

Strategic Plan 2018-2023

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Introduction

Now that the 2012-2017 strategy period has ended with a successful evaluation, the time has come to reflect on the future. What is next? Our research is excellent, the committee has rated our collection management as coherent and well organised. The collections and research programme have great inherent social value. The IISH became part of the KNAW Humanities Cluster (HuC), thereby boosting its scientific and organisational future-proof status, as the committee was pleased to note. The employees of the IISH appeared to the committee to be motivated and satisfied. The question is: can we in the IISH move up to the *next level*? This strategic plan answers the question affirmatively, describes where we want to be in 2023 and indicates how we want to reach that level.

The foundation for the strategy is formed by our [self-evaluation](#) over the years 2012 to 2017. The self-evaluation contains a SWOT analysis and draws the outlines of a new strategy. We compiled that document for the SEP evaluation, which took place in March 2018. The Peer Review Committee came up with a number of [recommendations](#), which we will follow up in this strategy document. Further inspiration for this strategy document came from the employee survey at the end of 2017.

Although the strategy for the period 2018-2023 does not signify a major break from the previous period in terms of content, the coming years will nevertheless be a period of transition. In the next few years, many employees are due to retire, including the general director. A new generation will take up positions, bringing new energy and new ideas. They must be encouraged and given the opportunity to act on them. This strategic vision offers sufficient leeway to add new plans and to adjust the existing ones. The structure of this plan is based on the OGSM method (Objectives, Goals, Strategies, Measures). OGSM is referred to as a waterfall method: the *measures* at the institute level form the *goals* at the departmental level. Departments can then determine how they will reach them, on an annual basis. We have already been working with this method for several years, but it will become a more integral part of the annual cycle of planning, budgeting and reporting.

In organisational terms, the IISH forms part of the KNAW Humanities Cluster, but we present ourselves to the outside world under our own brand name, and with our own brand strategy. The strategy for the HuC as a whole forms the policy framework, which is elaborated on below. In this paper, what matters is the question of how the IISH brand can take on an optimal scientific and societal impact.

We start our plan by briefly indicating what the IISH has stood for and achieved so far. Next, we describe how we envisage the IISH in 2023. That forms the basis for the rest of the story. We use the OGSM format for this. The lowest level, that of the measures, has been partially completed, but it can still be amended and added to in the term of the strategy period, based on new insights and proposals. Lastly, there are a few guidelines concerning communications, including a mission statement and a short description of the institute.

The reason for the IISH's existence

Although it never has been phrased in such terms, we could argue that the idea behind the IISH was always that social inequality in societies is a problem, that it is therefore worth studying its history, and for that it is necessary to build up and maintain a collection of socio-economic-historical research material. Another consideration for the latter was that the risk of this type of resources being lost is above average; the IISH also had a salvage role. A more ideally inspired motivation was that ideas and actions to achieve a better society - and the people associated with them - deserved to be remembered and sometimes also to be followed. The IISH's collection is therefore not only significant as research material: it can equally be considered as a collection of documentary heritage.

Based on what the IISH has achieved in its 85-year existence, the significance of the institute can now also be expressed in terms of its success: according to the Peer Review committee of 2011 it is the world's most important centre for practising socio-economic history, is capable of changing scientific paradigms, possesses a world-renowned collection and plays a leading role in numerous (inter)national organisations and networks.¹ In 2018, it became apparent from a national survey that IISH's clients greatly appreciate its services. With its research and collections, the IISH has indeed fulfilled its original mission: it makes an important scientific contribution to the increase in knowledge about the causes,

¹ Report by Peer Review committee 2011, p. 6.

consequences and operation of social inequality. We do this on a global level by studying capital and labour in mutual interaction over the long term.

The next level: where will the IISH be in 2023?

In 2023, the IISH will be a buzzing, inspirational and inclusive place, where socio-economic history is alive and that people love to visit because they are interested in topics such as inequality, labour, migration and slavery. We are still the most important location in the world for fellow-historians, but we can now also reach other people and involve them in our activities. Our impact will therefore become noticeably larger. In 2023, our users will form a diverse group in many respects. Our organisation is set accordingly. Our organisation and infrastructure will be embedded in the HuC, but also interwoven with that of numerous other organisations and networks by 2023. The IISH research has grown in size, is socially engaged and has further strengthened its position as a *key global player*. New horizons are being explored. Researchers have access to large data collections and advanced tools to analyse the material. The Collections Department has undergone a transformation. Financial resources obtained externally for collections have grown, which contributes to innovation and a well-kept state of the collection. We mainly acquire digitally born material and largely process it in a fully automated way. What we wish to collect and how we go about it is the subject of constant analysis, which leads to a clear vision and practices that are continuously adjusted in response. Conceptually, methodologically and technically, our Collection Department is at the forefront.

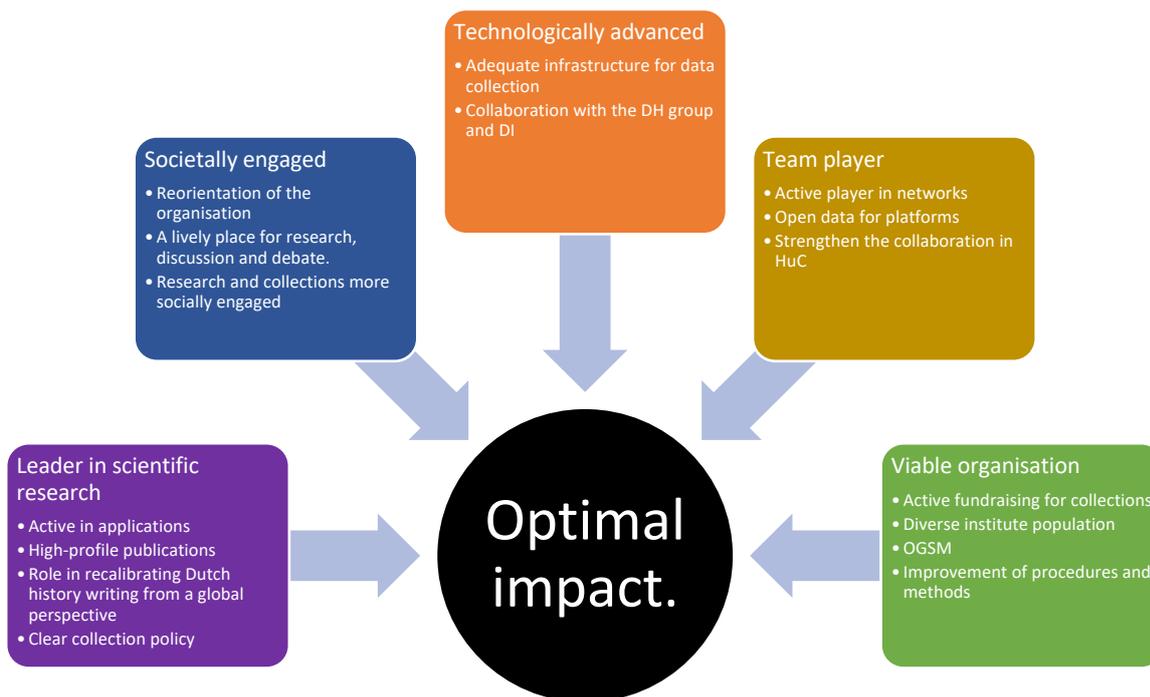
The workforce will be more evenly balanced in terms of age distribution and more diverse than is currently the case. The business operations will have achieved a high level of professionalism and effectiveness and will reinforce the primary process.

In strategic terms

In terms of strategy, we will optimise the *impact* in the coming years. In other words: we want to achieve the maximum effect with the resources at our disposal. In terms of the OGSM scheme, this is the primary objective for us. For an optimal impact, we will take steps in five different domains:

1. *Scientifically in the forefront* – the objective is to uphold the excellent status of the research and to shape our collection policy to the extent that collections will have acquired this status by the next evaluation.
2. *Societally engaged* – the objective is to considerably increase our societal impact, enough for this aspect to be also rated as excellent in the following evaluation.
3. *Technologically advanced* – the objective is that research and collections will be equipped with the most advanced methods and techniques.
4. *Team player* – the aim is to function optimally in emerging new organisational landscapes, in which our role in greater contexts will determine our success.
5. *Viable organisation* – The aim is to shape our organisation in such a way that it provides the best possible environment for achieving our objectives now and in the future, and that it will be rated as excellent in the next evaluation.

