



# ANNUAL REPORT

2024-2025



# LIBER REMAINS STRONG AS THE VOICE OF RESEARCH LIBRARIES IN EUROPE REPRESENTING 40 COUNTRIES AND 420+ ORGANISATIONS



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## Letter from the LIBER President

The Annual Report published by LIBER this year once again demonstrates the role played by our association in serving the library community and, more generally, the major challenges associated with the production, dissemination, promotion and preservation of scientific and general information.

This publication takes place in a context of anxiety and concern that has been present for several years now, impacting the scientific community in general, and librarians in particular. It is accompanied by a steady stream of disinformation and misinformation, undermining formally established facts and demonstrating every day that, despite the determined action of academics, journalists and librarians, the information society is increasingly in danger of becoming a society of disinformation.

Throughout the world, and even in Europe, academic freedom can be questioned, if not threatened. It is important to remember that this freedom, which is cardinal for the academic world, is not taken for granted by other parts of society. Recent decisions taken by the US administration, as well as by other governments in Europe and elsewhere, to steer the direction of research, cruelly reveal the existence of an increasingly assertive determination to make public research not only a commercial and profitable sector, but also and above all a sector to be influenced or even controlled.

What can libraries do in this context? Alone and isolated, probably not much. United around a shared vision to be defended, promoted and fostered, much more. It is from the sum of our individual and local energies, supported and extended by the strength of our network, that LIBER derives its dynamism and its successes, which are illustrated throughout this report, and which are first and foremost those of its members.

On behalf of the entire LIBER Board, I would like to thank you all for your daily commitment and invite you to continue and intensify your efforts to support our professional and library network; to promote our values, to defend academic rights and freedom, to fight against misinformation and to sustain science. In these troubled times, let's remain vigilant, mobilised and united.

I hope you find it an enjoyable read.

### ABOUT THIS REPORT

We take this opportunity to share a summary of our activities from June 2024 to May 2025. The report includes updates on the wide range of LIBER activities: LIBER Working Groups, Steering Committees and Executive Board, the LIBER Quarterly, our portfolio of International Projects, and the LIBER Office. All LIBER activities are focused on achieving the aims of our 2023-2027 Strategy. This report will give a progress update as we enter the second half of the current strategic period.



*Julien Roche*  
JULIEN ROCHE  
LIBER PRESIDENT

### LIBER'S MISSION

- Provide an information infrastructure to enable research in LIBER Institutions to be world-class.
- Enhance the experience of users in LIBER Institutions, which is enriched by the facilities and services that LIBER can offer.
- Promote and advocate for European libraries in all European and national fora where the voice of LIBER needs to be heard.
- Develop library and information professionals who are innovative and can offer leadership to LIBER and to the national/international library community

### OUR VALUES

- High-quality services for all users of library and information services
- Intellectual freedom and access to scholarship
- Collaboration with campus, local, national, European and global partners
- Stewardship of collections and institutional resources, in the most appropriate format
- Leadership, innovation and a willingness to embrace opportunities for change
- Inclusivity, equality of opportunity and fulfilment of potential

## Key Figures 2024-2025

## Impact Through Collaboration & Community

### Connecting

- 420** Member Libraries & Institutions
- 40** Represented Countries
- 400+** Annual Conference 2024 Delegates
- 100+** LIBER Winter Event Attendees

### Engaging

- 10** LIBER Working Groups
  - **165+** Active Members
- 12** LIBER organised webinars
- 1,170+** Attendees at LIBER webinars
- 2** Public consultations

### Informing

- 9** LIBER Quarterly Publications
- 89,200+** LQ Paper Downloads
- 3,000** Zenodo Downloads
- 11** LIBER Insider Newsletters
  - **4,600+** Subscribers
- 5** Quarterly Mailings

### Educating

- 21** Middle Management Training Participants
- 23** Emerging Leaders Programme Participants





## Anja Smit

### LIBER Secretary-General

Annually we report on the main events and achievements of the past year. For LIBER it is encouraging to see so many librarians valuing the strength of international collaborations. Your participation ensures LIBER can deliver highly valued services and activities. In 2024 some 420 organisations participated in LIBER, representing 40 countries. By 2025 the number of participants was down slightly, to 413. However, although library budgets are challenged, it shows that **LIBER remains strong as the voice of research libraries in Europe.**

