



university of
 groningen

library

UB 2025

The future is *open*

Strategic plan
University of Groningen Library
2020-2025

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1 Summary

UB 2025. The future is open is the University of Groningen Library's (UB) strategic plan for 2020-2025.

Research, teaching and social impact are the cornerstones of the University of Groningen (UG). As a centre of academic knowledge for students and academic staff, the UB has a crucial role in realizing the University's strategy.

The UB offers researchers, lecturers and students expertise, advice and support in a continuously changing academic landscape.

The transition to open science, open education and an open society, changing teaching and learning methods, ongoing digitalization and new requirements for study environments demand flexible and state-of-the-art services and working methods at the UB.

How can the UB best advise and support researchers in the area of open science? How does the UB's expertise in the field of information literacy best match the teaching of the University?

What innovative tools could professionalize the UB's work processes and in turn enhance the client-friendliness of its services? And can the UB become a spot for promoting contact, experimenting and the sharing of knowledge?

The establishment of an open access fund, encouraging the use of open educational resources, the setting up of a learning lab/'makerspace'¹ and the further accessibility and digitalization of the collections, especially the Special Collections, are some of the strategies that the UB wants to work on in the coming five years.

The themes of research support and education support, collection development, heritage, library as a 'third place' and library innovation & ICT will serve as the guiding principles.

Full-service solutions for target groups will be paramount in the realization of these strategies.

The UB will offer services based on innovation, client-friendliness and expertise. As a partner of the faculties and other organizational units, the UB will strengthen its central position within the University of Groningen.

¹ Learning lab: place for transfer of knowledge of innovative academics and their students to other academics, lecturers and students.

'Makerspace': creation of 3D and virtual reality objects, data visualization, etc. by collaborative learning.

2 Introduction

The UB provides researchers, lecturers and students of the University efficient, easy and sustainable access to academic knowledge. As an innovative and inventive partner, the UB supports and advises students and staff on their academic journey.

The UB has excellent physical and electronic resources and collections located in a modern infrastructure with welcoming facilities. The UB's expert and friendly staff ensure transparent communication with the target groups.

The UB can only take up these responsibilities successfully in connection with the academic community. That is why this strategy plan has been developed and formulated with the objectives of the University as a starting point, and especially keeping the needs and requirements of the UB's target groups in mind.

This document explains the UB's mission statement and its vision, as well as the leading principles for the realization of the strategic key points. The document first identifies the external factors that affect the services and strategy, and then details the UB's core ambitions. The plan specifies six strategic themes: research support, education support, collection development, heritage, library as a 'third place' and library innovation & ICT. It presents the current situation, vision and objective for each theme and subsequently details the strategic key points.

This document is based on input from the staff of the UB and the Central Medical Library (CMB) of the University Medical Center Groningen (UMCG), as well as from other University stakeholders (researchers, lecturers, students and support staff). The input was accumulated during strategy meetings led by Maurits van der Graaf (Pleiade).

3 Mission statement, vision and leading principles

Mission statement

The University of Groningen Library is the information hub of the University. As a centre of expertise and service, the UB is innovative, professional and client-oriented. The UB uses the opportunities provided by ICT to increase the availability of information, to promote the University's research and to store academic work and knowledge for future generations. The UB's facilities, geared to the needs and requirements of students, contribute to study performance and study satisfaction.

Vision 2025

The UB will contribute to the realization of the University's strategy in the context of significant changes that are taking place in teaching and research. These are induced by developments in information technology as well as in society and policy.

In the coming years, the UB will entirely focus on supporting the transition to open science, with the main themes of open access, FAIR data, research analytics, open educational resources and digitalization. Furthermore, the UB will shape new functionalities within its building that match the concept of the library as a 'third place'. The UB will also open its heritage collections to a broad audience and, as such, contribute to more openness within society.

Leading principles

The following principles are leading for the UB in the realization of its strategy:

Full-service solutions

Researchers, lecturers and students experience work and time pressure. The UB services will aim to alleviate these burdens so that they may work more efficiently and effectively.

Collaboration

For the development of its new services, the UB will actively seek partnership with other organizational units within the University, such as the faculties, the Center for Information Technology (CIT), the University Services Department (FB) and the Office of the University. On a national scale, the UB will collaborate with other university libraries, task forces and projects of the Dutch consortium of university libraries and the National Library of the Netherlands (UKB).

