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PREFACE

This document is written by the Management Team of the University Library, based on discussions with all University Library staff and on the outcome of several meetings with a group of specially engaged library personnel. An earlier version has been discussed with the Library Committee of the University (Universitaire Bibliotheekcommissie – UBC), with the library's employees participation committee (Onderdeelcommissie – OCD) and with members of the University Student Council (USR). That version also has been sent to the chairpersons of the Library Committees of every Faculty (FBC’s) and to all deans and directors, inviting them to comment on the text. A final draft is discussed in the College of Deans and in the Vergadering Bedrijfsvoering. In this final version reactions are all considered and taken into account.

MANAGEMENT SUMMARY

The Strategic Plan (SP) of the University Library (UL) of the Vrije Universiteit Amsterdam (VU) for the years 2017-2020 aligns with the ambitions, objectives and priorities of the VU Strategic Plan 2015-2020. It is the successor of ‘Hotspot voor Content – Meerjarenbeleidsplan Universiteitsbibliotheek 2014-2016’ and will be the driver for policy and planning of the UL in the next four years.

CORE BUSINESS

The core business of the UL is organized in four product groups, each with its typical products and services:

1. Managing Academic Content
   The UL manages all academic content for the VU, publications and data in the first place, and also other materials, outside-in as well as inside-out.
   - Outside-in: we provide access to publications, data and more from all over the world according to the needs of our primary users at the university and others.
   - Inside-out: we manage, disseminate and support the academic output of our own VU-stakeholders, publishing researchers in the first place.

2. Stewardship of Scholarly Communication
   Based on the academic content we manage, we provide services on all aspects of finding, using, producing, reviewing and publishing academic content, encapsulated in the concept ‘scholarly communication’. The main part of these products and services focuses on research. Regular services for research include data management support, literature searches (mainly for medical staff), providing geographical data, and advice on open access publication and copyright issues.

3. Library Learning Center
   The UL offers a high quality, dedicated study environment on campus, with a central desk and several reading rooms (including a special collections reading room) in the main building and a medical desk and reading rooms in the VU Medical Center (VUmc).
An excellent physical study environment is a critical pillar of the VU-strategy to prioritize talent, diversity and internationalization, since a large part of our student population, international students in the first place, consider this an important asset, with serious impact on their wellbeing on campus - sometimes even decisive in their choice of university.

4. Special Collections
The Ul is the curator of several unique heritage collections, comprising old books and manuscripts and maps, but also the historical archives of the Ul, archives of other, mainly Protestant, organizations and individuals, art, and objects of academic heritage. As curator of unique heritage collections, documenting the history of the VU, the history of education and research at the university and the history and heritage of Protestantism in the Netherlands and elsewhere, the Ul fosters the historical identity of the VU and guarantees its reputation as a responsible and caring heritage institution.

STRATEGIC PROGRAMS
The next few years the Ul will focus on four strategic programs, aiming at innovation in all four core product groups:

1. Open Science and Academic Value
This program will develop and implement services supporting the ambitions of the VU, as a broad university with a special commitment to society, part of the international Aurora-network of congenial universities, in particular regarding open science with respect to scientific publications and research data. We will provide infrastructure and tools for research analytics and for (new) ways to assess academic value.

2. Scholarly Communication for Academic Staff
Following up on a request by the Strategische Adviesgroep Ontwikkeling WP (STAGO) on providing a suitable training program for academic staff, as laid out in the strategy report Ontwikkelaanbod op koers? (approved by the Board in May 2016) the Ul plans to deliver a substantial and robust set of courses, online as well as face-to-face, aimed at VU-academic staff, addressing a broad range of knowledge and skills regarding scholarly communication in an open, digital and networked environment. Among STAGO’s wish list of courses, we consider the following closely related to the Ul’s expertise: the use of social media in promoting and disseminating research, research data management, open access publishing, academic integrity and information literacy in general. In developing this training program for academic staff, we can build upon our experience in teaching information literacy for students.

3. Library as a Place
To realize our ambition that in 2020 the Ul is perceived as the heart of the campus, this program consists of three projects:

- Central library - ground floor library’ main building, 2017 – 2018
- Library lab in NU building, 2017 – 2018
- Storage optimization (for physical collections)

4. Art, Heritage and Archives
The Art, Heritage and Archives program (Kunst, Erfgoed en Archief – KEA) addresses the existing backlogs in collection management of heritage and special collections of the VU, including the historical archive of the university as an institution. Substantial parts of the collections are now inaccessible to the public and the quality of storage and services is insufficient. In 2020 we plan to have centralized services and management procedures for all material types in the special collections, and all materials will be stored suitably.

OPERATIONAL MANAGEMENT
To be successful in achieving our strategic goals, the operational management of the Ul – organization and employees – requires special attention. Our cultural mission is to be flexible and professional, digitally proficient, able to deliver the products and services as promised, on time, transparently and at no more cost than strictly necessary.

- Development of the organization
  Given the high speed of change in our environment, gradual but constant adaptation to new situations, opportunities as well as threats, seem the best way for the organization to develop, with due respect to the legal position of our employees and preferably also to the benefit of their wellbeing, inspiration and fulfillment at work.
- Information Technology
  The Ul business, more rapidly than ever, is moving towards digital integration with the business of research and higher education. The Ul has to become a high tech environment. Among STAGO’s wish list of courses, we consider the following closely related to the Ul’s expertise: the use of social media in promoting and disseminating research, research data management, open access publishing, academic integrity and information literacy in general. In developing this training program for academic staff, we can build upon our experience in teaching information literacy for students.

FINANCE
In 2016 the Vrije Universiteit introduced the full cost allocation model (KOM) based on a budget neutrality. The Ul, together with two stakeholders from the faculties, developed a full cost model. In this model all Ul products and services are organized in four main product groups and several sub-groups, each of which is divided into standard versus special products and services. The costs of standard products and services are allocated over the faculties (including VUmc and ACTA) against the best fitting standard rate, while the special products and services, provided on request by the faculties, VUmc and ACTA, are charged directly.