We look back on an active year, in which LIBER continued to thrive as a community thanks to so many members participating in our Working Groups, LIBER Quarterly Editorial Board, Conference Programme Committee, organising webinars, presentations and workshops, our events, and working on projects. We were also able to organise and enjoy our two major networking opportunities:

- The 53rd Annual Conference, hosted by the Cyprus University of Technology (CUT) University of Limassol in Cyprus, 3-5 July 2024
- The 3rd Winter Event, at the University of Maribor Library in Maribor, Slovenia, co-organised by the Central Technical Library at the University of Ljubljana, 26-27 November 2024

The LIBER Leadership Programmes are highly valued in the LIBER community. In Spring 2025, the call was opened for candidates for the 7th edition of the popular LIBER Emerging Leadership Programme. In preparation, LIBER had to find successors to Programme Directors Janet Wilkinson and Consultant Roger Fielding, who made this Programme a big success for over a decade. We are very happy to welcome Niamh Tumelty and Tamara Szabó as the new crew who will coach and guide a new cohort of ambitious colleagues, starting in Lausanne in Summer 2025. In addition, LIBER is excited to have started a new training course, the Middle Management Training, aimed at mid-management leaders at LIBER research libraries. Our open access journal LIBER Quarterly is still going strong under the leadership of Managing Editor Trudy Turner. As she will retire from this position, we are currently looking for a successor to the position.

The past year was one of change and development. It is essential the Board is aware of current and emerging trends in society, and their possible impact on libraries. These trends are regularly discussed in Board meetings, addressing topics such as the rapid development of AI, and the European Open Science Cloud (EOSC). The past year was also the second year of the LIBER Strategy 2023–2027 and the Board conducted a mid-term review on our progress. The results will be shared with the LIBER community during the 2025 Annual Conference and will guide our actions during the second half of our strategy period.

An important topic for discussion within the Executive Board was the European Research Funding Programmes and the opportunities for LIBER to participate in EU-projects. With the upcoming European agenda and the current lack of clarity about the EU open science agenda after 2027, the opportunities for LIBER to participate in EU-funded projects seem to be greatly reduced. This brings great uncertainty regarding the opportunities to gain revenues from future EU-funded projects.

The LIBER Association (Stichting LIBER) closes 2024 with a deficit of 282k. Finishing the final large projects in 2025 - and with no new large projects awarded - almost all project income will end in 2025. **This outlook demands solutions to provide a sustainable and healthy financial situation for LIBER in the coming years.** The Executive Board took the difficult decision to stop investing in resources for EU-projects and as a result, to resize the office from 9 colleagues to 4 during 2025. Our departing colleagues have done excellent jobs for LIBER, they will be dearly missed for their input, and as colleagues.



*The LIBER Executive Board at the 2024 Annual Conference in Limassol, Cyprus*

In addition to restructuring the LIBER office, the Board is reviewing the sponsor policy to attract more income, it launched the second edition of the Supportive Membership Programme and is exploring additional measures to secure a healthy financial base for LIBER. The LIBER Executive Board is unanimous in maintaining a strong focus on a relevant service portfolio, including trend watching and continued advocacy efforts within Europe, representing the interests of our members.

All 13 Board Members are engaged in different Board-activities, such as chairing a Steering Group with Working Groups, representing LIBER in other Boards within the network, serving as a member of the Conference Programme Committee or taking on a role as a LIBER Officer. In the past year, the Executive Board Meetings were held at the Cyprus University of Technology Library in Limassol (July 2024), at the University of Nanterre, France (October 2024), and at the Norwegian University of Science and Technology in Trondheim (February 2025). In addition, the Board met several times online. In 2024, we welcomed Thomas Kaarsted as a new Board Member and successor of Lars Burman. Four Board Members were reappointed. In 2025, four open seats will be filled as Hilde van Wijngaarden, Heli Kautonen, Andreas Brandtner and Birgit Schmidt will end their 3rd term.