Integration of services

When possible, existing and new types of services will be collated together for optimal ease of use (no 'wrong door' policy).

Custom-made

In addition to its standard services, the UB will provide customized services and support to each faculty in a way that is best for that faculty.

4 Context and trends

Just like research and teaching, the UB's services are part of an ever-changing environment. The following factors will affect the UB in the coming years.

The transition to *open*

Open science

The movement to make science more open will win ground in the coming years. The open access transition will continue for journal articles and will have been realized by nearly 100% by 2025. The open access transition for books is expected to roll out more slowly. Furthermore, the availability of research data (FAIR and/or open data) will become increasingly important. In the wake of the open access transition, other aspects of open science (open tools, open metrics, etc.) will also manifest.

Open society

The openness of a university's activities and research results, as requested by society, means that the connection with society and public engagement will become indispensable elements of the UB's policy.

Digitalization

The ongoing digitalization of the information supply, the accompanying new forms of publication and the digitalization of work processes in teaching and research will demand new skills from researchers, lecturers, students and UB staff.

Changes in teaching

Academic teaching will change and become more varied under the influence of new modes of instruction for activated learning, the increasing importance of academic skills, information and data literacy of students, the deployment of innovative e-learning platforms and the formation of learning communities.

New demands for study environments

Students' study needs will change under the influence of the previously mentioned factors and will place new qualitative demands on the UB building and the UB's physical and digital study facilities. Students will expect more from the UB than just a spot for studying.

5 Eight ambitions

The following ambitions are central for the UB in the development of its services in 2020-2025.

The University of Groningen Library:

- will optimize the registration and archiving of the University's research output in its various forms (publications, datasets, presentations, etc.) and make these visible to the world
- will assist the University community in its transition to a 100% open access environment with regard to journal articles by 2025. The UB will promote the transition to open access for books
- will support the University community in terms of the new methods, procedures and accompanying required skills that will arise under the influence of, among other things, ongoing digitalization and open science
- will respond in its services to innovative developments in the University's teaching and to changing study methods, such as activated learning and learning communities
- will make an essential contribution to the study performance and study satisfaction of the University's students by providing physical and digital study facilities attuned to their needs
- will continue the development of its collections for teaching and research by demand-driven methods and techniques and will provide direct and personal communication for clients
- will actively make its heritage collection visible and accessible for teaching, research and the general public by, for instance, the continued digitalization of the Special Collections
- will contribute to the openness of the University towards society (in the Northern Netherlands in particular), with an eye towards increasing the level of support for society in terms of academic research and teaching

6 Strategic themes and key points

Six strategic themes are the guiding principles of the UB's services in 2020-2025:

- Research support
- Education support
- Collection development
- Heritage
- Library as a 'third place'
- Library innovation & ICT

Each strategic theme has its own strategic key points, most of which include new activities for the UB. Other key points include the continuation, enhancement and/or adjustment of existing activities and services.

The following table shows the strategic themes and key points, which are elaborated on further on in this document.

Theme	Strategic key point
Research support	<ul style="list-style-type: none"> ● Developing new functionalities in Pure ● Setting up an open access fund for a partial allowance of open access publications ● Expanding the University of Groningen Press ● Facilitating FAIR and open research data ● Enhancing Research Impact Services ● Developing services for the Digital Humanities and digital scholarship
Education support	<ul style="list-style-type: none"> ● Optimally positioning information literacy training ● Strengthening services regarding copyright issues ● Linking to the developments in activated learning ● Promoting data literacy and academic integrity ● Encouraging the use of open educational resources
Collection development	<ul style="list-style-type: none"> ● Centralized management of open access funding streams ● Arranging for budget for open access books ● Working according to a new profile for collection specialists ● Developing 'Full-text delivery where the user is' ● Increasing the accessibility of and archiving local content ● Organizing collection management at a national level
Heritage	<ul style="list-style-type: none"> ● Increasing the familiarity with the heritage collection for teaching, research and the general public ● Drafting a teaching and research programme on the heritage collection ● Focusing on digitalization and increased accessibility
Library as a 'third place'	<ul style="list-style-type: none"> ● Creating a 'third place' environment ● Developing and setting up a learning lab/'makerspace' ● Hospitality: a personal, client-oriented service concept
Library innovation & ICT	<ul style="list-style-type: none"> ● Deploying the innovative power of ICT ● Using open tools ● Increasing the added value for users ● Setting up a Library Data Warehouse

