



Ligue des Bibliothèques Européennes de Recherche
Association of European Research Libraries

EB0314

MINUTES OF THE EXECUTIVE BOARD MEETING HELD IN THE BIBLIOTHÈQUE CANTONALE ET UNIVERSITAIRE (BCU), LAUSANNE, SWITZERLAND, ON THURSDAY 30 AND FRIDAY 31 OCTOBER 2014

PRESENT: Mr Lluís Anglada, Mr Martin Hallik, Ms Kristiina Hormia-Poutanen (President), Dr Claudia Fabian, Ms Jeannette Frey (Vice-President), Dr Wolfram Horstmann (Discussion Slot only), Dr Ann Matheson (Secretary-General), Mr Julien Roche, Dr Matthijs Van Otegem (Treasurer), Ms Susan Reilly (Interim Executive Director), Mr Martin Svoboda, Mr Andris Vilks and Mr Wilhelm Widmark.

The President welcomed Executive Board members to the first Board meeting and thanked Ms Jeannette Frey, Director, BCU, for hosting the meeting. She outlined the new format for Executive Board meetings, comprising a Discussion Slot followed by the Executive Board Agenda.

1. APOLOGIES

There were apologies from Dr Wolfram Horstmann (EB meeting) and Dr Paul Ayrís.

2. MINUTES OF THE MEETINGS HELD ON 1 AND 3 JULY 2014

The minutes of the meetings in Riga on 1 and 3 July 2014 were approved. All actions had been completed apart from those still in progress, which were carried forward to the Summary of Actions from the October 2014 Executive Board meeting.

3. MATTERS ARISING

The following matter arising from the Summary of Actions was noted:

(July 2014, 11): Dr Lacunza and Dr Matheson had forwarded a draft memorandum to Professor Dekeyser, who was currently consulting his Editorial Board.

STRATEGIC DIRECTIONS

4. EU ACTIVITIES

4.1. TEL

Ms Hormia-Poutanen reported on progress in TEL since the last LIBER Executive Board meeting in Riga in July 2014.

4.1.1. TEL Statutes

LIBER had been invited to comment on the new TEL Articles in summer 2014, with a deadline of 14 September 2014. A small number of comments had been forwarded, some of which had been accepted.

4.1.2. Nomination of Board Members

There would be two slots for LIBER on the new TEL Board. They could either be members of the Executive Board or members of LIBER but the two had to be nominated by LIBER. It was agreed by the Executive Board that the two LIBER representatives on the TEL Board up

to 1 July 2016 would be Dr Claudia Fabian, BSB, Munich, and Mr Andris Vilks, National Library of Latvia. Dr Matheson would inform Drs Savenije.

4.1.3. TEL-LIBER Memorandum of Understanding

The proposed draft TEL-LIBER Memorandum of Understanding was reviewed by the Executive Board, and some revisions to the text were made. Dr Matheson and Ms Reilly would amend the Memorandum in the light of the discussion and send it to Drs Savenije.

4.2. Europeana Governance

Ms Hormia-Poutanen outlined the proposed Europeana Governance structure from the pre-circulated document (p. 3). The proposed structure envisaged an association and a foundation, a members' council (50) and a management board. These proposals were being discussed at a meeting in Madrid that week. The proposal was that LIBER could have a seat on the Foundation Board by invitation from 2015. The Executive Board decided to await the outcome of the Madrid meeting.

4.3. EU Projects Report

Ms Reilly presented her pre-circulated EU Projects report, and outlined the new projects, noting in particular OpenAire2020, the project bid for the E-INFRA 2 call for e-infrastructures for open access in partnership with OpenAire, which had been accepted. The project would commence in January 2015 and LIBER would be responsible for running the two-year open access APC (Gold) Pilot. Ms Hormia-Poutanen suggested that it would be useful to explain LIBER's role in EU projects to LIBER libraries. Ms Reilly undertook to do so.

