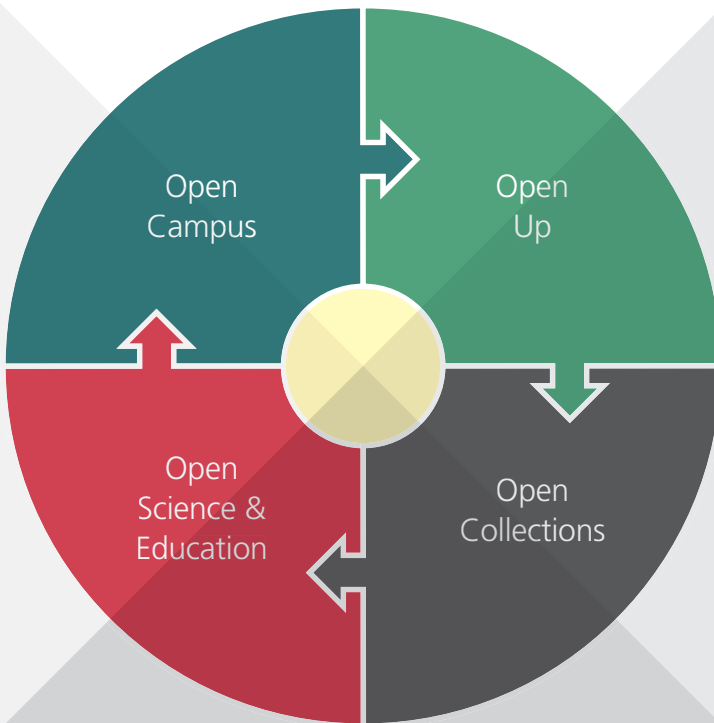


Open Knowledge!

UvVAUAS Library Strategic Plan 2019-2022



Open Knowledge!

UvA/AUAS Library Strategic Plan 2019-2022

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Foreword

With its new *Open Knowledge!* (Open Kennis!) strategic plan, the UvA/AUAS Library aims to implement a coherent programme over the next four years. It wants to position itself as an advocate for the open dissemination of knowledge, as a network organisation and connecting link between the AUAS and UvA, as well as a platform for enhancing the visibility of education, research and heritage.

Why choose open knowledge as a binding theme? This stems from the worldwide focus on open science and open publications and the need for support in organising this openness. The Library feels that it can play an important role in this respect within the UvA and AUAS.

To facilitate this, the Library's services for customers and users have been clearly divided into four service portfolios built around the following themes: Open Collections (access to information), Open Science & Education (education & research support), Open Campus (campus facilities) and Open Up (dissemination of knowledge).

In its previous strategic plan entitled 'Advancing knowledge further' (*Kennis verder brengen*), the Library's mission had been formulated as follows:

The UvA/AUAS Library is an inspiring and hospitable study, research and meeting space, both offline and online, for researchers, lecturers and students. We collect, store, manage and select information from sources worldwide. We offer a platform for students and researchers to share past and present sources and for making the information and sources available to a broad group of users. We provide our users with assistance tailored to their specific needs so that they can find, within the extensive range of available information, the right sources for use in education and research. We use our unique combination of libraries and the museum to do this. In this way, we further advance the reach of our knowledge and help improve the quality of higher education in Amsterdam.

This task, as described in the previous strategic plan, remains essentially the same in the coming strategic plan period. As before, the four lines of strategy outlined in our 'Advancing knowledge further' strategic plan form the core of the current strategic plan objectives:

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1. *Students, lecturers and researchers use the UvA/AUAS Library to find sources and information that meet their wishes and needs.*
 2. *The UvA/AUAS Library contributes to the quality of education and research by supporting the open sharing and reuse of results.*
 3. *The UvA/AUAS Library forms the natural heart of the campus.*
 4. *The UvA/AUAS Library strengthens the profile and image of the UvA and AUAS.*
-

In addition, our core values (open, professional, progressive) and core competencies (customer-orientation, collaboration, learning ability) remain unchanged as the foundation of our services.

In its new strategic plan, the Library accounts for the administrative separation between the AUAS and UvA in 2017 and the resulting task to utilise and further develop, where necessary, the individual characteristics of the AUAS and UvA. Both physically on campus and digitally on the web, the Library is an integral part of the AUAS and UvA and demonstrates this in the appropriate areas.

The Library is aware of the need to position itself firmly within its own university and university of applied sciences. It must be in alignment with the strategic principles of both institutions, in order to retain its significance and add value for all parties involved. Current national and international trends create the 'playing field' for the Library¹:

- *Science based on data* ('datafied scholarship') will bring about a major change: consider developments such as the emergence of open science, artificial intelligence, machine learning, text and data mining.

