

Strategic Roadmap FY22-24

About this Board

At the level of strategy, we need to be thinking about the larger goals and objectives towards desired outcomes. While these necessarily have a number of constituent tasks to be accomplished, without a clear understanding of the purpose for each task, their completion can become almost meaningless. This Roadmap seeks to be both practical and aspirational, defining both a destination and a rough outline of how we're planning to get there to guide our staff and partners as well as inform our stakeholders and the broader community of those invested in building a vital ecosystem of open science and scholarly communication practices, tools, and services. Please note: this board is designed as a living, breathing resource, and will be reviewed quarterly.

Last Activity: 8/17/2022

Feel free to add comments to cards with constructive thoughts, questions, and other feedback.

Please refer to our [Contributing Guide](<https://hackmd.io/@investinopen/contributing-guide>) for more information on contributing.

Last Activity: 8/25/2022

Goals

Read our 2021-2024 strategic plan: <https://investinopen.org/about/strategic-plan-2021-2024/>
<https://investinopen.org/about/strategic-plan-2021-2024/>

Last Activity: 8/11/2022

Goal 1: Increase our collective understanding of the funding and infrastructure landscape by conducting research.

IOI employs a research-driven approach to increase our understanding of the current landscape and sector, shed light on costs and models, and analyze where investment will be most impactful for the greatest good.

Our work is grounded in research around open technology in research settings. We study open infrastructure, the flow of capital, and economics of information technology in scholarship, and craft reports and analyses to share those findings with decision makers, tool providers, and members of the research community.

Key objectives

+ Develop a framework for prioritizing open infrastructure needs for investment, including criteria for evaluating and assessing projects and providers, a defined scope to maximize effectiveness and ensure the greatest impact, and a draft set of indicators.

+ Build a research and analysis team to investigate current levels of investment and need, and develop a research agenda to support our work.

Identify data sources to monitor and analyze in order to understand current levels of investment, funding needs, and impact of investments (ie., degree of openness of research activities, additional investment, shifts in behavior/use of tools).

+ Gain a better understanding of the current players and their roles in the space in contributing to IOI's vision, from funding bodies and programs to infrastructure providers and hosts.

+ Analyse funding and project data to identify key trends such as gaps, concentrations, and existing biases. Generate research and analyses to better understand the cost structures, existing models and needs for open infrastructures, and

current levels of investment/conditions for funding.

[Link to Strategic Plan 2021-2024](https://investinopen.org/about/strategic-plan-2021-2024/)

Last Activity: 4/21/2022

Goal 2: Further a shared agenda for investment in open infrastructure.

The work of IOI does not — nor do we believe it should — operate in isolation. Increasing and sustaining open infrastructure investment at an ecosystem-wide level calls for global cooperation and coordination, among governments, funding frameworks, consortia, and aligned programs and initiatives working to advance openness and equitable participation in research and scholarship.

This work is crucial to our success (and to the health of the sector) so that together we can further increase attention and resourcing to shared infrastructure needs, heighten the resilience of our systems by expanding and diversifying the pool of those investing in open infrastructure that's interoperable, and better our outcomes by challenging our assumptions and biases by coordinating with experts and partners around the world.

Key objectives

- + Collaboratively develop a shared roadmap and agenda for investment in open infrastructure for research and learning.
- + Coordinate with aligned funding initiatives and programs working to dedicate resources to open infrastructure, to ensure our work is additive and amplifying wherever possible existing and adjacent efforts to sustain the open infrastructure ecosystem.
- + Advocate for sustained investment and focus on ensuring open infrastructure alternatives are available widely, with minimal barriers to participation, access, and cost.
- + Grow uptake and investment in open infrastructure by institutions and funders globally, via coalition building and targeted outreach to institutions and funders to activate their interest, use of, and investment in open infrastructure

[Link to Strategic Plan 2021-2024](https://investinopen.org/about/strategic-plan-2021-2024/)

Last Activity: 4/21/2022

Goal 3: Provide strategic support & investment guidance for those looking to adopt, build, and sustain open infrastructure.

