ORGANIZING RESEARCH SUPPORT

CASE STUDY: LIBRARY VRIJE UNIVERSITEIT AMSTERDAM

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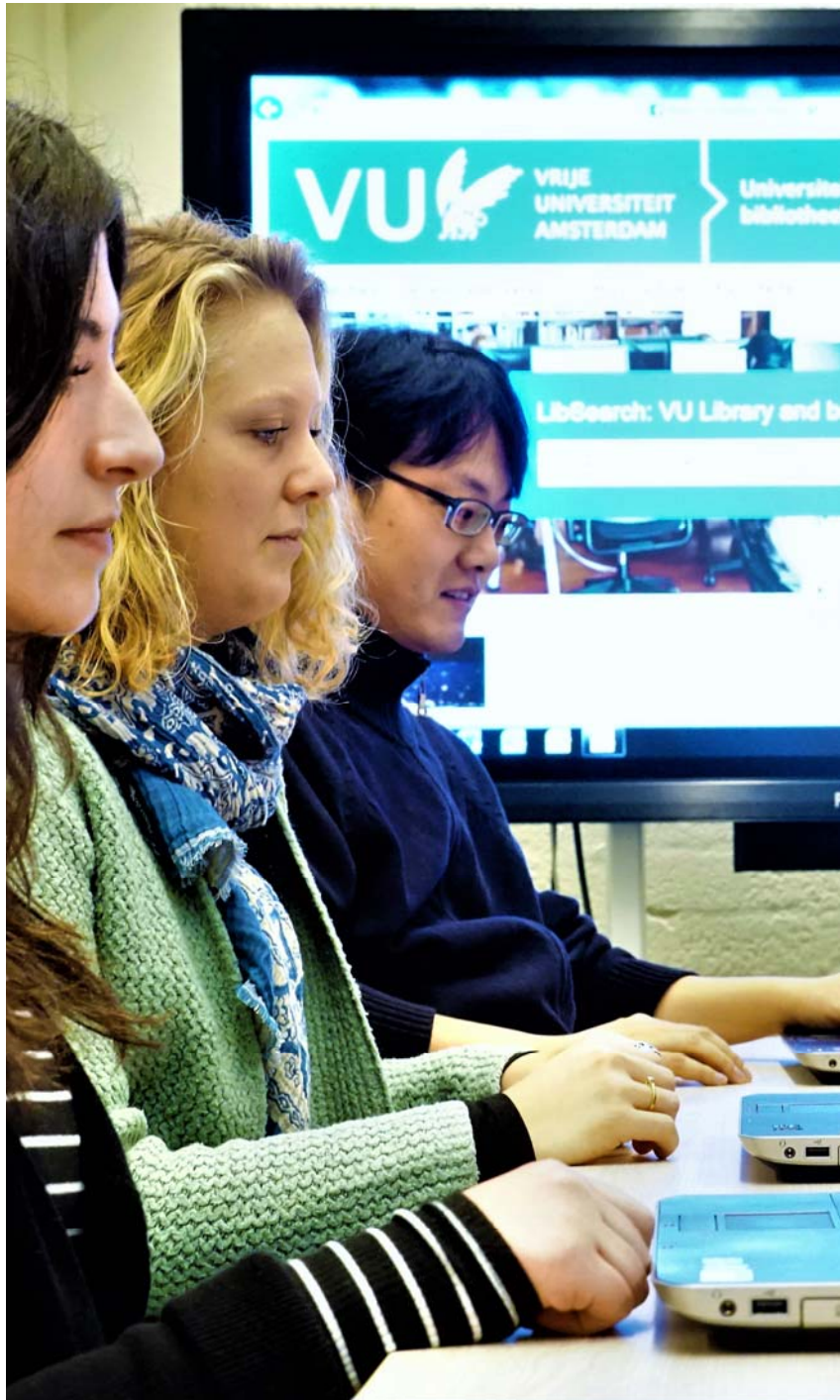
A SHORT INTRODUCTION

About me
- **Deputy director**
- [**www.linkedin.com/in/arjanschalken**](http://www.linkedin.com/in/arjanschalken)
- **Focus: 'open science' and 'library as a place'**

VU University Amsterdam:
- **23.000 students**
- **2500 academic staff**
- **9 faculties (HUM, SOC, STM)**
- **www.vu.nl**

Library:
- **Central service to all faculties**
- **65 FTE/WTE (12 fte research support)**
- **Budget: 12 mln (incl. 4.5 mln for collection managent)**
- **www.ub.vu.nl**

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2013: REORGANIZATION OF THE LIBRARY

