



ORCID 2030

ADVANCING THE FUTURE OF RESEARCH

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Advancing the Future of Research

Our strategic focus for 2026–2029 is to expand the value and scope of ORCID as a verifiable identity and contribution data hub in order to proactively empower the global research community and advance transparent, trustworthy scholarship.

Open, inclusive, and trusted—these core ORCID values are embedded in every commitment and objective of this strategic plan.



Introduction

The landscape of global research is always evolving. However, the importance of connecting researchers with their scholarly contributions and linking the organizations that facilitate, fund, or publish their research, has not diminished. Over the past 13 years, ORCID has established itself as an essential piece of research infrastructure. Our dedication to enabling transparent and trustworthy connections between researchers and their work has earned us the trust of our community.

ORCID 2030: Advancing the Future of Research outlines our commitment to meeting the challenges and opportunities presented by this dynamic future and underscores a significant evolution in our focus, moving from a foundation of establishing trust and value to a more active, expansive role in empowering the future of research globally.

This plan introduces five distinct but interconnected Strategic Themes that will guide our work over the next four years. While these themes build on many of our past achievements—such as strengthening the Community Trust Network formed by our institutional members—they also represent our commitment to addressing a border set of challenges facing researchers, institutions, and the wider scholarly ecosystem.



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ORCID's Global Community

National and
Regional
Consortia
29

United States
& Canada

 **391**

 **12**

Countries with
members

70

Latin
America

 **136**

 **6**

Yearly Active
Researchers
10.65M

Middle East
& Africa

 **136**

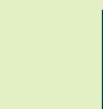
 **2**

Europe

 **676**

 **21**

Asia Pacific

 **166**

 **1**

Member
Organizations

 **ORCID Staff**



STRATEGIC THEME 1

Empowering Researchers

This strategic theme represents a bolder, more externally focused evolution of our previous strategic theme of “Increasing Value to Researchers.” It represents a subtle evolution of what ORCID has always done in providing researcher-centric services, to the willingness to take on a broader set of challenges and serve a broader cross-section of the research community.



STRATEGIC OBJECTIVES

- ✓ Help researchers everywhere build their reputations and visibility
- ✓ Make ORCID “smarter”—use automation to do more of the work for researchers while keeping them in control
- ✓ Increase the value of ORCID for researchers beyond STEM fields
- ✓ Enable researchers to share a broader range of their contributions to research
- ✓ Strengthen our outreach to researchers about the value we offer



STRATEGIC THEME 2

Connecting Research Information

This strategic theme centers the core element of our mission statement, to “enable transparent and trustworthy connections between researchers and their contributions,” highlighting items which were previously included in our “Increasing Value to Members” and “Upholding Trust and Integrity” themes. It’s also a reflection and continuation of the work we have done in recent years to position ORCID as a central hub in the Community Trust Network formed by our organizational members.



STRATEGIC OBJECTIVES

- ✓ Increase the proportion of member organizations contributing data to ORCID, not just consuming it
- ✓ Increase the amount and quality of integrations with ORCID
- ✓ Expand our Certified Service Provider (CSP) network and refine our certification standards
- ✓ Expand ORCID’s role as a hub of vital data for other services by improving the completeness and accuracy of ORCID metadata
- ✓ Strengthen relationships with other scholarly infrastructure providers



STRATEGIC THEME 3

Broadening Our Community

This theme is a continuation of our previous “Increasing Global Participation” theme, representing our determination to continue the important and successful work we have done to increase participation in ORCID in regions with lower adoption. At the same time, it broadens our ambitions with regards to the set of communities and use cases that ORCID should engage with, and highlights our continuing goal to ensure that our current member organizations can get the most out of their participation.



STRATEGIC OBJECTIVES

- ✓ Expand our network of community partners in parts of the world with fewer resources and lower participation, exploring new models to engage them
- ✓ Increase engagement with international and intergovernmental organizations working on research and education
- ✓ Expand ORCID’s relevance to use cases such as research administration, digital credentials, research security and research funding
- ✓ Reduce barriers to integration and participation, helping all our member organizations gain maximum benefit from their membership
- ✓ Secure the long-term future of our Global Participation Fund



STRATEGIC THEME 4

Advancing Trust and Integrity

This theme highlights our ongoing belief that without our long-lasting commitment to trust and integrity, none of ORCID's other priorities would be possible. The strategic objectives under this theme are focused on the external issues of research integrity, digital identity, and geopolitical shifts which have grown in importance and complexity since our previous strategic plan.