THE NEXT FEW YEARS THE UL WILL FOCUS ON FOUR STRATEGIC PROGRAMS:
1. OPEN SCIENCE AND ACADEMIC VALUE
2. SCHOLARLY COMMUNICATION FOR ACADEMIC STAFF
3. LIBRARY AS A PLACE
4. ART, HERITAGE AND ARCHIVES
1. INTRODUCTION

The Strategic Plan (SP) of the University Library (UL) of the Vrije Universiteit Amsterdam (VU) for the years 2017-2020 aligns with the ambitions, objectives and priorities of the VU Strategic Plan 2015-2020. Our products and services aim at facilitating all research and education at the VU, similar for all four VU profile themes, tailored where possible. As for the key priorities of the VU – talent, diversity and internationalization – the physical library on campus and the related strategic program Library as a place [see below]. As provider of library services for VUmc, our products and services also comprise patient care and cure.

This Strategic Plan is the successor of ’Hotspot voor Content – Meerjarenbeleidsplan Universiteitsbibliotheek 2014-2016‘ and will be leading for the policy and planning of the UL in the next four years.

Traditionally, the primary task of the university library was providing students and academic staff with all books and journals necessary for their study and research: getting academic content from outside into the university library. This ‘product’ – providing academic content – is still one of our most important assets, but not at all the only one anymore. Besides ‘traditional’ library-processes like acquisition, curation, discovery and delivery, the library also coordinates the registration and dissemination of academic output of the UL, and offers a whole range of other products and services, encapsulated under the denominator stewardship of scholarly communication. In this respect the library becomes more and more a solution provider, combining a bread range of products, services and skills for tailored support of research and education. At the same time, two more traditional library roles, offering high quality physical study environment for students and curating academic heritage and special collections, seem as important as ever, maybe even more so.

After a long period of relative stability, the academic library nowadays is in a quickly changing environment. This makes flexibility a crucial precondition for the library organization, library management and library staff. The most important change-driver is ‘digital’: digitization of academic content, digital communication, the internet and mobile devices are already institutionalized. New challenges are emerging, like connecting different digital objects to each other (linked data, enriched publications), opening up content for (re-)use, different forms of content discoverability, platforms to integrate citizen science in academia enriching research, archiving and giving (restricted) access to research data etc. So, apart from flexibility, professionalization, digital proficiency in particular, is the second indispensable requirement for all library personnel.

The great challenge for the UL is to be a flexible and digitally proficient organization, able to cope with all innovations and changes now and in the years ahead of us, providing the VU with a university library that is indispensable, outstanding, innovative and worthwhile.

Since VU and VUmc became separate corporations from January 1 2016, the position of the UL regarding VUmc has changed in some respects. The UL still provides all library services to VUmc, except for the inside-out part of content management [see § 3.1]: registration and dissemination of all medical academic output is organized by VUmc, independent of the VU.

All other library services, like outside-in content management, stewardship of scholarly communication [see § 3.2], the Medical Library learning center [see § 3.3] and heritage collections [see § 3.4], are still provided by UL for VUmc, while the associated costs are charged on a one on one basis.

Figure 1 – Schematic structure of the Strategic Plan of the University Library 2017-2020

READING GUIDE

In chapter 2 we formulate our vision, the image of the ideal UL as we see it, our mission, why we think the UL should be there for the VU, and the values we consider most important for the UL on top of the key values of the VU as our parent organization.

Chapters 3 and 4 describe the core business of the UL in the next few years. First, in chapter 3, what we consider to be our regular products and services, subject to more or less gradual improvement, but basically stable over the years.

Chapter 4 is about our strategic ambitions for the next few years, about what we plan to realize, the more substantial changes and innovations we hope to accomplish, organized in four strategic programs, each with its own goals, temporal by nature.

Chapters 5, 6 and 7 are about ‘enablers’: the organization we think suits us best in doing our core business and reaching our strategic goals, and the human and material resources we need to accomplish them. We have indicated three areas of our internal operations that require substantial attention over a longer period of time and also require participation of all or many different UL-departments. This is organized in three projects, regarding IT, communications and HRM respectively.
VISION

In our vision the UL is the VU-center of excellence on managing academic content – publications, research data and more – that is available to, used by, and produced by the VU. As such the UL is key to research and education, the primary processes of the VU, both online and on campus. For researchers the UL offers support based on a deep and broad expertise on scholarly communication in general and regarding new and innovative digital developments in particular.

For students the physical presence of the UL on campus feels as their second home and as a preferred study and work environment, open and welcoming them at all times. Even late at night, in weekends and during holidays, when their own school, institution or faculty is closed.

To strengthen the special identity of the VU and illustrating our commitment to science and to society, the UL is the trusted keeper of all its academic heritage and special collections, accessible to all and showcased whenever possible.

In line with the special societal commitment of the VU, the UL is central in the development of the VU towards open science, providing infrastructure and tools for research analytics and new ways to the assessment of academic value.

MISSION

The UL provides access for academic staff and students of VU and VUMc to academic content like publications, research data and other materials as resources for academic study and research, according to their needs.

The UL supports registration and dissemination of research output and learning materials of academic staff and students. In addition, it adds value to the primary processes of the VU and VUMc by offering a range of content related services as an expert in scholarly communication, information literacy, open science, research intelligence and impact analysis.

The UL contributes to study success by providing a high quality, dedicated study environment during a maximum of opening hours to all VU- and VUMc-students and others according to their needs.

VALUES

On top of the core values defined for the VU as a whole, responsible, open and personally engaged, the UL considers customer focus, flexibility, digital proficiency and result orientation as key to success.

- Customer focus should be the cornerstone of everything we do more than ever: is this product, service, action we undertake, really in the best interest of our stakeholders? This means in-depth knowledge of our user requirements. When we make choices that some users experience as contrary to their wishes, we should explain our arguments carefully.

- Flexibility is indispensable for sustainable successful operation in our fast changing environment.

- Professionalization, and digital proficiency in particular, is required because the bulk of changes our management and staff have to deal with is digitally driven.

