Erasmus
University
Library

Annual Report 2023

Erasmus University Library

Focus on open
Foreword by Lucinda Jones

For the Erasmus University Library 2023 was a year of accelerating outstanding academia and getting things done in true Erasmian style.

Our focus during 2023 was on being open, whether it concerns our content, our building, our people or our services. Open is our most important core value next to our other values collaborative, proactive and reliable. These four values inspire and guide us when setting our strategic priorities.

We have heartfully supported the EUR's Open & Responsible Science ambition and we have strived to be as open as possible in all our collaborations. From our alliances within the university to our collaborations in a municipal, national, and international context. Ultimately we strive to be as open as possible in our day-to-day Library business.

Open heritage collections
In 2023, the Library joined Stichting Academisch Erfgoed [the Dutch Foundation for Academic Heritage], because we believe that EUR's academic heritage forms the university's institutional memory and should therefore be fostered and shared. Our heritage collections narrate the history and development of the EUR and can be a source for education or research for the broader academic community. To reach our ambition that the collections are as openly available as possible, we are working on digitising the content in our academic collections.

Open publications and research data
The Library's Open Science team has delivered various policies and strategies and has given a huge number of workshops and lectures on the various options in making publications more open. Our Research Data Management team has been working in partnership with EUR colleagues to form the EUR Digital Competence Centre (DCC). This centre will streamline all requests from researchers. Our Research Intelligence team is continually working on ensuring that every EUR author has an ORCID-ID so that their publications are findable and accessible.

Open building
We pride ourselves that the Library building is accessible for everyone, also for people with disabilities. In addition to students, we also welcome the broader EUR community and last but not least the members of the Rotterdamsch Leeskabinet (RLK) with whom we have a special connection. We feel privileged that we may accommodate the RLK collection consisting of 270,000 books and magazines on humanities in our building. During 2023 we stimulated the decision to open our building to all EUR staff members from 19:00 onwards. We are very happy that at the end of 2023 the Executive Board decided to extend our opening hours for students in the weekend.

Open minds
We encourage open-mindedness among our employees. To be open to diverse perspectives helps us all to make better decisions that are also supported by a broader group. We highly value inclusiveness and are constantly looking for ways to improve the wellbeing of our users and our staff. And last but not least the Library has practiced inclusive recruitment for years. We take measures to reduce unconscious bias concerning origin, age and gender when hiring.

Open services
The motto for our services is: 'open if possible, closed when necessary'. In this way we provide access to as many people as possible seeking knowledge and inspiration.

All of the above wouldn't have been possible without the continuous commitment of all of my Library colleagues. Thank you!

Lucinda M. Jones
Director of the Erasmus University Library/Librarian of the EU

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Open Science Support

Open Science, which includes responsible research and societal impact, is crucial in achieving the EUR's strategic goals. The University Library (UL) supports academic staff in engaging with Open Science practices.

In 2023, we successfully worked on the following Open Science objectives.
- Define the Open Science strategy for the upcoming years.
- Increase the number and types of Open Access publications.
- Move towards more sustainable ways of Open Access.
- Increase training and awareness offerings.
- Identify ways in making the EUR's research data FAIR.

Open Access and Open Science strategies
In 2023, the UL developed a 3-year strategy for Open Access (OA) at EUR, which we are now implementing. In addition, we developed a strategy for Open Science at the Library. The Library's Open Science strategy gave an impulse to develop an EUR-wide Open Science strategy. In collaboration with Erasmus Research Services (ERS) we are now working on an EUR-wide Open Science strategy for the next four years.

Rights Retention Strategy
In 2023, we implemented the Rights Retention Strategy which equips researchers with OA funder mandates with the knowledge they need: (i) to retain the copyright on their publications, and (ii) to comply with funder requirements.

Diamond Open Access
In January 2023, we launched the Diamond Open Access and Open Access Book Fund. The Open Access book fund reached its limit within two months after the launch. We are proud that in 2023 the EUR became the secretary of a national project on strengthening Diamond Open Access.

Infrastructure
The UL provides the necessary infrastructure to make Open Science possible.
In 2023, we enabled a new ORCID API in Pure which allows more publication types to be sent to connected ORCID records. For the Summa platform we incorporated a feature allowing users to simplify the readability of articles.

