Humanities Commons Planning Task Force
Final Report
March 1, 2019

0.0 Executive Summary

The Humanities Commons Planning Task Force (HCPTF) was established in fall 2018 to investigate the near- and long-term advantages and disadvantages of ARLIS/NA joining the Humanities Commons (HC) network, particularly regarding membership retention, publishing and web site content, educational programs, and association management. The task force focused on three factors in its recommendations: the ongoing cost to the society, categories of content and activities that could migrate to the HC platform, and the factors related to the society's association management that would ensure successful implementation. Consideration of *Art Documentation* as an evaluation factor was deemed out-of-scope for this report because Humanities Commons is not designed to serve as a publishing platform.

Section 1 outlines the anticipated costs of joining Humanities Commons. Based on information obtained from HC project director Kathleen Fitzpatrick, we confirmed that the annual membership fee is $2,950 for member societies with fewer than 1,000 members; for each additional 1,000 members, the annual fee increases by $500. The annual fee includes all services, including use of the Commons Open Access Repository Exchange (CORE). This figure is comparable to the society's annual subscription to BlueSky's PathLMS product for hosting Learning Portal content ($2,340). However, the society would be required to replace its membership database platform in order to use HC's identity management system. Although the society's executive board is aware of the pressing need to update the membership database system, this cost is not yet known. A stable annual source of funding needs to be established for ARLIS/NA to realize the full potential of participation in the Humanities Commons network.

Section 2 considers the society's communications channels and categories of content that would potentially benefit from migration to the Humanities Commons. To that end, the task force conducted a survey of the society's constituent group leaders to identify potential areas of intersection between what ARLIS/NA members want to do and functionality available to them in a society-branded HC instance—such as the ability to host public and private discussions on cross-organizational and interdisciplinary topics of mutual interest, host individual and constituent group WordPress sites, and provide digital object identifiers and long-term preservation for the society's online publications. Moreover, public-facing activities of the constituent groups—including annual conference proceedings—would become more broadly discoverable via a range of web indexing utilities not currently possible with the society's communication matrix. Internal administrative

documents such as executive board meeting minutes and financial records would remain accessible on the ARLIS/NA website, and ARLIS-L would continue to be maintained by headquarters.

Section 3 outlines the steps that should be taken if ARLIS/NA decides to join the Humanities Commons network. First, the society must replace our current membership management system with one of the two membership management systems compatible with the HC platform. An implementation task force focused on generating and sustaining member engagement before, during, and immediately after the launch and transition will be essential. One or more dedicated administrative positions will be needed to identify the content to be migrated, and to coordinate technical requirements and specifications for file transfer of current Joomla and Learning Portal content and moderate the society's ongoing HC presence after migration is complete.

Section 4 presents a summary of how participation in Humanities Commons aligns with the society's strategic directions and recommendations for the executive board's consideration. We recommend that ARLIS/NA 1) join the Humanities Commons network after upgrading our membership management system; 2) cancel our current subscription to BlueSky's PathLMS utility and establish a stable funding source for ongoing participation in Humanities Commons; 3) create and charge a task force to coordinate implementation with an emphasis on generating and sustaining member engagement; 4) identify and prepare content from ARLIS/NA websites and society constituent groups for migration into Humanities Commons; and 5) create additional editorial board administrative appointments to manage the society's Humanities Commons network and sustain member engagement over the long term.

0.1 Task Force Membership and Charge

Members of the Humanities Commons Planning Task Force include:
- Meredith Kahn (co-chair), Women's Studies Librarian, University of Michigan
  - ARLIS/NA Open Access Coordinator, 2018-
- Roger Lawson (co-chair), Executive Librarian, National Gallery of Art
  - ARLIS/NA Editorial Director, 2017-
  - ARLIS/NA Mid-Atlantic Chapter listserv moderator, 2011-present
- Jamie Vander Broek, Librarian for Art & Design, University of Michigan
  - ARLIS/NA Documentation Committee chair, 2017-2019
- Nick Curotto, Cataloging, Systems, & Digital Services Librarian, Virginia Museum of Fine Arts
  - ARLIS/NA Information Architect, 2017-
- Mark Pompelia, Visual + Material Resource Librarian, Rhode Island School of Design
  - ARLIS/NA Web Site Content Editor, 2016-
- Karen Stafford, Head of Technical Services, Art Institute of Chicago
  - ARLIS/NA Professional Development Committee chair, 2017-2019
- Samantha Deutch, Assistant Director, Center for the History of Collecting, Frick Art Reference Library
  - ARLIS/NA Secretary, 2017-2019
- Nancy Short, ARLIS/NA Executive Director, 2019-

ARLIS/NA Executive Board liaison: Eumie Imm Stroukoff, ARLIS/NA Past President, 2018-2019

This task force was charged with investigating the near- and long-term advantages and disadvantages of joining the Humanities Commons network, particularly with regard to the impact on membership retention, publishing and website content, educational programs, and association management. In addition, we were asked to discuss costs of participation, desired content, and suggestions for implementation.

