

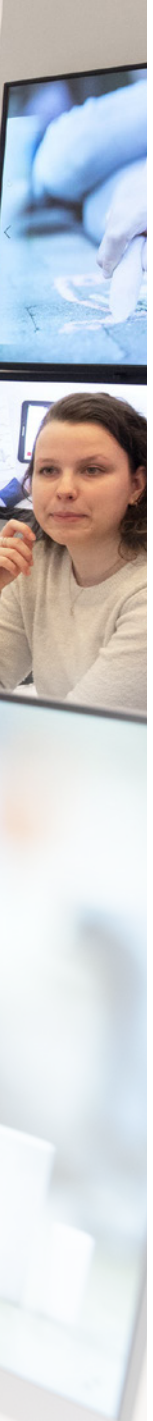


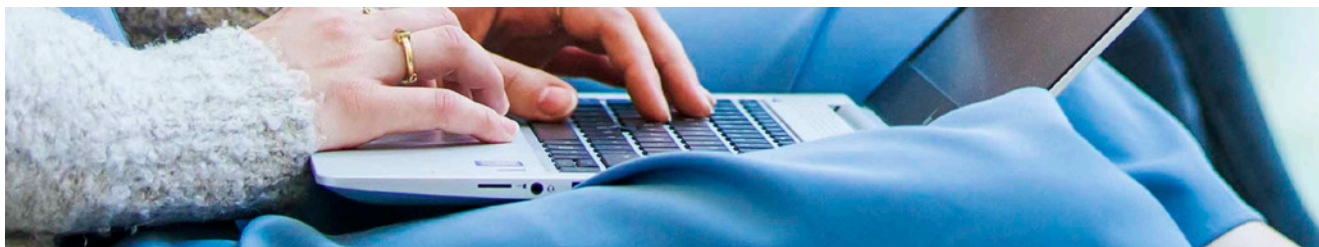
Utrecht
University

University Library



POLICY PLAN
2022-2025





FOREWORD	3
INTRODUCTION	4
RESEARCH	6
EDUCATION	10
BUILDINGS	12
ORGANISATION	14

UTRECHT UNIVERSITY (UU) HAS FORMULATED ITS AMBITIONS FOR THE COMING YEARS IN ITS STRATEGIC PLAN 2025. IN THE PLAN YOU HAVE BEFORE YOU, THE UNIVERSITY LIBRARY DESCRIBES HOW IT WILL HELP ACHIEVE THESE AMBITIONS THROUGH THE DEVELOPMENT OF THE LIBRARY'S SERVICES.

The seven goals presented here naturally tie in with the guiding principles formulated by Utrecht University in its Strategic Plan 2025 *Open mind, open attitude, open science*. Utrecht University's ambition in the field of Open Science in particular is clearly visible in the development of our services. Building on the results of the previous policy period, the library's services will continue to focus strongly on facilitating the transition to Open Science in the coming period. This will take shape in our digital services as well as in our library buildings.

This plan was brought about through the efforts of many people both within and outside the University Library. Many colleagues at Utrecht University and specialists in the Netherlands and abroad participated in scenario planning led by FutureConsult. Managers at Utrecht University made time to reflect on the future scenarios.

Within the library, colleagues from all departments wrote or read texts and/or participated in the different stages of the plan's development. Drawing on their expertise, the members of the Policy Plan 2025 focus group tirelessly provided feedback on the draft texts. It goes without saying that the library's employees' consultative body also played an important role, both during the development of this plan and its approval. Many thanks to everyone involved for their enthusiastic efforts, fruitful discussions and productive cooperation.

Utrecht University Library Management Team,

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INTRODUCTION

Utrecht University refers to the United Nations' Sustainable Development Goals (SDGs) as its 'compass for facing global challenges'. They form an important guide for research and education. Utrecht University also contributes to the SDGs through its operations: from the theme of climate action to the theme of gender equality.

As a library, we also tie in with the SDGs on a fundamental level.

"Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements." This is Target 16.10 of the United Nations' SDG 16, 'Peace, Justice and Strong Institutions'.