6.1 Research support

Current situation

Over the last few years, the academic landscape has changed due to several factors, such as: new governmental policies regarding open access and open science, national and European legal guidelines, developments in ICT, changes in how researchers are being assessed and internationalization. The UB has seized on the developments, providing research support in the domains of open access publishing, the registration of research output in Pure, data management and research analytics. The increased efficiency in traditional library procedures and project funding have provided staff capacity for these developments.

Vision

Support for researchers is one of the core tasks in which the UB will contribute to the realization of the University's strategy. The UB will become the expertise centre of the University regarding new developments in open science and for the registration, storage and presentation of research output, for data management and for research analytics.

The UB will advise and support faculties, research centres and individual scientists at a policy level and in executing their plans and will develop innovative full-service solutions for researchers. It will do so in collaboration with the faculty research support staff, the CIT, the Office of the University and the CMB.

Objective

The UB will advise researchers and, if possible, relieve them from tasks that may distract or deter them from carrying out research and publishing with maximum visibility and impact. To that effect, the UB will organize specialist teams in the fields of open science, research output, research data and research analytics, to help the researchers stay up-to-date with the developments in these areas and to meet the diverging demands of authorities and research funders. In the composition of its expertise, the UB will consider the differences in research types, research and publication means and publication and evaluation cultures that exist across the various faculties.

Strategic key points

a) *Developing new functionalities in Pure*

Pure has gained a permanent position as a Current Research Information System (CRIS), a tool for the registration and presentation of research output (publications, datasets, activities, prizes, publicity) of the University and the UMCG. The UB will continue on the path of relieving researchers and their faculty support staff of tasks as much as possible, in any case with regard to the registration of publications.

At the moment, Pure still displays research output in a format ('research database') that is firmly integrated within the University's website, but this is sensitive to maintenance and limited in its presentation possibilities. Therefore, the UB will focus on the so-called 'Pure Portal in the cloud', which offers richer and broader presentation possibilities.

Right now, faculties are primarily interested in the new award management functionality, in which the entire research application cycle is monitored and documented: from the funds available to the submission and outcomes of research applications and the granting of research funds. The UB will explore such new functionalities and, if needed, implement them for the faculties.

b) *Setting up an open access fund for a partial allowance of open access publications*

Not all authors connected to the University may apply for research funding by an external grant provider, such as the Dutch Research Council (NWO) or the EU, and therefore, may not easily be eligible for publication grants for open access publishing. This is especially the case for researchers from the humanities and social sciences domains. The UB will set up an open access fund for these researchers, so that they may qualify for compensation for the article processing charges (APC) of an open access article.

To qualify for the fund, several conditions must be met, such as the following: (1) the journal must be of a sufficient academic level that (2) is included in the Directory of Open Access Journals, and (3) the costs of publication may not be eligible for compensation from another source, such as a research fund.

The contributions to the costs will be capped at a certain amount; for example, a flat rate may be provided, which could then be topped up by a percentage of the APC. For the time being, such an open access fund will only be set up for journal articles.

c) ***Expanding the University of Groningen Press***

In addition to the open access publication of journal articles, the transition to open access books is receiving ever more attention. The University of Groningen Press (UGP) will play an essential role in this. The UGP, which was established in 2017, is currently a publication platform for academic journals of which the editors are affiliated with the University. Since April 2019, the UGP has also published books and serial publications. The UB will develop the UGP into a professional publication platform; academic authors will acknowledge the UGP as a high-quality publishing house.

d) ***Facilitating FAIR and open research data***

The UB will support and advise researchers on all data-related questions before, during and after their research projects. It has already implemented several of these services, such as the Research Data Office (RDO), and will improve and extend these in collaboration with other University departments, such as CIT and the General Administrative and Legal Affairs department (ABJZ) of the Office of the University. The UB will assist researchers in writing their data management plans and harmonizing their research data with privacy legislation. The UB will offer support in recording the metadata of datasets in Pure, as well as offer services for storing research data during a research project and for archiving it according to the FAIR principles. If possible, the UB will also stimulate the open access of this data. The services provided will pay special attention to the support of researchers with extraordinary datasets that require special treatment. The UB services will be customized as much as possible and will be based on a combination of tools, software programmes and consultancy. The consultants will act as advisers, intermediaries and a hub for research data.