In 2024 we continue to improve the Open Science infrastructure at the EUR.
- We are working with ERS and Erasmus Digitalisation & Information Services on forming the EUR's Digital Competence Centre.
- Our Open Access team is investigating the feasibility of a University Press.
- We are working on a pilot to explore researcher's tooling needs to participate in citizen science.
- We are working on guidelines and support for Open Educational Resources.
- We contribute to EUR-projects working on central support and information pages on Open Science.

Training and awareness
In 2023, we developed and organised various trainings and workshops.
- We gave Open Data, ORCID and Open Access workshops across several faculties.
- For the Open Access week, we organised a EUR-wide event with guest speakers from various Dutch Universities.
- We completed phase I of the FAIRification Award project aimed at enhancing the understanding of FAIR principles as well as to assess the extent to which hands-on support for researchers to FAIRify their data could be provided if a FAIRification Award was introduced.
- We created an Open Science course for the Graduate School of Social Sciences and Humanities (EGSH).

The EGSH Open Science course and python workshops both had waitlists and were fully booked shortly after they were announced.

Educational Support for Students

The University Library (UL) aims to provide a pleasant, safe study environment where everyone feels welcome. We are open all year round except on 25 December and 1 January. The Library is a popular location for students to come and revise, collaborate, and relax. In 2023, 291,625 students checked in at one of the 924 study spaces in the UL building. According to the customer satisfaction survey conducted in 2023, students are satisfied with our facilities and services.

Introduction to the Library
In 2023, we developed a hard copy 'University Library Guide' for new students. This guide provides practical information about our facilities and services for first-year students. The guide uses QR codes to refer students to more comprehensive information available on the website. In 2023, we also held nineteen online sessions entitled 'Get to know the Library: an introduction', at which we gave students practical information on how to use the library.

Workshops
The University Library provides 'standard' workshops for students on issues including: *RefWorks, Mastering social sciences data skills with MATLAB,* and *Quantitative and qualitative text analysis with MATLAB.* In addition, lecturers can request 'customised' workshops for specific topics, such as: *Information and academic skills and financial databases. The information specialists of the University Library and the International Institute* of Social Studies (ISS) provided a total of 47 standard as well as customised workshops in 2023.

A place to meet and student well-being
The University Library is also a place for students to socialise and relax. Students can kick back in the lounge chairs with a cup of coffee. The massage chairs and the 'Mindfulnest' meditation cabin are particularly popular. The UL also offers students a collection of self-help books to support them in their personal and professional growth. On top of that, novels from all around the world are available at the Rotterdamsch Leeskabinet.

Feedback and improvements
The customer satisfaction survey we conducted in February 2023 showed that students were positive about the UL, but that there were nevertheless areas of improvement. For

example, students felt that the UL should have longer opening hours on weekends, and that the cleaning of the lavatories and the quality of the furniture could be better. In 2023, we got to work on the improvements that emerged from the survey – and we will continue that effort in 2024. Improvements to cleaning practices, for example, remains a priority area.

In 2023, the UL made the following improvements.
- We conducted a pilot with longer opening hours in May and June 2023, during which time the library was open from 8.00 a.m. to midnight every day. Based on the results of the pilot, new opening hours were established that went into effect as of 6 April 2024. The UL is now open from 8.00 a.m. to 11.00 p.m. from Monday to Friday and from 9.00 a.m. to 11.00 p.m. on weekends.
- Any books that have been requested can now also be collected on the same day on weekends (if requested before 10 a.m.).
- Together with the Real Estate & Facilities service unit, we began overhauling the seating and carpets. This project is set to be completed in 2024.

Improving accessibility of the building and collections
In 2023, we took the first steps to improve the accessibility of the building and its collections. Automatic door openers have been installed. We purchased transparent sheets (these provide a less bright contrast, thus improving readability) and reading rulers for visually impaired students, and Dolphin SuperNova was installed in one of the study spaces.

User experience survey
To further improve our services, we have been holding focus groups and sessions with students, such as coffee mornings at the ISS library. We also conduct User Experience surveys in the form of short interviews with students. We ask about their experiences when using our services and activities and how we can improve them. We improve our services wherever possible based on students' wishes and needs.

Education Support for Lecturers

The University Library (UL) offers tools and services to support EUR lecturers, such as the Educational Resource Repository, open educational resources, workshops, and copyright support. In 2023, we finalized the diversity scan and implemented the new Easy Access Agreement II.