- Result orientation is considered as the crucial learning objective of our organization as a whole and of our individual managers and staff in particular.
This chapter provides an overview of our main standard products and services, included in our regular processes. We expect these to stay unchanged in principle, though subject to constant improvement, in the years under consideration. Costs related to ongoing concern are supposed to be included in our yearly budget, apart from requested customized and/or extra specials, to be charged separately to the client.

3.1 MANAGING ACADEMIC CONTENT

The UL provides access for academic staff and students of VU and VUmc to academic content like publications, research data and other materials as resources for academic study and research, according to their needs. The UL supports registration and dissemination of research output and learning materials of VU and VUmc academic staff and students ...

Outside-in

We are constantly working on providing access to publications, data and more from all over the world according to the needs of our primary users at the university and others. Our discovery and delivery services, based on LibSearch since Spring 2016, aim at bringing in what is produced elsewhere1 or outside; outside-in. Changing needs due to digitization of research (e.g. text and data mining) and changes in the way researchers are searching for content (e.g. geolocated and visual) will also require adaptation of these services.

Inside-out

To a growing extent however, besides outside-in, a large amount of inside-out activities are entering the core of our business. By way of the VU’s Research Information System (RIS) and Institutional Repository, switching from Metis to PURE from 2017 onwards, we manage, disseminate and support the academic output of our own VU-stakeholders, publishing researchers in the first place. The UL also manages other VU-produced materials1 like Master-theses, unique metadata, and logistics for delivery of physical products and services, including ILL.

Inside-out: registration and repository of all academic output by VU- and VUmc-researchers via PURE from 2017 onwards, instead of Metis & DSpace), of master-theses by VU-students, VU-image collections and VU-educational resources (costs include license and hosting fees for the SAAS system PURE by Elsevier, and UL-staff for managing the local VU-instance, monitoring, registration, uploading and embargo-management).

3.2 STEWARDSHIP OF SCHOLARLY COMMUNICATION

The UL adds value to the primary processes of the VU and VUmc by offering a range of content related services as an expert in scholarly communication, information literacy, producing, reviewing and publishing academic content, open science, research intelligence and impact analysis.

Based on the academic content we manage, the UL provides a set of products and services facilitating, supporting, instructing and advising on all aspects of finding, using, producing, reviewing and publishing academic content, in particular the concept ‘scholarly communication’. The main part of these products and services focuses on research, varying according to different stages, covering the complete life cycle of the research process (see figure 3). Regular services for research include data management support, literature searches (mainly for medical staff), providing geographical data, and advise on open access publication and copyright issues.

Due to (digital, online) developments in society and the academic world, the need of academic staff for support regarding aspects of and tools for modern scholarly communication is changing rapidly. To meet these changing needs, we must permanently adapt our products and services, together with the ethical ambitions of the VU in the field of societal relevance. That is why, in the next few years, our stewardship for scholarly communication is organized to a large extent as programs, in particular the Open Science and Academic Value program and the Scholarly communication for academic staff program (see § 4.1 and § 4.2).

The UL focuses on education, is apart from faculty-based

1 i.e. “everywhere”, also including what is produced at the VU itself.

1 Research data is still considered to be a special category, to be treated differently – we suppose this will change in the near future, at least for research data up to a certain size.
services, organized in a special way with dedicated units: Onderwijsagenda, SOZ, UCGB. For this reason the UL services for education support are, compared to research support, more strictly limited to content-related aspects and also of a less proactive nature. Content related UL-services for education comprise copyright advise for study readers, management of and access to open educational resources - and content for use in the digital as well as the physical learning environment. On these issues, as well as regarding the physical learning environment (see § 3.3), we collaborate closely with SOZ in particular.

The UL has a teaching role in the realm of information literacy (at the moment mainly for students, but see also § 4.3). For students the UL is of critical importance as provider of dedicated learning environments, see § 3.3 and § 4.3.

MAIN PRODUCTS & SERVICES
• Research Data Services: advise on writing data management plans, on selecting, collecting structuring and using data, advise on drawing faculty guidelines and procedures, training on data management and the use of data sources, support in searching and using secondary datasets. The UL works together with the IT department and third parties to give support and training on data analysis (HPC, R, Python, Stata) and data provenance.
• Literature searches: training, advice and support on literature searches for systematic reviews, guidelines, grants, promotions and evidence-based medicine (PICO-CAT), support for users reference management software.
• Open access Publication advise: advising researchers on publishing in open access journals, advising and supporting researchers and students in setting up and publishing own journals.
• Copyrights advise: advise on copyright issues in writing, publishing and using academic content for research and education.
• Information literacy: maintenance of existing LibGuides, development of new courseware, alignment with international standards and stimulating the integration of information literacy in compulsory program units.
• (Open) educational resources: advise (re-)usage, preservation and accessibility.

3.3 LIBRARY LEARNING CENTER

«The UL contributes to study success by providing a high quality, dedicated study environment during a maximum of opening hours to VU- and VUmc-students and others according to their needs.»

The UL offers a high quality, dedicated study environment on campus, with a central desk and several reading rooms in the main building and a medical desk and reading rooms in the VU Medical Center (VUmc). Since April 2016 the main library (UB) is operating from one single service desk only. At the same time opening hours are extended, especially in the evenings and at weekends.

Surveys, like the Nationale Studenten Enquête and the International Student Monitor, make clear that students are still not very happy with the number and quality of study spaces on the VU campus. Also our facilities for disabled students need upgrading. There is a strong demand for longer opening hours. The visibility of the UL on campus needs improvement as well.

An excellent physical study environment is a critical pillar of the VU-strategy to prioritize talent, diversity and internationalization, since a large part of our student population, international students in the first place, consider this an important asset, with serious impact on their wellbeing on campus - sometimes even decisive in their choice of university. That is why the UL wants to make important steps towards realizing our vision on the physical presence of the library on campus in the next few years. To this end we have designed a special program Library as a Place (see chapter 4).
This chapter is about our ambitions in the next few years, about substantial changes and innovations we hope to accomplish, organized in four strategic programs, each with its own goals. These programs are temporary, and, apart from deployment of regular staff, also require temporary extra resources; see below. For the feasibility it is also important to make optimal use of the UL network [see chapter 6].