- *New methods of learning*: new pedagogical methods partly guided by technology and flexible learning, characterised by an international environment and the development of the student as a 'customer' with the associated expectations.
- *Increasing growth and volume* of digitally available data and information will place increasing demands on the selection tools offered by libraries.
- *Library strategy focused on services*: a library that develops a recognisable reputation in the digital field similar to that which it has traditionally held in the physical field; importance of the 'inside-out' library, with a focus on the institution's own output and collections.
- *New identity of the library* within the institution, but also within the library itself: the library functions as part of a larger internal network with other departments within the institution, where it gives priority to employees acquiring competencies that are focused on collaboration and new skills (in particular, soft skills such as relationship management and negotiation techniques) and that are often no longer specifically related to the library profession.
- *Transformation of curatorial practice*, where traditional collection management of museum and heritage collections makes way for the exploration of the astonishing potential of digital content and visual stories in education and research as well as, for example, in and through the creative sector. This will result in shared responsibilities and the co-creation and co-curation of our heritage, which is by definition complex, dynamic and polyphonic.
- *Greater pressure from the environment*: political and economic pressure, importance of fund-raising and demand for intensive cooperation through consortia.

¹ For details, see the List of sources.

Ambitions

In its *Open Knowledge!* strategic plan, the Library formulates its ambitions for the coming strategic plan period based on the related themes of *Open Collections*, *Open Science & Education*, *Open Campus* and *Open Up*. It has decided to focus on a limited number of priorities aimed at positioning the Library, during the 2019-2022 period, as a supporting entity, partner and leader in:

a) *Organising openness*

Libraries are among the most accessible institutions in Dutch society as well as within higher education. Although the digitisation process will continue unabated in the next ten years, alongside this the need for a physical meeting and study space will remain. The UvA/AUAS Library lays particular emphasis on the concept of openness and focuses its efforts on organising openness as a standard competence of libraries. Inspired by international developments, Open Science is high on the agenda of both institutions.

The Library's position in this area is expected to be formulated more clearly within the UvA and AUAS in 2019. The key principle for this is that Open Science activities must effectively strengthen research and education. In line with the institutional policy, the motto remains, 'Open where possible, closed if necessary' (*Open waar het kan, gesloten als het moet*).

b) *Operating as an agile and visible network organisation that makes a substantial contribution to the open dissemination of knowledge*

The Library wants to develop into an organisation that serves as a focal point for accessing and combining, in various ways, information that is of crucial importance to both the AUAS and UvA (research support, digital skills, open access publishing etc.). Moreover, the Library is the connecting link within the networks in which it will function via hubs. This may include online hubs as well as a physically accessible hub where students, lecturers and researchers can meet.

c) *Presenting a showcase for knowledge utilisation and a bridge to the city and society*

The Library is an accessible and central place at the various campuses where users can gain access to an immense store of knowledge and expertise. Each of the campus libraries has its own distinctive identity, but they also work together on developing a joint and integrated programme of activities that also involve other players in the UvA and AUAS. The Library offers a platform for increasing the social visibility of both the UvA and AUAS: for the UvA, via an initiative such as UvA Live where academics can present themselves and their work, and for the AUAS, via the FLOOR debating centre. Since there are also other players within and outside the institutions that are active in this field, the Library will operate as a complementary provider.

Preconditions

To achieve these ambitions in the 2019-2022 period, we must first work on guaranteeing a number of preconditions.

- **Digital infrastructure**

In a world where digital availability and accessibility are the new norm, a coherent and future-proof digital infrastructure is essential both for the Library itself and as part of the ICT infrastructure of the AUAS and UvA. Streamlining the existing infrastructure, improving interoperability and phasing out obsolete systems are prerequisites for achieving the strategic plan objectives. To that end, a data infrastructure team will implement a previously formulated plan² in phases during the coming period. In addition, it is necessary to have a strategy for digital sustainability³ to help us keep our data available and secure (in the broadest sense of these terms) in the future. This means that an additional financial investment in this area is inevitable.

- **Staff**

In the previous period, there was a substantial reduction in the Library's workforce due to financial reasons. For the new period, we are taking into account at least the same workforce size. Using the natural staff turnover, employees will be replaced, where necessary, on a one-on-one basis and new positions will be filled as desired. In addition, if the Library wants to fulfil all its ambitions in the coming years, it needs to focus on targeted staff deployment and a possible expansion of its workforce. We will develop a general personnel plan for this, which will include a strategic personnel plan.

² The individual steps are described in more detail in the advisory reports entitled 'Digital Infrastructure' (*Digitale infrastructuur*), version 10 January 2019 and 'Digital Collections for the Future' (*Digitale collecties voor de toekomst*), version 9 February 2019.

³ The term 'sustainable' is used here in the sense of being reusable in the longer term (longer than ten years) and not in reference to energy savings.

- **Relationship management**

The Library operates within a proverbial spider's web of relationships within and outside the UvA/AUAS and wants to be at the heart of this web, like the spider that holds everything together. In recent years, the various sections of the Library have been focusing on intensifying relationships with our customers, users and other stakeholders. However, these efforts were not based on an integrated approach. By further intensifying our relationship management processes, we are placing a greater emphasis on our networking role. In addition, we want to create more cohesion between communication, development (fund-raising, patronage and sponsorship), relationship management and events. Subject librarians and curators will form the principal liaison between the library services and the faculty, support and advise individual lecturers and researchers, provide training, make contributions to the curriculum in terms of academic and 21st century skills, and increase the visibility and use of our unique heritage collections.