4.4. EU DG Research Consultation on Science 2.0

The paper provided by Dr Ayris was discussed. There was a certain amount of agreement with LERU's view but it was generally considered that LIBER could position itself more positively, and that libraries were able to undertake some experimentation. The LIBER Statement on Enabling Open Science had been placed on the LIBER website, and since publication had also been shared with OpenAire, COAR and LERU. It was agreed that the LIBER Statement should be included in the November 2014 LIBER Mailing, and that LIBER libraries should be invited to forward it to the main stakeholders in their own countries.

4.5. LIBER EU Adviser's Report

Dr Ayris's report, which had been pre-circulated, was noted.

4.6. DORA (Declaration on Research Assessment)

Mr Roche had reviewed the San Francisco Declaration on Research Assessment (DORA) (at <http://am.ascb.org/dora/>), and recommended that LIBER should sign the Declaration. The Declaration had arisen from the need to improve how scientific research was evaluated by funding agencies, academic institutions and other parties, and to find a better evaluation tool than the Journal Impact Factor. A set of recommendations had been developed by a group of editors and publishers of scholarly journals who had met during the Annual Meeting of The American Society for Cell Biology (ASCB) in San Francisco on 16 December 2012. Interested parties across all scientific disciplines were invited to support the Declaration by signing. Mr Roche reviewed the 18 recommendations and noted that none were in contradiction of LIBER's views. The Executive Board agreed that LIBER should sign and that this decision should be communicated to LIBER Libraries. Ms Reilly would arrange for LIBER to be added to the signatories and for LIBER Libraries to be informed.

5. LIBER STEERING COMMITTEES: REPORTS

5.1. Scholarly Communication and Research Infrastructures: Report

In Dr Horstmann's absence, the Report of his Steering Committee, which had been pre-circulated, was reviewed by the Board. It was noted that very good progress had been made

on the Steering Committee's implementation plan, and the publication of the eleven research data management case studies was highlighted.

5.2. Reshaping the Research Library: Report

Mr Roche, Chair, presented the Report of his Steering Committee, which had been pre-circulated, and noted the work of the Committee's four Working Groups. The Digital Collections Working Group was preparing its 2015 implementation plan and would concentrate on assisting LIBER Libraries with e-publishing projects and development strategy in their local contexts, and on providing them with 'the bigger picture' and ensuring more involvement in EU Projects related to Digital Collections. The Leadership and Workforce Development Working Group had two strands: the Leadership Seminar 'Emerging Leaders' in London (2015) and Helsinki (2016); and the 'LIBER Journées' for Directors (2015) in Sciences Po, Paris, on 20 to 22 May 2015. In regard to the former, the internship arrangement was being reviewed with a view to improving its functionality; in the case of the latter, it was hoped to have a provisional programme in place by 1 December 2014.

The Rankings Working Group was adapting its approach to UMultirank, taking into account feedback from stakeholders and contacts at the Centre of Higher Education Development (CHE). It proposed a broader approach to research libraries' value assessment by including the EC Open Science initiative, which could provide a fruitful (and less old-fashioned) approach for a research-oriented set of indicators, working closely with the Scholarly Communication and Research Infrastructures Steering Committee; and the aim was to have some indicators implemented in UMultirank. The Research and Education Working Group had become operational in summer 2014: its action plan would concentrate on lectures and a workshop on evaluation, impact and marketing issues at the 2016 LIBER Annual Conference; prior to that, there would be a survey of all LIBER Libraries to collect best practice and ideas on how to show their value and impact, with case studies; and a survey on the use, advantages and drawbacks of LibQUAL for LIBER libraries. The Executive Board commended the Steering Committee on the progress made.