In the years under consideration the UL plans to run four strategic programs: 1. Open science and academic value 2. Scholarly communication for academic staff 3. Library as a place 4. Art, Heritage and Archives (= Kunst, Erfgoed en Archief – KEA)

4.1 PROGRAM 1 – OPEN SCIENCE AND ACADEMIC VALUE

AMBITION
In 2020 the UL has been successful in supporting the VU-ambitions as a broad university with a special commitment to society, part of an international network of congenial universities, by guiding the VU towards open science with respect to scientific publications and research data. Also we provide infrastructure and tools for research analytics and for [new] ways to assess academic value to underpin these special ambitions.

Regarding open science, we use the Amsterdam Call for action on Open Science as outline for our multi-year plan for 2020. Our main ambitions are stated below.

CONTEXT
According to the 2015 report from OECD: Science Open Science refers to efforts by the scientific community to make the primary outputs of publicly funded research results – publications and research data – publicly accessible in digital format with no or minimal restriction as a means for accelerating research. These efforts are in the interest of enhancing transparency and collaboration, and fostering innovation. To make it a reality, the report mentions one needs enablers, incentives and policies used by different key actors from ministries to publishers and research institutions.

The EU has embraced Open Science in their vision for the digital single market (DSM), to create equal opportunities for EU citizens and society in the digital arena, including research and innovation. And in April 2016, under Dutch presidency, the “Amsterdam Call for action on Open Science” was presented. In this call the Dutch secretary of state Sander Dekker urges “Ministers in Europe concerned with science and innovation should thus bring a ‘fifth freedom’ into play: the free movement of knowledge and data.” To jointly move towards an Open Science ecosystem with the following goals in mind:

1. Full-open access for all scientific publications
2. Optimal reuse of research data
3. New assessment, reward and evaluation systems
4. Alignment of policies and exchange of best practices

The VU already signed the Berlin Declaration on Open Access to Knowledge in the Sciences and Humanities back in 2007 and in the past decade stood firm by this choice for open access, at least in theory. In line with the present profile of the VU and its strong commitment to society, the

Apart from these strategic programs the UL plans to carry out three internal UL-projects focused on our own operational management (see chapter 5).

The UL chooses to focus on 11 publications and 2 research data in the next few years.

Idem.
VU Strategic Plan 2015-2020 stresses the importance of open science as follows:

- Regarding Gold OA we are going to help the VU in reaching 60% of the yearly output in Gold Open Access by 2020, the target set by the State Secretary for Education, Culture and Science.
- Regarding Green OA we are going to dark-archive the full text of 80% of the refereed scientific publications the VU researchers report in PURE, help find the publications that qualify for green OA, and make at least 60% publicly discoverable via the PURE repository by 2020. (Automation when possible with DOI for OA and VU licensed journals, manual where necessary.)
- Regarding Diamond OA we will support groups that find it difficult to apply for Gold OA, and help them with cost-effective solutions to self-publish in OA.

Our ambition is to adopt the recommendations from the research data alliance and the FAIR principles for scientific data management as much as possible. For example the research data publishing workflow, or the 23 things on RDM.

### Academic Value: towards new assessment, reward and evaluation systems

The VU wants to stimulate other ways to assess research, leading away from evaluating on citation impact alone. VSNU signed the San Francisco Declaration on Research Assessment, and provided Universities with a new Standard Evaluation Protocol (SEP), opening ways for research departments to be assessed on other indicators they find more important. The Leiden manifesto explains the importance of a diverse spectrum of qualitative and quantitative indicators for research evaluation. In discussions about ‘Academic Value’ the UL enables registration of these new indicators in PURE, provides alternative indicators to show impact of scientific output (alt-metrics) and gives training in academic profiling and promotion.

### 4.2 PROGRAM 2 – SCHOLARLY COMMUNICATION FOR ACADEMIC STAFF

AMBIENT

In 2020 the UL offers a substantial and robust set of courses, online as well as face to face, aimed at VU-academic staff, addressing a broad range of knowledge and skills regarding scholarly communication in an open, digital and networked environment.

In May 2016 the Board of the VU approved the strategy report Ontwikkelaanbod op koers? by the Strategische Adviesgroep Ontwikkeling WP (STAGO) on providing a desired training program for academic staff, given the strategic developments at the VU in general. This report points to the UL as more or less obvious supplier of training for research in particular and for teaching to a lesser degree. The subjects mentioned are:

- the use of social media in promoting and valorization of research;
- research data management;
- open access publishing;
- publication.

Mainly in Chapter 3 Het ontwikkelaanbod (Inhoudsverzekeringsafhankelijk) (incl. subsi...

Figure 6 – Open science

Figure 7 – Scholarly communication for academic staff
If no additional central funding will be available, the extend of our success in this respect depends on the willingness of faculties to pay the UL for developing new training modules as a special service.

**4.3 PROGRAM 3 – LIBRARY AS A PLACE**

**AMBITION**

In 2020 the UL is perceived as the heart of the campus. Students will spend most of their time in one of the attractive and well-equipped study facilities. Especially international students will perceive this as an asset, contributing to their choice for the Vrije Universiteit Amsterdam. The library strengthens the VU-identity by showcasing both the history of the university as well as trending and innovative research topics. The library connects education, research and society by a variety of activities. Students and university employees have access to knowledge in the form of books and other physical objects as well as digital, online information, and through support of experts from the library and the library network.

**4.4 PROGRAM 4 – ART, HERITAGE AND ARCHIVES (KUNST, ERFGOED EN ARCHIEF – KEA)**

**AMBITION**

In 2020 the UL has caught up with the existing backlogs in collection management of heritage and special collections of the VU by way of the program Art, Heritage and Archives (Kunst, Erfgoed en Archief – KEA). The UL invests in the management of heritage and special collections to ensure access to unique and distinctive material at the VU for present and future generations. At this moment substantial parts of the collections are inaccessible for the public and the quality of storage and services is insufficient. In 2020 we have centralized services and management procedures for all material types in the special collections. In addition, we have implemented a solid infrastructure to support collection management in all its facets: the materials will be stored in suitable repositories, the special collections are registered entirely, where possible at object level, and we provide access to the collections online and on site.