- **Internal and external collaboration**

Despite the administrative separation of the UvA and AUAS in 2017, collaboration between the support services AC, FS and ICTS and the Library has been continued and even intensified further within the framework of the 'Work together, for better services' (*Samen doen*) programme. Working in a process-oriented manner and ensuring cooperation throughout the chain are of prime importance. While retaining its own identity (as an information broker, in a broad sense), the Library is fully committed to strengthening cooperation with the other services, AUAS and UvA staff and faculty support services in both institutions. We actively explore the possibilities of shaping and implementing our ambitions in partnership with other libraries, museums and archives, knowing that the Library's mission can only be realised in collaboration with others.⁴

- **Focus**

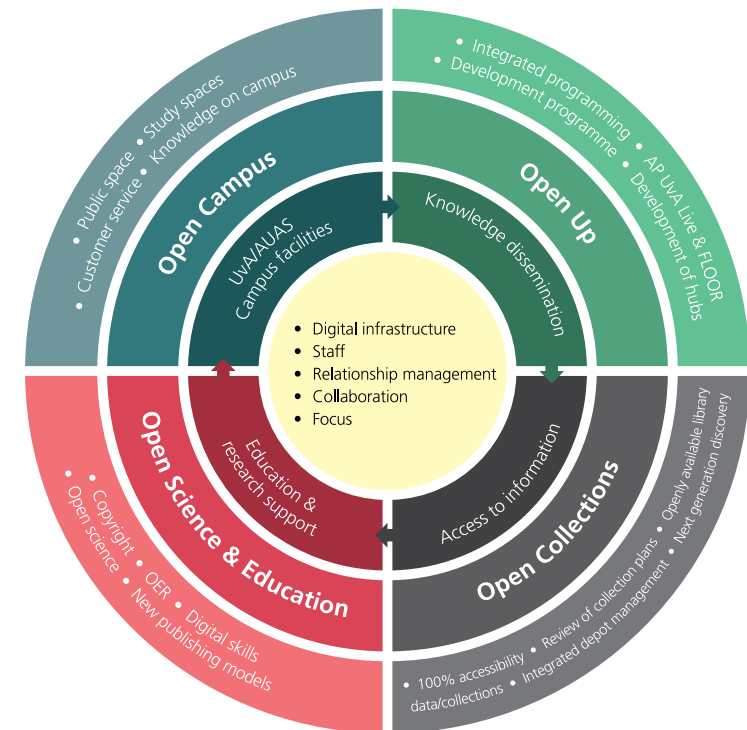
In the past strategic plan period, in order to partly compensate for the reduction in workforce, certain services were partially reduced by, for example, holding fewer exhibitions, cutting back on external commitments and applying

⁴ For more details, see the 'Work together, for better services' implementation plan in the List of sources.

international standards as-is. To create sufficient scope in the coming period for achieving the new ambitions, we will once again look at the total range of tasks within all portfolios and at services and/or activities that can be reduced or for which staff deployment must be reduced in favour of deployment for new tasks. Working in a process-oriented manner and developing a strategic personnel plan will provide the insights required as a basis for these choices. The approach to personnel policy in the coming years will be described in a separate personnel plan.

Programme 2019-2022

In the coming years, the Library will implement a coherent programme based on the four themes of *Open Collections*, *Open Science & Education*, *Open Campus* and *Open Up*. This programme builds on the achievements in recent years, opting for a limited number of priorities within each theme.



A further elaboration of the priorities and the associated plan for achieving them is outlined in the following sections.

Open Collections

Access to Information Portfolio



Ambition: in 2022, the Library has discovered a new balance in the range of information it offers to its users. Digital is indeed the new standard, but with respect for the age-old collections of physical books, materials and objects. Moreover, the Library strives for maximum openness with regard to its own collections, metadata that unlocks information about the collections, educational and research products created by its institutions (the AUAS and UvA), and access to worldwide sources of information.

All collections made accessible and stored responsibly

The Library manages physical collections extending to more than one hundred kilometres. About ten percent of this has not yet been opened up to users and is therefore not accessible. The plan is to close this gap within two years. In 2019, we will also prepare a ten-year plan for the integrated management of all depots, with a view to greater efficiency and a significant reduction in the number of square metres in use. In this respect, the Library complies with national agreements regarding the preservation of paper and printed heritage (in the context of the UKB and in line with the LAMO). Additional financing will be required for the implementation of these plans.

Collection policy

The Library regularly updates its strategic plan on the selection, management and provision of information for its three constituent sections (HB, UB and AP) in close consultation with various user groups. These updates take into account recent developments relating to open access, increasing digitisation, the wishes of our users regarding access to information, and the fact that the costs of providing access to

academic information are not expected to decrease in the coming years. As a result, there is an ever-increasing need for more efficient procurement and storage methods.

