communications, delivery of services and programs, and efficient operations. *Mid-Term (initiated by 2021), Ongoing*
- 1.2.6. Adopt and regularly assess guidelines and policies for the long-term retention of and the ongoing access to the Association's business and governance records. *In Process, Ongoing*

Strategic Goal 1.3: VRA cultivates, trains, and engages leadership within the organization.

Strategic Priorities 1.3

VRA will

1.3.1. Collaborate among elected and appointed individuals, as well as the proposed diversity, inclusivity, and equity advisory group (see Suggested Action Item 1.1c) and Visual Resources Emerging Professional and Students (VREPS), to identify and nurture new leaders within the Association. *Mid-Term (initiated by 2021), Ongoing*

1.3.2. Enlist the Nominating Committee to actively identify and cultivate Executive Board candidates over the long term. *In Process, Ongoing*

1.3.3. Strengthen leadership recruitment through engagement and mentorship of members within committees and chapters, facilitating regular turnover in leadership roles. *Mid-Term (initiated by 2021), Ongoing*

1.3.4. Offer training, professional development, and onboarding for potential, new, and continuing leaders within the Association, including chapter chairs. *Mid-Term (initiated by 2021), Ongoing*

1.3.5. Prioritize a plan for committees and appointees to maintain documentation outlining annual timelines, policies, and procedures. *Mid-Term (initiated by 2021), Ongoing*

1.3.6. Promote communication and collaboration among various elected and appointed leaders, including chapter chairs. *Mid-Term (initiated by 2021), Ongoing*

1.3.7. Support the development and sustenance of SIGs as incubators of new leaders, ideas, and directions for the Association. *Mid-Term (initiated by 2021), Ongoing*

Strategic Goal 1.4: VRA and the Visual Resources Association Foundation (VRAF) work together to fulfill both organizations' missions.

Strategic Priorities 1.4

VRA will

1.4.1. Increase the frequency of communications with VRAF about the two organizations' respective activities and goals in order to foster the exchange of ideas. *Short-Term (initiated by 2019), Ongoing*

1.4.2. Work with VRAF to define, refine, integrate, and communicate to members and others about the relationship between the two organizations. *In Process, Ongoing*

1.5.3. Collaborate with VRAF to advocate for the professional fields represented by the Association (see Strategic Goal 6.1), and promote VRA's standards, best practices guidelines, and policy positions. *Mid-Term (initiated by 2021), Ongoing*

Strategic Direction 2: Financial Structure

VRA ensures its financial sustainability through healthy membership levels, mutually beneficial relationships with commercial partners, the identification of new forms of income, and coordination with the VRA Foundation.

Strategic Goal 2.1: VRA promotes responsible stewardship of the Association's resources in order to safeguard its financial sustainability.

Strategic Priorities 2.1

VRA will

- 2.1.1. Integrate financial sustainability within the business model, with operating and administrative costs kept low in proportion to revenue. *In Process, Ongoing*
- 2.1.2. Identify new forms of income and increase revenue through current sources. *In Process, Ongoing*
- 2.1.3. Employ investment best practices and provide regular investment reports and projections of the financial health of the organization. *Implemented, Ongoing*
- 2.1.4. Collect and utilize data about the Association's operations to inform financial decisions. *In Process, Ongoing*
- 2.1.5. Seek opportunities with VRAF for cost sharing whenever possible. *In Process, Ongoing*

Strategic Goal 2.2: VRA cultivates year-round partnerships with commercial vendors that are mutually beneficial.

Strategic Priorities 2.2

VRA will

- 2.2.1. Make the fundraising and development program an organizational priority. *In Process, Ongoing*
- 2.2.2. Cultivate mutually beneficial relationships with commercial partners, including the pursuit of year-round sponsorships that generate advertising and publicity revenue (see Suggested Action Item 4.4e). *In Process, Ongoing*
- 2.2.3. Collect data about the equipment, tools, and technologies that members use to create, curate, and manage collections, in order to better identify potential commercial partners and sponsorship opportunities. *Short-Term (initiated by 2019), Ongoing*
- 2.2.4. Expand the pool of potential commercial partners solicited for support to reflect the greater diversity of the professional interests of the VRA membership. *Mid-Term (initiated by 2021), Ongoing*

Strategic Goal 2.3: The fundraising model of VRA is aligned with VRAF.

Strategic Priorities 2.3

VRA will

- 2.3.1. Plan and coordinate fundraising activities with VRAF throughout each year. *In Process, Ongoing*
- 2.3.2. Implement the recommendations of the *Joint VRA and VRAF Task Force on Development and Fundraising* final report. *In Process, Ongoing*

Strategic Direction 3: Membership

VRA builds, maintains, and engages a diverse and inclusive membership, and supports members' professional needs throughout their careers.