0.2 Introduction

Humanities Commons (HC) is a nonprofit network initiated by the office of scholarly communication at the Modern Language Association (MLA), which serves the needs of humanities scholars in a range of disciplines. HC allows scholars to create public websites, discuss shared interests with fellow academics, and share their published works via an open access repository, backed by Columbia University Libraries. The technology underlying HC is built on Commons-in-a-Box, a project of the City University of New York. The MLA launched the first disciplinary HC network in 2013 with their MLA Commons.

Development of HC was generously funded by a grant from the Andrew W. Mellon Foundation, and the repository platform received a grant from the National Endowment for the Humanities' Office of Digital Humanities. The founding partner societies for the HC network include the Association for Jewish Studies, the Association for Slavic, East European, and Eurasian Studies, and the College Art Association. Each member organization has its own Humanities Commons hub.

ARLIS/NA chartered two task forces to investigate the possibilities of expanding the society's open access publications. Formed in spring 2016, the first Open Access Task Force (OATF) was charged with researching and developing recommendations for the implementation of an ARLIS/NA open access publishing program that builds upon the society's existing open access Learning Portal service. A second task force (OATF2) was charged to conduct a detailed analysis of the options available to support a greater degree of openness for the society's entire publishing program. OATF2's final report was published to the society's web site in April 2017. Because of the potential for HC to address recommendations from both the OATF and OATF2 reports, the Humanities Commons Planning Task Force was charged with investigating the potential benefits and costs of ARLIS/NA joining the HC network.

0.3 On *Art Documentation* and Humanities Commons

Members of this task force consider the status of *Art Documentation* to be out of scope for this investigation for several reasons. First, previous society-appointed task forces devoted much time and effort to the question of whether *Art Documentation* should transition to an open access distribution model and the budgetary implications of such a change. The OATF2 recommended that *Art Documentation* continue to be published by the University of Chicago Press, and that revenue from our publishing agreement with the University of Chicago Press be used to support the society's future open access initiatives. In addition, Humanities Commons is not an open access journal publishing platform. Rather, it is a network for facilitating communication and collaboration between members of scholarly communities. Effectively managing the editorial, production, and distribution workflows required for a scholarly journal is not what HC was intended to achieve. Finally, among the society's long list of publication activities (see Appendix A) *Art Documentation* is

unique in that it is a long-running, peer-reviewed scholarly journal with an ongoing commercial publication agreement in place, which generates a significant amount of revenue for the society. Because of this, any investigation into potential futures for *Art Documentation* would need to take both the journal's unique needs and its importance for the society into account, and would need to discuss this publication apart from others produced and distributed by the society.

1.0 Anticipated Costs and Sources of Funding

Per a phone conversation with Kathleen Fitzpatrick on December 18, 2018, scholarly societies may join Humanities Commons at a base rate of $2,950 per year for organizations with fewer than 1,000 members. Societies will incur an annual fee of $500 for each additional 1,000 members. At present, societies joining the HC network will receive a 25% discount on their annual fee. There are no additional costs beyond the annual rate.

However, in addition to the cost of Humanities Commons, the society will need to upgrade its identity management software in order to integrate our membership database into the platform's identity management system. At present, HC is equipped to work with [NetForum](#) and [SalesForce](#), two modern association management and customer relationship management tools, respectively. Use of a modern association management or customer relationship management tool allows the society to automate user account management within HC based on membership status data from our membership database. This would decrease the amount of staff time needed to keep HC access roles in sync with society membership.

While this will require additional costs and effort to join the HC network, the society's need for an upgraded membership database is an issue the executive board has already discussed, and it has relevance for much more of the society's day-to-day activities. Given the parameters of our investigation charge and the impact such a decision would have on other aspects of the society's business activities (processing membership dues, conference registration, access to members-only content, etc.), we did not seek quotes on behalf of the society for a new identity management solution.