- **30% cuts in staff and budget**
- **Complex reorganization process failed because of focus on budget costs and lack of vision about mission and expertise in reorganization processes**
- **New library director starts with new strategy**
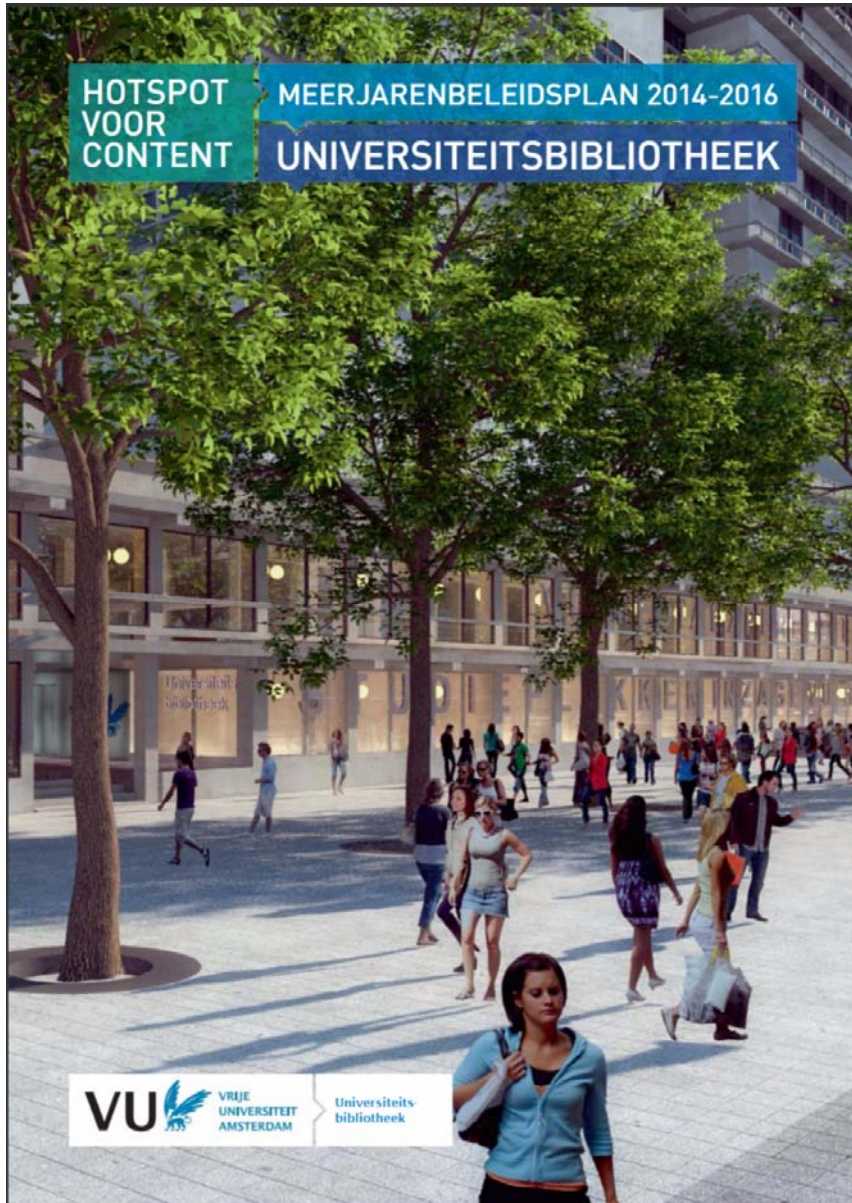
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NEVER WASTE A GOOD CRISIS

The world around us changes fast, how can we keep up?

Reorganizing was an opportunity for:
- **Fundamental discussion about mission and vision**
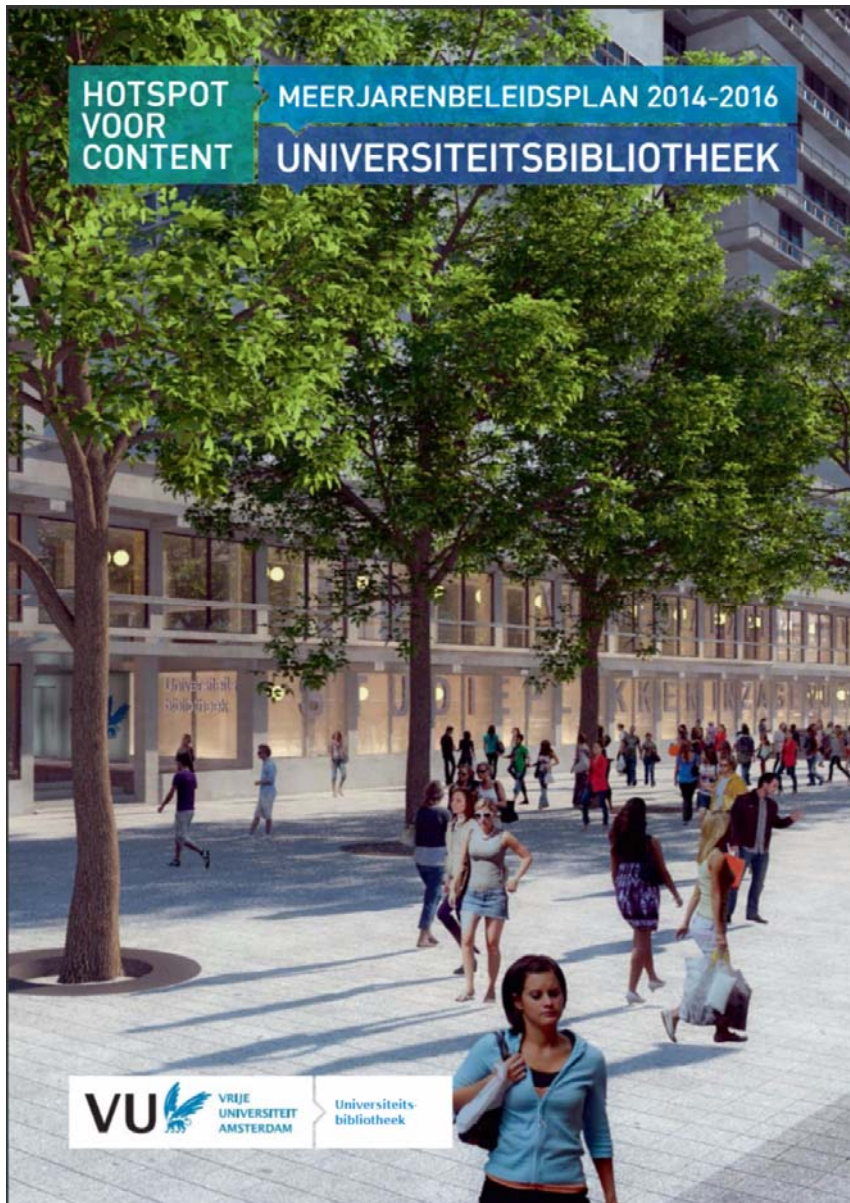- **Speeding up the process of change.**