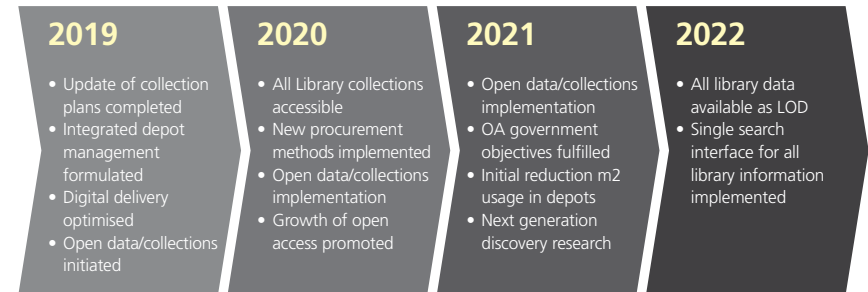
Selection and validation

The availability of information (articles and data) is expected to increase explosively in the coming decade, partly due to the open access movement. More than ever, with a view to evidence-based research the Library will have to support tools and methods for discovery, selection, valuation and validation. The coming years will see the emergence of next generation discoveries which will be driven primarily by artificial intelligence and semantic relationships. The challenge facing the Library is to stay in touch with these developments and possibly make and support new choices. Where possible, we will make use of the knowledge and applications developed at our own faculties.

Open bibliotheekcollecties

Based on the advice of the Open Library Collections working group and the positive experiences during 'The Story of Amsterdam' (*Het Verhaal van Amsterdam*) project within AdamNet⁵, we will use Linked Open Usable Data to make the Library's collections as well as the metadata that unlock these collections openly available in the coming years. We are formulating an integrated plan for the accessibility of these open metadata and digital deliveries from these open collections. The guiding principle for this, in line with the institutional strategic plan, is: 'Open where possible, closed if necessary'.

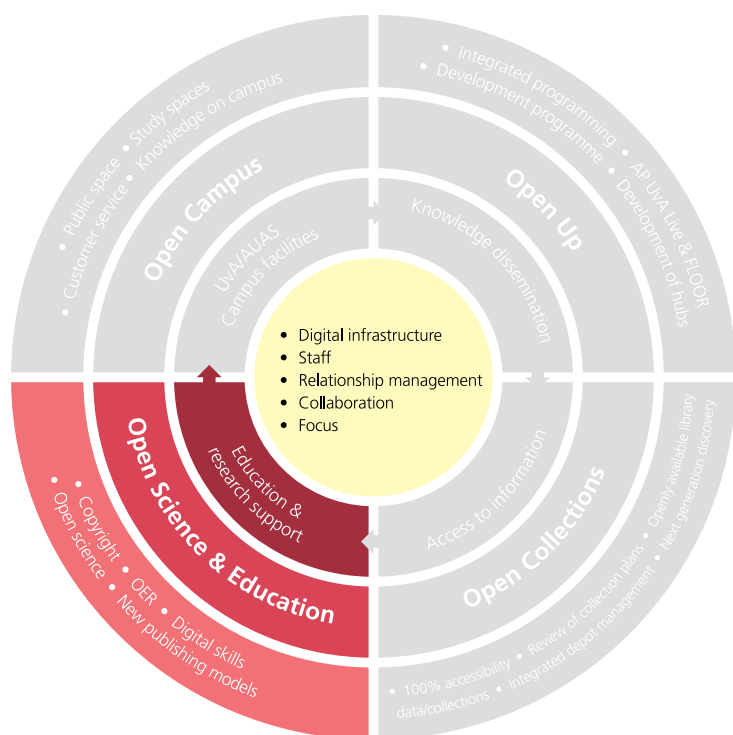
Planning



⁵ <https://adamlink.nl/nzlijn>

Open Science & Education

Education and Research Support Portfolio



Ambition: in 2022, the Library is a recognisable and valued supporting entity and partner in the field of education and research support. For the UvA and AUAS, the Library connects activities that facilitate high-quality research and education throughout both institutions. The Library positions itself with a targeted offer in the area of copyright, digital skills, support for the different phases of the research cycle and the promotion of Open Science/Access and Open Education. Education and research support are developed and managed in conjunction with one another.

In the DLO

The introduction of two new digital learning environments, Canvas (UvA) and Brightspace (AUAS), offers the Library an opportunity to provide its content, services and products more directly within these environments and tailored to the work processes of students and lecturers. As a result, they always have access to up-to-date information and sources via their own digital work environment. These new learning environments also offer opportunities to provide library services and products in a more targeted manner, i.e. more focused on specific subjects and courses.

Copyright and the OER

Via the Copyright Information Office (*AuteursrechtInformatiePunt*)⁶, the Library is expanding its acquired expertise and support services in the area of copyright. It strives for cooperation with all faculties in the correct use or reuse of copyrighted material within the closed digital learning environments of the AUAS and UvA. In addition, it

⁶ <https://uba.uva.nl/onderzoekers/auteursrecht> en <http://www.hva.nl/bibliotheek/diensten/auteursrecht>

encourages and, where necessary, facilitates the use or reuse of open learning materials and the open sharing of educational materials from both institutions. The Library supports faculties in creating, making accessible, openly sharing, finding and using educational materials such as open textbooks and applications such as Perusal. It also acts as a connecting link between the faculty and publishers. We organise applications/ services and support services based on the specific requirements of the faculties. We strengthen the collaboration with educational support partners, within the faculties themselves and between the faculties and other services.