Strategic Goal 3.1: VRA builds, maintains, and engages a diverse and inclusive membership.

Strategic Priorities 3.1

VRA will

- 3.1.1. Encourage professional, socioeconomic, racial and ethnic, gender, age, sexual orientation, and geographic diversity among the Association's membership in order to welcome and embody all perspectives. *Short-Term (initiated by 2019), Ongoing*
- 3.1.2. Advocate for respectful participation and collegial discourse among all members. *In Process, Ongoing*
- 3.1.3. Increase regular, student, institutional, retiree, and unemployed memberships and retain more continuing members. *Short-Term (initiated by 2019), Ongoing*
- 3.1.4. Articulate and promote the value of member engagement in the Association's activities; remove structural or perceived barriers to member participation; and recognize and incentivize participation where possible. *Mid-Term (initiated by 2021), Ongoing*
- 3.1.5. Involve VREPS and chapters in member recruitment, retention, and engagement. *Short-Term (initiated by 2019), Ongoing*

Strategic Goal 3.2: VRA's membership benefits support members' professional needs throughout their careers.

Strategic Priorities 3.2

VRA will

- 3.2.1. Serve members by offering benefits that address their specific needs at various career stages, whether student, emerging professional, mid-career, retired, or unemployed. *Mid-Term (initiated by 2021), Ongoing*
- 3.2.2. Support members working in various disciplines within academic, library, archives, and commercial environments by offering benefits that address their specific needs. *Long Term (2020-2022), Ongoing*
- 3.2.3. Gather more demographic data on members and track over time to better match programs and services to members' needs. *Mid-Term (initiated by 2021), Ongoing*
- 3.2.4. Deliver tangible benefits and services to members, including enhanced professional guidance and mentorship. *In Process, Ongoing*
- 3.2.5. Develop intangible benefits by building and promoting a network of support and a culture of problem solving, and by enhancing VRA's reputation. *Mid-Term (initiated by 2021), Ongoing*

Strategic Direction 4: Programs and Services

VRA's programs and services align with its mission, vision, and core organizational values to support the education and professional development of members and the community at large, and advance and recognize professional knowledge, best practices, and achievement in the field.

Strategic Goal 4.1: VRA's programs and services, aligned with its mission, vision, and core organizational values, support the education and professional development of members and the community at large.

Strategic Priorities 4.1

VRA will

- 4.1.1. Inform the membership through educational activities related to imaging, standards, intellectual property issues, innovation and technology, data management, digital preservation, digital humanities, visual and media literacies, leadership, changes to the profession, and various other professional competencies. *In Process, Ongoing*

- 4.1.2. Support the crucial role that the Education Committee performs to advocate for quality educational and professional development programming. *In Process, Ongoing*
- 4.1.3. Explore educational and networking opportunities beyond annual and regional conferences, including online learning. *Mid-Term (initiated by 2021), Ongoing*
- 4.1.4. Ensure that VRA's programs and services reflect the Association's diversity and inclusivity goals (see Strategic Goal 3.1). *Mid-Term (initiated by 2021), Ongoing*
- 4.1.5. Develop the Association's website to serve as a central hub for the user-friendly dissemination of educational and professional development resources for members and non-members alike. *Mid-Term (initiated by 2021), Ongoing*
- 4.1.6. Promote and support chapter programming. *Mid-Term (initiated by 2021), Ongoing*
- 4.1.7. Encourage year-round activities of SIGs and SUGs (Special User Groups, or communities of practice) to enhance networking and professional development among the membership in organic ways, and build the Association's knowledge base. *Mid-Term (initiated by 2021), Ongoing*
- 4.1.8. Collect data to assess and evaluate the effectiveness of educational and professional development programming. *Mid-Term (initiated by 2021), Ongoing*

Strategic Goal 4.2: VRA's conferences meet the professional development needs of current and potential members as defined by the mission statement.

Strategic Priorities 4.2

VRA will

- 4.2.1. Develop broader areas of professional practice in conference programming in order to reach a wider audience. *Long-Term (initiated by 2023), Ongoing*
- 4.2.2. Engage diverse member perspectives to consider new ideas for conference models, programming, and scheduling in order to meet the professional development needs of members. *Mid-Term (initiated by 2021), Ongoing*
- 4.2.3. Coordinate with chapters or groups of chapters to build a regional conference program that complements the Association's annual conferences. *Long-Term (initiated by 2023), Ongoing*
- 4.2.4. Publicize conference proceedings in order to promulgate the expertise of the Association to external audiences. *Long-Term (initiated by 2023), Ongoing*

Strategic Goal 4.3: VRA supports a dynamic publication program to advance professional knowledge and best practices in the field.