Our core function as a library is to provide access to – in our case – scholarly information. While this function has been constant for centuries, our services are always evolving. This is necessary in order to ensure continued access in the rapidly changing landscape of scholarly information.

To determine our direction for the coming years, we conducted a foresight study including the most important developments that affect the services of the University Library.



MISSION

Our mission is to promote and innovate the sharing of scholarly knowledge. We do this by facilitating that scholarly information is made findable, accessible, interoperable and reusable on a global scale, primarily for the benefit of the Utrecht academic community as a whole. Important principles in this respect are: open, sustainable, collaboration and digital.

DEVELOPMENTS

Open Science has really taken off in Europe in recent years. Researchers are increasingly publishing open access and are also sharing new forms of scholarly output, such as data, code and software. Scientific research and education increasingly involve collaboration across boundaries, both geographically and between disciplines.

Nevertheless, boundaries are also becoming apparent, for example to protect national security or personal privacy. For example, the Netherlands' coalition agreement of December 2021 states: "We will establish a framework governing academic collaboration with unfree countries. 'Open science' and 'open education' will be the standard, provided national security is not compromised." In addition, geopolitical tensions are increasing. It therefore makes sense to consider a scenario in which we deal with regional frameworks and infrastructures.

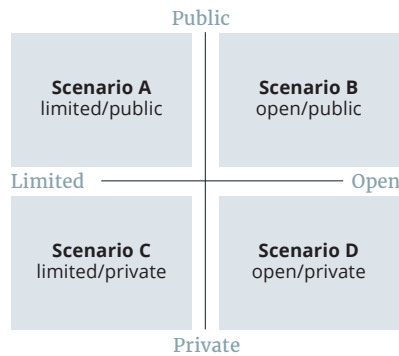
The continued digitisation and use of artificial intelligence in society means that the commercial parties with the greatest clout can develop services for scientific research and education the fastest. The question is how Big Tech's influence on higher education will relate to that of public players, higher education institutions and government authorities.





FORESIGHT STUDY: SCENARIO PLANNING

Taking the above developments into account, we have drawn up four scenarios for the developments in scientific research and education in 2030. We use two axes for this: on the one hand, a more or less open academic enterprise, and on the other, the influence of public parties versus private enterprises on it. This results in four scenarios:



Animations of the scenarios can be found via the following link:
<https://edu.nl/qc99j>

Scenario B, the open and public scenario, aligns best with the strategic plan of Utrecht University and the mission and values of the library. The goals and activities included in this plan have been formulated accordingly. This means that, where possible, we use our influence to guide developments in the direction of this scenario. More specifically, this means that all of our services are based on the assumption that scholarly knowledge is shared globally. In doing so, we focus on multi-disciplinary, international infrastructures. To this end, we will invest in the (global) standardisation of metadata of scholarly knowledge.

In Scenario B, actors in the public domain, such as government authorities, organisations in the scientific community and higher education institutions, take the lead in the development of scientific practice. This means that the library's starting point is to develop international services in the public domain, such as joint publication platforms managed and funded by public parties. We will therefore explicitly bring these services to the attention of the Utrecht University community.

Of course, we realise that elements of the other scenarios may also play a role in the coming years. Increasing geopolitical tensions may lead to geographically bounded knowledge infrastructures. Due to the heavy reliance on technology in general, and Big Tech in particular, private parties are likely to continue to play an important role. We identified numerous uncertainties. The seven goals in this plan are therefore inspired as much by an open and public scenario as by the knowledge that we will also have to adapt flexibly to developments in the information landscape in the coming policy period.

RESEARCH



The emergence of new, digital research methods is changing the way researchers use the library collection. These methods also place new demands on the form in which material should be available. In order to increase the digital accessibility of the physical collection and also to facilitate modern forms of research, we will proceed in the direction we have chosen: we will continue to work on digitising our special collections and making material machine-readable. We are experimenting with new technologies for this purpose. In doing so, we consider various research methods, those used in the Digital Humanities, for example.

GOAL:
**THE LIBRARY COLLECTION
IS USABLE, REUSABLE
AND MACHINE-READABLE
FOR THE PURPOSE OF
DATA-DRIVEN RESEARCH**

SUB-GOAL

The storage formats for the collection materials are consistent with modern forms of research.