The strategy is visualised in the following scheme. The bullet points are followed by the strategic steps that must be taken within the five domains. These will be elaborated on in the following sections.



The KNAW Humanities Cluster

The IISH has formed part of the KNAW Humanities Cluster since 2016. The HuC provides an answer to a problem that started to manifest itself in the previous decade: due to technical (ICT, digitalisation) and administrative (increasing regulation and accountability requirements) developments, it became increasingly more difficult for the humanities institutes - none of them particularly sizeable - of the KNAW to maintain an adequate operation and digital infrastructure, or to have sufficient knowledge about new methods and techniques.

However, the HuC does far more than resolving these problems. What it aspires to achieve is: (1) to make it technically and methodologically possible to answer research questions that that we could not previously answer, (2) to make digital collections and data optimally useful, and (3) partly because of this, to play a leading role in the construction and management of the (digital) infrastructure for the humanities.

The strategy of the HuC follows from these objectives: we invest in digital humanities, digital infrastructure and the professionalisation of our business operations. The HuC forms a single organisational unit with sufficient scale, the components of which are presented under different brand-names. That principle - of a single organisation with several brands - enables us to get the best of two worlds. The HuC represents a professional and powerful organisation, which is a force to be reckoned with in the scientific landscape. The risks of poor management, which the IISH and other institutes have suffered from in the past, have now been contained. At the same time, the strong institute brands and their respective reputations will also be maintained, which enables us to retain the contacts and collaboration with the grass roots at an optimal level. As the evaluation committee in 2018 rightly observed, this is an essential condition for the proper functioning of a global socio-economic historic *hub* as the IISH.

At the end of 2018, after the establishment of a digital infrastructure department, the HuC is approaching its organisational completion, although some elements still need to be developed and fine-tuned. For example, it is still an open question if and to what extent advantages of scale can still be obtained for the processing of data and collections. In 2018, the clustering process has been formally completed after a

last allocation of renewal funds from the KNAW for innovating research of the Huygens ING and the Meertens Institute.

Objectives versus means

This strategic plan is ambitious. At the IISH, we want to take bold steps, particularly with regard to our societal impact. This will take additional effort. It also raises the question: where will we get the resources from in order to deliver them? It is not plausible that our structural income from the Ministry through the KNAW will increase. The pattern of successive government cutbacks in the last few decades makes the opposite more likely. The cumulative effect of these cuts is that there are few efficiency gains still to be made. It cannot be expected for IISH employees or for other HuC workers to work even harder than they already are.

We must therefore tap into other resources and make choices, putting activities that we currently consider less important on the back burner. The following applies:

1. Few major efficiency gains can be obtained in the primary process (collections and research), but it has become apparent that business operations in HuC context have become more effective than when the IISH when it was acting alone. This creates some financial leeway. Eventually, the same effect can be expected from the Digital Infrastructure department. This leeway will be used for the new strategic objectives.
2. A condition for the strategy fully succeeding is that we are successful in our aim to boost the external income for the collections as well as for research.
3. We make choices. This takes place at institute level, departmental level and the level of the employees. For example, at the institute level, the management will accept that researchers produce fewer scientific articles and book chapters if it results in high-profile scientific monographs, or other products and activities that create societal value. For collections, the management encourages departments and employees to contribute more to the collection's visibility, while understanding that this can have consequences for the number of items acquired or made available. It is also clear that a number of strategic actions require the support of Communications, Facilities & Support. The management will take this into account when drafting the budget.
4. A comment: although this strategic plan shows a great deal of ambition, it does not involve major quantitative shifts in activities. Many of the intended actions can probably already be achieved if all employees manage to spend *on average* 10% of their working time on new activities.

Goal 1: Leader in scientific research

'The research has grown in size, become societally engaged and strengthened its position as a key global player.'

In 2018, the research was rated excellent and our academic impact is significant, but it would not be wise to react to this by resting on our laurels. A follow-up step is still possible. After 18 years of *Global Labour History*, it is time for a higher aggregate level of results and further analysis. Can we produce one or more 'major', groundbreaking publications such as those by Piketty, Van Bavel or Scheidel? At this point, we may have acquired a sound basis for it, with over 1,500 IISH publications since the beginning of the GLH programme in 2000, plus the publications of others operating in this domain.

With GLH, we have managed to bring about an international paradigm shift in socio-economic history. IISH's research studies inequality and labour relations at the global level. In future years, the resulting knowledge will enable us to contribute to the debate on the national history of the Netherlands from a global angle. We are well placed to do so, precisely because of our international perspective and the innovative nature of our research programme. For example, we can show in which general patterns the development of the Netherlands fits, and demonstrate that the current exceptionalist and partly inward looking historiography probably needs a more global and comparative approach.

Furthermore, the IISH research is well positioned to fit in with themes in the National Science Agenda and the new EU Horizon programme. Our themes also offer an excellent opportunity to find societal partners. Based on the available talent and the favourable starting position in national and international programmes, it is fair to expect that more externally financed projects will be secured in the coming years, resulting in growth.

'What we want to collect and how we do it is the subject of constant analysis that leads to a clear vision.'

The IISH is more than a research institute. Our collecting activities are also important for research, and contribute to our scholarly status. The scientific staff of the collection department will face a major challenge in the near future. Social movements and social protest manifest themselves differently than before, partly driven by technological developments. This also raises the question of how social media and other digital communication methods are developing. Which of these will be reliably, sustainably and openly archived elsewhere in the long term, and which will not? Our collection development must evolve towards a flexible vision and approach based on constant analysis.

We remain active in applying for research projects.

Measure 1.1.1: We form consortia with scientific and societal partners to position ourselves strategically well for programmes such as Horizon and the NWA.

Responsible for this action: Director of Research > Researchers

Success evident from: Some large, externally funded research projects with both a scientific and a societal impact. This increases the number of researchers and therefore the output. In 2023, the external income of the research department will grow from 30% to more than 40% of the total income of the department.

Comment: The formation of strong consortia will be the key to acquiring externally funded research projects. The challenge is to bring together scientists and institutes/departments with an excellent track record and to connect them with societal partners. The IISH is well positioned to be part of such partnerships, but we will need to network actively and creatively to interest the right partners. See also Measure 2.3.1:

When achieved: 2018-2023.

Prioritisation: Must (essential).

Measure 1.1.2: Senior researchers form groups of PhD students and postdoctoral researchers through applications.

Responsible for this action: Director of Research > Researchers

Success evident from: in 2023, the research department will consist of groups of PhD students and postdoctoral researchers on sub-themes of the research programme, each led by one or more senior researchers.

Comment: IISG researchers who apply to supervise PhD students and postdoctoral researchers are not only encouraged to do so, but are also supported, including through IXA or by efforts to provide financial matching. We aim for a scenario in which senior researchers form groups of PhD students and postdoctoral researchers, not only to multiply the number of researchers and their knowledge, but also to act as mentors for young researchers.² This may result in internal clustering around sub-themes within the research programmes.

When achieved: 2018-2023.

Prioritisation: Should (important).

Measure 1.1.3: We make use of the facilities that the NIAS offers to bring together leading international researchers, as well as in order to draft joint applications.

Responsible for this action: Director of Research > Researchers

Success evident from: during the strategy period we made several successful applications for a NIAS group, resulting in promising European applications.

Comment: As HuC institute, we have a special relationship with the NIAS. There is an opportunity to allow a group to spend several months in the NIAS, provided we meet the qualitative conditions specified by the NIAS.

When achieved: 2018-2023.

Prioritisation: Could have (desirable).

We safeguard our scientific freedom.

Measure 1.2.1: We make clear agreements with clients and societal partners.

Responsible for this action: Director of Research > Researchers

Success evident from: we publish our scientific results without any restrictions.

Comment: Our strategy to increase our collaboration with societal partners increases the risk that the latter may impose restrictions on the free publication of research results. We will therefore record the right to do so in our agreements.

When achieved: 2018-2023.

Prioritisation: Must (essential).

High-profile monographs

Measure 1.3.1: The management will encourage and support researchers' plans.

Responsible for this action: Director of Research > Researchers

Success evident from: one or more high-profile monographs.