Regarding the question of how the society might fund the cost of HC, task force members have noted that the society's most recent annual invoice for BlueSky's PathLMS (the learning management system behind our Learning Portal for professional development and education opportunities) was $2,340. Assuming that the society could cancel our license for this product and receive a full refund, these funds could be used to cover the cost of HC.

Humanities Commons base rate =	$2,950
HC base rate less 25% discount =	$2,212.50
Amount of most recent PathLMS invoice =	$2,340

Task force members are aware that the above calculation makes two important assumptions: first, that the 25% discount we were quoted in December 2018 is still valid, and second, that the society could secure a refund after ending our subscription for PathLMS. If either of these assumptions proves not to be true, and the executive board wants to move forward with participation in HC, an alternative source of funds will need to be identified. In the short term, discretionary funding could

be used. However, the society will need to establish a budget line to accommodate this cost going forward.

2.0 Content

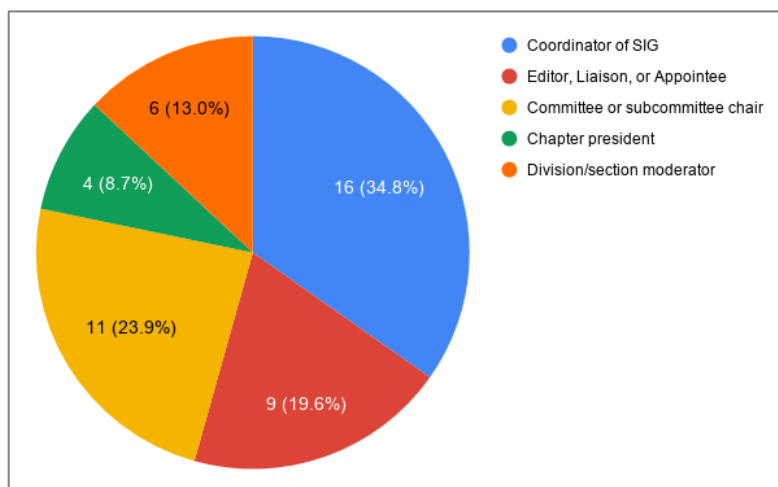Humanities Commons offers three primary ways to share content and interact with fellow members:
- Groups: Allow for both public and private discussions on shared topics.
- Sites: Individual and group WordPress sites for blogging or other activities.
- CORE Repository: Discoverability and preservation of both traditional scholarship and grey literature in a variety of formats. DOIs ensure long-term access and attribution.

Together, these structures provide functionality to meet a variety of needs, and are well suited for several genres of content produced by the society. However, it should be noted that all of the professional and academic societies currently participating in the HC network continue to maintain robust web presences outside of their branded Commons instances as well as society-wide email listservs. Humanities Commons does not replace an organization's own web presence, and so far societies are not wholly replacing organization-wide listservs with HC groups functionality. Therefore, we assume ARLIS/NA would continue to maintain the ARLIS/NA website and ARLIS-L if the society joined the HC network.

But which bodies within the society might choose to migrate content and activity from existing websites or other platforms into a society-branded HC instance? Below we will discuss particular groups within the society and kinds of content that might be well served by using HC, and which groups and content might be better served by remaining outside of a society-branded Commons.

2.1 Intra-Society Communication

Humanities Commons defines itself as a network to encourage communication and collaboration. In order to understand the communication and collaboration needs of the society, we distributed a survey in January 2019 to all members in leadership positions, including chapter presidents, committee chairs, moderators of divisions and sections, coordinators of Special Interest Groups (SIGs), and executive board appointees. Since a small number of individuals hold multiple leadership roles, this survey population included 105 unique individuals. We received 46 responses.

Legend:
- Coordinator of SIG
- Editor, Liaison, or Appointee
- Committee or subcommittee chair
- Chapter president
- Division/section moderator

6 (13.0%)
4 (8.7%)
16 (34.8%)
11 (23.9%)
9 (19.6%)

Figure 1: Respondents by leadership role

Among respondents, 72% reported they were generally satisfied with the communication and collaboration tools used by the groups they lead within the society. Among tools currently in use,

only three genres of tools were used by a majority of respondents: listservs (85%), document creation/editing (61%), and file sharing (61%).

When asked to describe their experiences using these communication and collaboration tools, many respondents reiterated general satisfaction, but noted frustration with the number and variety of tools that needed to be used as well as challenges around keeping track of information during times of leadership transition, and a lack of consistent practices across the society for communication and collaboration. When asked if they would like the society to provide more tools for communication and collaboration, 54% of respondents said "I'm not sure," and 39% indicated a desire for more tools. Prior to receiving the survey, only 35% of respondents had heard of Humanities Commons.