Together with CIT and the Office of the University, the UB will explore the establishment and expansion of a University *Digital Competence Centre*; one single site where the knowledge of data (and data stewardship), software and computing is brought together.

e) ***Enhancing research impact service***

The recently implemented Research Impact Services are directed at developing expertise for the optimal use of existing research/societal impact tools (e.g. SciVal, InCites, Altmetric). The services will focus on creating awareness and on advising research institutes, their management staff and individual researchers with regard to benchmarking and the ways in which they can best present their research (e.g. visibility checks and research performance). In addition, Research Impact Services will develop online and offline courses to train stakeholders in the use of research analytics tools and to increase the expertise of responsible research assessment. The services will include the production of made-to-measure reports and the development of a template for researchers who are applying for grants. Research Impact Services will closely follow the latest development in metrics and advise the University on their use. The services will call on a network of trained experts in the University that will act as intermediaries for their faculties or institutes, as well as the UB's research impact team and the Office of the University.

f) ***Developing services for Digital Humanities and digital scholarship***

The UB will develop and implement services for the support of researchers in the Digital Humanities in particular and in the field of digital scholarship in general. The UB will increasingly support academic staff with research into large text corpora. As such, it will meet the academic community of the University's growing need for this. The UB will, especially for the humanities domain, expand its services regarding the access and availability of text and data mining; including the licences for these purposes. Furthermore, it will deploy methodologies in the continuously developing Digital Humanities that are related to library techniques (e.g. metadata, taxonomies, concordances, monitored vocabularies). The UB will offer researchers and students support and training in these matters. In order to provide a physical space where new and upcoming technologies and digital tools may be tested, the UB will set up a learning lab/'makerspace'. It will do so in close collaboration with the Centre for Digital Humanities, CIT, the Geodienst and the RDO.

6.2 Education support

Current situation

The UB offers information literacy training (ILT) for students and advises lecturers in, for instance, the use of copyright-protected materials in teaching. The UB discerns several external factors that affect its services: the students' need for community creation, the continued internationalization of the University and the increasing diversity with regard to the format of study materials and the output of students.

Vision

The UB will become an active partner for students and lecturers. The UB's ILT will match the teaching strategy of the University and the needs of the faculties even better. It will become an integrated part of curricula. The UB will complete the transition in library education from knowledge transfer to literacy training. It will use state-of-the-art teaching methods and support students and lecturers optimally in the performance of their studies and work.

Objective

The UB considers it as one of its core tasks to train students in academic skills and to support lecturers and – if requested – advise them on their teaching tasks. The UB will make library education more visible in order to better reach its target groups. Students will acquire their skills through active teaching methods. The UB will address a shift in the content of course units in the direction of data and media literacy, visualization techniques and skills relating to new communication means. A learning lab/'makerspace' will offer students the opportunity to learn from each other. The UB will actively offer advice with regard to its collections and access to the collections for teaching purposes and will support lecturers in fostering open teaching. The UB will strengthen its expertise and services regarding copyright issues in order to be of better service to lecturers.

Strategic key points

a) ***Positioning information literacy training optimally***

The current activities in ILT will become increasingly important in the coming years. With the help of active teaching methods, teaching will focus more on acquiring information skills instead of the transfer of knowledge. To optimize the effectiveness of teaching activities and to reach as many students as possible, the contents of the curricula will be extended and embedded in the faculties.

