

# Sustainability planning – it takes two (or more)

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Planning for Sustainability of Research Infrastructures

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## Artist impression of the future of the Royal Palace in Amsterdam

Dirk Tuinder 2021

## CLARIN in eight bullets (for more detail: [www.clarin.eu](http://www.clarin.eu))

- **CLARIN** is the Common Language Resources and Technology Infrastructure
- **ESFRI** ERIC status since 2012, Landmark since 2016
- that provides easy and sustainable access for scholars in the **humanities and social sciences** and beyond
- to FAIR **digital language data** (in written, spoken, video or multimodal form)
- and **advanced tools** to discover, explore, exploit, annotate, analyse or combine them, wherever they are located
- through a **single sign-on** environment
- that serves as an ecosystem for **knowledge exchange**
- with some services already **integrated in EOSC Portal** ([link](#))

# CLARIN ERIC – a distributed research infrastructure for language resources

## After 10 years: a consortium of

- 21 members
- 3 observers
- 1 linked party

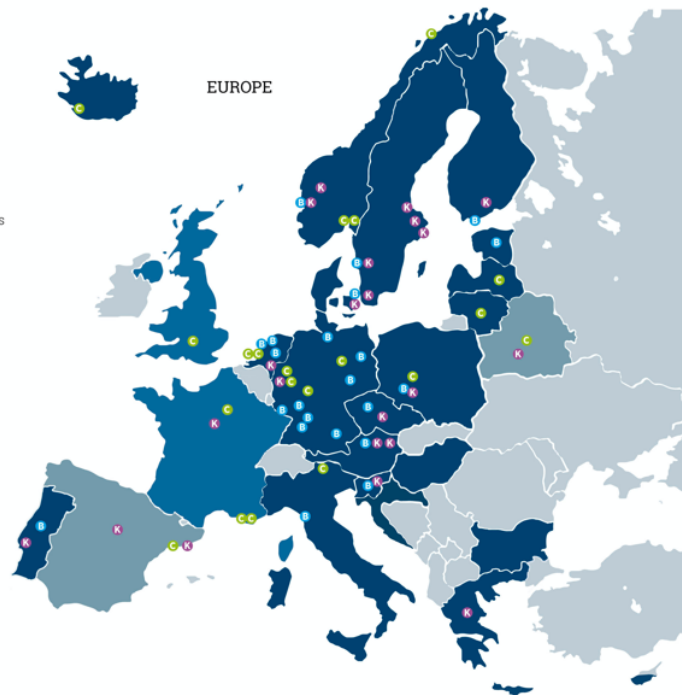
## A distributed network of >60 centres

25 CTS certified data centres,  
strong focus on FAIRness & interoperability

- *federated login:*
- *central metadata harvesting for easy discovery:*
- *chained services.*



- ERIC members
- Observers
- Countries with participating centres
- Centre Providing Data
- Centre Providing Metadata
- Knowledge Centre



# CLARIN data types and communities of use in SSH and beyond

- Newspaper archives
- Parliamentary records
- Literary texts
- Historical letters
- Broadcast archives
- Oral History data
- Social Media data
- L-2 Learner Resources
- Survey data
- Patient recordings
- Excavation reports

- Digital humanities
- Linguistics and Philology
- Data Science /AI
- Translation and Lexicography
- Literary Studies
- History
- Political and Social Sciences
- Media Studies
- Culture, Folklore, Anthropology
- Speech therapy
- General Public

# Purpose of the plan (business/sustainability/strategy/financial plan)

## Objectives

- Delivery in line with the Value Proposition
- Strengthened conditions for long-term sustainability
- Scenarios for handling future dynamics

## Elements of current strategy (2021-2023)

- Consolidating / reinforcing the collaboration in science cluster and research teams in the domains of SSH and Data Science/Artificial Intelligence
- Innovation / business development and collaboration with GLAM sector
- Monitoring and anticipating needs in less well connected communities of use, at country level, wider RI ecosystem
- Monitoring KPIs, multiannual financial planning for central RI operation tasks



## Approach adopted 1/2 (how did you decide on the elements)

### Information collected and plans resulting from H2020 project CLARIN-PLUS (INFRADEV, 2015-2018)

- Mapping of potential new memberships
- Future scenarios, addressing
  - Withdrawal from countries: less in-kind contributions
  - Fall-back service offering from nodes
  - Reduced income from membership fees for central activities
  - Minimal human resources/budget needed to maintain services for key data assets

## Approach adopted 2/2 (how did you decide on the elements)

### More recent insights stemming from monitoring

- Dynamics in RI ecosystem
  - national infrastructure policies (roadmaps, horizons for RI membership fees)
  - emerging European Open Science Cloud
  - impact on from cluster structure (adopted in the context of ESFRI / ERIC Forum/ INFRAEOSC)
- Interest among nodes from other continents in joining CLARIN
- Impact expectations, such as
  - UN Sustainable Development Goals
  - Horizon Europe missions
  - potential for aligning agendas with excellent science teams
- Technology watch:
  - tools enabling FAIRness, machine-actionable digital objects
  - AI, data science



# Main elements

## Elements of current strategy (2021-2023)

- Collaboration in context of SSS RI cluster
  - Project SSHOC (Social Sciences and Humanities Open Cloud)
  - Cluster representation (EOSC Future, ERIC Forum, exchange with ESFRI)
  - Excellent research teams in SSH domain
- Innovation / Business development
  - Alignment with initiatives focussed on link academia with LT/AI industry
  - Active involvement in H2020 project ENRIITC
  - Plans for dedicated sections on website explaining the innovation potential
- Collaboration with GLAM sector
  - national archives/ libraries as member of national consortia
  - MoU with LIBER (training, RDM)
  - exchange with initiatives for digital Cultural Heritage
- Monitoring what is needed in the countries, national consortia and other stakeholders (EC, ESFRI, citizens)
- Monitoring KPIs, multi-annual financial planning for central RI operation tasks

# Usefulness of plan

How well are we prepared to handle what is still uncertain?

- International perspectives (models for collab needed)
- How to bridge Open Science policy and potential for uptake by industry
- Future of HE funding
  - Support for individual RIs
  - Funding for cluster activities
- Diversity in support for national consortia
  - What do nodes have to prepare for role in fall-back scenario
- Clarity on stakeholder priorities:
  - multiple voices from EC
  - national investments *versus* support for domain-driven dynamics
  - responsibility for pan-European priorities and potential societal impact
  - ...



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see you @

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