Digital skills

The Library serves the combined faculties on all campuses. It has specific skill and expertise, is close to the primary process and wants to further expand its role as network facilitator for the AUAS/UvA community. Based on this role, the Library will facilitate and support the faculties by, either in a centralised or decentralised manner, contributing to and creating an environment for the improvement of 21st century skills and particularly the digital knowledge of students. On the one hand, this involves linking and providing insight into the multifaceted range of faculty courses and lectures available at the UvA and AUAS in a centralised and prominent manner. On the other hand, the Library itself plays an active role in facilitating, composing and/or conducting online or offline training programmes and courses on 21st century skills (whether or not on request and in collaboration with the faculties). This broadens and enhances the total offer. In this way, the Library continues to build on its many years of experience and expertise in the area of information skills. Incorporation of these skills in curricula and the application of 'blended' working methods have proven their worth. Lecturers, researchers and employees form a secondary target group. Specifically for the AUAS, contributions are made to programmes that promote the transfer of students from VO/MBO.

Open science

Through its support for research within the UvA and the AUAS, the Library aspires to make a substantial contribution to the development of both institutions' abilities in fulfilling the Open Science mission. The foundations for this have been laid in the previous period through the implementation of the Pure research registration system, creation of the Figshare data storage facility and formulation of the

institution-wide RDM policy. Together with other services such as ICTS, the Library will further combine and extend the support provided to researchers - including support in an area such as Digital Humanities as well as via the Research Support Portal⁷. The objective is to provide as much assistance as possible to researchers, so that they can concentrate on performing, publishing and valorising their research. The primary emphasis must lie on ensuring that the results of academic research can be shared and used or reused in a responsible manner in all phases of the research cycle.

Visible and FAIR

The Library will further optimise its digital infrastructure (which is part of the UvA and AUAS digital infrastructure) and seek closer alignment with national and international initiatives aimed at the long-term preservation and availability of digital research data and publications. The basic principle is that the results of research and education must be publicly findable, accessible, interoperable and reusable (the so-called FAIR principles)⁸. In every choice we make in this area, our primary motivation should be to ensure the optimal visibility of the AUAS and UvA output. To achieve that, the Library makes use of instruments available in the market.

New publishing models

The Library continues to support and facilitate open access publishing via various models. The publication of Plan S⁹ by a number of European research funding bodies, including the NWO, and the pursuit of one-hundred-percent open access has propelled open access development into a new phase. Open access will continue to be expanded, but with different consequences for the various scientific

⁷ <https://rsp.uva.nl>

⁸ www.go-fair.org/fair-principles

⁹ www.coalition-s.org

fields. In 2019, initiatives such as University Journals¹⁰ and SciPost¹¹ may develop into publishing formats officially supported by the UvA. Through its role in these initiatives, the Library positions itself both as a partner and as a leader in this field. In the UKB and SHB context, it contributes to the transition to open access in negotiations with publishers. It initiates or participates in experiments or projects that aim to explore the transition to an open publication culture and open peer review in greater depth.

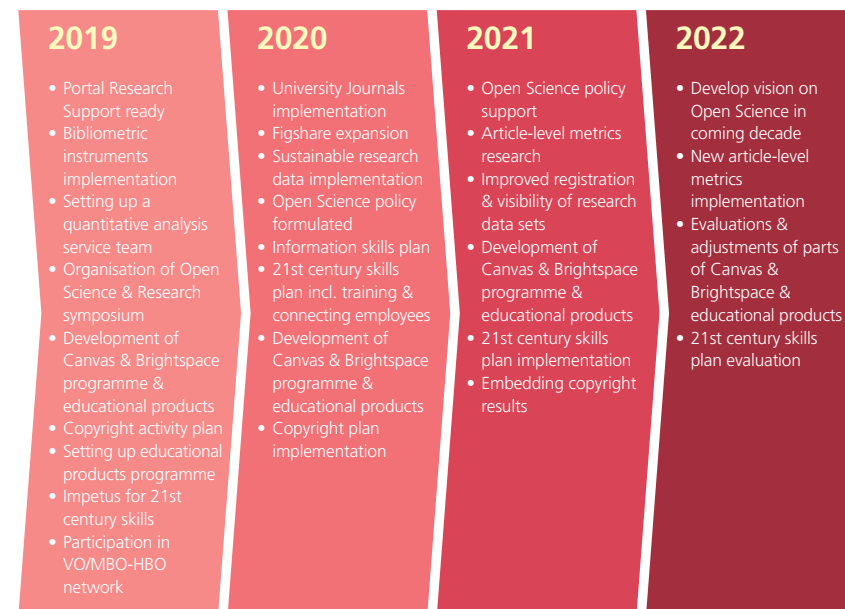
Quantitative analysis

The Library reinforces the support provided for bibliometric and quantitative metrics by acquiring a number of specific instruments for this purpose. There is an increasing demand, both from the Board and from researchers, to make the academic as well as social impacts of our research measurable and visible in new ways. The Library aims to play a pioneering role in this, in collaboration with the faculties and staff members (Institutional Research/AUAS and Strategy & Information/UvA).