STRATEGIC OBJECTIVES

- ✓ Strengthen our role as a key provider of trust in a world of growing research misinformation
- ✓ Provide leadership on research integrity issues, highlighting our track record and the strength of our community
- ✓ Help researchers demonstrate their trustworthiness through open and transparent evidence
- ✓ Increase our engagement in the digital identity ecosystem
- ✓ Maintain our geographical and geopolitical neutrality, working with all on equal terms according to our principles and values



STRATEGIC THEME 5

Strengthening ORCID's Resiliency

This theme draws attention to important work that must be done to ensure ORCID's longevity and sustainability as a provider of infrastructure that is intended to be persistent. It embeds our ambition to sustainably grow ORCID to support our mission in our strategic planning, and captures both our newly strengthened focus on cybersecurity, and the promise of new technologies such as AI and machine learning.



STRATEGIC OBJECTIVES

- ✓ Grow and diversify our revenue streams to ensure financial sustainability and to further our mission
- ✓ Continually improve and simplify operational processes to allow us to efficiently scale
- ✓ Strengthen and maintain our cybersecurity defences and business continuity plans to ensure resilience and reliability
- ✓ Improve our understanding of AI and ML technologies and deploy them thoughtfully to improve our processes and services
- ✓ Support and develop our staff by being a great place to work and treating our people fairly

Harnessing the power of Appreciative Inquiry for ORCID's future

In developing the plan for the next phase of ORCID's growth and evolution, we adopted the SOAR (Strengths, Opportunities, Aspirations, Results) strategic planning framework. SOAR is rooted in the principles of Appreciative Inquiry and positive psychology, representing a conscious shift from more traditional strength/weakness-based analysis towards a focus on identifying and harnessing the potential we have developed over the course of our existence.

SOAR is a powerful, inclusive methodology that emphasizes focusing on our current Strengths and favorable external Opportunities, aligning them directly with shared Aspirations rooted in our vision, mission

and values, and defining concrete ways of measuring our Results. By promoting a positive and forward-thinking mindset, this framework is specifically designed to increase engagement and commitment at multiple levels of our complex stakeholder organization.

Our selection of SOAR was driven by ORCID's specific strategic context. Planning approaches work best when aligned with an organization's current trajectory, performance, and external environment. Given that ORCID's core vision and mission remain highly valid—and thus a strategic change of direction is not warranted—the SOAR method's emphasis on doing more of what is working for the organization while expanding our horizons perfectly suits our needs. Furthermore, as the research and scholarly landscape faces challenging and uncertain times, SOAR allows us to remain agile and adapt quickly by continually reinforcing and leveraging our core competencies.

Through the course of 2025, we sought input broadly from our community—holding SOAR workshops with our Board, our team, our members via our Consortia Interest Group (CIG,) and researchers through the ORCID Researcher Advisory Council (ORAC.) Ultimately, we believe this positive, inclusive methodology has created a strategic plan that is fundamentally aligned with ORCID's enduring values and vision, and that will guide us through the next four years as we continue to advance our mission.



Our Approach to Strategic Planning

ORCID views strategic planning not merely as an annual exercise, but as the essential process that ties the mission and long-term vision of the organization to a set of concrete actions and efforts required to achieve our overarching goals. ORCID takes an iterative approach, ensuring that all internal activity is aligned with our commitment to being a persistent identifier for researchers and a cornerstone of trust in the global research infrastructure.

We believe that a successful planning cycle must accomplish several critical objectives:

- ✓ **Reframe and Confirm:** The process starts by reaffirming that ORCID's core mission and long-term vision are known and understood by all stakeholders, ensuring everyone is working toward the same ultimate purpose.
- ✓ **Establish a Baseline:** We must first understand where we are relative to our goals by objectively assessing our current position, capabilities, and challenges within the dynamic digital identity and scholarly communications ecosystems.
- ✓ **Articulate and Measure:** The plan must clearly articulate how we will pursue our goals and, crucially, how we will measure their outcomes using specific metrics and key performance indicators. This ensures accountability and allows for data-driven adjustments.
- ✓ **Set the Direction:** Strategic planning is vital for setting a clear, unified direction for the team for the coming years, prioritizing efforts and allocating resources efficiently.
- ✓ **Communicate Intentions:** Finally, the resultant plan serves as the primary document to communicate our intentions clearly and transparently to our diverse global community—including researchers, members, funders, and partners—demonstrating our commitment to their needs and our shared future.

This holistic approach transforms the plan from a static document into a dynamic roadmap for collective action and sustained growth.

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We invite you to follow our progress on our [blog](#) and in our [Annual Reports](#).



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