Students and researchers will proactively be attracted to use the collections and objects at the library portal website. Information, as yet spread over several webpages, shall be centralized, improving the accessibility and uncovering the collections that are currently not or not sufficiently visible.

Usability and visibility will also increase as part of the program ‘library as a place’ (see § 4.3).

**NB:** Apart from the Central library in the main building and the Library lab in NU building, a third library presence is the Medical library in VU Medical Center (VUMc). The Medical library has recently been modernized and upgraded by VUMc and will be part of regular maintenance and optimization.

Either on campus or elsewhere.
INTERNAL MISSION
Apart from our strategic mission, as an organization we want to be flexible and professional, digitally proficient, able to deliver the products and services as promised, in time, transparent and at no more costs than strictly necessary. We will cope with all innovations and changes now and in the years ahead of us, providing the VU with a library service that is lean and mean as well as indispensable, outstanding, innovative and worthwhile.

In the past few years the UL went through a profound reorganization process and experienced the implementation of two crucial new applications: the new library system WMS (for acquisition, cataloguing, discovery and delivery) and the new research registration and repository system PURE. We expect, due to our rapidly changing environment, the next period to be no less turbulent.

The UL will focus on optimizing the organizational structure in a gradual manner in the next period, as opportunities arise. In addition, there will be a wide range of activities aimed at improving our performance in delivering products and services for the VU, summarized in our successive yearly planning. On top of regular operational management issues, including their optimization, we plan to carry out three special projects innovating our IT-infrastructure (see § 5.2), our external communications and information services (see § 5.3), and human resource management (see § 5.4). We consider these projects as indispensable in realizing our strategic ambitions.

5.1 DEVELOPMENT OF THE ORGANIZATION
In 2013-2014 the UL, like all central service units of the VU, went through a process of reorganization, resulting in a new organization structure. Given the high speed of change, this approach, a complete overhaul of the organization, occurring once in so many years, is not sustainable any more. More gradual but constant adaptation to new situations, opportunities as well as threats, seems more appropriate. With due respect to the legal position of our employees and preferably also to the benefit of their wellbeing, inspiration and fulfillment at work.

Whenever opportunities arise, steps in the direction of the desired adaptations mentioned above can be made, on condition that no violation of legal rights of regular personnel occur. One foreseeable opportunity for further adaptations is the retirement of the UL-director summer 2017. The model sketched here is purposefully designed as to be flexible on the level of the different entities assigned to different managers.

While the hierarchical (line) structure of the organization reflects regular products and services (as described in chapter 3), strategic programs (chapter 4) can be easily organized in a temporary way, combining individual staff from different departments in program and project dedicated teams. This will result in a matrix- like organization structure with maximum flexibility, while maintaining the necessary clarity and singularity in hierarchical relations and responsibilities.

5.2 INFORMATION TECHNOLOGY
The UL business, more rapidly than ever, is moving towards digital integration with the business of research and higher education. Automatic connection between library information systems and document management systems, laboratory information systems and lab journaling systems are clear examples of this trend. The UL has to become a high tech integrated research and education knowledge center both in products and services as in the perception of the users. These changes require a significant recalibration of all aspects of the UL organization.

Regarding IT in particular, there are the following issues:
- Must-have: digital stacks analogous to closed stacks for paper library materials (see below UL-project 1)
- Introduction of standard facilities for standard services
- National and worldwide cooperation concerning UL facilities
- A strong emphasis on professional IT management with respect to purchasing, contracting and sourcing
- Careful selection of the few services where the UL wants to excel and where room is available for custom solutions
- Increased collaboration with projects that improve related support for research and education.

The specific costs of these developments are incorporated in the specific developments mentioned above.

UL-PROJECT 1: DIGITAL OBJECTS MANAGEMENT AND DIGITAL STACKS
The UL must have at its disposal a well-structured set of digital stacks, analogous to the closed stacks for paper library materials, serving academic content outside-in as well as inside-out. Apart from VU academic output in the form of publications, stored in PURE as the repository of VU from 2017 onwards, nowadays the UL uses several different digital systems for storing and managing images, video, dissertations, student theses, presentations, scanned collection material and web exhibitions. The systems in use are for the larger part homemade (ERM), but also bought (dSPACE, CONTENTdm) and hosted on campus. Functional and technical maintenance of these systems are time consuming and inflexible. At the same time variations in the type of digital materials is growing fast.

We use the term digital objects indicating academic content of all types, not only conventional digital representations like text and images, but also data, learning objects and ‘enrichments’ like programs. This project focuses on establishing digital (library) stacks for digital materials that cannot be curated better elsewhere, by other parties. This project is not about digital objects used and modified during the research process. Also not in scope are administrative data and documents relating to operational management of the university.

Our ambition is to switch to one or two Digital Object Management Systems (DOMS), off the shelf and in the cloud, to store all different types of digital objects produced by the VU, or digitized versions of VU-collections. Access should preferably be integrated in our discovery and delivery environment.

As a start in 2017 an inventory will be undertaken to determine which materials and types of digital files should fall under the management responsibility of the UL and for which of those the UL will need to manage or organize its own digital storage. The actual set-up costs will not be expected until 2018 and after.
5.3 COMMUNICATION

The UL communicates about its products and services, targeted at researchers, teachers and students of the VU in the first place and also at other stakeholders interested in what the UL has to offer. Promoting interaction and not only transmitting information is one of the goals we pursue. From the UL-point of view we consider this as our ‘external’ communication. Next we pay attention to UL-internal communication, among UL-employees, in a professional sense (sharing knowledge) and in a more social sense as well.1

All UL-communication takes place in the context of VU-communication and corporate identity. Nevertheless the UL aspires to have its own identity as well, made as visible as possible within the corporate guidelines.