The LIBER Board is very active and has been for over 50 years. Great colleagues have devoted their time and energy to LIBER over the past decades. It is therefore with great sadness that we received the news of the passing of former LIBER Board Member Andris Vilks in February 2025. As the long-standing Director of the National Library of Latvia and President of Bibliotheca Baltica, Mr. Vilks was a well-respected and highly appreciated board member from 2013 to 2019. He brought his profound experience, dedication, and wide expertise of libraries to the Board, he was an active member of LIBER and organised the 2015 Annual Conference at his library in Latvia.



## Executive Board Elections 2025



### 2025 Call for Nominations

- In July 2025 four board members, Hilde van Wijngaarden, Heli Kautonen, Andreas Brandtner, and Birgit Schmidt will step down from the LIBER Executive Board after serving their full terms. In December 2024, LIBER launched the Call for Nominations to seek new candidates to serve on its Executive Board. This is a unique opportunity to be part of a dynamic and active group of library professionals, to network, exchange best practices and share your expertise with library leaders within Europe and globally. More information can be found on the LIBER announcement on our website: [2025 Call for Nominations to LIBER's Executive Board](#).



## WELCOME New LIBER Members

We extend a warm welcome to all our new members who have joined us this period. We look forward to working with you in the coming years.

- [Faculty of Social Sciences LU, Central Social Sciences Library Jože Goričar](#), Ljubljana, Slovenia
- [Hertie School Library](#), Berlin, Germany
- [University of Szeged Klebelsberg Library](#), Hungary
- [SCD – Bibliothèque Michel Durafour](#), France
- [Universitat Pompeu Fabra](#), Barcelona, Spain
- [Panteion University Library and Information Center](#), Athens, Greece
- [University of Rijeka, Faculty of Medicine, Biomedicine and Health Library](#), Rijeka, Croatia
- [Centre de l'Information Scientifique HES-SO \(CISO\)](#), Carouge, Switzerland
- [Masaryk University, Institute of Computer Science](#), Czech Republic
- [Library Sistem of Eastern Piedmont University](#), Vercelli, Italy
- [Final International University Library](#), Girne, Turkey
- [FHNW Library](#), Windisch, Switzerland
- [Library and Information Centre, University of Macedonia](#), Thessaloniki, Greece
- [Université de Nantes, Service Commun de la Documentation](#), Nantes, France



[Become a LIBER member](#)

# EXECUTIVE BOARD MEMBERS



**DR GIANNIS TSAKONAS**  
LIBER Vice President  
Director Library & Information  
Center, University of Patras



**MR JULIEN ROCHE**  
LIBER President  
Director of Libraries, University  
of Lille



**ANJA SMIT**  
LIBER Secretary-General  
Director of DANS,  
Dutch Centre of Expertise and  
National Repository



**DR HILDE VAN  
WIJNGAARDEN**  
LIBER Treasurer  
Director University Library Vrije  
Universiteit Amsterdam



**MARTINE PRONK**  
LIBER Executive Director



**DR HELI KAUTONEN**  
Director at the University  
Library of Turku



**DÓRA KALYDY**  
Deputy Director General,  
Library and Information Centre,  
Hungarian Academy of  
Sciences



**DR BIRGIT SCHMIDT**  
Head of Knowledge Commons,  
Göttingen State and  
University Library



**SARA LAMMENS**  
General Director,  
Royal Library of Belgium



**DR ANDREAS BRANDTNER**  
MBA MSC  
Director of the Vienna  
University Library



**ANNA CLEMENTS**  
Director of Library Services &  
University Librarian, the  
University of Sheffield



**CÉCILE SWIA TEK  
CASSAFIERES**  
Library Director  
University of Paris Nanterre



**DR ADAM SOFRONIJEVIC**  
Deputy Director University  
Library "Svetozar Marković",  
University of Belgrade



**THOMAS KAARSTED**  
Deputy Library Director,  
University Library of  
Southern Denmark

## Equity

To foster a more equitable library network, we embed scholarship opportunities into several of our activities. These scholarships help cover programme and event fees – making it more accessible for members of our community to join our in-person meetings and events.