5.3. Advocacy and Communications: Report

Mr Widmark, Chair, presented the Advocacy and Communications Steering Committee Report, which had been pre-circulated. He drew attention to the new LIBER website and to the communications workplan for 2015, and thanked Ms Grant, Communications Officer, for her work. In response to a question from Ms Hormia-Poutanen, Mr Widmark confirmed that most of these activities had now been passed to the day-to-day work of the LIBER Office, and required little input from the Committee. The Intranets would be dealt with in due course but they were not an immediate priority. It was agreed that Ms Grant would prepare a short note for Executive Board members on how to use the Board Intranet since it was not very easy.

5.3.1. Key Messages: Copyright

A set of key messages on LIBER's initiative in seeking a modern and fit-for-purpose European Copyright regime that recognises the needs of R&D, education and scholarship, had been drawn up for wider use and had been pre-circulated to the Executive Board as a useful aide-mémoire.

5.3.2. LIBER Brand Review

Concomitant with the new LIBER website, the font to be used in LIBER communications had recently been reviewed. The recommended font for use by LIBER for the bulk of its communications and PowerPoint presentations was sans-serif Arial; and documents and materials prepared by the LIBER Office would use Calluna. The Executive Board approved the new font for immediate use.

5.3.3. LIBER Ambassadors

Mr Widmark outlined the background to the present proposal to recruit LIBER Ambassadors, whose role would be to keep in regular contact with LIBER Participants (i.e. members) in each country; recruit new members for the LIBER community; identify possible new Sponsors for LIBER; and answer any immediate questions that current or potential LIBER members might have about LIBER as an organisation. He noted that it would be useful to link the programme with the Leadership Seminar in order to attract new LIBER professionals, and Mr Roche offered to provide a slot during the Leadership Seminar in London 2015 to present the programme.

5.3.4. Induction Notes

A set of induction notes and an accompanying PowerPoint presentation had been prepared for new Executive Board members. With the inclusion of the President in the Appointments Committee (p.3) and the alteration of the Strategy to five years (p.4), the notes were approved by the Executive Board. It was agreed that the induction notes and the associated PowerPoint should also be made available on the LIBER website for prospective nominees considering standing for appointment to the Executive Board. It was considered that it would be useful for photographs of Executive Board members to be included along with a group photograph. Board members preferred to submit their own selected photographs and would send them to the LIBER Office.

5.3.5. Sponsorship Strategy

As agreed at the July 2014 Executive Board meeting, a sponsorship strategy had been prepared by the Advocacy and Communications Steering Committee. A key point was that LIBER sponsors should share LIBER's values and objectives. Mr Hallik suggested that the scope of sponsorship might be widened to include IT companies and individuals who supported LIBER aims, e.g. advocacy, open access. Open Editions was mentioned as a possible partner; it was agreed that open access might be a suitable test case. The proposed strategy was approved by the Executive Board.

5.4. Steering Committee Chairs: Meeting Report

The Steering Committee Chairs, President and Vice-President and Interim Executive Director had met to discuss how to work on the LIBER Strategy 2013-2017, following the decisions taken during the Discussion Slot. The discussion had been in two parts: Part 1: the aim was to have a number of high level goals, i.e. directions, which were defined as: open science; leadership in changing times; empowering LIBER libraries; and new models for libraries. Advocacy and influencing would be associated with all four goals. These would be discussed further at the February 2015 Executive Board meeting and would then be put on the LIBER website for comment by LIBER Libraries; and Part 2: representatives from North America and Asia would be invited to brainstorm the future of libraries in order to allow LIBER to reflect with other continents. There would be a Learning Cafe (an open event) at the June 2015 Annual Conference; and a discussion at a closed session in June 2015 on how to prepare the new strategy for 2017.

The November 2014 LIBER Mailing should include a paper informing LIBER Libraries about these proposals and about the stages envisaged. In discussion, Mr Svoboda drew attention to research institutes, commercial firms and to the close contacts between libraries and researchers. It was noted that there were indeed a number of stakeholders and one question to be addressed was whether there should be an event for all stakeholders or a series of events for different stakeholders at different times. Mr Anglada thought that strategy papers should be collected and put on the LIBER website, and he offered to assist Ms Reilly in identifying them.

