Strategic Plan
Utrecht University Library
2018–2020
# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>3</td>
</tr>
<tr>
<td>Introduction</td>
<td>4</td>
</tr>
<tr>
<td>Open science</td>
<td>6</td>
</tr>
<tr>
<td>Library as a place</td>
<td>8</td>
</tr>
<tr>
<td>Collections</td>
<td>10</td>
</tr>
<tr>
<td>Learning</td>
<td>12</td>
</tr>
<tr>
<td>Community</td>
<td>14</td>
</tr>
<tr>
<td>Budget</td>
<td>16</td>
</tr>
<tr>
<td>Colophon</td>
<td>18</td>
</tr>
</tbody>
</table>
Foreword

In this strategic plan, Utrecht University Library publishes its new strategy for 2020 in continuation of the results from the 2015-2017 plan period. The university’s strategic plan that was published in 2016 forms the basis for the strategy the library will follow in the coming years.

Drawing up this 2018-2020 strategic plan was an iterative process that started in spring 2017. To get from a very fruitful initial inventory that was held within the library, to the plan you now have before you, various rounds have taken place. In these rounds employees of the library, partners within the university and, in some cases, external partners gave input concerning the development of the library services towards 2020. The resulting plan was discussed with the university’s Executive Board as well as the different faculty boards. In December 2017 the employee’s consultative body could approve the new plan in its definitive form.

I would like to express my gratitude to all those who have made a contribution to the new strategy for the library. To all the colleagues, partners within the university and beyond, I would like to say: Thank you for being part of this productive process. It is because of the expertise of all of you who have contributed, that I trust this strategic plan to successfully be the library’s guide in the coming years.

Anja Smit
University Librarian
Introduction

The university library sets out its aims for 2018-2020 in this strategic plan. The strategic goals are designed to help the library shape its mission during the period of the plan:

Researchers, lecturers and students have a reliable partner in the library in the area of scholarly information. Librarians use their expertise to contribute to the constant improvement of the academic communication cycle. The library inspires bright minds to meet and exchange knowledge and ideas. Library services are organised in an interdisciplinary way in close cooperation with other parties both within Utrecht University and outside it.

In the strategic plan 2015-2017 the library envisaged changes to many aspects of academic research and education in the medium term. These include “funding, the revenue model, assessment, form, timing, and the writing of academic publications [...].”

The plan portrayed a scenario that describes the library and its services in 2030. Today, this scenario still adequately describes the long-term vision of the library. The scenario shows Barbara, a researcher, in a library which books are no longer the first thing she notices when she walks in. She is conducting her research in partnership with two colleagues with whom she communicates via a knowledge hub, while the results of her research are shared with a wider audience.

The portrayed scenario shows the results of academic research (such as research data and publications) being shared openly and in their entirety. This helps researchers, lecturers, and students to be effective in their international, interdisciplinary, and digital workflows. This is why a library was sketched which emphatically includes the development of new services next to its traditional tasks. New services, offered in close partnership with the Utrecht University community, together with service departments in the university itself, and with national and international partners elsewhere.

In this strategic plan, the library is again looking at the future and formulating goals for the year 2020. The basis for this is obviously the university strategy for the forthcoming plan period, and naturally also the most recent developments around scholarly information. The conclusion is that the library’s 2015 vision is as up-to-date now as it was then. After all, the trend of openly sharing the results of research in an increasingly digital world is a clear one.

Open access publishing is now a standard requirement by parties funding research, such as the European Commission and the Netherlands.