Based upon this principle, the UB will pay more attention to the valorization of the ILT. The ILT is no longer without obligation when it encounters learning outcomes in which information skills are included in a particular course unit and/or year of study. The recently developed continuous learning pathway in information skills (and, as such, the determined learning outcomes for each study phase) has an important role to play in this. It has already been implemented in several faculties. The consequence of the modernization and increased flexibility of the degree programmes within the faculties, in which the students compile their own personal study programme, is that the ILT must be incorporated into course units too. E-learning modules would be good instruments to this end.

b) ***Strengthening services regarding copyright issues when reusing teaching materials***

Nearly all platforms within the University have questions regarding copyright issues. The same goes for the production of teaching materials. These issues become more complex with the further production and/or use of audio-visual materials that infer specific copyright questions (e.g. privacy, portrait right). At the same time, collaboration in a digital environment is expanding and it is vital that digital content can be shared through these collaborative platforms without any copyright problems. To that effect, the UB will offer students and lecturers full-service solutions. The UB possesses expertise in this area and – in cooperation with ABJZ – can provide the necessary support. A specific example is the reuse of publications in teaching in accordance with the reader regulations. For digital publications, links are usually published in Nestor, meaning that no additional royalty payments are required. The UB will strengthen its position in this matter.

c) ***Linking to the developments in activated teaching***

The UB will link up with the teaching strategy of the University, especially in relation to teaching innovations regarding activated, collaborative learning. The UB will evaluate the consequences of new teaching methods with regard to its services and the ILT. The feedback of students and lecturers (e.g. about the varying usage of the UB systems per domain) will serve as a basis for this. Collaboration with other faculties and organizational units of the University – such as the CIT's Education Support and Innovation department (ESI) – regarding new didactic developments is vital for the success of the UB's services. The UB will actively work to become embedded in the faculties and to participate in the 'teach the lecturer' programmes. The UB will support the development of student learning communities, not only physically (for instance, providing space for collaboration) but also by providing the accompanying ICT infrastructure. The UB will seek an active role in teaching innovation projects across the faculties. In teaching, not only will instruction methods change but also output. Students will film documentaries for their final projects or use 3D printing technologies. A learning lab/'makerspace' is an excellent approach to support students in their projects and to give them a physical place to work.

d) ***Promoting data literacy and academic integrity***

Themes such as data literacy and academic integrity will be added to the services provided by the ILT in the coming years. Two aspects are central in this: providing support in searching for useful datasets (through metadata and search machines) and providing data literacy workshops, for instance together with the RDO. Furthermore, data literacy also includes working with secondary data sources. To this end, the UB will seek collaboration with the faculty curricula; this is also intended to prevent overlap in subject matter. In addition, the UB will provide an online module in academic integrity (e.g. information on plagiarism) and allow lecturers to incorporate this into their teaching.

e) ***Encouraging the use of open educational resources (OER)***

The existing national repository of teaching materials is now only used sparingly by lecturers. The UB collaborates with SURF and the UKB in other national initiatives to develop the promotion and support the use of OER. The UB will provide more information about OER on its website and make its collection more accessible for these purposes. In the coming years, the UB will work on participating in projects at the faculties to jointly find answers that could lead to the reuse of teaching materials. The UB will start a pilot project through the University of Groningen Press to encourage lecturers to publish open textbooks.

6.3 Collection development

Current situation

The traditional role of the UB regarding collection development – the purchase, description, administration and provision of academic content – remains important to the faculties. The expenses of collection development are still increasing faster than the inflation rate and require continued monitoring and assessment. Significant changes are also occurring, such as the transition to open access journals and to patron-driven and evidence-based book acquisition. The trend over the past years is continuing: fewer staff members in favour of more funds for purchasing.

Vision

The transition to open access will lead to a different, but still central, role for the UB. The UB will follow the beaten path regarding financial management and the prognosis and assessment of the expenses for collection development for the faculties. To get a grip on the total expenses, the UB will monitor the funding streams for publications in gold open access journals. For the time being, the conversion of book budgets into publication costs for open access will be limited. Users' wishes for purchasing academic works will guide the development of the collection further. The role of the academic collection specialists will shift, from purchasing books per discipline to gathering substantive expertise on subject matter regarding wider clusters of disciplines or faculties. The UB will focus less on discovery and more on delivery in order to make academic information findable. The work procedures for the acquisition and processing of content will be streamlined and incorporated in a national collaboration.

Objective

The UB will ensure that the University keeps track and has a grip on the transition to open access journal articles, regarding both the funding streams and workflows as well as the other conditions to be arranged with the publishers. The UB will promote and support experiments with open access books. The support for the faculties will shift to the level of discipline clusters. The development of the book collection is demand-driven and 'digital, unless'. Full-text access to articles and books will be available 'where the user is' and not only in SmartCat. The UB will increase the accessibility and archiving of local digital content produced at the University, ranging from digitalized heritage collections and publications of the University of Groningen Press to temporary publications from teaching, research and management.