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NEW STRATEGY PLAN 2014-2016

- **Library as content manager with services for the whole academic information chain**
- **Stronger focus on customer relations**
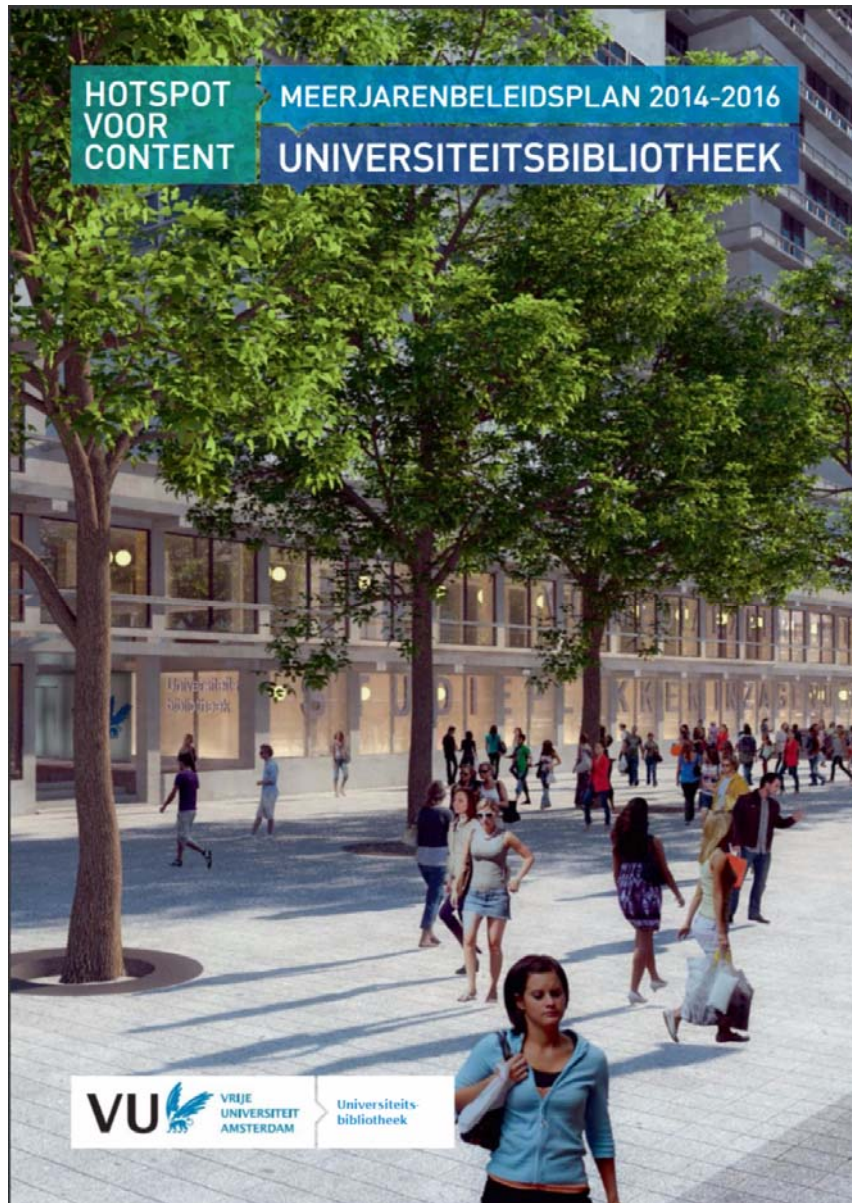- **Investing in library as a place**