Comment: Scientific publications such as *Empire of Cotton* by Sven Beckert, *The Great Leveler* by Walter Scheidel, *The Invisible Hand* by Bas van Bavel and especially *Capital* by Thomas Piketty firmly put the topic of social and economic inequality on the map, including outside academia. These are not so much popularising publications, but scientific publications that shed new light on major issues and that are readable by non-colleagues. At the IISH, Jan and Leo Lucassen managed to reach a broader audience in the popularising genre with *Vijf eeuwen migratie* (Five centuries of migration) and Leo with *Voorbij Fort Europa* (Past Fort Europe). The ambition to summarise research results in 'large' scientific monographs that are also accessible to people other than colleagues deserves more attention and support within the IISH. The management will support plans, for example by making resources available for editing, translation, research assistance, etc., or by helping to find a suitable

² At the [Hubrecht Institute](#), the most successful KNAW research institute, every senior researcher gathered a [group](#) of PHD students, postdoctoral researchers and students around them.

publisher. We also acknowledge that working on such a publication requires rest and concentration - and this must be facilitated.

When achieved: 2018-2023.

Prioritisation: Should (important).

Together with other critical historians, we will contribute to a re-evaluation of Dutch history, which was less exceptional and which lends itself to more general patterns than has hereto been expressed.

Measure 1.4.1: We organise workshops, debates and conferences on this theme.

Responsible for this action: Director of Research > Researchers

Success evident from: a number of high-profile events leading to something that could indeed be considered a new 'school' in Dutch historiography.

Comment: In an article in *De Groene Amsterdammer* on 28 June 2018, Niels Mathijssen challenged the exceptionalist approach to Dutch history by historians such as James Kennedy. IISH researchers were presented as torch-bearers of a new school, which questions the uniqueness of Dutch historical development, asserting that it is more aligned with general patterns than has so far been expressed in historiography. Many historians concealed or downplayed less favourable aspects, such as its aggressive-military face or the role played by the Dutch in the slave-trade. More importantly, far too little attention has been paid to the long-term structural consequences of the global expansion of European countries, including the Netherlands, in other parts of the world (forced labour, slavery, global production of raw materials and ecological destruction), and its impact on the metropole. It is therefore desirable to create a more global view of the Dutch past that is closely linked to these international developments. Now that two of our researchers have been described in the press as torch-bearers of a new school, it may be a good move for the IISH to further shape this 'school', fitting in our ambition to place Dutch history within the framework of general, global patterns. Moreover, we have the expertise in the research department and the organisational capacity in the communications team and secretariat to make it work.

When achieved: 2019-2023.

Prioritisation: Could have (desirable).

Measure 1.4.2: We formulate projects and applications on this topic.

Responsible for this action: Director of Research > Researchers

Success evident from: one or more granted applications

Comment: see the previous action. Applications from (talented, young) historians who (jointly) work on the creation of a new paradigm in Dutch historiography may have a good chance of succeeding. The emergence of a different view of certain aspects of the national past is certainly of social importance. Various groups in society feel connected to it in different ways. Another aspect is that it promotes the use of our exceptionally rich Dutch sources, strengthening the link between research and collections.

When achieved: 2019-2023.

Prioritisation: Could have (desirable).

To remain in the forefront of our field, we explore new horizons for research and collection development.

Measure 1.5.1: We address new, original themes within Global Labour History

Responsible for this action: Director of Research > Researchers

Success evident from: an overhaul of the research programme.

Comment: The research programme 'Global Labour History' has been extremely successful so far. This is because we have been creative and have asked relevant new questions. However, a head start can also turn into a handicap, according to Jan Romein and his *Law of the inhibiting head start*.³ Many

³ This action is derived from the leaving speech given by Marcel van der Linden on 25 September 2018.

researchers have started working on 'our' subjects in recent years, and with great success. We run the risk of losing our leading position if we continue to build on the same fixed pattern. We must remain original. In the coming years, we will determine which important, but so far underexposed new subjects we will address in the context of GLH.

When achieved: 2019-2023.

Prioritisation: Must (essential).

Measure 1.5.2: We develop a clear, progressive vision of what we want to collect and how we go about it.

Responsible for this action: Director of Collections > Head of Collection Development > Staff members Collection Development

Success evident from: The presence of a vision in writing, leading to adapted practices.

Comment: In 2017, we began a reorientation of the collection formation, which has not yet been completed. However, forming a new vision is necessary and urgent. Social movements are no longer what they were, mainly due to technological developments. Organisations take on a different character and the impact of action takes a different form and structure. Types of communication and expression are changing, as are political landscapes and social struggles. The changes follow each other in quick succession. The questions and methods of researchers are also changing. Further, there is a growing awareness that collecting as a predominantly white Western academic institute in other parts of the world and in a more pluriform society is coming under scrutiny. The question is how we can adjust our relationship with the movements whose material we want to safeguard. What makes us an attractive partner for them? What role can we play? What is our stance on 'decolonisation' and the potential repatriation of material? All of this requires a new vision and new, probably more participative, practices. These will be based on the new situation and on the fact that it will continue to change, presumably at an increasingly fast pace. Shaping this vision will be one of the principal challenges in the forthcoming period.

When achieved: 2018-2019.

Prioritisation: Must (essential).

Goal 2: Societally engaged

'At the next level, the IISH is a buzzing, inspirational and inclusive place for research, discussion and debate, where socio-economic history is alive and that people enjoy visiting because of their interest in topics such as inequality, labour, migration and slavery. Whereas the institute is still the most important location in the world for colleagues, it now also manages to reach other people. In 2023, it reached an audience that was diverse in many different ways and the institute is equipped for that purpose.'

Being engaged with (civil) society is in the IISH's DNA. When the institute was set up in 1935, it was in no small measure due to social engagement, not only with Dutch society, but (primarily) also at the global level. There was every reason for this at the time, but now as well there are pressing issues - growing inequality, precarisation and pessimism about migration - on which we can make relevant comments based on our expertise or source material. For this reason, we would like to share our research results with a broader audience, enabling them to play a role in the societal debate. Our knowledge can contribute to the formation of opinions, the introduction of facts and nuance in debates, the factual substantiation of points of view and, who knows, eventually to actions and decision-making that can lead to a better society. Furthermore, we could also make better use of our collections, which often illustrate how attempts were made to change societies, to make people reflect, to inspire them and to interact with them. In future, we will not only be willing and able to make a difference to the academic world but also outside it.⁴

By doing so, we fulfill a wish that has been present in Dutch society for some time now. In the academic world, societal value has become more of a priority in the course of the last decade. The Standard Evaluation Protocol for universities and research institutes was rewritten in 2013. As we observed in 2018, societal value has now become an explicit focus for Peer Review committees. As part of this, societal value is given a broad interpretation: it is certainly not purely about economic value. It is acknowledged that the societal value of humanities particularly comes to the fore in other ways. Research proposals for NWO must contain a societal section. This counts for 20% in the assessment and increasingly makes the difference. Research funding is progressively being channelled through programmes such as the (Dutch) National Science Agenda (NWA) or the Top Sectors. In the heritage world, the focus is increasingly shifting towards making collections *visible*. Here, too, the attention to societal value is only set to grow in years to come.

By being a *buzzing, inspiring and inclusive place of research, discussion and debate*, we give substance to our ambition to deliver societal value. Incidentally, we are not only thinking of Dutch society here. Our field of activity is the world at large. We make use of strengths such as the knowledge of our employees, our building, our collections and our presence on the internet and social media. At the same time, it also works the other way around; there is no doubt that such a place will generate further interaction; inspiration and ideas can also flow in our direction.

An institute that works at a global level on themes such as inequality, work, migration and slavery should be a diverse and inclusive place. This has always been the case, but nowadays it applies more than ever. We also want to involve researchers in other disciplines and in other countries.

If we are willing and able to reach more people, we could start from the premise that the groups that we write about and whose opinions we (want to) collect are important stakeholders. If we want to reach and involve them to this degree, we should become much more inclusive. In the previous strategy period, we established that our publication practices were far from inclusive, for example. We excluded poorer groups from finding out about many of our research results, notably people in the global south who are object of our research. We are trying to change this by publishing as much as possible in open access, but partly also by writing and communicating in a way targeted at people other than colleagues. We also share knowledge with (young) colleagues in the Global South, for example, through summer schools and master classes organised in networks, such as the GHN and the GLHN.

⁴ The type of social value that we aspire to is beautifully described in the [column](#) written by Klaas Stutje on the website *Over de Muur* (Over the Wall). As an aside, we tend to avoid the term 'valorisation' in the IISH, precisely because it is often associated with *economic* value.

If we wish to be inclusive, reaching out to and engaging with more people, we must also reflect on our conduct in relation to collections.⁵ At the moment we are struggling with the question of how to document modern social movements, which are becoming increasingly less tangible. Many of them barely manifest themselves physically and do not form organisations in the traditional sense. The desire to donate material to a (white, Western, academic) archive may be even lower than before, and the added value of what we have to offer has become less evident to many.