Strategic key points

a) ***Centralized management of open access funding streams***

The total cost of the continuously growing production of journal articles keeps increasing and is the sum of two funding streams: in addition to the costs of the agreements made with major publishers (which are shifting from 'pay for reading' to 'pay for publishing'), more money is being spent for the publication in gold open access journals. The first funding stream is already managed by the UB. It would be best if the second stream was also managed by the UB, as this would give the University the opportunity to retain a grip on the total expenses. Redirecting the second funding stream, which is currently processed through the authors and includes a variety of invoicing and payment procedures, requires adjusted workflows to be developed in collaboration with both the publishers and the financial departments of the faculties and the UMCG.

b) ***Arranging a budget for open access books***

The transition to open access books is not developing as fast and there is less urgency from authorities and research funds in this regard. The UB will map and follow experiments and incitements regarding this transition. Together with the faculty library committees, the UB will check which initiatives can be supported with funds that are currently being spent on the purchase of books. The UB will focus on structural initiatives according to a 'diamond' open access model.

c) ***Working according to a new profile for the collection specialists***

Regarding subject support provided by academic information specialists, the UB will shift the emphasis from book purchases per discipline to support based on substantive expertise in the supply and evaluation of sources, information needs and publication channels and the culture of broader clusters of disciplines or faculties.

The 'new' collection specialists will be the contact point for the clustered faculties and disciplines and will also test and evaluate new and other sources in terms of content and functionality. In addition, the collection specialist will closely collaborate with licence management, advise the faculty library committees and prepare and report on its meetings.

d) ***Developing 'Full-text delivery where the user is'***

In order to find academic information, users have less of a need for discovery and more of a need for delivery: information about which particular books and articles exist on a certain topic is often found outside the library, or in specialized libraries such as PubMed and PsycINFO. Users often find it difficult to get full-text access. The UB will use specialized tools that provide access to texts within the user's personal workflow, 'where the user is'.

e) ***Increasing accessibility of and archiving local content***

More and more digital content is being produced within the University, both in the context of management and research (one-off publications, research material) and in the context of teaching (e-learning modules, final papers and products from final projects). The UB will position itself as the expert knowledge centre for increasing the accessibility and archiving of this material. The various material types will be processed on a project basis and stored in repositories in collaboration with CIT. The UB will provide the metadata and will make the content accessible.

f) ***Organizing collection management at a national level***

The UB will focus on more collaboration with other university libraries, as various university libraries specialize in specific domains regarding acquisition and cataloguing. This collaboration will be made possible in the short term, as soon as the consortium functionality of the library system (WMS) becomes available. The UB will expand its existing collaboration in the area of knowledgebase management.

6.4 Heritage

Current situation

A university library cannot do without its Special Collections. They are an important addition to the regular collections and offer academics and students an excellent opportunity to work with unique objects and to be advised and helped by experts. The continued digitalization and accessibility of collections – including Special Collections – are guiding principles for the UB's services.

Vision

The entirety of the Special Collections will be made accessible and visible; most of the collection will be digitalized. Researchers, lecturers and a wider audience, including citizen scientists, will make intense use of the Special Collections. The department will develop into a partner for the faculties in the domains of teaching and research, and will host public events involving the collections.

Objective

The Special Collections will be consulted both inside and outside the University. The UB will carry out a selective digitalization policy in the coming years. Those parts of the collection that are needed by researchers, lecturers and/or students will be prioritized. The UB will draw more attention to the Special Collections of the University from researchers and students. The awareness of the general public will be raised by lectures and exhibitions – in collaboration with the Public Engagement department of the Office of the University – and expert on-site hospitality.