Strategic Priorities 4.3

VRA will

- 4.3.1. Increase visibility of the *Visual Resources Association Bulletin (VRAB)*, rebranded as an open access journal. *In Process, Ongoing*
- 4.3.2. Support the *VRAB* editors in their vigorous pursuit of high quality, timely, and relevant content. *In Process, Ongoing*
- 4.3.3. Publish content in the *VRAB* that reflects broader areas of professional practice in order to reach a wider audience. *Long-Term (initiated by 2023), Ongoing*
- 4.3.4. Offer professional publishing support through conference workshops, SIG meetings, and mentor relationships. *In Process, Ongoing*

Strategic Goal 4.4: The VRA achievement-based and opportunity-based awards align with the Association's mission and core values.

Strategic Priorities 4.4

VRA will

4.4.1. Recognize students, emerging professionals, and/or underrepresented disciplines within VRA through achievement awards, as well as members who have made significant contributions to the profession throughout their careers. *Mid-Term (initiated by 2021), Ongoing*

4.4.2. Support membership through Travel Awards, including students, emerging professionals, and those working in underfunded institutions or underrepresented disciplines within VRA (see Strategic Goal 3.1). *Long-Term (initiated by 2023), Ongoing*

4.4.3. Sustain the commitment to the Travel Awards program through ongoing financial support. *In Process, Ongoing*

4.4.4. Conduct regular reviews of the VRA award schedule and criteria. *Short-Term (initiated by 2019), Ongoing*

Strategic Goal 4.5: VRA and VRAF coordinate programs and services to ensure complementary content and scheduling.**Strategic Priorities 4.5****VRA will**

4.5.1. Communicate about and coordinate programs and services with VRAF. *In Process, Ongoing*

4.5.2. Work with VRAF to promote each other's programs and services. *In Process, Ongoing*

Strategic Direction 5: Communications and Marketing

VRA refines and improve its intraorganizational and external communications, and adopts a proactive and holistic approach to marketing, the website, and public relations.

Strategic Goal 5.1: VRA refines and improves its intraorganizational communications.**Strategic Priorities 5.1****VRA will**

5.1.1. Develop optimal communication channels with and among members. *Short-Term (initiated by 2019), Ongoing*

5.1.2. Encourage ongoing member input to inform the Association about members' needs. *Short-Term (initiated by 2019), Ongoing*

5.1.3. Promote the exchange of ideas and perspectives in order to foster intraorganizational cross-pollination. *Short-Term (initiated by 2019), Ongoing*

5.1.4. Facilitate communications and access to members-only information by taking full advantage of the features and functions of Association Management Software (currently MemberClicks). *Mid-Term (initiated by 2021), Ongoing*

5.1.5. Facilitate regular information sharing among chapter chairs through the Chapter Chair Liaison. *Short-Term (initiated by 2019), Ongoing*

Strategic Goal 5.2: VRA adopts a proactive and holistic approach to marketing, the website, and public relations.**Strategic Priorities 5.2****VRA will**

- 5.2.1. Apply an integrated marketing plan to increase membership (see Suggested Action Item 3.1f) and conference attendance, enhance the Association’s visibility, and reinforce its reputation as a leading authority in creating, managing, and delivering digital content (see Suggested Action Item 6.2.c). *Long-Term (initiated by 2023), Ongoing*
- 5.2.2. Ensure that the marketing plan informs design and content of the website, press releases, VRA-L announcements, social media, printed materials, and any other forms of public relations and communications. *Long-Term (initiated by 2023), Ongoing*
- 5.2.3. Maintain the Association’s website so that information is kept up to date and organized for an optimal user experience. *Mid-Term (initiated by 2021), Ongoing*
- 5.2.4. Employ visual content on the website to more effectively convey the Association’s identity. *Mid-Term (initiated by 2021), Ongoing*

Strategic Goal 5.3: VRA coordinates with VRAF on communications, marketing, and public relations.

Strategic Priorities 5.3

VRA will

- 5.3.1. Share and coordinate outreach resources and marketing strategies with VRAF to keep each other informed and share knowledge about best practices. *Long-Term (initiated by 2023), Ongoing*
- 5.3.2. Include VRAF news and announcements in the Association’s various communications channels, and ensure that VRAF’s mission, links, and donation opportunities are prominent on the website. *Short-Term (initiated by 2019), Ongoing*
- 5.3.3. Coordinate with VRAF to expose both organizations to a wider audience with a goal of building VRA’s membership and enhancing both organizations’ reputations. *Short-Term (initiated by 2019), Ongoing*

Strategic Direction 6: Advocacy and Leadership in the Field

VRA advocates for the profession in partnership with the VRA Foundation, and leads through expertise and alliances in fields related to the curation and management of visual content.