As yet, the communication needs of the UL are not met by the regular C&M-organization as shared service center of the VU. For that reason special arrangements were made in 2016 to post a dedicated communications advisor at the UL, to supplement the assistance by central C&M-personnel for executive tasks. A decision on how to continue in this respect has still to be made.

The UL plans to establish a library panel, consisting of a representation of primary users: students, researchers, and other employees at the VU. For optimal visibility all our information should also be easy to find in research and learning environments that academic staff and students use. In addition, it is necessary for the UL to make the UL website www.ub.vu.nl more easy to find through search engines like Google – i.e. Search Engine Optimization (SEO).

External Communication about UL-products and services
- Website: The website www.ub.vu.nl is our primary information portal. Besides news we present on our website a complete overview of our products and services for all our target groups inside as well as outside the VU. In the present situation the strict separation between the VU-extranet and the VU-intranet is not suitable for UL-communication. As for products and services that are only available to VU-staff and/or VU-students, such as access to licensed content, logging-in is required. One of the improvements would be a structure that is more easy to use, by starting with our different audiences instead of a structure that is designed on basis of products and services. Discussions have been started with IT and C&M to realize the necessary improvements.
  - Service desk: Transforming the current information service Vraag.ub into a high quality, single stop shopping, service desk, answering all questions and comments related to UL-products and UL-services, supported by a call-management tool like TopDesk, is top priority for 2017. See below UL-project 2.
  - YU-zine and other zines: The VU has several zines for specific target groups (higher management, researchers, faculty). Editors of these zines will continue to receive information or new messages on different UL-topics that may be of interest to the audiences that read the specific zines.
  - YUnet: On YUnet we provide links to www.ub.vu.nl for all information about our UL-products and -services. We aim to cooperate with IT and C&M in modernizing the VU-website as well as YUnet in the next period to make all VU-information including UL-information more open to the world outside and to enhance the flexibility of the web landscape.
  - Social Media: The UL has started to use social media like Twitter and Facebook to reach special target groups, in particular students, but also audiences interested in academic news. We want to develop a policy on social media and web care in order to streamline the UL communication.

Internal Communication among UL-employees
- UB-zine: UB-zine is our two-weekly internal newspaper, users visibility all UL-employees must know. The user statistics show that almost 100% of UL-employees take time to open the UB-zine.
  - YUnet: As UL-employees we use YUnet as intranet, in particular for all internal communication on UL-policy, HRM, IT and Financial matters. Every UL-employee has a complete and actual personal page to optimize visibility.
  - Yammer: The Yammer-group UBVU is frequently used for internal communication, most often for messages sharing knowledge, and also for rather informal exchanges between colleagues.
  - Blogs, wiki’s, knowledge sessions, etc.: We systematically make use of several tools for knowledge sharing, like blogs, wiki’s, lunch meetings to present interesting news and knowledge that deserves to be shared and discussed.

UL-PROJECT 2: INFORMATION SERVICES

The UL front office must operate as a single access point for all questions related to library services online and on site, and also for all questions about UL products and services for content management and scholarly communication. Because the greater part of the first line information services is concentrated at the Library desks team, the manager Library Services & Information will be in the lead of this project.

This project requires organizational adjustments as well as tooling. The organizational adjustments also include the second and third line call handling, by UL staff from all different UL teams and departments, and also from outside the UL. Hereby communication plays an important role. Tooling, preferably by TopDesk, already in use in several other VU departments, is required to adequately monitor call management and for reuse of standard answers and answers to similar questions provided in the past. Also the development of a knowledge base should be part of this project.

5.4 HUMAN RESOURCE MANAGEMENT

We consider ourselves to be a ‘customer friendly’ organization. Nonetheless our ambition is to make the customer the starting point of all our thinking and actions even more. What does this customer group really want? Is he/she really happy with our answer to his/her question? Is what we do necessary or useful for our customers – if not immediately, then in the long run? These questions should be asked and answered not only at our front desk, but also in our back offices.

As already mentioned in the Introduction flexibility and professionality, digital proficiency in particular, are two of the most important competences of the library organization and of all individual members of the library staff. Working at the UL for quite a long time usually results in a great deal of experience in traditional library-matters, but this is no guarantee for flexibility and digital proficiency. While digital proficiency can be learned by participating in courses and/or self-study, flexibility is not a skill to be learned at school or in a few training sessions. Because of social changes such as the increase of retirement age, but also rapid [technological] developments around the world, the UL will also invest in the theme sustainable employability.

The level of ambition of the UL is high and progressive. Inspiring leadership, dedicated and professional staff are crucial in order to achieve these ambitions. Therefore the UL will, when opportunities arise, invest in attracting leadership talent as well as in the staff development.

A step of crucial importance is the development of a more result-oriented culture: management, staff and other UL-employees need to make a shift from task orientation to result orientation. For that reason we will carry out a special UL-project requiring substantial attention and overarching all UL-departments and teams, focused on changing into a more result-oriented organization. See below UL-project 3.

UL-PROJECT 3: FROM PROCEDURE TO RESULT

Our ambition is to make the UL a first class professional organization with a result-oriented culture. By defining a special UL-project to this end we will stabilize developments in shifting from procedure-orientation towards result-orientation. This project in its earlier phase focuses on management, not only on enhancing personal result orientedness, but on how to stimulate the desired focus at the work floor as well.

Result orientedness as a culture should not be confused with what our results should look like: ‘results’ without taking into consideration our clients’ wishes will result in products and services not used at all, ‘results’ that meet the needs of a special group, but are counterproductive for a majority, are not the results we want, etc.

Result orientedness also does not mean that procedures are not important in our organization. On the contrary: a large part of our regular products and services require fluent and well-structured workflows. Optimizing and documenting workflows require our continuous attention. This project is part of a broader training program, that also sees to individual courses and training, and in training for teams or groups both.

OUR AMBITION IS TO MAKE THE CUSTOMER THE STARTING POINT OF ALL OUR THINKING AND ACTIONS EVEN MORE
6. ENVIRONMENT AND PARTNERS

The UL operates in several environments: as part of the VU in the first place, but also with local, national and worldwide partners. Libraries, and academic libraries in particular, have a strong and long-term tradition of cooperation, based on common cataloguing practices and principles. The example of choice is WorldCat, “the world’s most comprehensive database of information about library collections. Libraries cooperatively contribute, enhance and share bibliographic data through WorldCat, connecting people to cultural and scholarly resources in libraries worldwide”.