- **LINE OF ACTION:** We will work towards creating opportunities for bulk downloading and text and data mining of digital content.

SUB-GOAL

The University Library applies knowledge, technologies and standards for metadata and otherwise that enable our users to use linked open data.

- **LINE OF ACTION:** We will work towards new services related to linked open data.
- **LINE OF ACTION:** We will experiment with the automated improvement of the metadata of the collection we digitise, and will share it openly where possible.

WHAT DO 'OPEN' AND 'FAIR' MEAN?

Open Science represents the transition to a new, more transparent and inclusive way of conducting scientific research. 'Open' and 'FAIR' are concepts that are often used in the context of Open Science. With 'Open', the aim is to have minimal restrictions on the availability, access and reuse of research. In other words, research output should be publicly available without cost or other limitations for the user.

The way users access scholarly information is in transition. More and more material is becoming available openly and can be used without subscription. The library provides sustainable access to scholarly information that is not yet openly available. We select which materials are included in our collection in consultation with users. We retain and manage these materials to ensure that they are available for current and future generations.

In the coming years, we will work on improving online access to scholarly materials. Our aim is to optimise findability and availability of our collection, from digital items to medieval manuscripts. It is impossible for every library to retain every resource. We therefore work together nationally on retention to ensure sustainable access to scholarly knowledge.



GOAL:
**SUSTAINABLE ACCESS
TO THE UTRECHT
UNIVERSITY COLLECTION
FOR EVERYONE**

SUB-GOAL

Online access to scholarly materials has been improved and designed for new audiences with a relationship to Utrecht University.

- **LINE OF ACTION:** We will work on broadening access geared to Dutch and international partnerships and education for professionals.
- **LINE OF ACTION:** For special collections, we will create a comprehensive action plan to provide insight into what we make available (provide access to) and how. The basic principle is that every collection we have in our possession can at least be found online.

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SUB-GOAL

The University Library retains its physical and digital collection sustainably.

- **LINE OF ACTION:** We will create and implement new retention policies, based in part on national frameworks.

The English acronym FAIR stands for *Findable, Accessible, Interoperable and Reusable*. These four terms, which form the basis of the FAIR principles, serve as a guideline for making research output as accessible as possible. Data, code and software are the most common but certainly not the only types of research output to which FAIR principles are applied.

The individual terms are defined as follows:

- Findable – easy to find for both humans and computers, usually by means of metadata
- Accessible – stored and made available in such a way that it can be easily accessed, in the present and in the long term
- Interoperable – can be combined with other datasets by humans and computers
- Reusable – can be used in future research, with the possibility of editing the data for other types of research methods.

‘Open’ and ‘FAIR’ both focus on encouraging access to and use and reuse of materials and making this more sustainable, but they are not interchangeable. For example, ‘FAIR’ also provides for forms in which only authorised users are allowed access. This is important for certain types of material, such as privacy-sensitive research data.



The library will ensure that the training it offers aligns as much as possible with the increasing digital and open accessibility of various forms of scholarly information. We will integrate our services in this area into existing and future educational curricula. Our services will be differentiated by level and meet the needs of both students and researchers. We will use inclusive training programmes and learning environments to ensure good accessibility for the entire Utrecht University community.

GOAL:
**THE UTRECHT UNIVERSITY
 COMMUNITY IS
 INFORMATION LITERATE
 WITH REGARD TO
 PUBLICATIONS, DATA,
 CODE AND SOFTWARE**

SUB-GOAL

The University Library offers a wide range of information literacy training programmes, from basic to advanced levels.

- **LINE OF ACTION:** We – ourselves or with others – will develop information literacy training programmes in the areas of digital scholarship and FAIR data, code and software.



Utrecht University's ambition is to be a pioneer in the field of Open Science and to progress as quickly as possible to 100% open access publications. To help achieve this ambition, the library advises the university community on open access publishing of articles and books. We offer support in the area of copyright. We are helping to transform the open access publishing landscape into a form of open access based on reasonable costs.