6. LIBER MEMORANDA OF UNDERSTANDING

6.1. Progress Report

As Vice-President, Ms Frey had now assumed responsibility for LIBER's Memoranda of Understanding. Ms Hormia-Poutanen noted that LIBER had a number of memoranda with other organisations, and the aim now should be to consider them in relation to LIBER's Strategy, in association with the Steering Committees. LIBER should take more benefit from existing partnerships and develop collaborations with them. Ms Frey underlined that she would like to identify precise actions for collaboration with LIBER's partners. Dr Matheson suggested that a paper should be prepared for the February 2015 Board meeting listing all existing LIBER memoranda of understanding with other associations, the areas of collaboration identified and how to define joint actions, and LIBER's strategic view of its partnerships. This was agreed. Steering Committee Chairs were invited to send suggestions to Ms Frey, in advance of the February 2015 Board meeting, on organisations with which LIBER should seek to develop memoranda of understanding. After the February 2015 meeting, a network of these organisations, and the areas of collaboration and precise actions, should be placed on the LIBER website.

INTERNAL BUSINESS PROCESSES

7. EXECUTIVE DIRECTOR RECRUITMENT

Dr Matheson updated the Executive Board on the recruitment process for the next Executive Director. The interviews would take place in The Hague on Thursday 20 November 2014.

8. REPORT OF THE FINANCE COMMITTEE

8.1. 2015 Forecast Budget (Profit and Loss)

Dr Van Otegem, Treasurer, presented the report of the Finance Committee which had met earlier. LIBER's finances were stable, and the profit and loss for 2014 indicated a small surplus at the year end, rather than the anticipated loss. Turnover had increased considerably in recent years but the separation of EU Project and LIBER funding had enabled much more direct control over both. The annual contribution fee would be increased from January 2015, as approved by the Meeting of Participants in July 2014. Dr Van Otegem referred to LIBER's VAT position, following his recent formal application to the Dutch Tax Office for a reassessment of LIBER's VAT status in August 2014. The Tax Office had responded that LIBER did not meet all the criteria for exemption from VAT but accepted that more of its activities than those set out in a previous memo of January 2011 merited exemption. These were: (1) sponsorship where the previous limit on the amount of sponsorship LIBER could attract no longer applied; and (2) the leadership seminars which were exempt from VAT since they could be considered as staff training (Dutch State Secretary of Finance, 30 July 2014, BLKB/2014/125M). At the same time, it was noted, however, that if local Annual Conference Hosts outsourced conference registration to a third party, fees were probably not exempt from VAT (depending on the VAT legislation in the country concerned). Dr Matheson would include this information in the LIBER Conference Manual, and inform current Hosts.

The forecast budget for 2015 was reviewed by the Executive Board. It was expected that there would be a small loss at the end of 2015. The CERN funding had been sent to UCL London. Mr Svoboda enquired about the Architecture Forum allocation of €2.200 for three years, and it was confirmed that this was included in the budget. Mr Roche cautioned about the possible risk factor in the number of staff appointments LIBER was now sustaining. It was agreed that a list of the staff appointments and their status would be provided for the February 2015 Board meeting.

8.2. 2015 Steering Committee Budgets

The Steering Committee budgets for 2015 were proposed as €20.000 in total for the three Steering Committees. This figure was approved by the Executive Board.

8.3. LIBER Participants: Withdrawals

Withdrawals for non-payment of the annual contribution fee for two years were considered and approved by the Executive Board. It was also agreed that Mr Anglada would speak to the National Library of Spain and Ms Hormia-Poutanen to the Biblioteca Nazionale Centrale in Rome.

9. LIBER ANNUAL CONFERENCE, RIGA 2014

9.1. Riga 2014 Annual Conference Evaluation

Ms Reilly presented the Riga 2014 Annual Conference evaluation, which had been pre-circulated. The Conference had been highly rated overall, and the quality of plenary speakers was the main issue to be addressed.