Although in some cases we do bring documentary heritage from other parts of the world to the West to Amsterdam, notwithstanding that this is sometimes desirable and necessary, it also expresses the unequal global relationships and imposes certain obligations. In principle, the material is made available to everyone, but does everyone have equal access? To what extent do our practices of collecting, classifying and making information available include or exclude certain groups? Is a more reciprocal relationship possible? Can we increase our reach and relevance by making different choices? How can we actively use our collections for *community engagement*, locally and globally? Can this lead to new access layers via crowd sourcing?

In the next strategy period we will reflect on these pertinent questions, with the possible result that we will change our practices step by step. Therefore, it is of importance that people associated with the institute should form a more diverse group.

We create the organisational conditions for achieving greater societal impact.

Measure 2.1.1: We develop a communications strategy

Responsible for this action: Director > Communications Advisor IISH > Communications Team HuC

Success evident from: a written strategy for multi-channel communications.⁶

Comment: We follow the evaluation committee's recommendation to develop a multi-channel communications strategy for the IISH-brand, so that we can reach our target groups through the right media with information that is of interest to them. The multi-channel concept is relevant to the IISH, since our target groups vary widely. Many employees will need to be involved in shaping the communications strategy, if only because the same applies to its implementation.

When achieved: IISH 2018, HuC 2019.

Prioritisation: Must (essential).

Measure 2.1.2: We work on our communication skills.

Responsible for this action: Director of Operations > Head of HRM-department > all employees

Success evident from: an increasing number of employees with good communication skills.

Comment: With new appointments, we take into account the objective of generating more societal impact. With new researchers and collection administrators, we would like to see skills that can help with that. For example, the ability to write for a wide audience, the capacity to explain something in a fascinating way in front of a camera or a live audience, or being able to handle social media well. The HRM department bears this in mind in its recruitment and selection procedures, the strategic personnel plan and the resulting training plan.

Current employees are given the opportunity to acquire or improve these types of skills. This also applies to PhD and postdoctoral researchers on a temporary contract. Such skills make them more appealing in the labour market; universities are also looking for researchers who are able to make a societal impact.

When achieved: 2018-2023.

Prioritisation: Should (important).

⁵ With many thanks to Hannah MacKay, Lauren Romijn, Leila Musson and Thijs van Leeuwen. In June 2018, they wrote a memorandum on the subject titled *Tackling "discursive silences" at the IISH through Diversity in Access and Outreach*, which the following paragraph is derived from. See: <https://docs.google.com/document/d/1CR-hSRg0Xgo0nLdSywm7wD690Q2Kj5zD90uQjSnaQys/edit?usp=sharing>

⁶ 'Multichannel communications is all about using available technology to ensure your target audience is presented with information or the ability to react to information across multiple channels.' See (for example): <https://www.neopost.ca/en/What-is-Multichannel-Communications>

Measure 2.1.3: We ensure an adequate flow of information and coordination between Research and Collections on the one hand and Communications on the other.

Responsible for this action: Director > Communications Advisor > Communications Team, with support of Director of Research and Director of Collections

Success evident from: An adequate flow of information and coordination between Research and Collections on the one hand and Communications on the other.

Comment: The Humanities Cluster has a communications team that accommodates various specialisms, or that has the budget to hire them. Each institute has its own communications advisor, who advises and supports the employees. In order to be effective, it is important to involve the communications adviser at an early stage. The communications adviser must be able to think along with the outreach side of the demand. The paragraphs on societal value and outreach often makes the difference in the assessment process and must be convincing and professional. Communication advisors should also be aware in advance of new publications or when a collection is acquired or becomes available. We ensure an adequate flow of information and coordination between Research and Collections on the one hand and Communications on the other.

When achieved: 2018-2019.

Prioritisation: Should (important).

We take measures and encourage actions to be a lively place for research, discussion and debate.

Measure 2.2.1: We organise high-profile events and connect them to the IISH.

Responsible for this action: Director > Communications Advisor > Communications Team

Success evident from: public interest, the presence of influential people, attention from the media.

Comment: Since the 1990s, the IISH has been organising events, such as the ESSHC, the Volkskrant-IISH final thesis award and meetings in Spui25, De Balie or De Zwijger. In our own building, we also offer space to friendly organisations that want to organise events. The meetings we organised on trade union projects in the first half of 2018 are recent examples of successful events. Our recognition and impact have undoubtedly grown as a result.

In the next period, we will step up our efforts. This is not so much about *increasing* the number of events, but about optimising their *effect*. We will invite more high-profile people, work with professional discussion leaders and will attract attention in the (social) media. The publication of IISH products such as books, or the acquisition of a collection, lend themselves very well to the organisation of an event. In the publicity we will pay extra attention to our own neighbourhood; it is important that our neighbours know us.

Although the public can easily find the way to the Amsterdam debate centres, organising events in those locations has the disadvantage of a weak association with the IISH. We will therefore make more use of our own location in future years. The new Max Nettlau room also makes it more of an option, although it requires further investment in future years to optimise the situation. A plan needs to be made to that effect. The F&S department is an important player in this action, responsible for safety, catering, AV support, secretarial support, etc. This may involve an additional dedication of resources.

We are also involved in events elsewhere in the world, in collaboration with associations such as the European Labour History Network (ELHN), the Global Labour History Network (GLHN) or the International Association for Strikes and Social Conflicts (IASSC). We will continue to support them. The most high-profile event that (usually) organise abroad is the European Social Science History Conference (ESSHC). We will increase its association with the IISH brand, for which we will adapt the ESSHC house style, among other things.

When achieved: 2018-2023.

Prioritisation: Should (important).

Measure 2.2.2: We will make the public spaces in the building inspirational and appealing.

Responsible for this action: Director > Communications Advisor, Facilities & Support, Leisure Committee

Success evident from: numbers of visitors, opinion polls among visitors and employees, for example in the Quality Monitor for Dutch Archives.

Comment: With the new Max Nettlau Hall, we have already made a head start on this. With the help of replicas from the collection, we will make the public areas on level 1 (the hall, the space in front of the men's toilets, the canteen, the Posthumus and Scheltema halls) more lively and attractive. They must become inspiring meeting places that people like to be in.

At the same time, we want to improve the work environment for the IISH's employees, with more options for (healthy) relaxation.

Direct access points to the Nettlau Hall from the public areas on level 1 could contribute to a quiet atmosphere at level 0 and an even more fertile use of the hall. The Kashnor area (the smoking room on level 2) will be assigned a different use.

When achieved: 2018.

Prioritisation: Could have (desirable).

We will ensure that our research will become more societally high-impact.

Measure 2.3.1: Substantive alignment with national and international programmes.

Responsible for this action: Director of Research > Researchers

Success evident from: applications granted for these programmes.

Comment: In the previous strategy period, we reviewed our research programme. In future, we will make more explicit changes in industrial relations with global long-term developments in inequality. Our programme will hence be more in line with what many feel is a pressing social problem: increasing economic and social inequality. We will continue to build on this in the next period. We will collaborate with scientific and societal partners to get meaningful research projects off the ground. Programmes such as the National Science Agenda (NWA) and Horizon provide good reference points for this purpose. Audience reach forms part of these projects.

When achieved: 2018-2023.

Prioritisation: Must (essential).

Measure 2.3.2: We will systematically bring our research results to the attention of people outside the discipline.

Responsible for this action: Director of Research > Researchers > Communication team.

Success evident from: a notable increase in the number of popularising publications, due to more researchers being involved.

Comment: We share our knowledge with researchers outside our own discipline through public lectures, participation in forums and debates, the (social) media and publications for a broad public. For every scientific publication, we will ask the question: how can we best share the results with researchers outside the discipline? The Communications department can help to answer that question. We free up time to take action in this respect. We will respond to the critical observation of the evaluation committee that the efforts of the research department to make a societal impact are too unequally divided across the researchers.

When achieved: 2018-2023.

Prioritisation: Must (essential).

Measure 2.3.3: Open access becomes the standard.

Responsible for this action: Director of Research > Researchers

Success evident from: increase in the number of open access publications in Pure to reach at least 80% and for journals 100% in 2020. Monographs are only published at an affordable price and/or in open access, with or without an embargo period.

Explanation: It is now beyond dispute that open access publications result in a multiplication of the reach. This makes an essential contribution to our inclusiveness. In the meantime, it has also become apparent that agreements can be made with publishers about open access - for example, we have already managed to publish monographs and book chapters in open access after an embargo period.