The 2030 scenario as portrayed in the 2015-2017 strategic plan:

**Barbara enters the black building. She smells soup and she suddenly finds herself hungry. She goes up the stairs and enters a wide hallway filled with light. She picks up a bowl of soup at the red desk, pays and finds a place among chatting students and colleagues.**

**Barbara still remembers the time when this was a library. A real one, with real books, instead of the atrocious book wall paper they have now. She gives a small sigh, and rolls out her tablet.**

**She first enters the newsroom of her knowledge hub ‘Music and Society’. Once online, she discusses their latest publication with her colleague Nishlyn. It is about two audio data sets with automated analysis, and has made an important contribution to research in their field.**

**The research funder wants them to write a post about it on the hub’s community platform so that the contributors to the crowd-funding platform understand where their money has gone and what has been achieved with it.**
Organisation for Scientific Research (NWO). During the past two years, the Association of Universities in the Netherlands (VSNU), the consortium of university libraries and the National Library of the Netherlands (UKB) have been committed in their negotiations with publishers to achieving open access to publications. In 2017, the National Plan Open Science was launched. Its starting point is that every knowledge institution and research field should publish on an open access basis, and that the optimum reuse of research data should be the norm. Finally, the following quotation is taken from the new Dutch government coalition agreement (October 2017): “... ‘Open science’ and ‘open access’ will become the norm in academic research”.

Alongside this trend towards open access to scholarly information, the world is also rapidly becoming data-driven. Many researchers are beginning to sense the urgency of carefully storing research data so that they can share it with colleagues and other parties. The interoperability of data is fast gaining in importance – not only for the meaningful exchange of data between researchers, but also to enable machines to read and link up data. This should help us humans to cope with the exponential growth of information. There is a growing demand for sustainable models in which access to this type of academic information is as open as possible.

These trends are clearly reflected in the university’s new strategic plan:

“Utrecht University aims to operate at the forefront of Open Science. The university is convinced that scientific research can contribute to better solutions to complex problems if knowledge is shared as widely and as quickly as possible”

and

“Utrecht University will make the results of its research publicly available in order to better disseminate and apply this knowledge.”

That is why, in the next few years, the library continues down the road of further extending access to scholarly information for the Utrecht University community and the public at large. Whereas in the past the library was the local point of access for books and journals, in the future it will be more and more a worldwide operating platform. Here knowledge will be accessible for people and machines; knowledge can be safely shared, allowing new data-driven knowledge to be created.

The library will be a reliable organisation that, together with partners from other disciplines, facilitates and stimulates the use and reuse of information. We will do so by helping researchers to standardise, metadata, and digitise data, and by making research data and course contents easy to find.

The library is also continuing to work in the spirit of the 2030 scenario in the area of service provision for students and lecturers. The direction is that of an infrastructure that consists of inclusive and digital spaces in which life-long learning increasingly takes the form of social interaction, alongside private study spaces where students meet other students and lecturers alike. They are also spaces where lecturers can exchange knowledge and share course contents. In short, the library is continuing down the road that has already been laid out in the scenario that was formulated in 2015, strengthened by the observation that many developments in the academic arena are now moving at high speed.
The library is contributing towards the achievement of the university's objective in relation to open science: further strengthening the academic and societal impact of research. The library informs and advises, and provides services at every stage of the research cycle for the purpose of sharing and reusing academic results as effectively as possible. The library is also a partner when it comes to the development of, and experimentation with, new open reward systems for academic research.

During the 2015–2017 policy period:

• We continued our role as the partner at the university in the area of open access publishing. The library provides advice, information, and services on every aspect of open access publishing including innovative open access publishing and dissemination models.
• In collaboration with the university's Information and Technology Services Department (ITS) and other university partners we implemented Research Data Management Support. Research Data Management Support provides advice, information, and services on every aspect of research data management and services in the area of specialist metadata issues.
• We set up the copyright information point - an advice and information service for every question relating to copyright issues.
Strategic aims and key actions, 2020

Aim
As the partner at the university in the area of open access publishing, we help the university achieve its aim of making all its research output findable, accessible, interoperable and reusable for the public.

Key action
• The library takes part in new and existing initiatives for making various forms of research and educational output available in open access.