Diversity scan of course literature
To support the EUR's efforts to diversify the curriculum, the UL wanted to gain an insight into the diversity in authors of the course literature assigned at EUR. The elements of diversity which we wanted to explore were gender, and Global North and Global South representation.

In 2023, the UL finalized its diversity scan of 1.000 items of course literature deposited in the Educational Resource Repository (ERR), representing over 1,600 authors. The result of the scan is a report that offers an insight into the gender, region of birth, place of birth, and ethnic background of the authors. The report was shared via the website and during the Share Your Knowledge week. On top of this, each faculty received a summary report on the diversity of their course literature. We found that the vast majority of course literature is written by men (69%) and researchers affiliated with institutions in Europe or North America (94%). These indicators of diversity differ per faculty, with some faculties having more gender balanced and geographically diverse course literature. For example, having 53% male authors.

In cooperation with other university libraries in The Netherlands we are exploring ways to make it easier to find suitable course literature that was written by authors that are from, or working in, the Global South. The diversity scan has led to conversations with faculties on ways to diversify their course literature.

Educational Resource Repository
The University Library's Educational Resource Repository (ERR) helps lecturers to stay in control of costs related to the reuse of excerpts from published works in course literature. It is used by the seven schools of the EUR, Erasmus MC, the International Institute of Social Studies, and the Erasmus University College to deposit learning materials which are then linked to overviews of course literature in Canvas LMS.

The main objective for 2023 was to continue to support the provision of course literature while adapting to the changed conditions of the Easy Access Agreement 2023 for Dutch universities. The Easy Access Agreement regulates the reuse of extracts from publications such as book chapters and journal articles for educational purposes. The universities party to the agreement pay a lump sum to the Uitgeversorganisatie voor Onderwijslicenties (UvO) to cover copyright and reproduction costs.

Changes to the Easy Access Agreement

The year 2023 was a changeover year from the Easy Access Agreement (EAR I) to the Easy Access Agreement 2023 for Dutch universities, also known as EAR II. The period covered by EAR I was an academic year. EAR II, however, applies to a calendar year. There was also an important change to the conditions regarding the length of extracts. Under EAR II the maximum length of an extract from a book was reduced from 50 pages (or 25% of the book) to 40 pages (or 20% of the book). The new 40-page limit also applies to journal articles.

Adjustment period

The Easy Access Agreement 2023 for Dutch universities went into effect on January 1, 2023, which was halfway through the academic year 2022-2023 so faculties needed some time to adjust the learning materials already in use as course literature to the new 40-page limit. The University Library, along with other parties to EAR II, negotiated with UvO in March 2023 for an adjustment period to allow faculties to check which educational resources exceeded the new page limit. It was agreed that the EAR II 40-page limit would apply for courses at the EUR starting in the academic year 2023-2024.

Communication

The library's faculty liaisons communicated directly with the faculties at the start of April 2023 to inform them of the changes in the EAR I and sent out overviews of works that exceeded the 40-page limit. The Library's ERR support informed key users at the faculties about the 40-page limit and sent out updated user manuals. Furthermore, we updated the generic user manual and the UL-webpages about the ERR and about the EUR Course Literature tool.

Updated alerts and dashboard for key users

The Library's ERR specialist:
- Updated the repository alerts to display warnings (after June 1, 2023) for course literature that exceeded the 40-page limit.
- Created a dashboard for key users to help them to check which course literature linked to courses running in 2023 exceeded the 40-page limit.

ERR support shared this dashboard with key users at the faculties at the end of May so that they could identify and shorten or replace course literature for courses starting in the academic year 2023-2024. Due to these timely actions and the efforts of lecturers, course co-ordinators and tutors in adjusting their course literature accordingly, we have not faced major issues. Only 2 of the 11,406 journal articles (0.0175%) placed in the ERR in 2023 exceeded the 40-page limit. For book chapters the amount was a little higher; 24 of the 4,523 book chapters (0.5306%) exceeded the 40-page limit.

Easy Access agreement 2023 (WO)
Copyright at your university

Your university makes use of the Easy Access agreement (WO) of UvO. This buyout agreement makes it easier than ever to use and reuse copyright- protected material. Read all the conditions here.

Valid from: 1-1-2023 to 31-12-2025

40 pages
You can freely use up to 40 pages in your lessons, on condition that it is not more than 20% of the original publication. These can be chapters, articles from magazines and newspapers, cuttings, etc.