In addition, it seems that NWO, the Dutch government and the EC will make it compulsory from 2020 onwards that research funded by them is published in freely accessible, open access magazines.

When achieved: 2018-2020.

Prioritisation: Should (important).

Measure 2.3.4: We make a video record of conferences and other meetings.

Responsible for this action: Director > Communications Advisor > Communications Team, Facilities & Support

Success evident from: conferences and meetings that are eligible for it can be recorded and broadcast if desirable.

Comment: This may lead to events having a greater impact, since more people are able to read about them. It also meets our endeavour for greater inclusion, since people can participate in events passively, from a great distance. The videos can also be incorporated in the collection if desired, and if the people recorded give their permission. We will invest in fixed camera systems, which make it possible for recordings to be made without great effort or human resource implications. However, the experiences of others have taught us that it is necessary for an optimal impact to broadcast a live stream and to clearly communicate the availability of a recording.

When achieved: 2019-2023.

Prioritisation: Could have (desirable).

We will ensure that our collections will gain in societal impact.

Measure 2.4.1: We determine which (fundamental) changes are needed and how resources can be freed up to achieve them.

Responsible for this action: Director of Collections > Director, Director of Finances & Operations, Department Heads Collections

Success evident from: an addition to or adjustment to the collection plan and a number of practical actions from 2020 onwards in the context of this memorandum.

Comment: In order to safeguard the IISH collections, it is necessary to place its significance to research as well as society optimally in the spotlight. As far as the impact on society is concerned, this has happened to a limited extent to date. We must establish how to approach this. In terms of research, it is fairly clear what needs to be done in order to increase the societal impact, but in relation to the collections, it is more complicated and a more fundamental discussion is required. The evaluation committee told us that we are sitting on a pot of gold, but how can we use it to its best effect? Which target groups do we want to reach and how do we go about it? Perhaps we do not just want to reach them, but also *involve* them? Do we need to adjust our existing practices, for example in the reading room (with pricing, more explanation)? What does all of this require in terms of human resources and where can those be drawn from? How can we think in terms of inclusiveness and diversity, and act accordingly, as suggested [elsewhere in this memorandum](#)?

When achieved: 2018-2019.

Prioritisation: Must (essential).

Measure 2.4.2: We perform a number of experiments, such as recording videos for social media.

Responsible for this action: Director of Collections > Department Heads, Communications Advisor, Communications Team, Collections Staff)

Success evident from: a better insight into what does and doesn't work, and which resources are needed, laid down in a report

Comment: Simply *action in itself* is often a good way to achieve insight and useful practices. For example, we note how much effort different methods require, what quality is acceptable and what is most popular judging from the clicks and reactions.

When achieved: 2018-2019.

Prioritisation: Should (important).

*Measure 2.4.3: We develop and experiment with new practices for community engagement.*⁷

Responsible for this action: Director of Collections > Department Heads, Communications Advisor, Communications Team, Collections Staff

Success evident from: an idea of what does and what doesn't work, and the costs in terms of input, resulting in the implementation of practices that prove to be effective.

Comment: The memorandum by Mackay et al. makes a number of interesting suggestions to reach and engage a more diverse audience, such as by developing an app, organising an *editathon*, a *dispersed or decentralised IISH network model by creating 'portals' in different communities* or crowd sourcing to add layers of new collection descriptions (in different languages). In the next strategy period, we can develop those ideas and launch (pilot) projects, starting with proposals that can be achieved relatively quickly.

When achieved: 2018-2019.

Prioritisation: Should (important).

Measure 2.4.4: In our existing description practices, we more frequently apply the original language of origin of the collections.

Responsible for this action: Director of Collections > Head of Collections Processing Department > Staff of Collections Processing Department

Success evident from: users from the language regions that our collections originate from are better able to find our collections.

Comment: In our description practices, material from non-Western or non-Latin language regions is usually transcribed or classified in a 'general' language such as English. This results in the material being difficult to find by anyone used to searching in non-Western or non-Latin languages, whose language region the collections originate from. We are examining how we can achieve multilingual cataloguing in an effective manner, or how we can add specific key words in the 'language of origin', and we are conducting a number of pilot projects before adjusting our current practices.

When achieved: 2019-2020.

Prioritisation: Should (important).

Measure 2.4.5: The Research and Collections departments work more closely together on bringing the value of the collections into the spotlight.

Responsible for this action: Directors of Collections and Research > Collections and Research staff

Success evident from: successful projects and initiatives at the intersection of research and collections.

Explanation: In 2017, we started the ANDB project and the FNV projects. This demonstrated that collaboration can lead to positive results. For operational work, such as data processing, Research and Collections require the same type of knowledge, techniques and support. We ensure that the boundaries between the two departments will become more fluid. In practical terms, for example, researchers will contribute to raising awareness of the collection by using images at lectures and by using examples from the collections in public lectures.

When achieved: 2018-2023.

Prioritisation: Should (important).

⁷ The starting point is the memorandum *Tackling "discursive silences" at the IISH through Diversity in Access and Outreach* by Mackay, Musson, Romijn and Van Leeuwen. A preliminary version is available:

See: <https://docs.google.com/document/d/1CR-hSRg0Xgo0nLdSywm7wD690Q2Kj5zD90uQjSnaQys/edit?usp=sharing>

Goal 3: Innovate in terms of methods and techniques.

'Researchers have access to large data collections and advanced tools to analyse the material.'

A particular strength of a KNAW institute such as the IISH is that we (can) have good facilities for the collection, management, storage and analysis of data. With the establishment of the HuC, the development and application of advanced analytic tools are now also more feasible. Although it may take some time before we reach the ideal situation, it stands to reason that we will make more use of this advantage in the coming years. Options for collecting, curating and connecting socio-economic and historic data are provided in work package 4 of CLARIAH plus, for which IISH is the lead agency.

'We mainly acquire digitally born material and largely process it in a fully automated way. [...] Conceptually, methodologically and technically, our Collection Department is at the forefront.'

This transformation is necessary and desirable. The need arises from the limited space we have left for storing analogue material, but particularly also because not all the information that we want is still recorded on paper. This change requires new technical knowledge and skills in the IISH, a different composition of the departments and other ways of working. The digital born archive will soon form the bulk of our digital collection, but we will intensify our efforts in the coming years to digitise the analogue collection.

With the DI department and the DH lab in the HuC, we have a formidable volume of knowledge and capacity for further development. So much knowledge is present in the area of text analysis, but before too long, the knowledge will also extend to image analysis and geographic information systems. A replacement of a large part of the collection personnel, set to take place in the coming years due to retirement, will also contribute to an influx of new knowledge and ideas.

The IISH *can* therefore play a pioneering role in the heritage sector, but there also good reasons for us to *want* to. Computational access, using text mining based on AI and the automatic recognition of time, place, people, organisations and events that can result in fewer human resources being required to classify the information, which makes it possible to spend more time and money on acquisition, the digitisation of analogue material, sharing knowledge, *public outreach* and *community engagement*.

Above all, the development and application of new methods and techniques when forming and classifying collections contribute to more in-depth analyses and more efficient use of the collection as a resource for research. It may lead to breakthroughs. The new techniques we develop will be made available open source to others - and that is also a wonderful outcome. The collection department shares its knowledge in conferences, workshops and using other routes. By sharing our collection data with others and by enriching external data sets, we make it possible for the research community to raise and answer new questions.

There is still a lot more to be gained from a greater collaboration between research and collections in this area. Both departments use the same techniques, the same types of knowledge and they both have a need for operational work such as data curation.

We will provide an adequate organisation and infrastructure for data collection and management

Measure 3.1.1: The responsibilities and tasks in relation to data will clearly be vested with the IISH and HuC.

Responsible for this action: Director > Director of Collections, Director of Finances and Operations

Success evident from: in, with a good match between the ambitions and the volume of available resources.

Comment: Gathering and managing data is an organically grown activity in the IISH. Growth of the number of sets, records and bytes took place through large externally financed projects such as the HSN, CLIO-infra, the database of Trade Unions and recently CLARIAH. Project management used to take place in the research department, but there was no-one to supervise it all, let alone coordinate it. This changed in 2014 with the creation of the position of *Chief Data Officer*, which gave us an officer who was formally responsible for the overall body of (research) data of the institute. It was an important improvement, but the CDO barely had any financial and human resources at his disposal -

except in the context of CLARIAH, since he was the leader of Work Package (Werkpakket) 4 - and also few formal powers. Pending a number of unresolved organisational questions, the management has not yet managed to reach an optimal alignment between the ambitions and resources.