Aim
The library serves as a guide in the process of making research data available as well as in the process of making use of it. We deploy our expertise to make research data as findable, accessible, interoperable, and reusable as possible.

Key action
• The library invests in the development of Data Curation Services* and to that end expands its deployment use of data managers. Data managers support researchers in making their research data as findable, accessible, interoperable, and reusable as possible.

Aim
We provide professional support in the development of, experimentation with, and deployment of new reward systems for academic research. These reward systems involve criteria such as participation, open sharing, and public engagement, and form part of the assessment of different types of research output.

Key action
• The library supports the continued development and implementation of services relating to new reward systems.

To keep in stride with the developments in relation to open science, the library will increase the capacity of experts working in this field during the policy period of this strategic plan.

* The management, preservation, and enrichment of digital research data throughout its life cycle.
The library is a physical and virtual space that inspires concentration, knowledge sharing and encounters for the diverse and international university community in Utrecht. The need to anticipate tomorrow’s demands is self-evident.

During the 2015–2017 policy period:

- We created the maximum number of study spaces possible in the Uithof library without far-reaching building alterations.
- We devised a vision regarding the development of the physical collection until 2025.
- The library started collaborating with education partners on the campus (SkillsLab, Educate-it, Honours College, Centre for Academic Teaching, Life Long Learning).
Strategic aims and key actions, 2020

**Aim**
We are well prepared for the future, with a vision for the development of the library spaces by 2030.

**Key action**
- We organise the discussion within the university on possible scenarios for the use and the function of the library buildings in the future.

**Aim**
The library offers a physical and virtual learning and working environment that can be adapted to the changing needs of users.

**Key action**
- The library collaborates with university partners in employing new technology to help achieve the best-possible use of its spaces, to improve navigation within the buildings and to encourage and support collaboration (including virtual collaboration).
The library promotes the sustainable access, use, and reuse of scholarly information for people and machines. We are doing all we can to make collections digitally visible, usable, reusable, and findable in the modern workflows of research and education. We are facilitating text and data mining.

During the 2015–2017 policy period:

- The library made the transition to an international metadata infrastructure for publications.
- We digitised all of the 750 mediaeval manuscripts in our collection and another 50,000 documents as part of two national projects.
- The library made the academic heritage of Utrecht University visible all over the world. In 2015, the jewel of our collection, the Utrecht Psalter, was added to UNESCO’s Memory of the World Register. The following year we organised the successful ‘Heilig Schrift’ (Holy Scripture) exhibition in collaboration with the Museum Catharijne Convent.
- We conducted experiments with linked open data and text, and with data mining in collaboration with researchers from ‘The European Dimensions of Popular Print Culture (EDPOP)’ and ‘Early readers of Erasmus’ projects.
Strategic aims and key actions, 2020

**Aim**
The library ensures that users are able to use scholarly resources as much as possible online.

**Key action**
- The library strives to make digital content and metadata available with as few user restrictions as possible. To this end, we collaborate with partners from within and beyond the university.

In 2016 the library digitised 470,062 print items from its collection. By digitising items and making them available online, we improve the accessibility of our print collection. Digitising is also the first step in making these items available for new research techniques such as text mining.
Within the university, the library is seen as the trusted partner for information literacy skills: searching, finding, assessing, and sharing academic knowledge. These are skills that are crucial in a world characterised by a growing information overload. With our knowledge of scholarly information, we are also playing an active role in supporting innovations in education, such as blended learning, social learning, and open education. We are taking part in university-wide initiatives in this area. Together with relevant partners we are organising activities aimed at knowledge sharing and collaboration in the field of open education.

During the 2015–2017 policy period:

- The library used a series of surveys to acquire an up-to-date understanding of the needs and wishes of students and lecturers and translated them into an attractive portfolio of training courses.
- We gained experience of e-modules in information skills.
- Within the Educate-it programme the library developed a repository service for storing and sharing lecturers’ course contents in collaboration with the university’s Information and Technology Services Department (ITS).
- We made preparations for raising awareness among lecturers regarding the sharing of teaching material.
Strategic aims and key actions, 2020

**Aim**
We differentiate the services we provide in the area of information literacy and integrate them as effectively as possible in the range of academic skills provided at the university.