NEW STRATEGY PLAN 2014-2016: PROJECTS AS DRIVERS FOR CHANGE

- **RDM project (policy, infrastructure, helpdesk)**
- **RIS (PURE) implementation**
- **WMS LMS (OCLC) implementation**
- **Redesign of service desks, open stacks and studyplaces (quick win)**
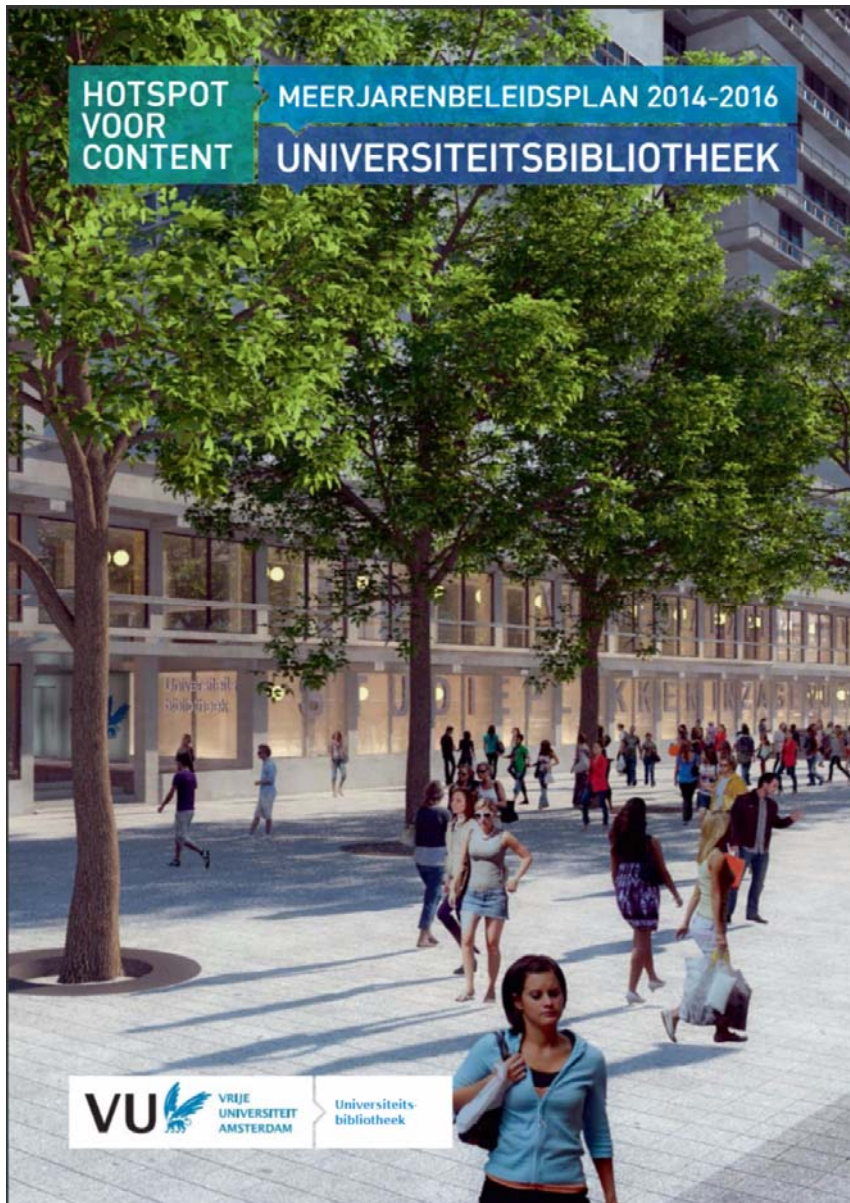
NEW STRATEGY PLAN 2014-2016: ORGANIZATION

- **Front office with 'Education & Research Support' and 'Library Services'**
- **Back office with Acquistion, Metadata, Logistics, Library IT & Innovation**
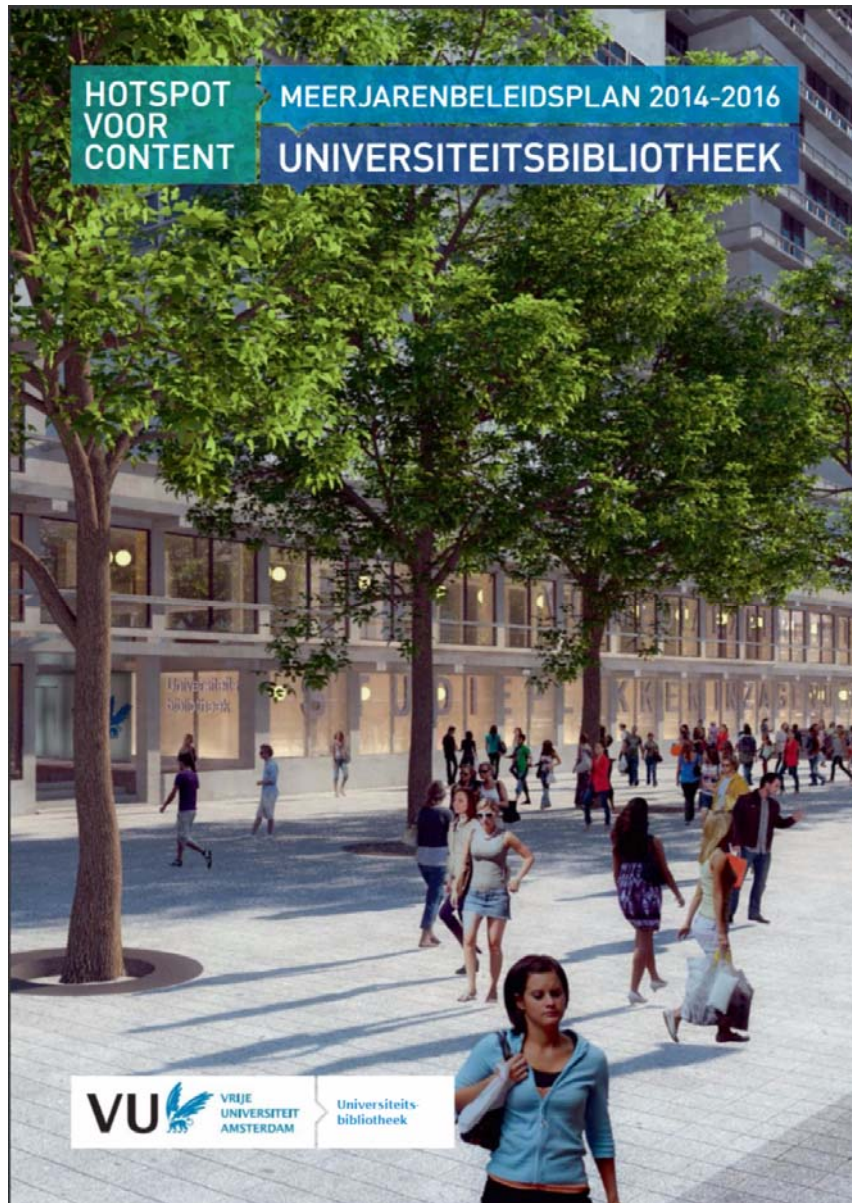- **Small management team (3)**

RESULTS / LESSONS LEARNED (1)

- **RDM, RIS and Open Access position the library as a strategic partner for the university board**
- **Library as a solution provider means that liaisons, specialists en IT/innovation must work closely together**

RESULTS / LESSONS LEARNED (2)