Results of the survey indicate general satisfaction with existing communication and collaboration tools, with suggested areas for improvement indicated in many of the free-text responses. While only a small number of respondents were previously aware of Humanities Commons, it is notable that many of the desired improvements could be addressed by functionality available via HC. We will discuss these areas in detail below, as they intersect with the work of particular groups within the society. Quotes from respondents below are indicated in italics, and have been anonymized as needed.

2.1.0 Chapters

A number of chapters will likely continue to manage their own websites, though some chapters may be interested in migrating to a WordPress site hosted by HC. Similarly, some chapters might choose to continue to maintain email listservs, while others could replace their listservs with discussion groups within HC. While chapters have a long history of maintaining their own websites and tools for communication, it is very likely that some chapters would welcome additional support and resources in these areas.

> *Our chapter is quite small... We have found the communication through the local listserv, website and Facebook page to be sufficient... Our chapter bylaws and meeting minutes are posted on the website; annual reports are stored on Google Drive, but that only makes them accessible to chapter administrators. We have not created any space for resource sharing, but we may put such a space to use if it was readily available to us at no cost.*

> *One challenge has been maintaining social media accounts* [to promote chapter and member news]... *As a small chapter, we are considering giving it up. [W]e have a FB account but no one knows who set it up and what the password is. The current thought is to save photos and try to close the account if possible.*

> *...The challenge is communicating with people outside* [of our chapter].

2.1.1 Committees

At present, the society does not typically provide dedicated, dynamic websites for committees beyond a basic page on the society's website. Tools to support their work are generally determined on an ad hoc basis, depending on the interests of and resources at the disposal of committee members. Turnover in leadership and lack of dedicated platforms for collaboration lead to varying experiences in committee service and effectiveness. Therefore, committees represent excellent

candidates for use of HC functionality. HC Groups could simplify the work of conducting committee business by allowing more support for discussions, collaborative document creation, and dissemination of committee materials via HC-supported sites or deposit in the CORE repository.

> ...[B]ecause there are so many channels and disparate ways of sharing information..., it's easy for things to get lost. We have hoped for a tool or platform that might help centralize communications... [B]ecause many [society] groups are creating dynamic materials... that could be shared more widely, it would be a real benefit to have a single place to put these, especially if the content can be managed more directly by the groups.

> One of our challenges is file storage and sharing. We need an ARLIS-specific storage space... to store our shared documents, which can be passed on as leadership changes...

> Google Drive works well for the immediate work of my subcommittee, but what we lack is a common source, and a mandate, for procedural documentation and archiving. ...all sub/committees really should have one resource for this type of material, as well as an expectation that chairs will ensure its use.

> I have recently received a question from a member related to a document that would be perfect for deposit and sharing in something like Humanities Core.

> There are too many platforms already! ...adding this Humanities Commons product will just be one more thing to keep up with / log into.

2.1.2 Divisions and Sections

Divisions and Sections serve as communication conduits for members with similar work experiences or interests. As such, they would greatly benefit from much of the functionality available via HC. One special consideration for Divisions and Sections is the listserv. Care should be taken to determine whether the new HC site could potentially replace a listserv, whether hosted by ARLIS/NA or another entity.

> We really needed a platform to engage with the [section] membership and Slack has worked well for those who have opted into it, but we need a way to contact and engage with all [section] members, especially new ones, without emailing the listserv.

> Overall, the [division] listserv is underutilized. This has come up at past division meetings. Current division leadership is considering other ways to improve communication and engagement.

2.1.3 Special Interest Groups

Like divisions and sections, special interest groups [SIGs] serve as communication conduits for members with similar work experiences or interests. However, SIGs appear to experience greater precarity and transition within the society. Therefore, SIGs might experience the greatest benefit from use of HC tools, including HC Groups, the ability to create WordPress sites, and the CORE Repository.

> ARLIS hosted options would ease transitions in SIG leadership.

There are often problems sending and receiving messages with the [SIG] *listserv.*

Probably the greatest two challenges are 1) the lack of a single unified space that can meet all our needs. Separating communication from shared file editing and storage is especially annoying. The other 2) is just getting a sense of who is seeing and responding to our listserv messages, as that's our primary mode of communication, but if our members don't actively reply to our emails we have no idea who is reading what we send out.