¹⁰ <https://uj.socsci.uva.nl>

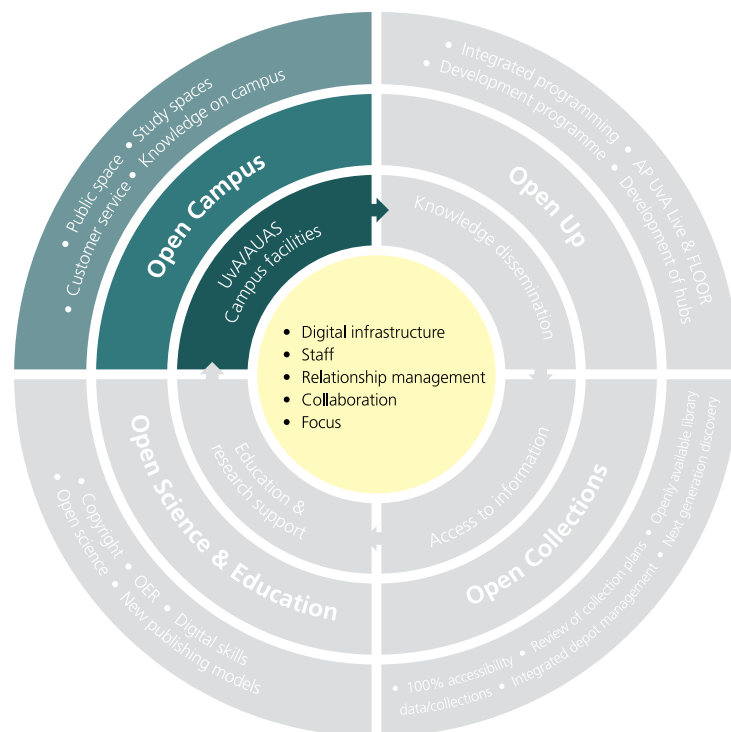
¹¹ <https://scipost.org>

Planning



Open Campus

Uv/AUAS Campus Facilities Portfolio



Ambition: in 2022, the Library is clearly visible and recognisable at every campus: not only as a physical location with study spaces and collections, but also thanks to an inspiring programme of activities aimed primarily at students who spend many hours on campus. This must be organised in seamless cooperation with the other services. The Library is more than just a pleasant place to study: it seeks to offer added value based on its accessible and visible location on the campus.

Development of customer services

In the coming period, the focus lies on the further improvement and enhancement of first-line services to Library users. We will work with UX (User Experience) concepts as a basis for this. In 2019, we will set up a Customer Service team that will prepare a work plan for the 2019-2022 period. The principles as formulated in the context of the 'Work together, for better services' project, based on a one-stop service, will form the guidelines for this work plan.

Development of study spaces

Improvement initiatives and/or expansion of facilities will be implemented at the various campuses. These are aimed at achieving the 1:7 workspace-to-student ratio at the UvA and a better mix of study spaces at the AUAS. We are aware that, at certain times of the year, an 'open campus' is incompatible with the need to ensure the availability of study spaces for our own students. The plans for the new University Library in the University Quarter and for the Conradhuis building at the Amstel Campus have been finalised and only minor details will be adjusted in the coming years. In the next period, the collaboration with the FS BOL is expected to

result in the acquisition of new lecture rooms that can be used for the regular study programmes, projects and self-study.

On-campus library as venue for interaction

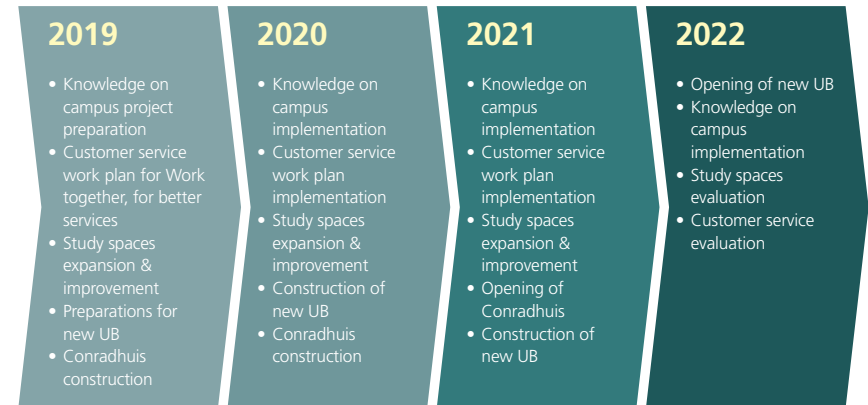
Library as public space

The on-campus AUAS/UvA Library serves as a 'living room' within the AUAS and UvA. A place where students can feel at home, relax, meet others or simply where they can find some rest or a place to concentrate on their studies. But the Library also presents itself as an ideal place for cross-faculty programming and as a venue that is open to third parties/visitors from outside the institutions (fellow citizens or simply the neighbours).