- **WMS ties servicesdesk (front office) to acquistion department (back office)**
- **Management team too small (strategic topics, lines of communication with employees, span of control)**

(INTER)NATIONAL RESEARCH DEVELOPMENTS

Research evaluation: more focus on quality, societal impact

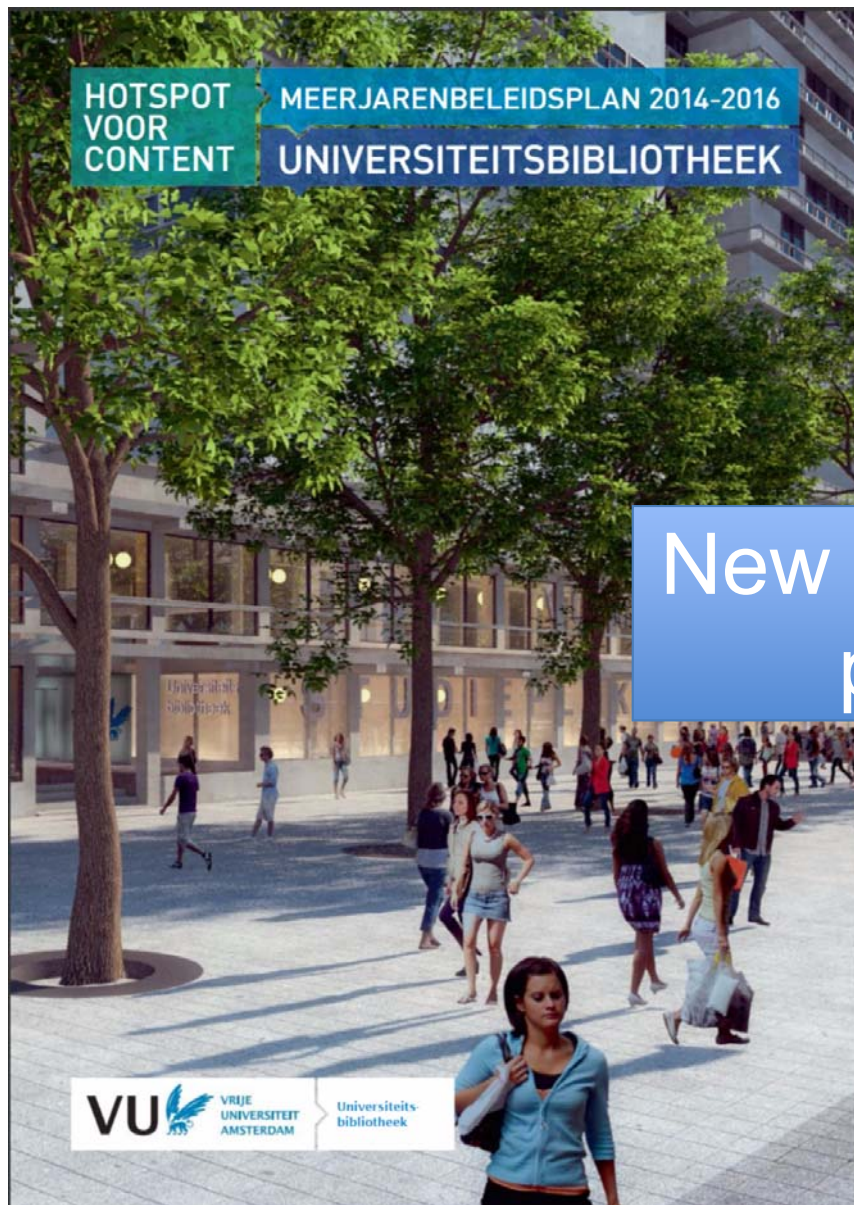**Data driven research**

Competition for funding

Research integrity

Academic profiling

Open access & FAIR data, Open Science

VU University Library

New strategic plan

HOTSPOT FOR CONTENT II