This year, the Leadership Programmes Working Group offered two scholarships for the Emerging Leaders Programme Cohort, running from 2025 until 2026.

Additionally, through our Conference Fund, we provided ten bursaries for delegates attending the 2025 LIBER Annual Conference in Lausanne. These bursaries support participants from Membership Tiers B and C by covering costs associated with conference attendance.

Our network comprises over 400 research-intensive institutions across Europe, spanning both capital cities and regional locations. Through our in-person events and activities, we strive to engage with as many members as possible. This approach enables us to connect with specific regional communities and those interested in our initiatives. One such event was held in Maribor, Slovenia ahead of the Winter Event 2024. Organised in collaboration with the Slovenian Library Association, the National Pre-Event highlighted the vital role of knowledge exchange between national library associations and LIBER.

## Advocacy

**A Digital Knowledge Act for Europe.** In early October 2024, members of the Copyright and Legal Matters Working Group joined the Communia event in Brussels where the publication “A Digital Knowledge Act for Europe” – also described as a legislative intervention – was presented. In line with the Act, the LIBER delegation underlines the challenges libraries encounter in carrying out their mission in the digital age.



**LIBER at the EOSC Symposium 2024.** Research libraries stand in a key position in bridging researchers and EOSC to advance Open Science. Emphasising the services and opportunities libraries provide; LIBER Executive Director Martine Pronk joined the panel discussion “Getting ready for the #EOSCFederation: perspectives of different stakeholders” at the EOSC Symposium in October in Berlin.

**Building Bridges: Libraries for a Sustainable Future.** It has never been more important for LIBER to be engaged at the European Parliament and European Commission. In November 2024, 70 representatives from the library sector gathered in Brussels for the Public Libraries 2030 organised event ‘Building Bridges: Libraries for a Sustainable Future’. Together with our partners - EBLIDA, IFLA, and NAPLE - we advocate for stronger libraries in Europe, as outlined in our “Manifesto for the 2024 EU Elections”. The event provided LIBER and other library organisations with a pivotal opportunity to engage directly with policymakers – particularly Members of the European Parliament. [Read our reflections here.](#)



## Endorsed Declarations & Policy Statements

In our commitment to advocate for open and high-quality research, we continuously review initiatives that align with our values and support our mission. In the past year, we have welcomed the following calls:

Enhancing research accessibility and reuse: new study outlines strategic measures (EC study) - [endorsed in June 2024.](#)

Barcelona Declaration on Open Science Information - [signed October 2024.](#)

ICOLC Statement in AI Licensing - [endorsed in March 2025.](#)

#41 – June 2024  
#42 – July-August 2024  
#43 – September 2024  
#44 – October 2024  
#45 – November 2024  
#46 – December 2024  
#47 – January 2025  
#48 – February 2025  
#49 – March 2025  
#50 – April 2025  
#51 – May 2025

LIBER INSIDERS

## QUARTERLY LIBER MAILINGS

- [Welcome to the August 2024 LIBER Mailing](#)
- [Welcome to the November 2024 LIBER Mailing](#)
- [Welcome to the March 2025 LIBER Mailing](#)



Public Libraries 2030



# LIBER QUARTERLY REPORT



LIBER Quarterly (LQ) is the peer reviewed, Open Access journal of LIBER. This report considers performance and impact of LQ and discusses current and future developments of the journal and its related activities. Using the continuous publication model, in issue 34 (2024) LQ published 7 articles and two case studies.

The top three most downloaded papers in 2024 were:

- 1. Reflections on tests of AI-search tools in the academic search process
- 2. Understanding Artificial Intelligence in Research Libraries – Extensive Literature Review
- 3. Dawning of a new age? Economics journals' data policies on the test bench

The removal in 2024 of the journal's XML viewer, which was causing technical issues, does not appear to have negatively impacted downloads.