Knowledge on campus

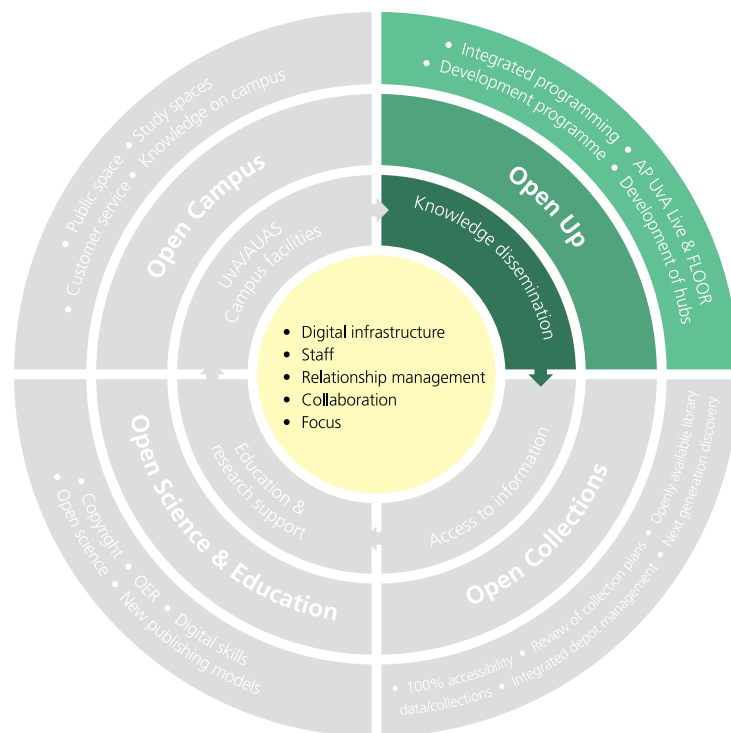
LOOR organises debates at the AUAS and the Allard Pierson Museum stages UvA Live at the UvA (see under *Open Up*). These are part of an integrated programme of activities known as 'Knowledge on campus' organised by FLOOR and the AP together with all the campus libraries, in which each campus plays a certain role. This reinforces the local initiatives being developed within the campus libraries and the ongoing 'Heritage on Campus' programme. In addition, offers of other players such as Spui25 and VoxPop are also included in this programme. Education and research are the central elements of this programme of activities. As a service catering to all the faculties, the Library opts for a distinctive programme with multidisciplinary/interdisciplinary content. By following this approach, the Library actively contributes to ensuring the visibility of education and research, strengthening the connection between the faculties and building a community spirit within the UvA and AUAS. Naturally, the Library also works together with other parties on campus to achieve these goals.

Planning



Open Up

Knowledge Dissemination Portfolio



Ambition: in 2022, the UvA/AUAS Library disseminates education and research results via the Allard Pierson and FLOOR and helps make both institutions visible in the city. This creates a platform for knowledge valorisation for the UvA and AUAS and focuses greater attention on the interaction with the communities at these institutions. This is how the Allard Pierson and FLOOR explicitly contribute to the way in which the two institutions are represented to the outside world. Together with the Allard Pierson, the Library is the keeper of and a showcase for the heritage of the UvA and the AUAS.

In recent years, the emphasis on social relevance and the link between business and science has continued to grow. Through our activities, we see opportunities to bridge the gap between the academic community on the one hand, and the city and society on the other. This allows us to reach new audiences. It also increases the possibilities of obtaining additional funding and makes the UvA and AUAS attractive to students and an inspiring employer for the best lecturers and researchers.

Development programme

In the cultural world, development implies expanding relationships with private individuals (patronage, collectors, friends etc.), funding bodies and business partners - in short, our stakeholders. In the coming period, we will intensify and professionalise our efforts to position ourselves as a network organisation. This involves creating a support base among our stakeholders and connecting them with one another. We will also explore the extent to which we can bind these groups to

the Library or its constituent parts via a financial contribution. Based on our new programme, we main focus of our attention in the period ahead will be on parties that have an existing relationship with the AUAS and/or UvA, other knowledge institutions and the city of Amsterdam.

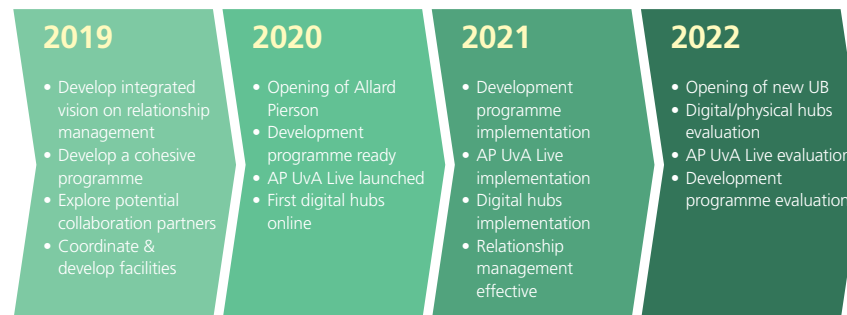
UvA Live plan

UvA Live has been developed in collaboration with the Allard Pierson. Here, researchers and students are placed 'on display', after which their presentations are digitally recorded and made available (open access). The Allard Pierson will organise pilots from 2019 onwards and provide the necessary facilities for this. The Library thus creates a new platform for valorisation and interaction with a wide audience. By doing so, we explicitly align ourselves to the activities of, for example, Spui25¹², VOX POP¹³ and the activities developed by the faculties themselves. By helping to provide opportunities for knowledge utilisation, we help strengthen the UvA's image. The UvA Live activities can serve as a model for a similar activity at the AUAS via FLOOR. But these activities also form one of the pillars of the integrated programming of the Library for all campuses, which is presented via 'Knowledge on campus'.