We provide strategic support for decision makers (e.g., funders, budget holders, institutional leaders, consortia, service and infrastructure providers) to help them assess, build, and invest in open infrastructure for research and learning. IOI plays a critical role in working to translate research and analyses into usable resources and strategies for those funding, building, and using open infrastructure in research and learning. We see an opportunity in making discussions about investment strategies, funding, and sustainability more accessible and approachable to a broader audience, and we aim to create resources and toolkits that make that possible.

This can take a number of forms — from guides and checklists to help in vetting open infrastructure services or vendors, to toolkits that make conducting cost/benefit analysis more accessible. Our approach draws from the best of finance and the business sector, while also ensuring what we produce for the community is approachable, actionable, and reusable.

Key objectives

- + Assess and match infrastructure projects, community needs, and pools of capital and investment opportunities to advance the sustainability of the sector.
- + Identify areas for collaboration, interoperability, and coordinated development.
- + Generate investment recommendations for open infrastructure based on the framework for prioritizing need and impact.
- + Develop shared principles and “better business practices” for open infrastructure providers and vendors, building on community input and existing work around values-based models.

+ Define indicators to assess progress towards improving the health, maturity, and sustainability of the ecosystem.

[Link to Strategic Plan 2021-2024](https://investinopen.org/about/strategic-plan-2021-2024/)

Last Activity: 4/21/2022

Goal 4: Enable collective, coordinated action to pilot solutions and enact change.

We convene key stakeholders to test and pilot solutions and to act together to advance the development of the sector and enact change. IOI actively partners with key stakeholders across the landscape. We work with partners to study the state of the landscape and outline interventions, and we develop and implement plans that evolve funding and resourcing for the sector.

As a part of that, we will work to propose, support, and pilot interventions with and for the open research communities. This includes (but is not limited to) funding pilots (like the [JROST Rapid Response Fund](https://investinopen.org/blog/jrost-rapid-response-fund-awardees/)), community-driven technology oversight and action, events like the [Joint Roadmap for Open Science Tools (JROST) Conference](https://investinopen.org/community/jrost-2020-conference/), as well as smaller roundtable discussions to mobilize specific pieces of work, and workshops. We also view our role as partnering with complementary initiatives to help test, trial, and pilot new interventions — from funding mechanisms to assessment/evaluation pilots — as they arise.

Key objectives

- + Develop guidance and action plans to shed light on and advance better business practices, including position statements, dependency maps to better assess risk, and working with the community to increase accountability and oversight of shared open infrastructure
- + Host events around open infrastructure, including building off the 2020 Joint Roadmap for Open Science Tools (JROST) Conference and open community calls/webinars.
- + Convene smaller “roundtable” focused discussions to advance recommendations surfaced through research. Provide space for members of the open infrastructure community to share knowledge, common challenges, and collaboration opportunities.
- + Test new models and interventions to put research into action, including funding and assessment pilots.
- + Partner with complementary initiatives to increase the reach, impact, and service to communities.

[Link to Strategic Plan 2021-2024](https://investinopen.org/about/strategic-plan-2021-2024/)

Last Activity: 4/21/2022

Goal 5: Build organizational capacity and effectiveness to deliver on our mission.

To achieve the objectives above, IOI needs to build operational capacity and functional governance to empower the organization to achieve our stated aim. This includes scaling our operational and research capacity through staffing, building a robust pipeline of support, building functional governance to support decision making, and further evolving our processes to ensure operational excellence.

Key objectives

- + Building robust funding pipelines and stability by establishing diverse revenue streams, and maintaining 8-12 months of runway in the bank when possible, with a stretch goal of multi-year funding.
- + Scaling operational capacity through staffing and in-kind support, building out the core IOI team and network of trusted contractors, ensuring equitable recruitment and hiring practices, and implementing effective onboarding and offboarding for team members and contributors.
- + Amplify organizational capacity via collaborations with aligned initiatives.
- + Building functional governance to support decision making. This includes reviewing our existing Board/Advisory structure, outlining expertise and representation gaps and working with the Governance & Nominating + Committee to fill them, embedding an anti-racist and anti-discriminatory structure to our recruitment (following on work with DeEtta Jones & Associates), and building out supporting documentation (i.e., Board handbook, conflict of interest policies, term limits, public

facing documentation on our governance structure).