UNIVERSITY LIBRARY

STRATEGIC PLAN 2017-2020

STEWARDSHIP OF ACADEMIC CONTENT & SCHOLARLY COMMUNICATION

VU VRIJE UNIVERSITEIT AMSTERDAM · University Library

NEW STRATEGY PLAN 2017-2020

- **Contentmanager: 'content outside-in' and content inside-out'**
- **Stewardship of Scholarly Communication**
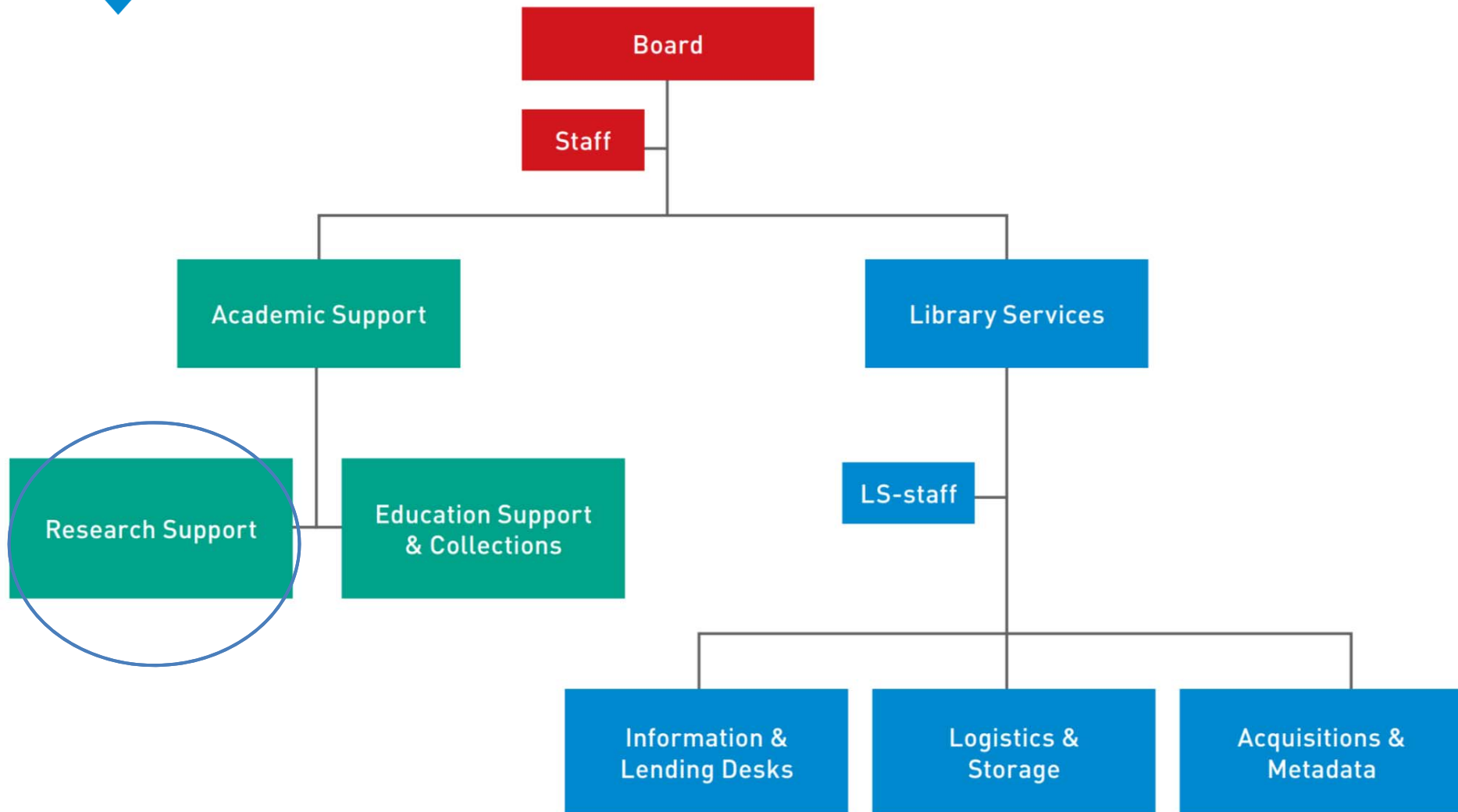- Library Learning Center
- Special collections

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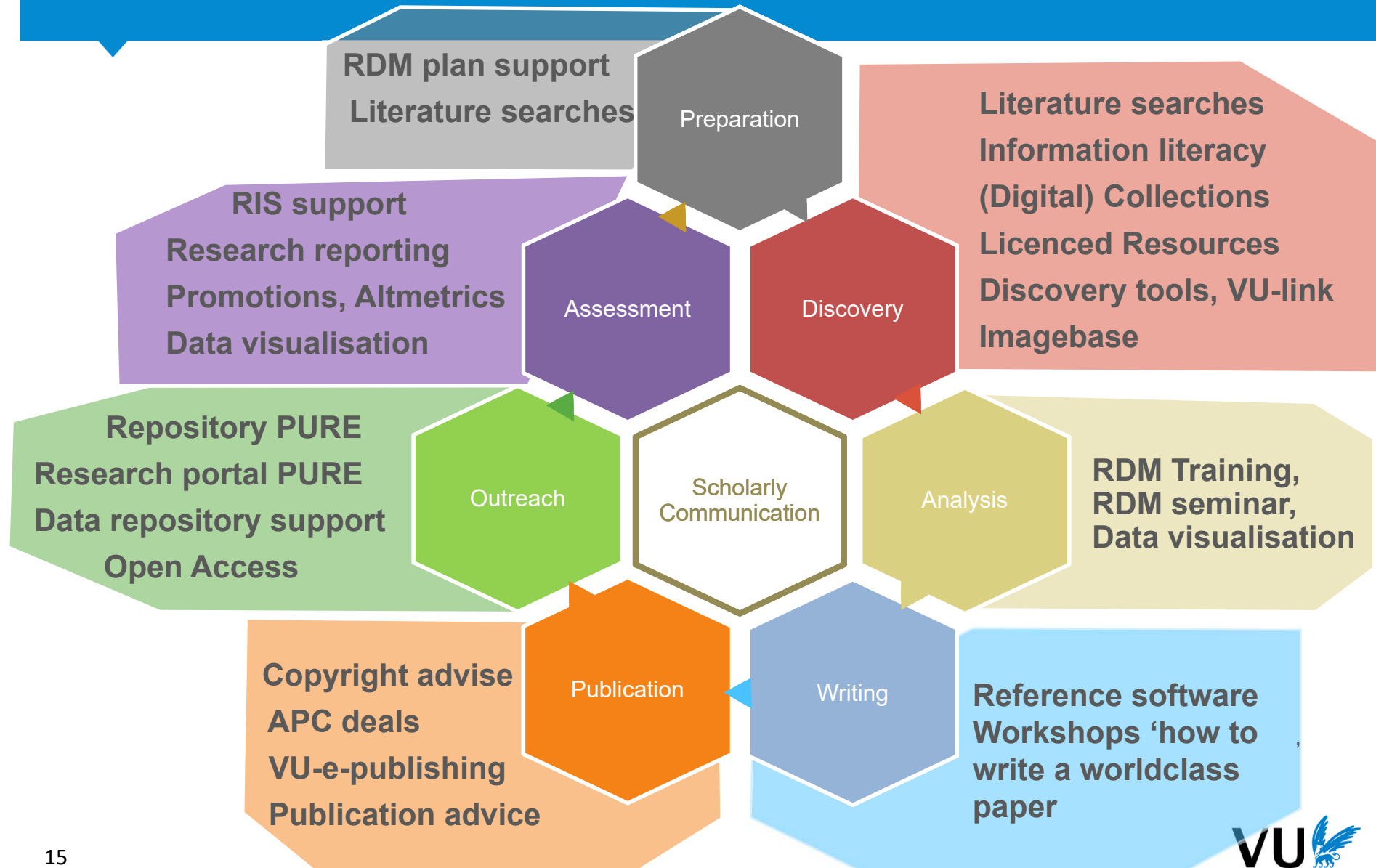## NEW STRATEGYPLAN 2017-2020 PROGRAMS AND PROJECTS