For other forms of research output, such as data, code and software, we use our expertise to encourage FAIR Utrecht University output. We also use our expertise to embed the FAIR principles in the new approach to recognition and rewards at Utrecht University. For datasets, code and software, we promote the findability of material in international search systems through the appropriate infrastructure. To this end, we contribute to collaborations in national and International contexts, such as the European Open Science Cloud (EOSC).

GOAL:
**UTRECHT UNIVERSITY'S
SCHOLARLY OUTPUT IS
OPEN OR FAIR**

SUB-GOAL

The University Library provides support in open access publishing of scientific articles, books, book chapters and pre-prints through the gold, green and diamond routes.

- **LINE OF ACTION:** We will invest in contracts with full open access publishers and are committed to converting existing agreements with publishers into fully open access agreements.
- **LINE OF ACTION:** We will design the Utrecht University repository with an opt-out scheme for the implementation of Section 25fa of the Copyright Act (Taverne Amendment). With this opt-out scheme, short scientific works are made available for open access within a reasonable period of time without any action being required by the author.
- **LINE OF ACTION:** We will develop a strategy for retaining copyright of publications by Utrecht University authors. We will develop a proposal to include the author's version accepted by the publisher (author accepted manuscript, AAM) in the Utrecht University repository. This will allow publications to be made available for open access without embargo (this is a requirement within PlanS).
- **LINE OF ACTION:** We will initiate and implement a plan to support a selection of national and international infrastructures of public and non-profit platforms that publish diamond open access.

SUB-GOAL

The University Library supports the Utrecht University research community with regard to FAIR data, code and software.

- **LINE OF ACTION:** We will work with Information and Technology Services (ITS) and other parties on services related to FAIR data, code and software. We will integrate these services into services provided by the Utrecht-based Digital Competence Center (DCC).
- **LINE OF ACTION:** We will contribute to the development of standardised metadata for research data, code and software.



EDUCATION



In the context of Open Science, there is a growing desire within the university community to openly share learning materials (Open Educational Resources) in addition to research output. By focusing on this, the knowledge contained in Utrecht University's academic programmes will become as openly accessible as possible to lecturers and students from all over the world.

Although the library focuses primarily on scholarly output, we see opportunities to contribute to this through our expertise. Therefore, we follow national developments in this area and participate in the development of services within Utrecht University to inform, advise and train lecturers in FAIR sharing of their educational resources. Our initial focus is on educational resources in the form of digital lectures and training programmes. We support the correct use of copyrighted works. To make open educational resources easier to find, we collaborate on the development of metadata standards. We are also making our own digital training materials openly available.



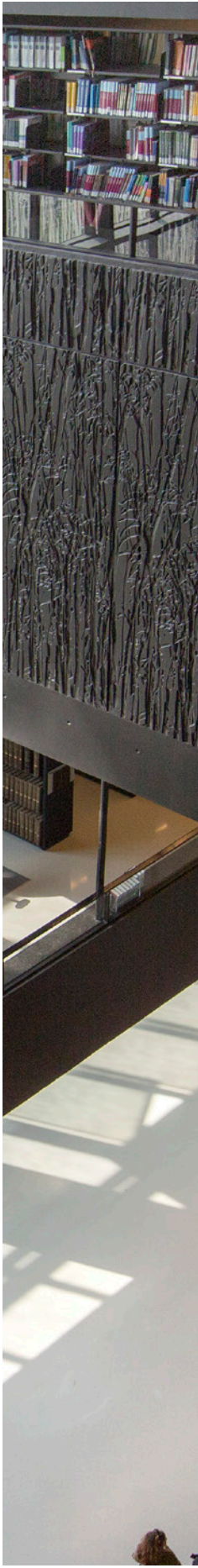
GOAL:
**UTRECHT UNIVERSITY
EDUCATIONAL
RESOURCES ARE FAIR**

SUB-GOAL

The Utrecht University teaching community can make an informed choice with regard to open sharing of educational resources.

- **LINE OF ACTION:** We will advise on Utrecht University infrastructure and develop services to support the teaching community.