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There is no maximum for images in publications or presentations (PowerPoint, Prezi, etc.). There are two conditions, though: you may use no more than 10 works by the same maker and no more than 25 images from the same work.

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For more information go to
www.stichting-uvo.nl

UITGEVERSORGANISATIE VOOR ONDERWIJSLICENTIES

Infographic design: De Animatier

Research Support

The University Library (UL) supports researchers with a wide range of services and tools. Our experts provide assistance with a wide range of issues, such as Open Access publishing, research data management, literature searches, copyright, and increasing research impact. In 2023, we strengthened collaboration with other EUR services to improve support to researchers. We also offered our usual services and improved our services where possible.

Publishing data, articles, and books
In 2023 EUR researchers were once again able to publish on an Open Access basis through the Erasmus Diamond Open Access Fund and through the Open Access Book Fund. The copyright information desk supported researchers regarding copyright issues in research.

Improvements in research information system Pure
In 2023, we added nearly 7,000 new EUR publications to the Research Information System Pure, of which 76 per cent is Open Access. We drew up a roadmap for the further development of Pure based on the faculties' wishes. In 2023, we implemented improvements in data quality, findability, reporting, compliance, and user services.

More datasets published
The number of datasets published in the Erasmus Data Repository increased significantly in 2023. Through the use of Data Monitor, datasets published by EUR researchers in other repositories (anywhere in the world) are now also automatically findable in Pure.

Data curation and data analysis
In 2023, we launched a data curation and hands-on support service for researchers wishing to publish research data. We also organised introductory Python sessions for researchers. At the Future Library Lab, the UL is developing innovative research methods, using AI and Machine Learning as well as its own EUR content and open publications.

ORCID Quick Scan
We launched the ORCID Quick Scan in 2023. Researchers can now send their ORCID ID to the UL and receive customised advice on how to complete or improve their ORCID record.

PhD Research Support and Open Science
In 2023, we frequently attended faculty and EUR-wide events, such as workshops and lectures, to promote our Research Support services and inform researchers about Open Science.

Cooperation with other EUR services
The UL is working increasingly closely with other EUR services, such as Erasmus Digitalisation & Information Services (EDIS), Erasmus Research Services (ERS) and Marketing & Communication (M&C) to improve support for researchers. In 2024, together with EDIS and ERS, we will officially launch the Digital Competence Center (DCC). At the DCC, we will be working together to provide services that are even better suited to the questions and needs of researchers. To make the information about the services offered to researchers by the various EUR departments more accessible and searchable, an EUR-wide Research Support Portal will be created in 2024. The University Library is an important contributor to this portal.

Collections and the Rotterdamsch Leeskabinet

The University Library (UL) ensures that researchers, lecturers and students have access to up-to-date content relevant to their research and teaching. We acquire the necessary resources — from eJournals, eBooks and databases to print publications — in consultation with researchers and lecturers at the various faculties. The UL makes them accessible and usable via sEURch, Google Scholar and the Lean Library Plug-in. In 2023, 121,593 eJournals and 936,301 eBooks were available to the EUR community online 24/7. We also added 3,408 paper publications to the open collection.

Making EUR research results accessible
The University Library also makes the results of EUR research and teaching, such as publications and datasets, widely accessible. We ensure they are Open Access and, for example, provide a link between Pure and the Netherlands Research Portal. In 2023, we made 6,882 publications by EUR scholars available through Pure.

Making special collections accessible and usable
The UL manages the special collections and makes them more accessible and usable by means of metadata and inclusion in the catalogue. Special collections include literary works, books in the warehouses, archives, research collections (the Historical Didactic Collection and the Patient Experiences Collection), and the heritage collections.

Heritage collections
The heritage collections include old prints, the archive of Nobel laureate Jan Tinbergen and the academic heritage collections. To make heritage collections more accessible and usable, we worked on the metadata of the collections and clearing copyright. This involves asking permission from the copyright holders to make the collection digitally available and accessible to the public. The next step is to digitise the heritage collections and make them available through a website that can be accessed by the general public. We provide an insight into the rich history of our university through historical photographs and heritage documents made available through online presentations and activities, such as exhibitions.