- **Open Science & Academic Value**
- **Scholarly Communication for Academic Staff**
- **Digital object management**
- **Library as a Place**
- **Art, Heritage and Archives**
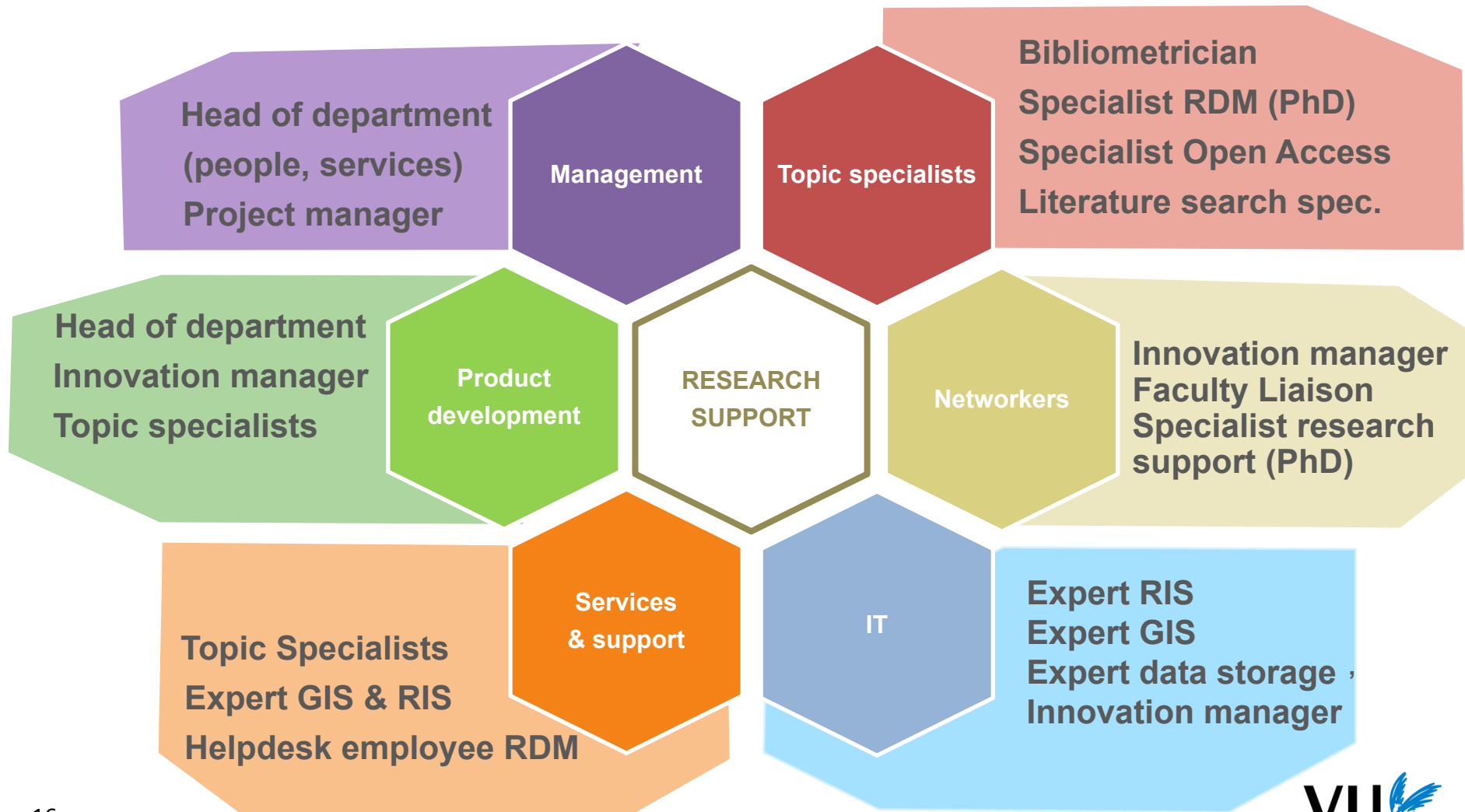
LIBRARY ORGANIZATION

SERVICES COVER WHOLE RESEARCH CYCLE

RDM plan support
Literature searches

Preparation

Literature searches
Information literacy
(Digital) Collections
Licenced Resources
Discovery tools, VU-link
Imagebase

RIS support
Research reporting
Promotions, Altmetrics
Data visualisation

Assessment

Discovery

Repository PURE
Research portal PURE
Data repository support
Open Access

Outreach

Scholarly Communication

Analysis

RDM Training,
RDM seminar,
Data visualisation

Copyright advise
APC deals
VU-e-publishing
Publication advice

Publication

Writing

Reference software
Workshops 'how to
write a worldclass
paper

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ORGANIZING RESEARCH SUPPORT: THE TEAM

Head of department (people, services)
Project manager

Management

Topic specialists

Bibliometrician
Specialist RDM (PhD)
Specialist Open Access
Literature search spec.