Strategic key points

a) ***Increasing familiarity with the heritage collection for teaching, research and the general public***

In the coming years, the UB will strengthen its existing target groups policy. Central themes will include increasing the publicity of the heritage collection and promoting its use for teaching and research. The UB will create placements for students. A visit to the Special Collections will be incorporated into the Bachelor's and Master's degree programmes in Digital Humanities. The UB will develop a teaching programme for secondary schools. The awareness of the existence of the various sub-collections and their importance for research will be raised through contact with researchers and PhD students. The UB will offer grants to researchers, for instance via a so-called 'researcher in residence' programme. The UB will organize lectures and exhibitions for the general public and create an attractive digital collection. The heritage collection on the UB's website will be made more accessible.

b) ***Drafting a teaching and research programme on the heritage collection***

Together with lecturers and researchers, the UB staff will develop a challenging, layered teaching and research programme involving the heritage collection. Academics may link their teaching or research projects to this. Students may also participate and gain experience in practice, e.g. by transcribing texts (a type of academic crowdsourcing). The joint programme will then act as a guideline for the digitalization efforts.

c) ***Focusing on digitalization and increased accessibility***

The digitalization of the heritage collection, in particular the unique copies and manuscripts (including mediaeval manuscripts), will be given high priority from both the viewpoint of visibility and promotion of their use and in terms of preservation. The UB will attune its digitalization activities, in particular regarding the choice of material and prioritization, to the teaching and research programme on the heritage collection and will link up to the Bachelor's and Master's degree programmes in Digital Humanities. The department will select the method of digitalization in consultation with the user groups. National and international standards will be decisive.

The digitalized material will be made accessible on large, inter-institute national and international platforms such as Delpher and Europeana, and in specialized catalogues.

In addition, the heritage collection will be made more visible on the University's website and must be findable through the UB's discovery tool. In the coming years, further accessibility and presentation of the collection will be given priority.

The above elements converge into a coherent project for digitalization. The development of expertise in the department will receive the attention necessary to make responsible decisions regarding the digitalization of Special Collections.

6.5 Library as a ‘third place’

Current situation

The UB City Centre welcomes three million visitors annually and is one of the most frequently visited locations of the University of Groningen. After a thorough renovation in 2014–2017, the building offers a modern work environment to students and academic staff. The continuously changing needs of the users regarding library facilities, especially in the case of international students, the ‘open movement’ and new and existing collaboration initiatives with third parties place new demands on the services and the physical building of the UB.

Vision

The UB will become the information hub and an even more important social meeting place for the University. The UB will have a prominent position in Groningen’s city centre: it will be open in every sense of the word, client-oriented, service-oriented and transparent. The UB staff will be targeted, flexible, expert and facilitative. The physical library will be a venue aimed at connecting and inspiring, where the sharing of knowledge, innovation and experimentation is promoted and encouraged.

Objective

The UB will develop into the calling card and heart of the University. The UB will be easily accessible. Meeting people will be a focal point, and visitors will feel at home. The UB will become a partner that connects services and people and promotes collaboration. The library will foster high-quality studying, teaching and research, supported by a personal and client-oriented service concept.

Strategic key points

a) ***Creating a ‘third place’ environment***

The home is the ‘first place’ where life happens, the workplace or classroom the ‘second place’ and the UB will become the ‘third place’. People will go to the UB to study, relax and socialize. The library will create an environment aimed at meeting, connecting and inspiring. Visitors will come to the UB to gain new insights and connections. That is why the library will become the main place where students, lecturers and researchers collaborate. Continued contact with the target groups will help us to quickly assess their changing needs. Together with its users, the UB will decide which innovations are most likely to be implemented and will evaluate the results.

b) ***Developing and setting up a learning lab/‘makerspace’***

New developments in teaching methods and study output in the form of audio-visual and multimedia data and documents will require a flexible space in the University that is fitted out with high-tech facilities (e.g. 3D printing facilities, virtual reality equipment, high-performance computing, a green screen for filming). Setting up a learning lab/‘makerspace’ seems like a logical step to take. The UB offers an optimal infrastructure with extended opening hours, a central location and various in-house experts.

A learning lab/‘makerspace’ will not only fit within the concept of the library as a ‘third place’, but especially seen from the perspective of research and teaching support, it will be an enriching addition to better facilitate students, lecturers and researchers in innovative teaching and research methods. The UB will develop and set up such a space in cooperation with CIT and AV services. The programming of its activities with researchers and lecturers will take place within the University and with partners outside the University.

The space may be used for several purposes: for workshops and demonstrations involving digital scholarship and the Digital Humanities, for sessions about interdisciplinary research across various faculties and for events and groups outside the University.

c) ***Hospitality: a personal, client-oriented service concept***

The UB will present itself as a place where people feel at home and can achieve the best of their abilities. A pleasant environment and a welcoming, client-oriented and professional appearance of UB staff are key to this.