Strategic Goal 6.1: VRA advocates for the profession across allied fields within academic, library, museum, archive, and commercial environments, and collaborates with VRAF in its advocacy efforts.

Strategic Priorities 6.1

VRA will

- 6.1.1. Collaborate with VRAF to advocate for the importance of curated and managed visual content, as well as visual and media literacies emergent in 21st-century education. *Mid-Term (initiated by 2021), Ongoing*
- 6.1.2. Promote the value of the Association, its research and educational activities, and the professional fields it represents to employers, administrators, and other stakeholders in the broader community. *Mid-Term (initiated by 2021), Ongoing*
- 6.1.3. Advocate for professional competencies and standards that affirm and advance the expertise represented by the Association (see also Suggested Action Item 4.1i). *Mid-Term (initiated by 2021), Ongoing*

- 6.1.4. Maintain advocacy resources on various topics that can be used for communications and publicity by the Association, its members, and VRAF to advance the reputation of the Association and promote its work to a broader audience. *Mid-Term (initiated by 2021), Ongoing*
- 6.1.5. Encourage, facilitate, and disseminate research by professionals working with visual content, working with VRAF when opportunities arise (see Suggested Action Item 4.3e). *In Process, Ongoing*
- 6.1.6. Support open access, which is the free and online availability of research, scholarship, and creative output. *In Process, Ongoing*

Strategic Goal 6.2: VRA leads and participates in the development, maintenance, and dissemination of data standards, guidelines, best practices, and tools.

Strategic Priorities 6.2

VRA will

- 6.2.1. Support the Cataloging and Metadata Standards Committee (CMSC) in the development and maintenance of the Association's existing and new data standards, guidelines, best practices, and tools, which support the curation and management of digital collections. *In Process, Ongoing*
- 6.2.2. Disseminate, publicize, and promote the Association's data standards, guidelines, best practices, and tools more actively to the broader community. *In Process, Ongoing*
- 6.2.3. Perform regular, targeted outreach to other standards communities regarding emerging data standards and participate in their development where feasible. *Mid-Term (initiated by 2021), Ongoing*
- 6.2.4. Monitor and educate the Association's membership about other organizations' data standards, guidelines, best practices, and tools that complement and supplement those of VRA. *In Process, Ongoing*

Strategic Goal 6.3: VRA leads, participates in, and educates about intellectual property rights developments, and advocates for the interests of the professions it represents.

Strategic Priorities 6.3

VRA will

- 6.3.1. Support the Intellectual Property Rights Committee (IPRC) in developing the Association's positions on intellectual property rights matters. *In Process, Ongoing*
- 6.3.2. Disseminate, publicize, and promote the Association's positions and statements on IPR matters more actively to the broader community. *In Process, Ongoing*
- 6.3.3. Perform regular, targeted outreach to allied communities regarding current issues in intellectual property rights. *Mid-Term (initiated by 2021), Ongoing*
- 6.3.4. Monitor and educate the Association's membership about other organizations' IPR statements and positions, endorsing them when appropriate. *In Process, Ongoing*

Strategic Goal 6.4: VRA follows and participates in the development and dissemination of digitization guidelines and best practices related to all visual content.

Strategic Priorities 6.4

VRA will

- 6.4.1. Focus more attention on the importance of digital imaging standards in the curation and management of images and media. *Mid-Term (initiated by 2021), Ongoing*
- 6.4.2. Monitor and educate the Association's membership about digital imaging standards, guidelines, best practices, and tools, presenting the information in lay language when appropriate. *Mid-Term (initiated by 2021), Ongoing*

- 6.4.3. Collect and use data about the tools, equipment, and software that members use for digital capture, color calibration, editing, etc. *Mid-Term (initiated by 2021), Ongoing*
- 6.4.4. Explore potential connections and outreach opportunities with other digital imaging communities, and participate in the development of standards when opportunities arise. *Mid-Term (initiated by 2021), Ongoing*

Strategic Goal 6.5: VRA strengthens alliances and collaborations nationally and internationally with academic, library, museum, archive, and commercial communities.

Strategic Priorities 6.5

VRA will

- 6.5.1. Capitalize and build upon existing relationships through communications with affiliated and related organizations, and seek new connections with other professional groups. *In Process, Ongoing*
- 6.5.2. Communicate and collaborate with stakeholders and others in allied professions, such as scholars, curators, archivists, reference and instruction librarians, and digital humanists. *In Process, Ongoing*
- 6.5.3. Provide opportunities for the exchange of information through joint or overlapping conferences, meetings, projects, and other fora. *In Process, Ongoing*