In the two years the UL took important steps to intensify connections with the worldwide academic library network by implementing the Worldwide Management Systems by OCLC (Libsearch for discovery and delivery), and by switching to WorldCat as their cataloguing platform. But also partners inside the VU, outside the VU in Amsterdam and in the Netherlands are of vital importance. Cooperation is important in order to align priorities, to be cost efficient, to provide the best possible services to research and education and to speed up product development.

6.1 VU-SHARED SERVICE CENTERS

All products and services of the UL aim primarily, though not exclusively, at VU students and staff from all faculties. These are our principal stakeholders and raison d’être. Crucial for a vast majority of our products and services is information technology and for that reason the IT department of the VU, operating as shared service center, is our most important and indispensable partner inside the university. The level of cooperation needs to be very high considering the UL ambition to grow into an IT intensive high tech organization. It seems imperative that UL and IT continuously cooperate, share plans and knowledge, and make use of each other’s expertise. IT regularly assigns a service level manager and information manager, but we must consider the UL needs to appoint ‘heavyweight’ counterparts for these two IT contacts to ensure information is shared timely and accurately and action is taken appropriately.

Cooperation with IT not only refers to infrastructure but also to information policies (i.a. security), technical and application management, hardware and software, and last but not least to constantly necessary development and innovation. Professionalizing our cooperation with IT will be realized by intensifying our communication with the information manager and the service level manager assigned to the UL by IT. We will tune the UL services in the field of support for digital functionalities during irregular hours with similar services of IT. Also at that importance, in particular regarding the physical library environment, the two existing library learning centers in the VU main building and the VU hospital, and the strategic program Library as a place (see § 4.3), is our cooperation with FCO. While the UL has the ambition to offer VU-students a high quality digital study environment, with a broad set of facilities for using academic content and scholarly communication, FCO is responsible for providing a whole range of related facilities like work- and meeting places, and also for maintenance and security and for campus development.

Regarding our products and services focused on education including the physical library environment, we work in concertation and collaboration with SOZ.

6.2 LIBRARY OF THE UNIVERSITY OF AMSTERDAM (LUA)

Independent of the degree of cooperation between the VU and the University of Amsterdam (UvA), the university library of the VU (ULVU) and of the UvA (LUA) aim to collaborate whenever appropriate. One particular option regarding significantly closer cooperation between the two Amsterdam university libraries in the future might be aiming at a common ‘innovation platform’. However, the retiring of the present ULVU-director in 2017 does not seem to be the right moment yet. The current focus of the LUA-management, acting as the library of UvA and HvA at the same time, as well as the much larger volume of the heritage-division of LUA, indicate that it is too early to make a definite choice to this end right now. The realization of an all-Amsterdam solution for research output registration by way of the PURE-project in 2016 (VU, VUmc, UvA, AMC and HvA) will prove to be an important facilitator of cooperation. The UvA-choice for a new library system, to be made within the next few years, might be a similar step towards closer cooperation between our libraries. An interesting area to explore in more depth is special collections. Combining highly specialized curator posts regarding specific materials and/or topics (like maps and atlases, rare books and manuscripts and/or religious materials) might be favorable for both organizations.

As far as the library as a physical learning center is concerned, there is no doubt that the VU-campus as well as a number of UvA library locations in the city center of Amsterdam will stay important hotspots for a large number of students, independent of their affiliation. Apart from the above mentioned aspects, cooperation with LUA is similar to collaboration with the twelve other university libraries in the Netherlands (see § 6.3).

6.3 UKB

The thirteen Dutch university libraries together with the Koninklijke Bibliotheek, the National Library of the Netherlands (KB), work together closely in the UKB-consortium. The most important and well known aspect of this cooperation refers to the ‘big deals’ with the larger commercial publishers of academic content. After a period of relative isolation, the ULVU since 2014 fully participates in UKB. The new UKB strategy plan 2017-2020 (under construction) sketches the many areas of common interest and cooperation. One area that seems promising in particular for the VU regards common action for readers rights for educational purposes without extra costs.

6.4 SURF

SURF is the collaborative ICT organization for Dutch higher education and research. SURF aims at offering students, lecturers and scientists in the Netherlands access to the best possible internet and ICT facilities, in many different products and services. Where SURF has formulated its own strategic plan 2015-2018 in close collaboration with all its partners, we find that in the context of our own strategic plan the Special Interest Groups (SIG’s) of SURF and the Innovation programs are most relevant. In particular the SIGs for Research (- Data, - Information and - Support), and alignment with the Innovation programs ‘Impactful Research’, ‘Optimally managing data’ and ‘Customized Education’. For education a workgroup started in 2016 to build knowledge on Open and online Education. This workgroup is a collaborative partnership of UKB and SURF. By participating in SURF SIGs we can learn from and contribute to policies and knowledge about the relevant themes. By participating in Innovation programs, we have direct influence on the development services for Open Science and Education, opportunities for example in the European Open Science Cloud. Also we learn at an early stage of opportunities to participate in subsidized projects, like we did with ORCID. We can participate and co-organize courses in the SURFacademy format on subjects for professionals in the academic field. Moreover we have access to information facilities and services from SURF’s sibling organizations, such as NLeScienceCenter and Knowledge Exchange.

6.5 ADAMNET

AdamNet is a network of 34 libraries in the region of Amsterdam. AdamNet wants to stimulate usage of collections from its members by maintaining a portal in Worldcat.org and by providing a library card (AdamNet pas’) with which users have access to the physical collections of AdamNet libraries. The UL is one of the founders of the network.

AdamNet aims to broaden its scope by opening up membership to archival organizations and to build a ‘digital Amsterdam collection’. This gives the UL an opportunity to connect library content from e.g. ‘de beeibank’ to digital collections from other participants. On top of this Amsterdam collection, services will be developed for both the public in general as well as for research and education.