BUILDINGS





The library is located at the heart of the university and is an approachable and accessible place where everyone from within and outside Utrecht University feels welcome. This makes the library the ideal place to interact with others in the context of knowledge sharing, from studying together in the self-study spaces to working intensively together in the Living Labs. The focus on service is visible and tangible in the buildings, in the contact with our users and in our services. Our spaces support both physical and digital instructional formats, are inspiring, and encourage innovation with the latest technology. We use our expertise and services to encourage and support various activities.

GOAL:
**THE LIBRARY IS
THE IDEAL PLACE TO
INTERACT WITH
OTHERS IN ORDER TO
SHARE KNOWLEDGE**

SUB-GOAL

We will put the University Library on the map as an innovative environment for knowledge sharing by better facilitating collaboration and interaction.

- **LINE OF ACTION:** We will encourage and organise interaction, both physical and digital, for the purpose of knowledge sharing. In collaboration with Utrecht University partners, we will schedule activities in the buildings ourselves. We will use the latest technology for this.

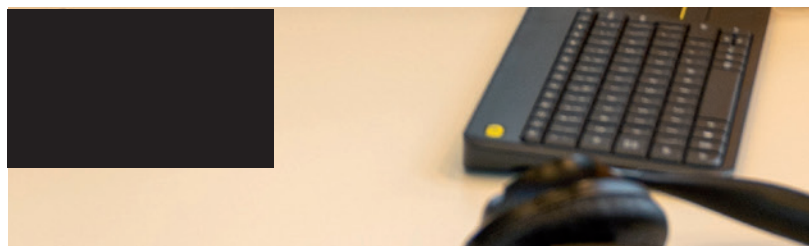
SUB-GOAL

The University Library is accessible to everyone and can be used flexibly for research, innovative education, study and office work.

- **LINE OF ACTION:** In collaboration with partners within the university, we are making specific plans for the further, long-term development of both library buildings.
- **LINE OF ACTION:** In the short term, we will redesign existing spaces and the entrances of both library locations so that people feel welcome and the spaces can be used flexibly and for multiple purposes.



ORGANISATION





The field in which the library operates is constantly changing under the influence of factors such as digitisation, internationalisation and Open Science. This has implications for the library's services, particularly when it comes to responding to future developments.

In order to respond properly to the changing demands of our customers, our organisation must have a certain degree of flexibility. This relates to the knowledge and skills we work with, and also how we work. We see that our activities are becoming more complex and interdependent, both within and outside the library. We are therefore committed to new forms of collaboration, coordination and ownership.