The most important question is perhaps to what extent a collection of data sets and associated activities fundamentally differs from (the course of events around) other digital collections that the institute processes and manages. The processes to assimilate the data have started to become more alike. After all, digital collections are also data - and if a data set needs to be discoverable online, it must be more or less treated as a collection. In other words: is it still a logical choice in the year 2018 to let the associated activities be carried out in different departments? Is it not worth considering accommodating the activities around the data life cycle and (digital) collection processing within one and the same department? How do the IISH activities in this field relate to comparable activities in the other HuC components and what conclusions can we draw from this?

In 2018/2019, we will deliberate about this, make decisions and restructure the organisation.

When achieved: 2018-2019.

Prioritisation: Must (essential).

Measure 3.1.2: Data gathering and research will become better attuned to each other. A plan or profile will be produced for the collection of data.

Responsible for this action: Director of Research > Chief Data Officer, Researchers, Director of Collections, Head of Collection Development > Collection Development Staff

Success evident from: the presence of a plan.

Comment: It would benefit our research as well as our data gathering if we could manage to make a concerted effort in relation to creating, collecting and curating data in a more systematic way. First of all, our own research should serve as guidance. An inventory can be drawn up of ambitions, plans and concrete needs, which can form the basis for a data plan. At the same time, our structured research data should be considered more as a *collection*. It means that completeness, density or critical mass should also constitute criteria for decisions. Starting points and agreements on the formation, management and sustainable storage of the research archives of IISH researchers, of which the accumulated structured data sets form a part, should be part of the data plan.

Another element in a data plan could comprise agreements with other international data hubs.

Institutions could accept responsibility for completing, curating and making specific data sets available that others then do not need to collect. That makes it possible to build on the basis of Linked Open Data themed user portals.

When achieved: 2018-2019.

Prioritisation: Must (essential).

Measure 3.1.3: Together with the UU and the VU, we will ensure the optimal utilisation of CLARIAH plus.

Responsible for this action: Director > Chief Data Officer, Manager HSN

Success evident from: the establishment of a substantial number of data sets and tools that make a difference in the historic inequality research in relation to the Netherlands.

Comment: For researching socio-economic history, it is important to derive as much benefit as possible in terms of content from CLARIAH, in other words, that the necessary data sets and tools are produced to achieve breakthroughs in the research. The IISH has a special responsibility for this, as a CLARIAH data centre and lead agency of WP4 (structured data), together with the VU (technical role) and the UU (in terms of content). Naturally, the efforts must not be overly fragmented, but be focused on achieving a critical mass for a number of data sets. We make choices based on a substantive theme: inequality in the Netherlands in the last 200 to 500 years (still under discussion). For the IISH, this is perfectly compatible with the plan mentioned in the previous action.

When achieved: 2018.

Prioritisation: Should (important).

We are working with the DH group and the DI department on advanced access and tools for analysis and visualisation of our (digitally born) collection.

Measure 3.2.1: Appointment of a Chief Innovation Officer, a DH expert who forms the bridge between our collection department and the DH group.

Responsible for this action: Director > Director of Collections, Director of Finances and Operations

Success evident from: The introduction and implementation of groundbreaking new technology for the acquisition, processing, analysis and visualisation of digital collections.

Comment: In order to reap the maximum benefits for collection from the DH lab and the Digital Infrastructure department of the HuC, someone is needed who can fulfil a bridging role: a DH researcher with a doctorate whose main task would be to boost the innovation of the collection activities. He or she will form part of the collection department as well as the DH lab. The range of tasks also includes following developments elsewhere, writing project applications, and disseminating publications and presentations.

When achieved: 2018-2019.

Prioritisation: Must (essential).

We enter into agreements with creators about the analogue to digital transition, for which we will complete the necessary technical infrastructure.

Measure 3.3.1: Entering into agreements with archive builders and completing the technical infrastructure required for the purpose.

Responsible for this action: Director of Collections > Head of the Collection Development > Collection Development Staff

Success evident from: In 2023, digital archive constitutes the bulk of the material we acquire.

Comment: With the existing large archive creators, we will reach agreements about working methods and protocols that lead to a regulated, automatic stream of digital material to the IISH.

When achieved: 2018-2023.

Prioritisation: Must (essential).

We formulate and implement a strategy for digitising analogue collections.

Measure 3.4.1: In collaboration with external partners, we will achieve further digitisation of the collections in commercial and non-commercial digitisation projects.

Responsible for this action: Director of Collections > Department Heads Collections

Success evident from: a substantial increase in the quantity of digitised material.

Explanation: We collaborate with commercial and non-commercial parties to digitise parts of our collection. When we work with commercial parties, we aim for the shortest possible embargoes. The income from commercial projects benefits the further digitisation of the collection. In order to carry out these types of projects as efficiently as possible, we optimise the work flows.

When achieved: 2018-2023.

Prioritisation: Should (important).

Measure 3.4.2: Improving the work flow for digitisation on demand, managing to make the service better known and improving the service delivery.

Responsible for this action: Director of Collections > Manager Collections > Collections Services Department

Success evident from: a substantial increase in the quantity of digitised material.

Explanation: Over the past years, we have set up a digitisation-on-demand service, but there is still room for improvement. This includes a more efficient process, better storage, better visibility, optimisation of the payment options, higher quality of scans, etc.

When achieved: 2018-2023.

Prioritisation: Should (important).

Goal 4: Team player

'This is partly due to intensive cooperation with other institutions. The organisation and infrastructure are now interwoven with those of numerous organisations and networks.'

After decades of fairly isolated existence, the IISH opened its doors in the 1980s of the twentieth century and stepped outside. We merged with NEHA, which not only led to an integrated social and economic-historical collection, but also to a disciplinary fusion in research. In the meantime, we are essentially engaged in socio-economic history, in which we study capital and labour in mutual interaction on a global scale.⁸ Although organisationally fully integrated, NEHA still forms a separate brand with which we present ourselves when acquiring economic-historical collections. At the same time, we also started our collaboration with the Press Museum, which had a collection that fitted in seamlessly with the IISH collection. This was also integrated into the IISH catalogue.

Since then, we have been part of many networks and collaborations, as part of which we were often present at the birth and played a leading role. In this way we made valuable organisational contributions to the development of socio-economic history and the world of heritage, both in the Netherlands and, above all, internationally.

At the same time, this also became unavoidable, since less and less could be achieved without cooperation with other parties. Through technical and managerial developments, our scale became too small to maintain adequate operations and digital infrastructure on our own, or to have sufficient in-house knowledge about new methods and techniques. We found a solution in the establishment of the KNAW Humanities Cluster in 2016.

However, joining forces within the KNAW is not the only thing. For our collections it will be not easy to be discovered on the internet unless they form part of aggregated platforms at national or international level. Collection data and digital objects will be expected to be openly available, making it possible to connect and combine them. This can lead to use on (thematic) websites, in apps or in any other way: when it comes to digital material, the IISH website is no longer always the end station in the production chain. Collaboration with others promotes utilisation, which is what our collections are all about.

Research is also increasingly taking place in teams across institutional boundaries. Much of the funding for research and research infrastructure will be provided through larger programmes in the next period. The National Science Agenda (NWA) is an example of this. Access to this can only be gained by setting up large consortia with societal partners. The same applies to many European subsidies.

Infrastructural developments and changes in the way science and the heritage world are organised, hence lead to a shift in our role. Whereas we used to be a reasonably independent supplier of knowledge, in the future we will increasingly become a contributor to something larger than us. Thinking in terms of competition and self-interest is becoming increasingly less productive; more interesting nowadays is the question of what we can contribute to achieving *common* goals. Science and heritage management have become team sports.

Therefore, we need to focus on the role of a partner in joint venture agreements. This may require changes in the organisation, but also changes in the mindset. What it amounts to in practice is that an IISH employee no longer only works for the IISH, but also for the KNAW Humanities Cluster, the NDE, Adamnet, CLARIAH, IALHI, ELHN, GLHN, IASSC or other contexts of which we form part. This requires flexibility and a broader orientation. In short, we need to shift our thinking from an institution-based context to the context of being part of a network.

In short, the field of socio-economic history is best served in collaboration with others. Since the IISH finds itself at the crossroads of several domains (library, archive, audiovisual, heritage, data, research, national, international) and since it already is a notable player in most of those domains, it finds itself in a unique position. There is much that we can contribute, but also gain: a more intensive use of our collections and data and greater success with our research applications. In sum, a strengthening of our position since our colleagues consider us indispensable for *their* endeavour to achieve success.