Time period [Issue 34] 2024 (January – December)	Downloads
December [Issue 33] 2023 (January – December)	89215
December [issue 32] 2022 (January – December)	74321
December)	72583

LIBER Quarterly article downloads 01/01/2024 – 01/01/25

LQEB is at early stages of an exploration of the potential role of AI in all aspects of LQ's publishing activities. We are working closely with our platform provider, OpenJournals, to explore sustainable ways of moving towards fully open peer review. LQEB designed and delivered a successful workshop at the 2024 LIBER winter event in Slovenia to inform LQ policy on the publication of research data. LQ has recently welcomed three new board members:

- Christine Okret-Manville - Library Director at Paris Dauphine-PSL University Samrit Mainali – Research Data Manager at Université Paris- Saclay Leticia Antunes Nogueira - Head of Resources and Digital Services at the Norwegian University of Science and Technology Library

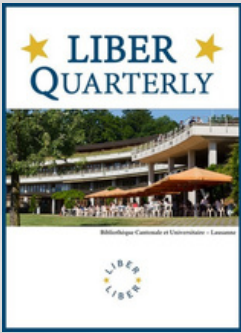
Thanks to the LQEB for working to ensure LQ remains a highly regarded journal within the profession. After four years, Trudy Turner is stepping down as Journal Editor for LIBER Quarterly. Appointed in May 2025, Tiernan O'Sullivan will succeed her as the Managing Editor.

LIBER QUARTERLY  
The Journal of the Association of European Research Libraries



liberquarterly.eu

Current Issue  
Vol. 35 No. 1 (2025)



## EDITORIAL BOARD AS OF FEBRUARY 2025

- Ann-Sofie Axelsson
- Caleb Derven
- Heli Kautonen (Chair)
- Samrit Mainali
- Leticia Antunes Nogueira
- Christine Okret-Manville
- Leonidas Papachristopoulos
- Justine Rush
- Najmeh Shaghahi
- Aurélien Terrier (Copyeditor)
- Trudy Turner (Managing Editor)
- Cristóbal Urbano
- Julian Warner

# COLLABORATIONS, PARTICIPATIONS, JOINT ACTIONS

LIBER regularly collaborates with key research and Open Science stakeholders from Europe and beyond. Last year we participated in some interesting collaborative events and actions.

## LIBER-DFFU Report: Public-Private Partnerships and Collaborations in the Context of Library Technology

LIBER and the Danish Research Library Association DFFU (Danske Fag-, Forsknings- og Uddannelsesbiblioteker) have released a joint report on partnerships and collaborations between research libraries and library technology providers, focusing on those involving new and innovative technologies.

## Open Consultation: Crafting a vision for European Repositories and Action Plan for Open Repositories in Europe: IMPACT-REPO

In collaboration with OpenAIRE, SPARC Europe (Scholarly Publishing and Academic Resources Coalition), and COAR (Confederation of Open Access Repositories), LIBER published a public consultation to gather input for a collective vision for the future of repositories in Europe. This valuable feedback was turned into an Action Plan: IMPACT-REPO that addresses the vital role of repositories through four key traits: impact, inclusiveness, trust, and innovation.

## Improving Access and Reuse of Research Results by Addressing Copyright and Data Legislative & Regulatory Issues – A LIBER Action Plan

In April 2025, LIBER published a report on the European Commission study that looks at solutions for EU Copyright and data legislation frameworks. With the support from the Knowledge Rights 21 Project and Arcadia, the LIBER Action Plan translates the findings of the EC study into practical guidance for research libraries.

## LIBER-ECS Academy – Developing Citizen Science

Complementing the online events, the LIBER Citizen Science Working Group hosted an in-person training in March 2025 in Budapest, aimed at introducing Citizen Science to librarians and information professionals. The 2.5-day course, co-organised with ECS Academy and the Centre of the Hungarian Academy of Sciences, brought together 25 participants from Central and Eastern Europe.



## LIBER-ECLAC Library Citizen Science Masterclass

The LIBER Citizen Science Working Group and Hernán Santa Cruz Library (ECLAC Library) of the Economic Commission for Latin America and the Caribbean (ECLAC) organised a three-day Masterclass, helping librarians to acquire the tools and skills necessary to design and implement successful Citizen Science projects at their institutions. The highly attended Masterclass brought together speakers and participants from across Europe and Latin America, showcasing the impact of Citizen Science and participatory research.