I can't easily reach out to my SIG. We have a spreadsheet that we use to manually keep track of our members and I have to enter each of them separately when I communicate with the group.

...The SIG blog has been neglected for some time. It definitely needs attention if the SIG wishes for it to continue. I believe it's on WordPress. A dedicated ARLIS option that is simple to use and share editing responsibilities would be great.

...There are some basic resources listed [on our SIG website]*, but nothing specific to our group such as upcoming deadlines, ongoing initiatives, etc. We have not expanded it because there is a sense that no one will have time to update it if we start creating more content.*

...[W]e pay for [SIG website] *ourselves and have to handle all renewals and updates to the site ourselves-- this also means there is no tech support from ARLIS/NA...*

2.2 Administrative Documents

Like many other intra-society groups, the executive board already uses a variety of tools in the course of their work (collaborative document editing, project management, listservs, etc.). And as with other groups, it is possible that the Board could find HC functionality useful for some of their tasks. For example, a [private or hidden group](#) could be used to replace a Board listserv, if desired. Similarly, the Board could decide that some tasks are better accomplished using existing tools—like continuing to use Basecamp for project management—and choose not to migrate all of their communication and collaboration activity into HC.

Humanities Commons is not an appropriate storage location for the society's archival material currently housed by the University of Illinois, such as presidential communications, meeting agendas, and minutes. This material is meant to document the history of the organization. As such, the function of an organizational archive differs from that of the HC network, which is meant to facilitate communication and collaboration among members of scholarly communities. Similarly, the society's web archiving practice (conducted in partnership with Columbia University) is also out of scope for Humanities Commons.

In making decisions regarding which genres of content are appropriate for Humanities Commons and which should remain outside of the network, the society will likely want to focus on the question of whether that content is meant for public distribution and reuse. If not (as is likely the case for most administrative documents), that content could remain outside of the network. For further discussion of such decision making, see the *Implementation* section below.

2.3 Online Publications

As noted in the prior OATF2 report, the society's numerous online publications would significantly benefit from increased discoverability. Depositing legacy and continuing publications in HC's CORE Repository would allow them to be indexed by Google Scholar, offer far superior metadata compared to our current ARLIS/NA website, and allow for DOIs to track citations and usage. In addition, deposit in CORE would ensure the long-term preservation of these works. Newly published material could easily be promoted to members and other scholarly communities via the HC network. HC groups could also ease the work of publication editors, contributors, and reviewers. Many of these potential benefits were identified by ARLIS/NA-appointed editors in our leadership survey conducted in January 2019:

> *We have a section on the ARLIS/NA website. It's not always well-suited to the needs of our publication: it's hard to distinguish issues (they're all just posts), there's no search for just our publication, etc.*

> *I think it would be worth exploring how CORE might be a good fit for* [society publications]*; I think it might help us address issues with preservation, permanence (DOIs), and publication identity.*

> *We have a pretty good system for managing our publication's documents, although it sometimes is a little disconnected from larger ARLIS/NA infrastructures. Managing our list of past reviewers is a major challenge for us.*

For further discussion of the necessity and benefits of greater discoverability for the society's online publications, please see *Appendix B: "Discussion of Access and Discoverability of OA Publications," excerpt from the OATF2 report (2017)*.

2.4 Conference Proceedings

As with online publications, deposit in the CORE Repository would offer substantial benefits for the discoverability, preservation, and use of our conference proceedings. Specifically, it would allow this material to be indexed by Google Scholar, offer higher-quality metadata compared to our current ARLIS/NA website, and allow for DOIs to track citations and usage. Users could more easily search for and find conference content on similar topics across multiple years, which at present is not possible as the material is currently presented on the ARLIS/NA website. While these might sound like modest benefits, it is hard to overstate their importance for making the work of the society and its members more widely available.

2.5 Learning Portal and Educational Materials

Since all of the content in the Learning Portal is already openly available, migration to the Humanities Commons would be an attractive option should ARLIS/NA choose to end its subscription to BlueSky's PathLMS. The Learning Portal is home to 138 openly available "presentations," including videos, slideshows, documents, audio recordings, and other materials. In 2018, user visits to the Learning Portal totaled over 2,456 pageviews—more than double the previous year's visits. This increase is largely attributable to two immensely popular events in the Learning Portal: 1) recordings of sessions from the 2018 annual conference, and 2) presentations

from the National Digital Stewardship Residency (NDSR) Art program. These events alone surpassed last year's total for the entire Learning Portal.