The library as a ‘third place’ will literally and figuratively offer a space to meet, connect and provide ‘open’ access to all that is needed to accumulate, use and share knowledge. This means that the UB will need to ensure that its various target groups are served well and that its services are optimally attuned.

The Front Office staff will act as the hosts. Current and new users will be even better supported during their visit to the UB and in their use of information and infrastructural facilities. The library staff will be capable of meeting demand and supply and of gathering knowledge and skills in cooperation with ICT, education specialists and supportive departments such as CIT and AV services.

6.6 Library innovation & ICT

Current situation

The UB remains firmly focused on the technical innovation of its services for the support of study, teaching and research. An increasing number of UB services include a strong ICT component and must be customized to best serve the target groups. ICT is no longer a supportive tool in the UB but has developed into a driving force for its services and systems.

Vision

Library innovation and ICT will comprise a technological side, but will also entail a prominent advisory role regarding technologies and processes. The UB will develop innovative services and become leading in subjects such as metadata, data and repositories. The umbrella theme 'open' will become more and more potent.

Objective

The UB aims to better support its target groups with state-of-the-art tools and expertise and to increase its client satisfaction. Central to this is that the UB will advise its target groups and create an ICT infrastructure to guarantee the continuity and flexibility of its services. Project execution and monitoring will be improved to deploy means more effectively and to develop tools to better control risks and further develop procedures. The UB will provide means for promising initiatives to set up new projects and services.

Strategic key points

a) ***Deploying the innovative power of ICT***

The UB will offer ICT advice to researchers and research management in the area of metadata, data and repositories. It will provide services such as impact analyses, requirements analyses, software selection and functional design. The UB will do this in close cooperation with the RDO staff and CIT. Furthermore, the library will provide a so-called incubator for new services with a strong ICT component. This will entail the provision of physical space and the means and management for promising, upcoming services. When an initiative proves to be viable, the UB will integrate it into the organizational unit where further growth is expected to be optimal. Examples include the RDO and the University of Groningen Press.

b) ***Using open tools***

The library will set up a UB ICT Strategy Board to advise the library management about strategic subjects, such as vendor lock-in and public tenders. The UB would also like to support a University ICT Strategy Board, responsible for larger systems in the ICT infrastructure of the University (e.g. Pure, Hora Finita). The UB will develop a vision of its ICT architecture and other indicative changes, to direct ICT projects better on aspects of ICT architecture.

c) ***Increasing the added value for users***

The UB will improve its service for clients within the existing architecture. Multidisciplinary teams consisting of library staff from the Front and Back Office and end-users will collaborate in this. Management of these teams will be priority, time and money-driven. The UB will introduce service level agreements to better organize ICT services and to create continuity and flexibility. The UB will hire functional managers and provide them with training for every application supported by the UB. The UB will experiment with new front end applications and other applications to increase the findability and user-friendliness of information. This will apply, for instance, to Link resolver, Content-DM and other repositories. The collaboration in this area among the UKB will be intensified.

d) ***Setting up a Library Data Warehouse***

Within the University and in cooperation with external suppliers, large amounts of data are generated about successful or failed transactions regarding UB services (e.g. the use of journal articles). The UB will establish a Library Data Warehouse, in which these data will be systemically accumulated and analysed by multidisciplinary experts. This will allow the UB to specify its key performance indicators and fine-tune its services.

The UB will strive to establish a research data warehouse – in collaboration with the Education and Research department of the Office of the University and CIT – to integrate research analytic databases and dashboards.

7 Conclusion

The academic world is in constant movement. The information landscape is changing and becoming more complex. This requires a renewal of the support and services provided by the UB and requires a UB that is ‘future proof’.

That is why, in the early spring of 2019, the UB started an exciting project to arrive at a new strategic plan, called *UB 2025. The future is open*.

In the coming years, the UB will focus on the realization of the ambitions presented in this plan for the years 2020–2025, which expand on previously made and newly made choices.

With this new plan, the UB expects to keep on translating the continual changes in its environment into more versatile services that will be rated highly by its clients and users, together with the faculties and other organizational units of the University.

The future is open. The University of Groningen Library is ready for progress.