9.2. London 2015 Conference Programme Committee Report

Ms Frey and Ms Reilly presented the Conference Programme Committee Report for the London 2015 Annual Conference. The Conference theme would be 'Towards Open Science', and a number of plenary speakers were identified to be contacted immediately after the meeting. The London Conference Host's keynote speaker would be Sir Mark Walport, UK Government Chief Scientific Adviser and Head of the Government Office for Science. It was noted that the topics (six to eight) for parallel sessions should be added before the Call for Papers was issued.

9.3. London 2015: Registration Fees

The registration fees proposed by the London 2015 Conference Host were approved by the Executive Board as: LIBER participants (i.e. members): € 260; late registrations: €325; non-participants (i.e. members): € 520; day members: € 78; and accompanying persons: €78. The Conference Dinner charge would be €70.

9.4. LIBER Annual Conference Fund 2015: Qualifying Countries

The qualifying countries for the Annual Conference Fund for 2015 were approved, with the addition of the Czech Republic, as: Albania, Armenia, Azerbaijan, Bosnia & Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Georgia, Greece, Hungary, Macedonia, Montenegro, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Turkey and Ukraine. There would be ten awards available at a value of € 500 plus Conference registration each. Mr Svoboda enquired why the Czech Republic did not appear on the list of qualifying countries, and it was explained that it had been decided at the January 2011 LIBER Board meeting to include in the LIBER CEE list countries with a GDP based on PPP per capita lower than 18,000 international \$, and so as a result a number of countries were informed that they would no longer belong to the CEE list from 2012: Czech Republic, Estonia, Hungary, Poland, Slovak Republic and Slovenia. Separately, the Board had agreed that the Fund could be extended to countries close to the location of Annual Conferences, and to some countries in Southern Europe, in order to encourage libraries to join LIBER. It was agreed that the current Fund criteria should be reviewed at the February 2015 Board meeting in advance of the 2016 Annual Conference.

10. LIBER EXECUTIVE BOARD APPOINTMENTS

10.1. Steering Committee/Working Group Appointments

Dr Matheson reported that Ms Frey would step down as Chair of the Digital Collections Working Group and that Dr Andreas Degkwitz, Humboldt University of Berlin Library, had agreed to take over. The Executive Board approved the appointment of Dr Andreas Degkwitz as Chair of the Digital Collections Working Group.

10.2. Board Appointments June 2015

Dr Matheson outlined the Board appointments for June 2015. There were three reappointments: Mr Lluís Anglada; Dr Claudia Fabian; and Mr Andris Vilks. All were eligible

and were willing to stand for appointment at the Meeting of Participants in June 2015. There were two Board vacancies, one in June 2015 and the other that created in July 2014 on the appointment of Ms Frey as Vice-President. The latter vacancy could be filled either by co-option to the Board and/or appointment in June 2015.

11. INTERIM EXECUTIVE DIRECTOR'S REPORT

Ms Reilly presented her Report, which had been pre-circulated, and was approved by the Executive Board.

11.1. Website and Social Media Report

Ms Reilly presented the LIBER website and social media report for 2014, which was positive and was favourably received by the Executive Board.

12. President's Report

Ms Hormia-Poutanen enquired whether it was useful to the Executive Board to receive a President's Report from her. The Board decided that reports from the President and Vice-President could be omitted in future.

13. LIBER Annual Conferences

13.1. List of Future Annual Conferences

Dr Matheson outlined the future list of Conference Hosts for LIBER Annual Conferences, from her pre-circulated paper. London 2015 and Helsinki 2016 were already in preparation; there was a separate report on Patras 2017; Lille was pencilled in for 2018 in place of Lausanne, where there was now a building programme; and Ghent in 2019, and possibly Lausanne in 2020, and Belgrade after 2020, were provisional. Sofia/Varna was still interested when a suitable opportunity presented itself. In discussion, Mr Roche confirmed that Lille could proceed to organise the Annual Conference in 2018, for which he was thanked by the Executive Board, and Ms Frey agreed that Lausanne could be inserted provisionally in the programme for 2020.