Head of department
Innovation manager
Topic specialists

Product development

RESEARCH SUPPORT

Networkers

Innovation manager
Faculty Liaison
Specialist research support (PhD)

Topic Specialists
Expert GIS & RIS
Helpdesk employee RDM

Services & support

IT

Expert RIS
Expert GIS
Expert data storage
Innovation manager

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ORGANIZING RESEARCH SUPPORT: CONTROL

Linked with university strategy. Discussed with stakeholders. Focus: positioning, long term direction, high level

Concrete plans, projects. Service improvement.
Focus: budget, priorities,

Yearly formal evaluation and setting goals/targets
Focus: personal development evaluation, allocation of staff

Strategic plan

Activity plan (yearly)

Consultation & evaluation employees

Programs

Projects

Services

University topics
Sense of urgency
Extra budget and staff
Focus: broad scope, impact. Policy, infrastructure, service

Within library budget Bottom up, Agile, Small steps. Focus: upgrading services, creating business case, Learning by doing

Allocated time, roles, reporting.
Service catalogue
Advice, workshop, report, course, tool, content, etc
Focus: efficiency, quality

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ORGANIZING RESEARCH SUPPORT: NETWORK (RDM)

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Sr management library

DANS, SURF/sara (Dataverse, Narcis)) Support, roadmap

Suppliers

Edcuation Support & Collections (UL)

External data resources
Expertice course design
Digital hum. knowledge
Network (liaisons)

UKB, SURF, LCRDM Aurora, Liber Knowledge sharing, re-use tools, lobby, standardization

(Inter)national cooperation

COOPERATION ON DATA SERVICES

IT (Central VU)

Architecture
Project management
Technical support
Security

Expertise Communication RDM as part of faculty course

Faculties

Strategic support

Policy making Funding, Legal, tender advise

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ORGANIZING RESEARCH SUPPORT: CHALLENGES

Giving feedback
From process orientation to result driven. From 100% correct / complete to beta

Culture

Learning organization

Learning by doing
Lunch presentations
Open door, workspaces

Testing new ways of project management

Agile organization

Dashboard and planning resources
Standardization managing library IT
CRM: Who's talking to who

Priorities

Being in control

Alignment on university level
Finish before you start

Skills and competences

Project management, Analytics, Community building, data visualisation

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THANK YOU!

Preparation

Assessment

Discovery

Outreach

Scholarly Communication

Analysis

Publication

Writing

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VU VRIJE UNIVERSITEIT AMSTERDAM / University Library

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Home / About us / Mission, strategic plan

MISSION, STRATEGIC PLAN

SEE ALSO:

> LibSearch

> Studying in the University Library

> Collections

> Workshops information literacy

The University Library (UL) is the content manager of the Vrije Universiteit Amsterdam and the VU Medical Center (VUmc). It supports the entire information chain for the process of education and research: from knowledge, information and data for education and research to the distribution and management of the scientific output of the university.

The UL has two locations: At the VU main building and at the Medical Library in the VUmc. On both locations are high-quality physical study and learning environment.
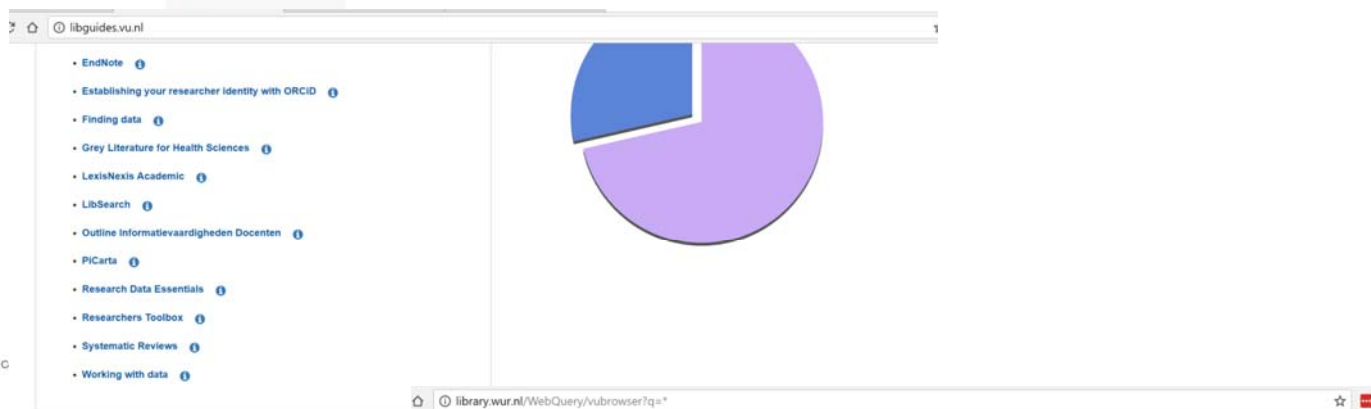
Strategic plan 2017 - 2020

Click to download

The strategic plan 'Hotspot for Content II Stewardship of Academic Content & Scholarly Communication Plan University Library 2017-2020' forms the basis of the organisation of the UL.

- EndNote
- Establishing your researcher identity with ORCID
- Finding data
- Grey Literature for Health Sciences
- LexisNexis Academic
- LibSearch
- Outline Informatievaardigheden Docenten
- PiCarta
- Research Data Essentials
- Researchers Toolbox
- Systematic Reviews
- Working with data

ALL 42 GUIDES

A roadmap for searching literature in PubMed	Cursus B
Course A - All disciplines	Cursus B
Course B - All disciplines	Cursus B
Course B - Business Administration	Cursus B

VU VRIJE UNIVERSITEIT AMSTERDAM

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GROUP (ASJC)

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