Focal point via hubs

The central and accessible position of the Library on all campuses offers us opportunities to serve as a focal point for all the faculties. In addition, this helps focus ample attention on cross-faculty themes such as digital skills and open science/ access. The main objective is to combine all the available knowledge and expertise (UvA/AUAS-wide) and complement this with the Library's specific knowledge and expertise. To implement this, we are considering setting up both physical and digital hubs. The Library will function as a physical hub, a meeting place where students, lecturers and researchers can connect with one another. But we will also set up digital hubs which bring together online information and knowledge concerning valorisation formats, research support, digital skills or open access.

Planning



¹² www.spui25.nl

¹³ www.voxpop.uva.nl

Budgetary impact

To achieve the ambitions outlined in the Open Knowledge! strategic plan, the Library must make optimal use of its current budget and particularly its human resources. Natural staff turnover (more than 20 FTEs via retirement) will be partly used to create and fill new positions; the details of this are part of the strategic personnel plan for 2019-2022. This plan will also clearly reveal the parts of the organisation where additional staffing is needed and how many staff members are required for this (this has been partly provided for in the 2019 budget). The Library will make separate, specific funding applications for individual components of the ambitions formulated here (within the funding possibilities at the two institutions or via targeted fund-raising and external funding). The efforts required for this will be taken into account in the annual plans.

List of sources

When drawing up this new strategic plan, we were partly inspired by the following memoranda and policy documents:

AUAS Strategic Plan (*HvA Instellingsplan*) (Version 2018)

<http://www.hva.nl/over-de-hva/organisatie/plannen-feiten-en-verslagen/instellingsplan/instellingsplan.html>

AUAS Research Vision (Strategic Research Policy 2015-2020) (*Onderzoekvisie HvA (Strategisch onderzoeksbeleid 2015-2020)*)

<https://beleid.mijnhva.nl/nl/Beleidsdocumenten/Strategisch%20onderzoeksbeleid%202015-2020.pdf>

UvA Strategic Plan (*UvA Instellingsplan*) (+ Update)

<http://www.uva.nl/over-de-uva/over-de-universiteit/beleidsstukken/instellingsplan/instellingsplan.html>

<http://student.uva.nl/content/nieuws/2018/11/actualisatie-van-instellingsplan-vastgesteld.html>

UvA Vision on Teaching and Learning 2017 (*Onderwijsvisie UvA*)

<http://www.uva.nl/over-de-uva/over-de-universiteit/beleidsstukken/onderwijsbeleid/onderwijsvisie/onderwijsvisie.html>

UvA Research Vision (*Onderzoekvisie UvA*)

https://denkmee.uva.nl/actuele+projecten/downloads_getfilem.aspx?id=991041

SURF Strategic Plan 2019-2022

<https://www.surf.nl/binaries/content/assets/surf/nl/2019/surfmeerjarenagenda-2019-2022/surf-meerjarenagenda-2019-2022.pdf>

Work together, for better services Implementation plan for improving services (*Uitvoeringsplan verbetering dienstverlening*) (September 2017)

<https://medewerker.uva.nl/content-secured/az/samen-doen-verbeteren-dienstverlening/samen-doen-verbeteren-dienstverlening.html>
and

<https://az.hva.nl/medewerkers/staven-en-diensten/az-lemmas/medewerkers/hva-breed/communicatie/samen-doen-verbeteren-dienstverlening/samen-doen-verbeteren-dienstverlening.html?origin=EYPxGBCiReW4zt5jgW0eJw>

Stephen Pinfield, Andrew M. Cox & Sophie Rutter, *Mapping the Future of Academic Libraries, A Report for SCONUL* (November 2017)

<https://www.sconul.ac.uk/sites/default/files/documents/SCONUL%20Report%20Mapping%20the%20Future%20of%20Academic%20Libraries.pdf>

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Abbreviations and terms

AC	Administration Centre
AP	Allard Pierson
BOL	Teaching Logistics Office
DLO	Digital Learning Environment
FAIR	Findable, Accessible, Interoperable, Reusable
FS	Facility Services
HB	University of Applied Sciences Library
HBO	Higher professional education
AUAS	Amsterdam University of Applied Sciences
ICT	Information and Communication Technology
ICTS	ICT Services
LAMO	Guideline for Deaccessioning Museum Objects
LOD	Linked Open Data
MBO	Secondary vocational education
NWO	Netherlands Organisation for Scientific Research
OA	Open Access
OER	Open Educational Resources
RDM	Research Data Management
SHB	University of Applied Sciences Libraries Partnership
UB	University Library
UKB	University Libraries and National Library of the Netherlands Partnership
UvA	University of Amsterdam
UX	User eXperience
VO	Secondary education

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