GOAL:
THE UNIVERSITY LIBRARY IS A PROFESSIONAL AND FLEXIBLE ORGANISATION DESIGNED FOR COLLABORATION

SUB-GOAL

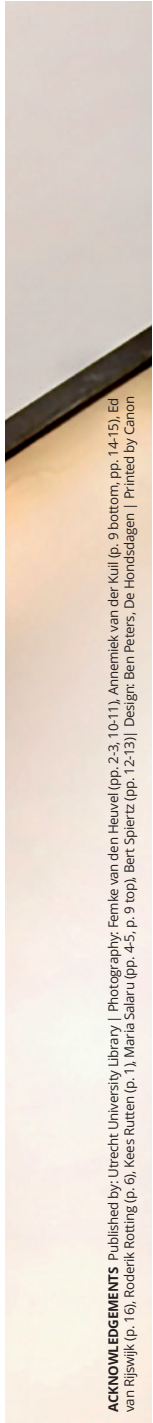
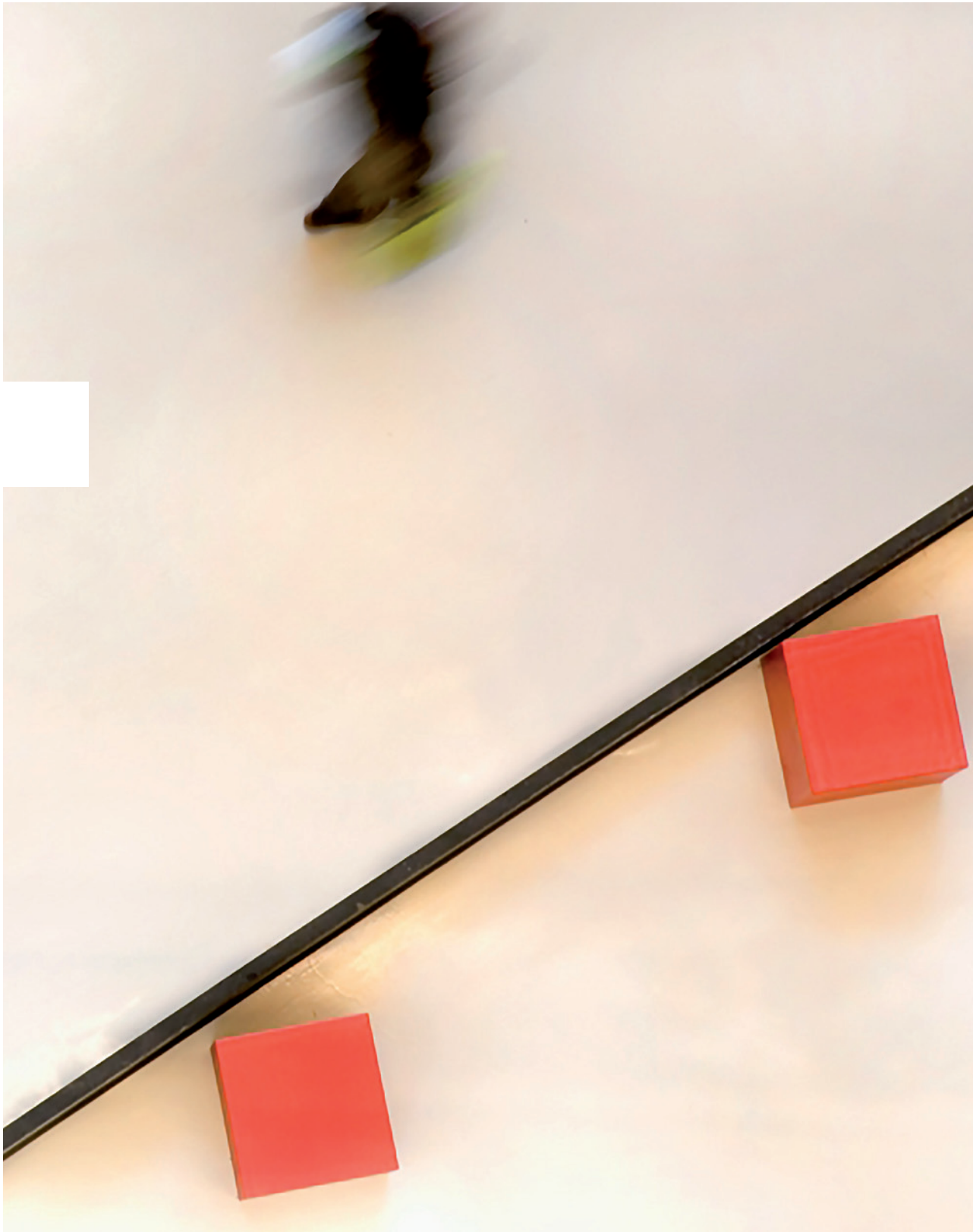
Our organisation is flexible and designed for collaboration both within and outside the library.

- **LINE OF ACTION:** We will align the organisational structure and the way we work, collaborate and consult with the library's mission and the organisational goals.
- **LINE OF ACTION:** We will ensure an appropriate place for the management and innovation of technology in organising our work.
- **LINE OF ACTION:** We will develop a new method of (hybrid) collaboration with attention to equality and working based on trust, putting the task first.

SUB-GOAL

Our employees have the competencies, knowledge and skills needed to achieve our organisational goals.

- **LINE OF ACTION:** We will carry out strategic staff planning in 2022. Based on this, we will draw up a strategic staff plan, which will be implemented during the policy period. We will focus on:
 - anticipating changes in positions;
 - maintaining continuity of service and maintaining knowledge with increased mobility and retirements;
 - solutions to staffing-related problems.
- **LINE OF ACTION:** We will develop and train our skills, competences and knowledge, paying special attention to technology and hospitality. The strategic personnel plan serves as a guide in this regard.



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