Conservation and restoration
Proper conservation and restoration are needed to preserve the fragile special collections for future generations. In 2023 we carried out an inventory of what preservation work is needed (and will continue this effort in 2024). We started off with the specialist restorations and repackaging of the collections. We also started dusting and cleaning all books in the stacks.

Rotterdamsch Leeskabinet
Each year, the University Library and the Rotterdamsch Leeskabinet purchase a selection of contemporary literature, which is well used by students. This literature collection contributes to students' academic development. The Reading Without Borders collection is available to international students and contains literature from around the world translated into English, thus also providing students with an opportunity to learn about other cultures.

Controversial books
In 2023, we put together a collection of the most controversial books of 2022. In doing so, the library emphasises the importance of freedom of expression and freedom of information – even when it comes to ideas that some consider to be unpopular or unorthodox.

Social role and public activities

The University Library (UL) is there for students, staff and any other interested parties. All three libraries – Woudestein, the Rotterdamsch Leeskabinet (RLK) and the IIS Library in The Hague – are open to visitors to access and borrow printed publications and consult the online collections. In addition, the RLK organises literary and cultural activities that are open to all.

We bring our rich collections and activities to the attention of students, staff and the general public through the UL website and social media channels.

Lecturers, interviews with authors and book clubs
In 2023, the RLK and the UL again held a few dozen public activities. These included lecturers, interviews with authors and book clubs for RLK members and for students. The lectures given by author Nino Haratischwili's on her book *Het schaarse licht*, and by author Tommy Wieringa on his book *Nirwana* attracted large audiences from inside and outside EUR. Around 150 people attended each lecture. The RLK collaborated with Rotterdam bookshops and literary organisations for each of these and other lectures.

'Bookmarks & Dog Ears' podcast series
We also created a series of podcasts entitled 'Bookmarks & Dog Ears', in which professors and students talk about their 'love of reading'. Guests of the podcast bring along their favourite books and talk about why they are so special to them. Every podcast starts with the same question "Where do you like to do it?". The guests will then tell the audience where they enjoy reading the most.

Surinamese poetry
In collaboration with the Taalmuseum, Theater Zuidplein and the RLK, we organised 'Powema Boto', an afternoon focusing on Surinamese poetry. This event also attracted many people from the Surinamese community in Rotterdam.

Exhibitions
In 2023, we put together three exhibitions using materials from the library collections, occasionally supplemented with objects from other collections – additionally we created online versions of these exhibitions.

'Erasmus: the man, the myth, the legend, the university'
We put on the exhibition 'Erasmus: the man, the myth, the legend, the university' in the study area and online. The exhibition used four key themes to explore the life of Erasmus and how the university and the city related to him over the centuries. The exhibition, which was a partnership with the Erasmus School of Philosophy and the Rotterdam Public Library, was curated using objects from the collections of the University Library, the RLK and the Erasmus Collection of the Rotterdam Public Library.

'Associate! EUR student communities'
The online and display case exhibition 'Associate! EUR student communities' told the story of EUR student life through objects from different associations.

'The poetry of the Rotterdamsch Leeskabinet'
The online and display case exhibition 'The poetry of the Rotterdamsch Leeskabinet' displayed a selection from the RLK's collection of over ten thousand poetry publications.

Reading tables and thematic tables
The UL and the RLK are jointly committed to getting students excited about reading and to read more. We showcase books from the collections through the reading tables. In 2023, we also established 'thematic tables' focussing on various topics. On International Women's Day (8 March), the University Library presented a reading list of books that celebrate women's achievements, highlight issues or point the way forward.

The Living Library book
In 2023, a team of staff members from across the University Library worked hard on the book *The Living Library* which was released in 2024. It highlights the unique objects of the UL and the RLK, the academic heritage and their stories, and shows how the UL is a place for students, staff, the residents of Rotterdam, and lovers of literature and culture. In addition, the book devotes attention to socially relevant collections on women's emancipation, colonial history and global citizenship and takes a critical look at the historical context of those collections.

World Library and Information Congress
The UL co-organised the successful World Library and Information Congress (WLIC) of the International Federation of Library Associations. The RLK, in partnership with other Rotterdam libraries, organised a presentation entitled 'Rotterdam City of Books' in the Ahoy conference hall.