+ Further evolve processes to ensure operational excellence, building out our goal setting and review processes, our advisory groups and their roles in decision making, and our own performance and organizational metrics.

+ Ensuring equity and access are at the core of our work, building out anti-racist and anti-discriminatory governance practices and membership; embedding our values into our work and prioritizing access, equity and global representation; and acknowledging and working intentionally to address systemic biases that exist in open technology and higher education.

[Link to Strategic Plan 2021-2024](https://investinopen.org/about/strategic-plan-2021-2024/)

Last Activity: 4/21/2022

Understanding Ourselves

Reviewing our key definitional statements in light of our recent research and revise as necessary to reflect our current commitment to the work, as well as assess our organizational culture and ways of working to ensure we have both the material and social elements in place to carry forward our mission

Last Activity: 8/15/2022

Define and articulate our identity as an organization



Last Activity: 9/7/2022

Articulate the value proposition to IOI's unique activities



Last Activity: 9/7/2022

Identify key internal processes, practices, and procedures that need to be developed and codified for the organization to work collectively.



Last Activity: 9/7/2022

Identify key challenges IOI faces in realizing our vision



Last Activity: 3/28/2022

Identify current internal resourcing & support needs



Last Activity: 9/7/2022

Identify current partners, stakeholders, and other individuals and organizations already invested and engaged in our work



Catalogue these partners, stakeholders, individuals, organizations:

- Who they are: types of orgs, roles in the open infra space, location
- How have they invested/engaged

Last Activity: 9/23/2022

Identify gaps and under-represented groups/interests in the collection of those we're currently engaged with



Depends on [the identification of our current partners and stakeholders](<https://trello.com/c/Qv6qJjQP>).

Working with our governance and community, we:

- build a better understanding of the power dynamics and inequities in the space
- identify groups that can play a more active role in our mission, but are currently not present in our conversations.

Questions:

- How do we prioritize these groups?
- How do we map out the "unknown unknowns"?

Last Activity: 9/7/2022

Develop and disseminate IOIs governance practices



Develop our governance practices, including:

- Governance charters
- Governance onboard process
- Meeting cadence
- Conflict of interest declarations
- Community oversight functions

Disseminate these as blog posts (to describe the motivations and key learnings for developing these practices), public documentation and reusable resources (to support other non-profits in developing their own practices).

Last Activity: 3/30/2022

Evaluate existing communication and engagement activities to identify gaps and opportunities



The goals of our communication and engagement activities:

1. Raise awareness of the importance of open infrastructure, to advocate for sustained investment (G2)
2. Improve the accessibility of and engagement with IOI's research work, to effectively provide support and guidance for those looking to adopt, build and sustain open infrastructure (G3)
3. Convene and foster discussions around ethical, privacy & security, and technical issues with technologies in research and higher education, for the community and IOI to collectively advance better business practices. (G4) - also [this card] (<https://trello.com/c/9zxZAn5o>)

4. Engage and partner with interested and ready indiv/orgs to test, trial and pilot new interventions/new revenue streams (G4,5)

5. Be as transparent as possible about our work, thoughts/hypotheses and learnings, to model the behaviours we want to see in the broader space and increase our transformative influence. (G5?)

Bearing in mind our values and [the ways we work](<https://investinopen.org/about/how-we-work/>): open by default, iterative development, and continuously centering equity and care in our communication and engagement efforts.

Questions to answer:

1. Are our current communication and engagement activities serving the needs of our existing and target audiences?

- This is dependent on the needs of target audiences derived from [this card](<https://trello.com/c/WFw3XGgl>) and [this card](<https://trello.com/c/nFxc9V8g>)

2. What's stopping some people from engaging, and what's missing?

3. What kind of processes/tools do we need to improve the robustness of our communications and engagement activities?

Last Activity: 9/23/2022

Understanding the Space

Doing critical research into the state of the field, the current literature, and relevant frameworks from adjacent fields to ensure our actions are intentional and grounded in evidence

Last Activity: 8/15/2022

Define key terms used in the space to describe this work



Co-create a glossary of key terms with the community.