6.6 SAE

Stichting Academisch Erfgoed, SAE, is a cooperation between eleven Dutch universities (and one museum) on the topic of Academic Heritage. It forms a network for curators/ collection managers and collection/library directors, responsible for the historic and special collections of their university. SAE maintains www.academischerfgoed.nl, which currently shows some items from their members collections, but its use will be reexamined and probably changed in the next few years. The organization also promotes the Dutch university heritage and the exchange of information on this subject in an European and worldwide context. Furthermore SAE initiates several projects, for example on biographic data of professors and on glass slides/negatives for educational use, in which (the Special Collections of) the ULVU, where possible, will participate. The ULVU can profit from and contribute to the knowledge and debates within the organization, claiming a place for its own history and collections in the national discourse on academic heritage.
7. FINANCE

7.1 BUDGET AND FINANCING

The UL is mainly financed by government funding. As from the beginning of 2016 integral management has been introduced within the UL. From that moment on, the tasks of management included not only hiring and supervising staff but also planning and managing a budget. Improving financial management within the UL is also in the future an important and continuous process.

FULL COST MODEL (KDM)

During 2016 the full cost allocation model (KDM) has been introduced within the Vrije Universiteit Amsterdam. Together with two stakeholders from the faculties, the University Library succeeded in developing a full cost model. The products and services provided by the UL are organized in four main product groups and several sub-groups, each of which is divided into standard products and services and special products and services. The costs of the standard products and services are distributed over the faculties (including VUmc and ACTA) against the standard rate, the special services and products as provided to the faculties, VUmc and ACTA on their explicit request, are charged directly.

STANDARD AND SPECIAL SERVICES

Standard services include managing academic content (see § 3.1), the main products and services that are provided to a broad range of users within research and education (see § 3.2) and the library learning center services (see § 3.3). Special services include literature searches (§ 3.3, agreements about costs has been made with VUmc) and tailored ‘one-off’ workshops.

7.2 ADDITIONAL BUDGETS

BUDGET FOR COLLECTION MANAGEMENT

The budget allocated for the academic collection outside-in (journals, books and databases) has been barely increased in the last few years. On the other hand, as a result of transition to Open Access and the new UKB cost allocation model, the costs of big deals have increased significantly. The consequence for faculties is that the remaining budget after the deduction for big deal costs (free spendable part) is decreasing. Faculties can choose to decide to compensate this with additional budget.

BUDGET FOR PROGRAMS AND PROJECTS

Additional budget is needed for the four multiannual strategic programs. Therefore a budget request is included in the multiannual budget calculation. The three operational management projects can be realized within regular budget except for project 1. Digital objects management and digital stacks. For this particular project additional budget will be needed. A budget request is included in the multiannual budget calculation. 2017 will be used to gain insight in the incidental and structural costs. The actual setup costs will be expected in 2018 and in subsequent years.

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12 A detailed catalogue of all UL products and services is in the making, to be expected in December 2016.
**APPENDIX – LIST OF ABBREVIATIONS**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
<th>Description</th>
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<tbody>
<tr>
<td>ACTA</td>
<td>Academisch Centrum Tandheelkunde</td>
<td>Amsterdam</td>
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<tr>
<td>C&amp;M</td>
<td>Communicatie &amp; Marketing</td>
<td></td>
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<tr>
<td>DOMS</td>
<td>Digital Objects Management System</td>
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<tr>
<td>ERM</td>
<td>Electronic Resource Management</td>
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<tr>
<td>EU</td>
<td>European</td>
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<tr>
<td>FBC</td>
<td>Facultaire Bibliotheek Commissie</td>
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<tr>
<td>FCO</td>
<td>Facultaire Campus Organisatie</td>
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<td>HDC</td>
<td>Historisch Documentatie Centrum voor het Nederlands Protestantisme (1800-heden)</td>
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<td>HPC</td>
<td>High Performance Computing</td>
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<td>HRM</td>
<td>Human Resource Management</td>
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<td>HvA</td>
<td>Hogeschool van Amsterdam</td>
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<tr>
<td>ILL</td>
<td>Inter Library Loan</td>
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<td>IT</td>
<td>Information Technology</td>
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<tr>
<td>KB</td>
<td>Koninklijke Bibliotheek</td>
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<td>KEA</td>
<td>Kunst, Erfgoed &amp; Archief</td>
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<td>KDM</td>
<td>Kosten Doorbelasting Model</td>
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<td>LJA</td>
<td>Library of the University of Amsterdam</td>
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<td>OA</td>
<td>Open Access</td>
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<tr>
<td>OCLC</td>
<td>Online Computer Library Center</td>
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<td>ODC</td>
<td>OnderDeel Commissie</td>
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<tr>
<td>OECD</td>
<td>Organisation for Economic Co-operation and Development</td>
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<td>OS</td>
<td>Open Science</td>
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<td>RDM</td>
<td>Research Data Management</td>
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<tr>
<td>SAAS</td>
<td>Software As A Service</td>
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<tr>
<td>SAE</td>
<td>Stichting Academisch Erfgoed</td>
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<tr>
<td>SEP</td>
<td>Standaard Evaluatie Protocol</td>
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<tr>
<td>SIG</td>
<td>Special Interest Group</td>
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<td>SOZ</td>
<td>Studenten &amp; Onderwijs Zaken</td>
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<td>SPUL</td>
<td>Strategic Plan University Library</td>
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<tr>
<td>UBC</td>
<td>Universitaire Bibliotheek Commissie</td>
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<tr>
<td>UCGB</td>
<td>Universitair Centrum voor Gedrag en Bewegen</td>
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<tr>
<td>UI</td>
<td>Universiteit van Amsterdam</td>
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<td>UL</td>
<td>University Library</td>
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<td>UC</td>
<td>Universiteit van Amsterdam</td>
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<td>VU</td>
<td>Vrije Universiteit</td>
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<tr>
<td>VUmc</td>
<td>VU Medisch Centrum</td>
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<tr>
<td>WMS</td>
<td>Worldshare Management Services</td>
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