Cybersecurity

The Research Information System Pure managed by the University Library (UL) was one of eleven EUR-wide applications audited by an outside agency (Duijnborgh Audit BV) in 2023. The audit was carried out using the SURFaudit Information Security Assessment Framework, which sets out the requirements an institution must meet to achieve a certain level of maturity. Dutch higher education institutions aim for a maturity level of 3 (on a scale of 5) on average for the entire SURFaudit Assessment Framework.

Baseline measurement by the UL

In early 2023, the University Library first conducted a baseline measurement with KPMG staff based on the 69 controls described in the SURFaudit Assessment Framework. These controls cover various domains, such as governance, risk management, data management, configuration management, incident management, change management, identity management, etc. The baseline measurement gave the UL an insight into which improvements were still needed to achieve maturity level 3.

Implementing improvements

After the baseline measurement, the University Library set about making the improvements needed to reach a maturity level of 3 or higher on average. In this effort, the UL received assistance from SURF and from internal staff, such as the information security officers of Erasmus Digitalisation & Information Services.

Description of controls

For each control, the process used in Pure - and/or in the overarching systems and processes - was identified and described. These are examples of controls that were described.
- Who gets access and how is access established?
- How are functions separated?
- What is the dependency on individuals?
- How are incidents escalated?
- Is there a business continuity plan in place?

All this information was incorporated into a wiki in the software application Confluence. Where necessary, the UL has enhanced or adjusted processes to meet at least maturity level 3 of the Assessment Framework.

Examples of the enhancements and adjustments we made are:
- Clarifying overviews of roles and rights;
- Tighter controls on manually created users; and
- Clearer communication and agreements surrounding the Service Level Agreement with the supplier.
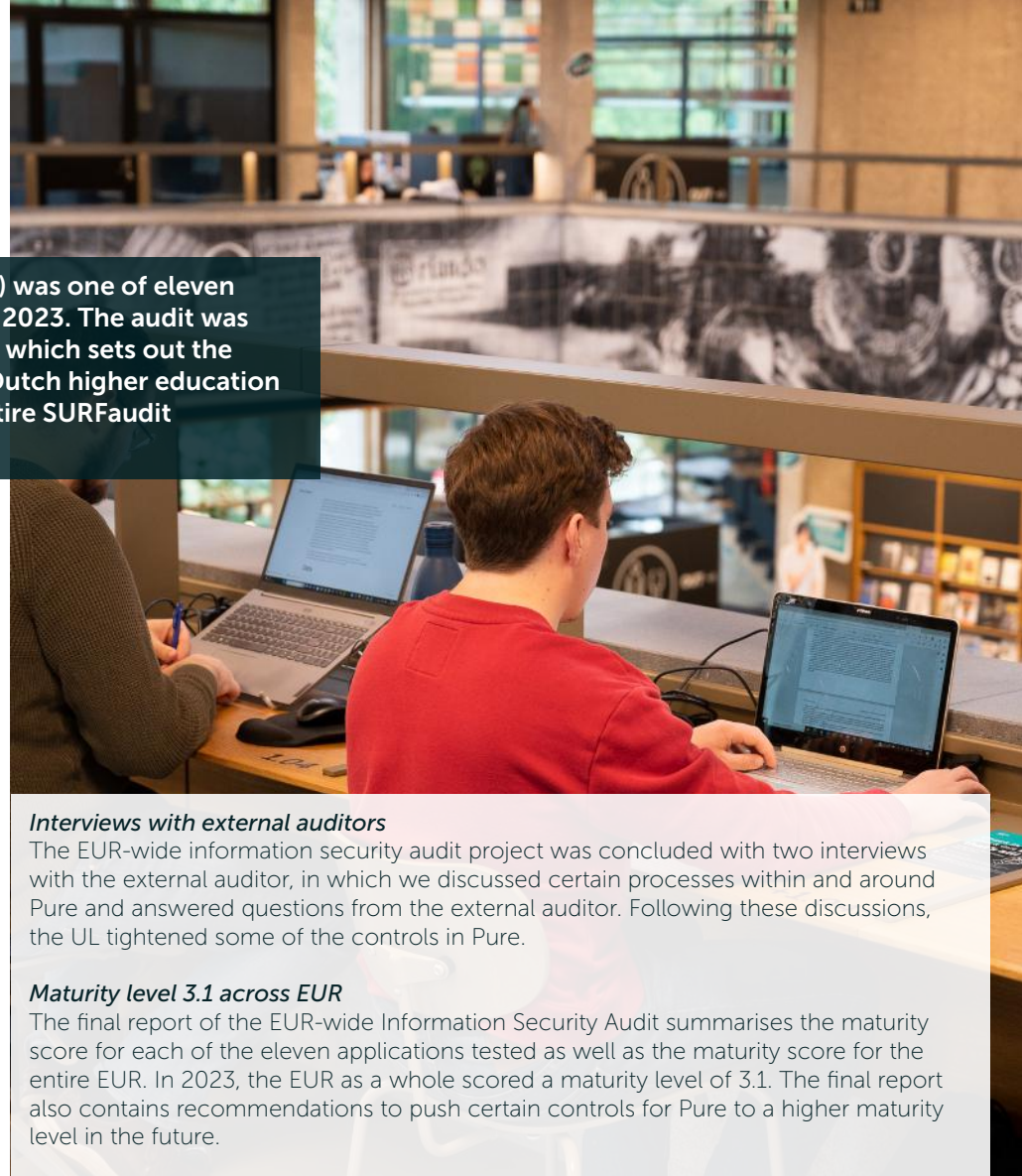
Interviews with external auditors