**Key actions**
- Basic training courses are to be available online 24/7 and provided wherever possible in collaboration with education partners within Utrecht University. In-depth studies in the field of information literacy are to be provided on a customised basis.
- We make the best-possible use of the opportunities within the university's Educate-it programme in order to improve our courses, by applying blended learning in them.

**Aim**
The library actively deploys its traditional skills of enabling access and metadating in helping make Utrecht University course contents digital and openly available.

**Key action**
- Together with the university’s Educate-it programme and the Information and Technology Services Department, we work on the continued development of the repository for lecturers’ open course contents and play an active part in promoting its use.

Number of participants to literacy skills trainings in 2016, divided into bachelor’s students and master’s students.

- 5865 bachelor
- 1606 master

All basic training courses offered by the library will be available online 24/7.
In order to fulfil its role as effectively as possible, the library constantly renews its services. The library has been shaped over hundreds of years around the values of stability and soundness. The need to anticipate and respond to the rapidly changing information landscape today requires versatility and the ability to act quickly. The library is therefore seeking to accordingly change its culture and to employ staff with the skills to realise the necessary transition. At the same time, the library is keen to ensure that the original values continue to be upheld.

During the 2015–2017 policy period:

- The library defined future-oriented competencies throughout the library to support staff performance, assessment and development, and recruitment.
- We adjusted the job classification structure for a number of tasks in line with the development of the related services.
- The library completed an extensive change process, the primary aim of which was to make the organisation more flexible.
- We have put in place a new organisational structure that enables the organisation to respond to changing needs of our users more effectively.
Strategic aims and key actions, 2020

**Aim**
Trust and responsibility are key values in the library organisation. Employees have the scope and the responsibility - across all the departments - to allow them to realise their objectives as a team.

**Key actions**
- Together, create a culture of trust and responsibility.
- Bring about more effective internal communications and knowledge sharing.

**Aim**
Library employees are versatile and able to anticipate and respond to change. Employees recognise opportunities as regards their own careers and take responsibility for their own personal development.

**Key actions**
- Raise awareness of the opportunities relating to sustainable deployment.
- Invest in the development of talent.
- Align with university-wide developments in relation to diversity and internationalisation.

**Aim**
Library managers are well equipped to ensure that the organisation is connected to the changing world. Optimal collaboration, focus on results, and clear responsibilities are key aspects. Managers lead by example and embrace new opportunities and developments.

**Key actions**
- Continued development of library leadership.
- Drawing up a strategic staff plan.

---

**The librarian:**
- Takes responsibility for the quality of her work
- Has the networking skills to successfully collaborate
- Understands that professional development is crucial to remain employable

**The library manager:**
- Takes responsibility for the quality of her department
- Collaborates beyond the boundaries of her department
- Supports the librarian in her professional development
During the planning period, the costs of the University Library will develop as follows:

**Acquisition costs are expected to rise by an average of 3.5% per year. Housing costs drop in 2019 due to lower depreciation charges for the University Library Uithof. The number of FTEs will decrease from 142 in 2018 to 137 in 2019 and 2020.**
During the coming years, the University Library takes another big step in the development and support of open science. We create capacity for this work by a more standardised and efficient organisation of its traditional duties in Collection services and by outsourcing non-primary tasks such as IT systems management. The budget includes temporary extra financial resources up to and including 2020.
Colophon

Text
Utrecht University Library

Photography
Ivar Pel, Ed van Rijswijk, Maria Salaru, Bert Spiertz

Design
Taluut

www.uu.nl/library

© Utrecht University, 2018

Bright minds, better future