⁸ In 2017, this was confirmed in a revision of the IISH foundation's articles of association, in which the scope of activity is described as 'socio-economic history'.

We are an active player in organisations, consortia and networks that are relevant to our work, and we can take on the role of initiator and leader when we want to.

Measure 4.1.1: We reinforce our position as global hub for socio-economic and historical data sets.

Responsible for this action: Director of Research > Researchers.

Success evident from: a significant increase in the number of data sets in our repository and the number of downloaded data sets, as well as an increase in use in our own research.

Comment: In the context of its Global Labour History research programme, the IISH research department started to build a collection of data sets in this area. The so-called Collabs were set up for this purpose. The technical infrastructure needed for data collection, management and provision is taking shape, but is not yet complete. In the previous strategy period, we organised meetings with other international data hubs and data-gathering researchers, in order to achieve cooperation and coordination. In the next strategy period, we will carry on with this work. We will offer a user-friendly, open environment for data filing and ensure an adequate organisational structure and division of tasks (see also [Strategy 3.1](#)).

When achieved: 2018-2023

Prioritisation: Should (important).

Measure 4.1.2: We ensure that our staff is capable of doing so.

Responsible for this action: Director of Finances & Operations > Head of HRM > HRM department

Success evident from: Optimal results in terms of visibility, contributions and influence.

Comment: Members of staff will have an opportunity to acquire administrative competences (finance, meeting techniques, organisational skills, etc.) The P&O department offers suitable training courses.

When achieved: 2018-2023.

Prioritisation: Should (important).

Measure 4.1.3: We accept that this costs time and effort.

Responsible for this action: Director > Directors > Department Heads

Success evident from: being visible in, making a valued contribution to, and exerting influence over organisations that matter to our mission, with favourable consequences for the impact of socio-economic and socio-historical collections and research.

Comment: Contrary to some people's expectations, participating in external organisations that are relevant to us does not keep us from our actual work, but forms an essential part of it. When weighing off internal against external goals, the former do not automatically take priority. We encourage our employees to play a role in relevant external organisations and, if possible, to aspire to adopt a steering role. Relevant organisations are naturally those in which the IISH is formally participating, such as HuC, IALHI, ELHN, EHPSN, GLHN, ISHA, LALHN, ICA, Adamnet, NDE, KVAN/BRAIN and the Posthumus Institute.

When achieved: 2018-2023.

Prioritisation: Should (important).

We strengthen our collaboration with Dutch universities by setting up special academic chairs.

Measure 4.2.1: As soon as senior researchers have built up an adequate track record for it, they become eligible for a part-time (special) professorship on behalf of the IISH.

Responsible for this action: Director of Research

Success evident from: all eligible researchers become part-time (special) professors.

Comment: a part-time professorship is an effective way to share new knowledge from our research with students. In this way, we provide scientific as well as social value. In addition, we create a bond between new generations - the historians of the future - and the IISH, and we promote joint venture projects with universities.

Prioritisation: Could (desirable).

We are looking to establish links with aggregation platforms, thematic portals, research infrastructures, etc.

Measure 4.3.1: We make our metadata and digital objects openly available and accessible, insofar as permitted, via APIs and the semantic web, and we promote their use.

Responsible for this action: Director of Collections > Manager Collections > Collection Services department, Head of Collection Processing > Collection Processing Department

Success evident from: increase of visibility and use of our collections.

Comment: we have already been working on this in recent years. We continue this work vigorously and ensure that our data is usable by relevant organisations, consortia and networks that want to combine data (Europeana, Social History Portal, Adamnet, NDE, etc.). We follow the national strategy in relation to digital heritage (NDE) and participate actively in relevant projects, with a strong emphasis on *usability* (interoperability, use of vocabulary, etc.). Maintenance of the metadata and associated standards requires constant attention.

When achieved: 2018-2023.

Prioritisation: Should (important).

We strengthen the collaboration in the HuC.

Measure 4.4.1: In relation to processing collections and data, we examine whether an increase in scale thanks to the sharing of facilities with Meertens and NIOD can lead to greater efficiency and scope for innovation and outreach.

Responsible for this action: Director > Director of Collections, Director of Operations.

Success evident from: The publication of a report with recommendations

Comment: In the next period, we examine to what extent the collaboration within the HuC and with the NIOD can lead to greater efficiency. After all, the more efficiently we work, the more we can achieve, also in terms of innovation and outreach. If the initial exploration shows that we can expect such an effect, we will examine to what extent the collaboration can take shape and we will start on the realisation.

When achieved: 2018-2019.

Prioritisation: Must (essential).

Measure 4.4.2: We strive for joint projects and possible lines of research.

Responsible for this action: Director of Research > Researchers

Success evident from: interdisciplinary research that can lead to insights that the institutes could not have reached if they had acted separately.

Comment: Some questions concerning themes such as social inequality, migration and slavery are served by an interdisciplinary approach, or by using different angles. Combining our expertise with that of researchers in other HuC institutes in new, joint projects could yield interesting new results. This could include the use of the KNAW research fund, which was created to facilitate such collaborative projects. An interesting option could be to set up a joint research line for the socio-economic history of the Netherlands.

When achieved: 2018-2023.

Prioritisation: Could (desirable).

Goal 5: Viable organisation (*viability*).

'Financial resources obtained externally for collections have grown, which contributes to innovation and a well-kept state of the collection.'

In comparison with other heritage institutions of our scope and status, the structural income for collections is very limited. This can be partly overcome by high efficiency and smart methods, but it is also necessary for the collection department to focus more on the acquisition of additional resources than is currently the case.

'The workforce will be more evenly balanced in age distribution and more diverse than is currently the case.'

In the next six years, 70% of the current permanent staff of the collection department are due to retire. The research department has the potential to attract more externally funded projects, resulting in more young PhD and postdoctoral students. All in all, this will result in a considerable rejuvenation of the staff. We think it is good to ensure that the future staff will have a diverse composition in terms of gender, age, ethnicity and nationality. After all, our scope is global and we study various forms of inequality. To understand the development of inequality in the world, it helps if our employees bring different personal backgrounds (see also the [previous text on diversity](#)).

The business operations will have achieved a high level of professionalism and effectiveness and will reinforce the primary process.

As has been shown several times in the past, business operations are the Achilles heel of our kind of institutions. Sub-optimal management can cause major problems for a KNAW institute. In addition, the (legal) requirements and regulations for management, accountability and risk management are becoming increasingly comprehensive and stricter. The core activities will suffer if management and administration are not performing well.

With the establishment of the business office of the Humanities Cluster, business operations have become more professional and have improved over the past two years. Step by step, we are starting to meet the requirements. However, there is still a lot to be done. It is also important to maintain a good balance. We are striving to further professionalise our business operations, but the primary process (research and collections) must remain paramount.

The collection department focuses more on the acquisition of external resources.

Measure 5.1.1: Free up time and acquire expertise for making financial agreements with creators, applying to funding organisations and making deals with publishers.

Responsible for this action: Director of Collections > Department heads Collections

Success evident from: An increase in the external income for collections.

Comment: Based on the primary flow of money alone, it will be difficult for the collection department to realise its ambitions. Additional resources are required. This is what we have been working on in the past decade. For example, the collection department was very successful with applications to Metamorfoze. The department also put a lot of effort into the six-monthly meetings of the Friends of the IISH. We started by making appointments with archive creators. This gave us some returns, but more needs to be achieved. That is why it must become standard practice for the heads of department and collection staff members to acquire resources, which is already the case with the research department. We continue to invest in the relationship with archive creators and with the Friends, increasing the number of contributions, for example by organising networking events for archive depositors. We make optimal use of the options provided by programmes such as the NWA route of Living History (Levend Verleden), CLICKNL, Horizon, and the Dutch cultural funds. We also utilise the option of including a collection component in research applications. We actively approach publishers of primary sources with regard to digitising material. The Collections department quantifies the ambition in the multiannual budget.

When achieved: 2018-2023.
Prioritisation: Must (essential).

We ensure that the physical and digital collections are adequately managed.

Measure 5.2.1: We ensure adequate storeroom management and an ongoing plan for collection preservation.

Responsible for this action: Director of Collections > Manager Collections > Services Department

Success evident from: the good condition of the storerooms and collections.