If the society already uses a learning management system (in this case, PathLMS) to provide access to content, what would be the advantage of using Humanities Commons? Since this content is already quite popular, it would benefit from both being preserved long term (via CORE) and having DOIs assigned to encourage and track citations. The College Art Association's "Resources for Academic Art Museum Professionals" (RAAMP) portal provides an illustrative example. CAA uses an HC-provided WordPress site as the content management system for RAAMP, allowing them to organize materials by type, create blog content, and provide a rudimentary search interface. Underlying learning objects are hosted in the CORE repository and YouTube (for longer videos). The site also contains information about the RAAMP program, and links back to CAA website for a submission form. In a November 28, 2018 phone call with Nicholas Obourn, Director of Communications, Marketing, and Membership for CAA, he noted that RAAMP has been a very successful effort for the organization, and that they are very satisfied with using HC as the presentation and preservation method for this content.

3.0 Implementation

During the course of our investigation, task force members interviewed staff at two founding societies in the Humanities Commons network: the College Art Association (given its status as an allied arts organization) and the Association for Jewish Studies (given its similar size and level of specialization when compared to ARLIS/NA). These conversations inform both our discussion of implementation and recommendations.

Staff from both organizations identified member engagement as critical for the success of joining the HC network. According to Warren Hoffman, Executive Director of the Association for Jewish Studies, member engagement with Humanities Commons has not met the organization's expectations. A brief look at the site-wide activity feed for AJS Commons does show a small group of active members uploading material to CORE, updating their profile pages, and posting to groups. Informal conversations with two Judaic Studies faculty members (one at a large public research university and the second at a small private liberal arts college) indicated that while they found it useful to upload material to CORE in advance of the association's annual conference, they were otherwise somewhat unsure of what AJS Commons was and why they might use it.

In talking to Nicholas Obourn, Director of Communications, Marketing, and Membership for CAA, we learned that CAA Commons replaced a prior (and unsuccessful) attempt at building a branded networking platform for the organization. Despite the prior platform's failure to gain traction with members, Obourn noted that CAA members were consistently asking for more opportunities to collaborate and communicate outside of their annual conference. Obourn noted that CAA is invested in the success of HC as a model for academic societies to provide value to members, and would like to see more organizations join the network in order for it to reach its full potential in connecting scholars across disciplinary boundaries. Obourn noted that the transition from CAA's prior networking platform to CCA Commons provided the organization with an opportunity to think critically about the kinds of content and engagement they wanted to cultivate.

In light of these conversations, task force members had a number of conversations about how a society-branded Humanities Commons network might be implemented successfully. We noted that staff from both the College Art Association and the Association for Jewish Studies identified members' first impressions as critically important for driving engagement. When members log into Humanities Commons for the first time, the space should be active, dynamic, and contain opportunities for participation that drive users back to the platform in the future. In order to accomplish this, a society-branded HC network should be pre-populated with content. Examples of content that could be migrated into an HC network prior to launch include: legacy ARLIS/NA publications, prior years' conference proceedings, and (perhaps most importantly) open educational resources from the ARLIS/NA Learning Portal. Intra-society groups like SIGs, Divisions and Sections, and Committees should also be set up prior to launch, so that they are ready and waiting for members to discover when they join the society's HC network.

In order to accomplish this work, the society will likely need to appoint a task force to do the work of creating norms and policies for use of the HC network, and to work with HC staff and ARLIS/NA HQ staff to migrate content, assign appropriate metadata (especially for migrated Learning Portal content), and ensure that HC sites and groups match the organizational structure of the society. Thankfully, there are [plugins to help with migration](). However, this will likely be a significant amount of work at the outset.

The Learning Portal content provides an illustrative example of the kind of work involved. While we can export all 138 presentations from BlueSky's PathLMS product, the associated metadata is not included in the export. Therefore, volunteer labor of members (or paid labor from ARLIS/NA HQ) will be required to re-enter all metadata. In addition, if we want to build a professional development resource similar to CAA's [RAAMP](), items will need to be deposited in CORE (with associated metadata) and then linked to a WordPress-based front-end that allows organization and additional context. A similar process could be used to migrate, preserve, and provide access to ARLIS/NA legacy publications and conference proceedings, though hopefully migration from Joomla (the ARLIS/NA website's CMS) will be easier than migration from PathLMS thanks to the existence of third-party plugins. It should be noted that high-quality metadata for legacy website content might also require additional labor on the part of either ARLIS/NA HQ staff or society members during the migration process.