13.2. Annual Conference: Patras 2017

Dr Matheson presented Mr Giannis Tsakonas's detailed paper on the proposed arrangements for the Patras 2017 Annual Conference. Since there was now a new Library Board Chairman in the University of Patras, and Mr Tsakonas would be discussing the Annual Conference with him very shortly with the aim of ensuring the University's full support, she recommended that the Board should come to its final decision at the February 2015 Board meeting. This was agreed. The main factor was ensuring the Conference's financial viability, which Mr Tsakonas was confident about.

14. ANY OTHER BUSINESS

Mr Anglada invited the Executive Board to Barcelona for the October 2015 meeting, and this invitation was warmly accepted by the Board. Dates for the meeting would be confirmed shortly and sent to the Executive Board.

15. DATES OF FUTURE MEETINGS

FEBRUARY 2015:	NATIONAL LIBRARY OF FINLAND, HELSINKI, FINLAND Finance Committee: Thursday 19 February 2015: 09.00 LIBER Executive Board: Thursday 19 February 2015: 10.30 Steering Committee Chairs Meeting: Thursday 19 February 2015: 16.00 LIBER Executive Board: Friday 20 February 2015: 09.30
JUNE 2015:	SENATE HOUSE LIBRARY, LONDON, UK Finance Committee: Monday 22 June 2015: 14.00

LIBER Executive Board: Tuesday 23 June 2015: 09.30
 LIBER Executive Board: Thursday 25 June 2015: 17.30

OCTOBER 2015: **CBUC, BARCELONA, CATALONIA, SPAIN**
 Finance Committee: Thursday 15 October 2015: 09.00
 LIBER Executive Board: Thursday 15 October 2015: 10.30
 Steering Committee Chairs Meeting: Thursday 15 October 2015:16.00
 Appointments Committee Meeting: Thursday 15 October 2015: 17.00
 LIBER Executive Board: Friday 16 October 2015: 09.30

Ann Matheson
 Secretary-General
 8 November 2014

**LIBER EXECUTIVE BOARD
 SUMMARY OF ACTIONS: MEETING ON 30 AND 31 OCTOBER 2014**

PARA.	ACTION	RESPONSIBLE	STATUS
JULY 2014			
7.1	Lobbying strategy paper for October 2014 Executive Board meeting	Dr Ayris	In progress
8.2.3	Send Mr Roche suggestions for speaker names in Asia	Executive Board members	In progress
8.3.2	Prepare LIBER policy on special emails for October 2014 Executive Board meeting	Mr Widmark (C & A SC)	In progress
8.4	Consider how best to provide annual review of progress to LIBER Participants	Mr Widmark (C & A SC)	In progress
9.1	LIBER MoU representatives to play part in Guest Panel at Annual Conferences	Dr Lacunza	In progress
15.3	Clarify copyright responsibilities of EBLIDA/ IFLA/ LIBER on LIBER website	Mr Widmark (C & A SC)/Dr Lacunza	In progress
OCT 2014			
4.1.2	Inform Drs Savenije re LIBER TEL Board representatives to July 2016	Dr Matheson	
4.1.3	Revise TEL-LIBER Memorandum in the light of Board comments and send to Drs Savenije	Dr Matheson/Ms Reilly	
4.3	Explain LIBER's role in EU Projects to LIBER Libraries	Ms Reilly	
4.4	Include LIBER Statement in November 2014 LIBER Mailing	Ms Reilly/Dr Matheson	
4.6	Add LIBER to DORA signatories	Ms Reilly	
5.3	Prepare a short note on the use of the Board Intranet for Board members	Ms Reilly, Ms Grant	
5.3.4	Send photographs for Board induction notes	Board members	
5.4	Prepare paper on proposals for the LIBER Strategy for November 2014 Mailing	Ms Reilly	