Explanation: We plan the space, cleaning work, and the regular checks on the climate and dust-free conditions. Based on a report of the collections administrator regarding the condition of the storerooms (August 2018), action points are laid down and carried out in cooperation with the Facilities & Support department of the HuC. Risks to existing collections in terms of management and preservation (leaks, theft, pests, climate, dust, poor handling by staff or by users) are mapped out. Storeroom and reception staff issue alerts as soon as a collection or collection item is in a poor condition or at risk of deteriorating further, and can therefore no longer be made available for research. This results in an ongoing plan and budget for actions, such as repackaging and/or restoration and digitisation. We plan ahead for when the storerooms are nearly full (at the end of the strategy period) and make plans for external storage or other measures.

When achieved: 2018-2023

Prioritisation: Should (important).

Measure 5.2.2: We develop an internationally accredited repository for the sustainable storage of digital collections.

Responsible for this action: Director of Collections > Manager Collections.

Success evident from: Certification.

Explanation: we have been working for some time on realising the standards for certification. This process will be completed in 2019.

When achieved: 2019

Prioritisation: Should (important).

We ensure that the steering and advisory bodies associated with the institute have a more diverse composition, resulting in decisions and recommendations that contribute optimally to greater diversity in the institute.

Measure 5.3.1: When members are replaced on the Supervisory Board of the IISH Foundation, Scientific Advisory Committee and Societal Advisory Committee of the HuC, we take into account the desire for more diversity in the institute.

Responsible for this action: Director

Success is apparent from: a more diverse composition of the Supervisory Board and Weco, and a diverse composition of the HuC's Social Advisory Committee, which still needs to be formed.

Comment: The Supervisory Board of the IISH Foundation is the owner or leaseholder of the collection. A more diverse composition of the board can help with forming and implementing a diverse, inclusive collection policy. The Academic Committee, which advises the management, could also have a more diverse composition.

When achieved: 2018-2023.

Prioritisation: Should (important).

Measure 5.3.2: When accepting or proposing (Honorary) Fellows, we take into account the desire for more diversity in the institute.

Responsible for this action: Director of Research

Success evident from: a more diverse composition of our group of Fellows.

Comment: The IISH always has a very diverse group of Guest Researchers, but at the Fellows we could endeavour to achieve greater diversity. This could have consequences for the budget, because the Fellows we aim for here generally do not have many means.

When achieved: 2018-2023.

Prioritisation: Should (important).

We ensure that the institute's population becomes more diverse.

Measure 5.4.1: Recruitment and selection methods will be geared to achieving a more diverse composition.

Responsible for this action: Director of Finances & Operations > Head of HRM > HRM Department

Success evident from: a more diverse composition of our workforce.

Comment: Diverse in terms of ethnicity, nationality, gender and ideological beliefs. We nearly always recruit using Dutch as well as international channels, in Dutch and in English. We phrase the recruitment text in such a 'neutral' manner that no one feels excluded. For certain positions we may invite specific people to apply. We also ensure that the composition of application committees is as diverse as possible. For the decision to hire someone, the desire to achieve a diverse workforce will be one of the criteria.

When achieved: 2018-2023.

Prioritisation: Should (important).

Measure 5.4.2: We will take into account employees who do not speak Dutch.

Responsible for this action: Director > Department heads

Success evident from: the fact that the meetings are held in English.

Comment: In meetings with employees who do not understand Dutch, we will use English as a working language. Important documents and messages are also communicated in English. The intranet and emails circulated to everyone must also be intelligible by people who do not speak Dutch. At the same time, learning the Dutch language is encouraged and facilitated, because in spite of our efforts to use the English language not understanding Dutch will remain a social handicap.

When achieved: 2018-2023.

Prioritisation: Should (important).

We ensure that the institute's population is well equipped for various tasks and for the labour market.

Measure 5.5.1: We focus more on (on the job) training and internal exchanges.

Responsible for this action: Director of Collections > Department Heads Collections

Success evident from:

- the acceptance of employees with a different educational background than a specific discipline, who receive on the job training and who perform extremely well afterwards;
- greater employee satisfaction (due to greater variety) and employees who are skilled in different areas;
- temporary employees can soon find other work;
- the communication between departments improves since they learn more about each other's work.

Comment:

This applies mainly in the realm of collections, which is currently subject to so much rapid change that the professional training courses can barely or not at all keep up. But not only there. The ability to learn and general (academic) levels of education are becoming more important for many positions compared with formal professional education and work experience. In recent years we have had good experiences, for example with employees in the reading room. For the versatility, employability and motivation of (also temporary) employees, it is also important to offer them an opportunity to acquire new (digital) skills and to gain experience with various types of activities. An archivist, for example, should also be given time to keep a blog or make a video. Or to gain knowledge about the work of

other departments or projects, for example in work experience periods. We will also offer more internal courses and workshops. Another example would be the reintroduction of ultra-short, but comprehensive practical projects that the entire institute can take part in (such as the spot checks or repackaging days of the past). We hope this will also tackle a point that emerged from the 2017 employee survey, notably the need for greater variety in the work.

When achieved: 2018-2023.

Prioritisation: Should (important).

We use the OGSM method to convert strategy into practical actions in the workplace.

Measure 5.6.1: Drafting of strategic plan for 2018-2023

Responsible for this action: Director

Success evident from: The presence of a strategic plan that is accepted by the employees, the WeCo, the Supervisory Board of the IISH Foundation and the management/board of the KNAW.

Comment: The strategic plan for 2018-2023 was drafted in 2018 and discussed among the management, the MTXL, a staff meeting, the OC, the directors team of the HuC, the WeCo and the Supervisory Board of the IISH Foundation. Next, the plan will be submitted to the board of the KNAW and discussed in the Periodic Administrative Consultation (PBO). The strategic plan sets objectives and formulates strategic lines and actions to achieve them (Objectives, Goals, Strategies, Measures: OGSM). The progress made in relation to the plan is discussed at least twice per year in the Management meetings and the MTXL. Corrective action is taken as required.

When achieved: 2018.

Prioritisation: Must (essential).

Measure 5.6.2: Drafting of OGSM planning per department.

Responsible for this action: Director > Directors > Department heads

Success evident from: annual OGSM plans and reports.

Comment: The actions arising from the strategic plan are converted in the departments to practical objectives and actions at departmental level. This is done annually in May/June and forms the basis for compiling the budget in each department. The departments report on the progress made on a quarterly basis in the MTXL.

When achieved: 2018.

Prioritisation: Must (essential).

Annex 1: management summary

In the next strategy period (2018-2023), the IISH will *optimise* its impact. In other words: we want to achieve the maximum effect with the structural resources at our disposal. For this purpose we realise five ambitions:

1. *Scientifically leading* – In the next period, the IISH will strengthen its position as *key global player*. To stay at the forefront, we will develop new approaches in our research program Global Labour History while focussing more on labour relations as an independent variable in the development of social (in)equality. High-impact monographs and ambitious applications in EC and NWO programmes will be instrumental in this respect. Successful applications will lead to every senior researcher leading a group of PhD and postdoctoral researchers by 2023. A new approach to (digital) scientific collection formation leads to an optimal connection with political, social and technical developments and the requirements of the research.
2. *Societally engaged* – The ambition for after 2018 is to make a difference not only within the community of social historians, but also for non-colleagues. Our research results will play a visible role in the social discourse on themes such as inequality, work and migration. Our collections will make people reflect, and will inspire and activate them. The IISH will become a vibrant, inspiring and inclusive place for research, discussion and debate.
3. *Technologically advanced* – Methodologically and technologically, we will be at the forefront of the research world and the heritage sector in 2023. Between 2018 and 2023, KNAW HuC researchers will have access to large, easily accessible data collections and advanced tools for analysis and visualisation. The IISH is fully geared towards the acquisition of *digitally born* material. We attract new competences for it and build in the HuC context an advanced digital infrastructure for collections and data.
4. *Team player* – Technological and social developments mean that our role is shifting in research as well as in the heritage sector. Whereas we used to be a reasonably independent supplier of knowledge, in the future we will increasingly become a contributor within larger contexts. Since the IISH finds itself at the crossroads of several domains (library, archive, audiovisual, heritage, data, research, national, international) and since it already is a notable player in most of those domains, we are able to contribute a great deal. We will therefore place an even greater focus on teamwork with partners.
5. *Viable organisation* – The operations continue to become more professional in the HuC context. In order to remain innovative and creative, we will become a younger and an inclusive, diverse organisation. Structural efforts to acquire external resources ensure sufficient income to follow up our ambitions.