In addition to migrating content, the society will want to promote the Humanities Commons network to members to help them understand how they can use it to conduct ARLIS/NA business and to connect with other scholarly communities. Use of the network could be promoted through sessions and workshops at future conferences, regular communication to members via ARLIS-L, and encouraging society leadership to model use of the network in their constituent groups. As our conversations with organizations participating in Humanities Commons have shown, it will be important to cultivate engagement rather than take it for granted.

4.0 Strategic Directions and Recommendations

Our recommendations regarding participation in the Humanities Commons network are informed by its relevance to the society's strategic directions. We have used a SWOT analysis as a framework for understanding how HC might help us work toward fulfilling these goals, and the internal and external forces that might impact our success.

STRENGTHS
Related strategic directions: Leadership and Advocacy, Art Information Professionals

ARLIS/NA members are deeply engaged in the success of the society and our profession, as evidenced by the quantity and quality of our publication output (both formal and grey literature), service activities, professional development opportunities, and robust culture of collaboration and communication. These internal strengths will contribute to a successful adoption of Humanities Commons, which will in turn further those same strengths in the long term.

WEAKNESSES

While not related to specific strategic directions, we do have a few possible internal weaknesses that will need to be addressed. The society will need an increased level of support and expertise from our colleagues at ARLIS/NA HQ (AEG) in order to implement the necessary association management software prior to joining Humanities Commons. In addition, the executive board will need to create more formalized guidelines governing how constituent groups use communication and collaboration tools in order to encourage adoption of HC functionality. Finally, the success of Humanities Commons will require a significant commitment from ARLIS/NA leadership (executive board, leaders of various constituent groups, editorial leads, and the eventual implementation task force) to ensure a successful launch and long-term engagement.

OPPORTUNITIES
Related strategic directions: Organizational Advancement, Diversity and Inclusion

Participation in the Humanities Commons network will yield practical benefits like long-term preservation and improved discoverability for society-produced content. We will join an extended community of scholars in other disciplines, which will result in collaborative partnerships and greater professional visibility. The work of the society and its members will reach a broader audience, which will help us connect with a more diverse community beyond that of credentialed information professionals.

THREATS
Related strategic direction: Innovation and Technology

The appeal of Humanities Commons is that is has been built by the academy for the academy. Rather than being owned by a commercial publisher who may charge exorbitant fees only affordable to large organizations, Humanities Commons has been generously supported by universities and foundations, and as a nonprofit, it is concerned with serving users rather than shareholders. By investing in Humanities Commons, ARLIS/NA can influence the future development of communication and collaboration tools for scholarly communities, and can help ensure that commercial entities will not enclose every part of the scholarly communication toolset behind paywalls and within walled gardens. As publishers continue their "pivot to workflow," it will become increasingly important for academic and professional societies to build and maintain robust systems for their communities.

4.1 Recommendations

1. Purchase and implement a modern association management or customer relationship management tool to handle our member database, conference registration, and other essential society business. While modernizing these functions will represent an additional cost, it is a project the executive board has already identified as a future need for the society.

2. In the short term, cancel the society's subscription to BlueSky's PathLMS product, and use funds previously designated for the Learning Portal to cover most of the cost of Humanities Commons. Use discretionary funds to cover the balance required. In the longer term, establish a budget line item to support continued use of Humanities Commons long term.

3. Create and charge a task force to do the work of implementing Humanities Commons, with special attention given to generating and sustaining member engagement during the launch period.

4. Prepare content for migration out of the Learning Portal and into an eventual ARLIS/NA-branded Humanities Commons network. Identify and prepare content from the ARLIS/NA website and from other society groups for migration to Humanities Commons.

5. Create additional editorial board administrative appointments to manage the society's Humanities Commons network and sustain member engagement over the long term.

5.0 Appendices

A. List of ARLIS/NA Online Publications

The society's online publications include:

- *ARLIS/NA Reviews* (bimonthly) - originally part of *Art Documentation*; indexed in EBSCOhost
- *Multimedia & Technology Reviews* (bimonthly)
- *Directory of Digital Art History* (DAHD) on Humanities Commons (http://dahd.hcommons.org/)
- *Notable Graphic Novels Review*

ARLIS/NA Research and Reports (monographs), including *Occasional Papers* and *Topical Papers*; ten titles published as open access, twenty titles published between 1993 and 2014 are listed in the publications archive; most titles published before 2002 are available in print format only.