5.4	Strategy papers to be placed on LIBER website	Mr Anglada, Ms Reilly	
6.1	Paper on LIBER Memoranda for February 2015 Board meeting	Ms Frey, Ms Reilly	
8.1	Include new VAT information in Conference Manual	Dr Matheson	
8.1	Prepare list of staff appointments for February 2015 Board meeting	Ms Reilly	
9.4	Current Annual Conference Fund qualifying countries to be reviewed for February 2015 Board meeting	Finance Committee	
DISCUSSION SLOT			
1.1.5	Prepare preliminary paper for discussion with LIBER Libraries at London 2015 Annual Conference and present to Executive Board in Feb.2015	Steering Group	
2	Paper on text and data mining to be included in the November 2014 LIBER Mailing	Ms Reilly, Dr Matheson	
3	Prepare PowerPoint presentation on Open Science for the Discussion Slot in February 2015	Ms Reilly	

DISCUSSION SLOT: 30 OCTOBER 2014: 10.30-13.00

AGENDA

1. STRATEGY 2013-2015

1.1. Evaluation of Outcomes of Strategy and Implementation Plans

Dr Lacunza's evaluation of the Strategy and Implementation Plan outcomes had been pre-circulated for the meeting. Ms Hormia-Poutanen gave a short PowerPoint presentation in which she outlined the programme for discussion: what period should the Strategy cover; how could Open Science, and particularly Text and Data Mining and Copyright, be included within the Strategy; how best to meet the needs of LIBER Participants; and is it feasible to create LIBER metrics for the work it undertakes (e.g. EU Projects, etc.) which can be made available to LIBER Participants? The current Strategy seemed to omit high level goals and the implementation plans were too broad and they did not currently include EU Projects as a means of fulfilling LIBER's Strategy.

An extensive discussion took place from which the Executive Board concluded that:

- 1.1.1. The current LIBER Strategy 2013-2015 should be extended to 2013-2017. The principal reason was that a five year Strategy was more realistic in the light of the current challenges in the library world.
- 1.1.2. LIBER ought to have four to six high level goals in its Strategy for 2013-2017, which set out where LIBER wished to be by the end of 2017. Each Steering Committee should determine how they would fulfil these goals within their implementation plans.
- 1.1.3. LIBER ought to have a longer-term Vision up to 2027. The Vision should be discussed with LIBER Participants, as should also the high level goals.

- 1.1.4. A paper should be included for LIBER Participants (i.e. members) in the November 2014 LIBER Mailing, which would explain that LIBER was moving to a five-year Strategy and to a Vision for 2027, and would set out the steps envisaged to 2017.
- 1.1.5. To plan for the Strategy extension to 2017, a preliminary paper should be prepared for discussion with LIBER Participants at the Annual Conference in London 2015. The paper, which would be prepared by a group comprising President, Vice-President, Steering Committee Chairs and the Interim Executive Director, with external input from other similar organisations, e.g. ARL, and an Asian equivalent, would first be presented to the Executive Board for reaction and comment.
- 1.1.6. The high level goals would be discussed further at the Steering Committee Chairs meeting, which would take place on the afternoon of 30 October 2014.

1.2. IMPLEMENTATION PLANS FOR 2015

1.2.1. Scholarly Communication and Research Infrastructures Steering Committee

Dr Horstmann, Chair, took the Executive Board through his Implementation Plan for 2015, which had been pre-circulated. The following areas of activity had been identified: policy development; helping with data management plan; and skilling and staffing. These would be addressed by four goals: support policy development and implementation; support with data management planning; support skilling & staffing; and liaison activities. Dr Horstmann's impression was that libraries wanted very practical guidance and ideas. He agreed that Open Science ought to be more closely involved in the work of his Steering Committee since, at present, the concentration was mainly on research data management. In discussion, the proposed plan was approved by the Executive Board.