The EUR-wide information security audit project was concluded with two interviews with the external auditor, in which we discussed certain processes within and around Pure and answered questions from the external auditor. Following these discussions, the UL tightened some of the controls in Pure.

Maturity level 3.1 across EUR

The final report of the EUR-wide Information Security Audit summarises the maturity score for each of the eleven applications tested as well as the maturity score for the entire EUR. In 2023, the EUR as a whole scored a maturity level of 3.1. The final report also contains recommendations to push certain controls for Pure to a higher maturity level in the future.

Based on the outcomes and recommendations in the final report, the University Library will - where possible - take further measures to improve the effectiveness of information security at the UL to reach a higher maturity level.

Proper documentation

The audit process has ensured that the provision of information within the UL is now well documented. This documentation can serve as a framework for other UL software systems and other UL software systems that will have to undergo the external audit.

"We got high scores for autonomy, recognition and clarity in the E&E Scan"

An interview with Jeanine Blaauw and Lucinda Jones

The University Library (UL) aims to provide a safe, inclusive working environment, in which employees are able to develop properly. How did the UL pursue this in 2023 and what did it achieve? Lucinda Jones, UL Director, and Jeanine Blaauw, HR business partner at the UL, explain.

Every year, EUR invites all employees to participate in the Engagement & Enablement Scan (E&E Scan). In early 2024, 69% of UL employees completed the scan (for 2023), says Jeanine, who has been with the UL in an interim capacity since the end of 2023. "This is a very good score compared to faculties and other services. The response rate is 47% for EUR as a whole. And the UL scored higher than the EUR average on all components of the Engagement & Enablement Scan (E&E Scan)! I have noticed that managers encourage their employees to fill in the scan and speak out. The UL's 'net promoter score' is similarly high: 7.7. That score indicates the extent to which someone would recommend their employer to others."

Autonomy, Recognition & Appraisal and Clarity

The UL scores particularly well on: Autonomy, Recognition & Appraisal and Clarity. "Autonomy relates to the degree of freedom you have to organise your work the way you want. Clarity is about whether what is expected of you in your job is clear. And Recognition is all about whether employees feel that their unique talents are valued."

A strong connection between managers and employees

Jeanine sees a strong connection between supervisors and employees at the UL, and the E&E Scan shows a positive development in terms of leadership: "Supervisors have a keen understanding of the needs of individual employees and are available when problems occur, which is another thing the E&E Scan shows. Everything we discuss in the Management Team (MT) is published openly – to the extent allowed by privacy rules, of course. This ensures safety and clarity. There is a culture of transparency. The MT closely involves employees in drawing up the strategy and the Annual Plan, thereby ensuring that everyone is working towards a common goal. I also see that the MT is committed

to achieving a more effective connection between the teams through cross-team projects."

A safe working environment

The UL employs a certified confidential counsellor who also handles employee onboarding. Jeanine: "The confidential counsellor provides information to employees twice a year, during lunch and learn sessions, as to what they can do if they feel unsafe and how and where to report incidents within the university and seek out help. In 2023, the UL's confidential counsellor went round every department and each team to clarify her job and role." Lucinda: "There are also stewards in the library to keep an eye out for the employees working at the front desk. There is an open atmosphere at the UL: we value feedback and we ask staff to give each other feedback."