Last Activity: 9/7/2022

Develop/refine a topology of open services used in research and scholarly communication



Last Activity: 9/7/2022

Understand and articulate the foundational needs for open infrastructure services to be viable in the short-term and sustainable in the longer-term



Key Areas of Exploration

+ Governance

+ Operations

+ Financing, including funding models and cost management strategies

+ Community engagement

Last Activity: 9/23/2022

Develop a useful and evidence-based framework for describing and evaluating open infrastructure services



See [the COIs prototype](<https://investinopen.org/research/catalog/>)

Last Activity: 10/4/2022

Understand and articulate how open infrastructure is currently funded



Last Activity: 9/7/2022

Understand needs, motivations, and constraints of key stakeholder groups in open infrastructure (funders, providers, and users)



- Map our assumptions/current understanding of these groups of stakeholders
- Identify gaps in our knowledge

Last Activity: 9/23/2022

Explore what's needed to further transparency and accountability of OI services, providers, and supporters



Through running quarterly public calls, the Community Oversight Council (COC) helps facilitate safe conversations on themes, trends and issues in the open research and scholarship infrastructure sector and adjacent spaces. (See the COC's [draft charter](<https://docs.google.com/document/d/1iPuq4544AayyWEfc1000iC-QRcScaglTu-c0I2-WVZo/edit>))

These conversations should help surface issues with current business practices and ways to improve them.

Question:

- How is IOI going to develop these better practices, and support businesses in adopting them?

Last Activity: 9/23/2022

Changing Ourselves

Applying our understanding to make critical choices and important actions towards becoming the organization we want to be

Alt Text - [Refine / reflect / adapt / checking in on work we're doing / testing]

Last Activity: 8/15/2022

Establish Financial Oversight mechanisms to further IOI's financial planning and public disclosure



Last Activity: 3/31/2022

Develop and refine staffing & recruitment strategy (ongoing)



Last Activity: 3/31/2022

Assess internal infrastructure and technical development needs (e.g. CRM, COIs, website refresh)



Last Activity: 3/31/2022

Implement plans for developing organizational policies & processes



- * Onboarding
- * Offboarding / exit interviews
- * Conflict of interest disclosure
- * Charters
- * Compensation philosophy

Last Activity: 4/5/2022

Develop and refine regular communication and engagement plans & processes



Depends on [the evaluation of existing communication and engagement activities](<https://trello.com/c/ir391550>).

Last Activity: 9/7/2022

Improve our public disclosure practices



Last Activity: 4/4/2022

Changing the Space

Creating the change we want to see in the space towards more and better investment in stable, reliable, responsive, and resilient services creating a holistic and integrated infrastructure of research and scholarly communication services operating in an open, transparent, and accountable way.

Last Activity: 8/15/2022

Share key resources with the funding community to support infrastructure investment decisions based on research



Last Activity: 9/7/2022

Engage potential partners/collaborators to share knowledge, identify common challenges, and explore paths towards furthering a shared agenda to fund OI



Goals:

- To understand the roles and work played by partners and collaborators, and to share this understanding within the space so to better coordinate efforts
- To identify where IOI can best add value to furthering a shared agenda to fund OI, and where we can collaborate with partners and collaborators
- To test and pilot various mechanisms for IOI, partners and collaborators to share knowledge and explore paths forward, e.g. hosting Collaborator Calls

Last Activity: 9/7/2022

Share key frameworks for understanding foundational concepts necessary for building vibrant, resilient, and community-driven services that provide value to stakeholders while adhering to essential principles for true openness and accountability



Last Activity: 10/4/2022

Make meaningful recommendations for improving the financing of open infrastructure services with strategic investments that lead to long-term viability and organizational stability



Last Activity: 9/7/2022