Title (Created Date) (* = open access download)

- *ARLIS/NA Conference Abstracts* (1993)
- *ARLIS/NA Salary Survey* (1991)
- *Art and Architecture Thesaurus Sourcebook* (1996)*
- *Art/Architecture Librarians and Visual Resource Professionals Compensation Survey* (2004)*
- *ArtMARC Sourcebook, Cataloging Art, Architecture, and Their Visual Images* (1998)

- *Cataloging Architectural Drawings: A Guide to the Fields of the RLIN Visual Materials (VIM) Format as Applied to the Cataloging Practices of the Avery Architectural and Fine Arts Library, Columbia University, Developed for Project AVIADOR* (1992)
- *Concordance of Ancient Site Names* (1995)
- *Criteria for the Hiring and Retention of Visual Resources Professionals* (2002) -- static page
- *Digital Image Database Standards Checklist: Technical, Functional, Content, & Access Recommendations* (2006)*
- *Fair Use in the Visual Arts: Lesson Plans for Librarians (*2018)*
- *Facilities Standards for Art Libraries and Visual Resources Collections* (1991)
- *Free Art Resources on the Web* (2005) -- static page with external links
- *Guidelines for the Visual Resources Profession* (2000)
- *Information Competencies for Students in Design Disciplines* (2014)*
- *NH Classification Schedule for Artistic Photography* (2004)*
- *North American Lantern Slide Survey (NALSS)* (2004)*
- *Point/Counterpoint on the DMCA & CTEA* (2003)*
- *Resource Guide: Materials Libraries* (2005) -- static page with external links
- *Staffing Standards for Art Libraries and Visual Resources Collections* (1996)
- *Staffing Standards for Art Libraries and Visual Resources Collections* (short version) (1996)
- *State of Academic Art Libraries 2019* (2019)*
- *State of Art Museum Libraries 2016* (2017)*
- *Survey of Small Art Museum Libraries* (2002)*

B. "Discussion of Access and Discoverability of OA Publications," excerpt from the OATF2 report (2017)

Readers may find ARLIS/NA publications using a variety of methods, including search engines on the open web, specialized databases with indexing and abstracting, social networking platforms focused on the academy (e.g., Academia.edu, Mendeley, Zotero, etc.), general purpose social networking platforms (e.g., Twitter, Facebook, etc.), word of mouth, etc.

In considering questions of access and discoverability, two methods stand out as particularly important: 1) indexing in specialized databases, and 2) discoverability on the open web. Availability of ARLIS/NA publications in specialized databases depends primarily on the capabilities of our publisher (automated metadata feeds, full text availability, etc.) and the content requirements of indexing and abstracting providers. Discoverability on the open web depends primarily on following principles of good search engine optimization.

Given that among the society's current, active publication programs only *Art Documentation* is included in specialized databases, this report will not address indexing and abstracting via databases for our other publication programs. Instead, discoverability via the open web is the most relevant route for making those materials accessible to readers.

Book reviews are explicitly considered out of scope for Google Scholar, while technical reports, occasional papers, and other forms of grey literature are eligible for inclusion. Despite being out of scope, Google Scholar's Inclusion Guidelines combined with an accessibility audit should provide actionable steps for improving discoverability of our reviews content. For example, meta tags for a selection of reviews we examined are very poor, and lack relevant information about the review

itself. In addition, headings levels are used inconsistently, and alt text for images are insufficiently descriptive. These are just two examples of how both SEO and accessibility principles could be applied to reviews in order to improve their discoverability and usability.

Turning to an examination of content that is eligible for inclusion in Google Scholar, a review of these works reveals that they are not being picked up by Google Scholar because they do not meet technical and content requirements (file formats, document features, etc.). Again, following Google Scholar's Inclusion Guidelines combined with an accessibility audit should provide actionable steps for improving discoverability of this content as well. Implementation of repository software or publishing tools (e.g., Open Journal Systems) could be another method for improving discoverability of the society's grey literature, as it would satisfy a number of Google Scholar's guidelines for inclusion.

It is important to note that regardless of which direction the society decides to pursue regarding publication for *Art Documentation* (remaining with UCP, taking it to another publisher, choosing to pursue self-publishing), there will still be much work to do to improve discoverability of our published content outside of the UCP journal. Implementation of repository software or publishing software could help with this process, but even choosing the status quo (doing nothing, and continuing to use the ARLIS/NA website to host published content outside of *Art Documentation*) should prompt renewed attention on the issue of discoverability for our non-journal content.