Room for improvement

The E&E Scan also shows that there is still room for improvement. For example, employees' work-life balance deserves more attention, says Jeanine. "That score stands to be improved both for the UL itself and for EUR as a whole." Lucinda: "This issue is continuously top of mind for the MT during bilalateral meetings, team meetings and department meetings. We work with employees to look at how we can improve this and initiate improvement processes on that basis."

Personal development

The E&E Scan also shows that University Library employees find that there is a lack of clarity regarding career opportunities. "This is about whether there is clarity as to how they can continue to grow. Many UL employees answered that they 'didn't know'. This

may be because UL employees tend to have very specialised jobs. However, they do feel they are given enough opportunities to develop." Supervisors pay close attention to personal development opportunities, says Lucinda. "They invite employees to set out what and how they want to develop further, and then look at what opportunities are available. This can range from doing internships and attending degree programmes to following training programmes and courses to attending conferences." At the end of 2023, the UL decided to participate in a new development cycle. This method focuses on talent development rather than on assessment. Lucinda stresses that the UL aims to be a pioneer in this regard.

Sharing knowledge internally and externally
The traditional pathway to becoming a librarian no longer exists and so new employees generally will have no library qualifications. "We therefore ensure that employees can learn from each other", says Lucinda. "New employees are given a buddy who briefs them and who they can turn to with any questions. We also share knowledge at the Library Lunch Meetings. And our employees exchange knowledge through (inter)national networks."

Diversity and inclusion
The staff of the University Library come from a range of countries and vary in terms of age and background, says Lucinda. "We believe it is vital for the UL to be an inclusive organisation. We are the only service at EUR to which you can apply anonymously." Jeanine: "EUR has central policies in place on inclusion and diversity. Each service unit can interpret those policies in its own way. One thing that strikes me is that the UL is very good at this. In 2022, EUR had to implement a new digital system for the application process, which does not allow candidates to apply anonymously. The UL has requested that this feature be made available within the system. However, the provider cannot offer that option at present. As long as anonymous application is not possible in this digital system, the UL will not be working with this system. The UL believes that inclusion is more important than the convenience offered by the system. The UL is also one of the services that has the most participation staff."

Diverse and valuable perspectives
The University Library continues to work with trainees and also offers people trained in another field of work the chance to join the UL, Lucinda concludes. "In 2023, two trainees worked at our Collections Department. They are part of the LDE traineeship for newly graduated young professionals offered by the universities of Leiden, Delft and Erasmus as part of their partnership. The diversity of employees provides diverse and valuable perspectives, and research shows that this leads to better decisions and policies."

UL-employee Nicky van Oosten (middle) with UL colleagues after receiving the Profesional Services Award on 27 June 2023

UL in numbers

Practical use	2023*	2022	2021	2020	2019	2018
Downloads full-text magazines	4,740,852	4,750,000	4,800,000	4,200,000	4,200,000	4,600,000
Loans**	20,240	19,000	16,000	17,500	33,000	36,000
Workshops, trainings	136	250	225	105	190	100
Study spaces	1,000	1,000	1,000	1,000	1,000	1,000

* Downloads e-books: 488.458 (2022: 389.409) total digital collection: 5.229.310 (2022: 5.139.942)
** UB + ISS + RLK + EUC

Collection	2023	2022	2021	2020	2019	2018
Physical items: books and magazines	914,064	870,000	907,000	922,000	900,000	990,000
Printed magazines	74**	75	156	185	208	466
Online magazines	128,639	118,000	90,000	85,000	75,000	75,000
E-books	447,090**	450,000	542,000	460,000	370,000	340,000

* UB + ISS + RLK
** Only UB (paid and free)
*** Number referst to e-books licences; total available 970.819 (the total number was available since 2022 and was in 2022 833.653)

Business*	2023	2022	2021	2020	2019	2018
Total budget	14,551,000	13,000,000	12,600,000	12,600,000	12,000,000	11,500,000
Part collection budget	*6,271,000*	*5,650,000*	*5,700,000*	*5,700,000*	*5,400,000*	*5,200,000*
Amount of m² UL (library building)	9,240	9,240	9,240	9,240	9,240	9,240
Open hours per week	102	102	102	102	102	102
Number of employees (FTE)	68.26	65	70	69	64	62
Library locations	3	3	3	3	3	4

* Reference date: 31 December