1.2.2. Reshaping the Research Library Steering Committee

Mr Roche, Chair, outlined his proposed Implementation Plan for 2015 for each of the Steering Committee's Working Groups from his pre-circulated paper. They were: Action 1: evaluation and marketing of services for research and education (Research and Education Working Group); LIBER libraries [2015]; Action 2: achieve the insertion of some form of library-related indicators in ranking systems (Rankings Working Group); Action 3: support e-publishing initiatives and insertion in European Digital Collections projects for LIBER Participants (Digital Collections Working Group); Action 4: launch a third leadership seminar 'Emerging Leaders' in London (2015)/Helsinki (2016) (Leadership and Workforce Development Working Group); and Action 5: launch the 'LIBER Journées' for Directors (2015) (Leadership and Workforce Development Working Group). Ms Frey updated the meeting on the Digital Collections Working Group and drew attention to the concern of LIBER libraries with rights issues between countries, e.g. the digitisation of newspapers and access to them in different countries. The aim was to conduct a survey seeking information on how newspaper digitisation funding, forms of access and what would have been the preferred form of access and to present the results at the London 2015 Annual Conference. There would also be case studies on open access publishing and libraries acting as publishers. The issue of e-lending was also raised at the meeting, and it was decided that this might be included in the extended Strategy period to 2017 with an expanded Working Group. The proposed plan was approved by the Executive Board.

1.2.3. Advocacy and Communications Steering Committee

Mr Widmark, Chair, presented the pre-circulated Implementation Plan for 2015 for his Steering Committee. The principal aim would be to strengthen its key communications channels and tools further in 2015. In addition to posting regularly on the LIBER website and social media channels, the aim would be to widen LIBER's reach and engage LIBER libraries by encouraging guest posts from across the community. LIBER's position on key topics would also be set out through an expanded range of factsheets, and LIBER's major accomplishments and campaigns would be shared with the media via its press list. The use

of the LIBER-ALL and LIBER-NEWS mailing lists would be reviewed, along with benefits for sponsors, with a view to improving both. The proposed plan was approved by the Executive Board.

2. TEXT AND DATA MINING

Ms Reilly's paper on text and data mining had been pre-circulated, and she gave a short PowerPoint presentation on the background and current position on text and data mining. She drew attention to the key messages on text and data mining, which had been produced as a useful aide-memoire for libraries and individuals. It was agreed that it would be helpful for LIBER Participants to have a location on the LIBER website where PowerPoints and case studies on text and data mining could be brought together and made easily accessible. It was also agreed that a paper on the position on text and data mining should be included in the November 2014 LIBER Mailing, and that information about it should be easily available on the LIBER website and that special email messages should be issued when there was something relevant to report.

3. TOPICS FOR FUTURE DISCUSSION SLOTS

Suggestions for future topics for Discussion Slots at future Executive Board meetings were: Open Science; Copyright Working Group; metrics; LIBER's links with other associations (with which, on which topics and how regularly); which data issues, e.g. RDA, ought to be discussed at EU level. It was agreed that the Discussion Slot topic for the February 2015 Board meeting would be Open Science, for which Ms Reilly would prepare a PowerPoint presentation. Executive Board members confirmed that they liked the Discussion Slot approach and would like it to continue.

EXECUTIVE BOARD MEETING: EVALUATION FORM

	LIBER EXECUTIVE BOARD, LAUSANNE, 30 AND 31 OCTOBER 2014	SCORE 1 TO 5: 1=POOR; 5=VERY GOOD	NO OF RETURNS = 10	POSSIBLE SCORE = 50	TOTAL SCORE GIVEN
1	Adequate time was spent on discussing <u>prepared</u> items on the Agenda				46
2	Presenters were well prepared				45
3	Participants came up with new ideas and initiatives				46
4	Chair formulated clear decisions				46
5	Presentations and discussions promoted common understanding and objectives				46
6	All participants were involved in the discussions				38
7	The decisions made included follow-up plans				44
8	The mood of the meeting was good				51 ¹

¹ This figure is correct as submitted.