## LIBER-SCOSS Webinars

Together with SCOSS (The Global Sustainability Coalition for Open Science Services), LIBER organised two webinars discussing Open Science infrastructures. Both webinars were joined by several organisations taking part in SCOSS' 5th and 6th Funding Cycles. The online events provided the LIBER community the opportunity to learn about the role of open infrastructures in advancing Open Science and how libraries can support them. Watch the webinar recordings here.

## LIBER and SciStarter webinar series

In the past year, the LIBER Citizen Science Working Group and SciStarter organised webinar series continued with two new webinars. The sessions discussed communication strategies for Citizen Science projects and explored the intersection of Citizen Science and schools, connecting students to the world of research through Citizen Science.



LIBER remains active in matters affecting libraries and library organisations globally. In the International Alliance of Research Libraries Association (IARLA), we collaborate with the Association of Research Libraries (ARL), the Canadian Association of Research Libraries (CARL), Council of Australian University Librarians (CAUL) and Research Libraries UK (RLUK).



Strategy Update from the Vice President

Dr. Giannis Tsakonas



Guiding European research libraries towards a brighter future

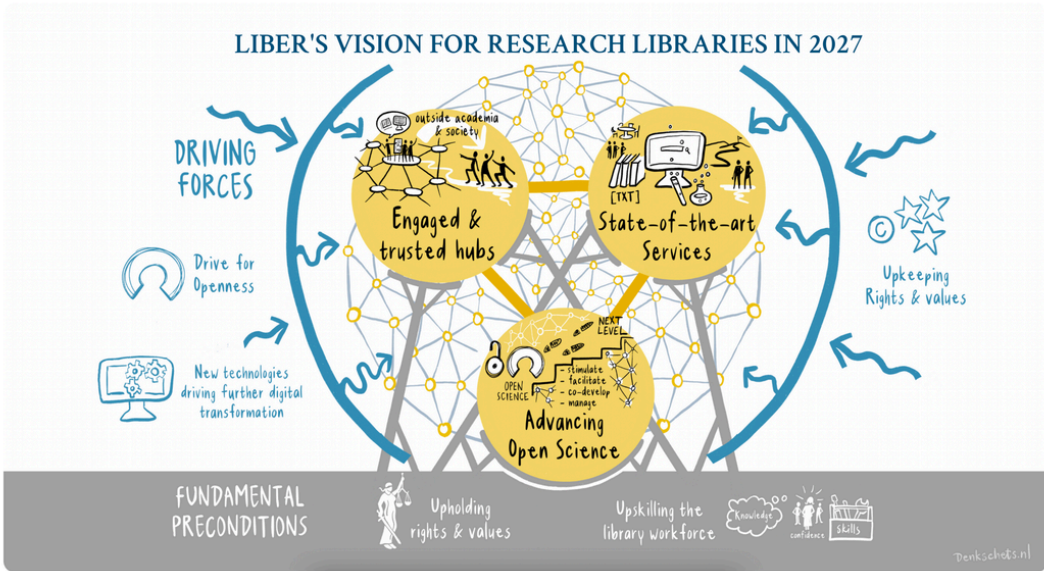
Our Strategy for the years 2023-2027 is an integral part of our Association. It serves as a compass, guiding European research libraries towards a new era of advancement, one that benefits their institutions, enhances their operations, and contributes to societal stability, cohesion, and growth.

The Strategy is designed to address the vast and evolving landscape of research information. Its implementation is continuously monitored, allowing for adaptation to unforeseen circumstances and ensuring a steadfast commitment to LIBER's core principles.

The following pages highlight the achievements of LIBER's Steering Committees and Working Groups, demonstrating the significant progress made in establishing LIBER as a central player in the global library and research landscape. These accomplishments are the result of dedicated efforts, encompassing expertise, innovation, collaboration, and communication. We extend our sincere gratitude to the Steering Committee Chairs, along with Working Group Chairs and members for their invaluable contributions.

Currently, an interim assessment is underway, with findings to be presented at the 2025 Annual Conference in Lausanne. However, key structural changes have already been implemented to ensure that member perspectives on the Strategy are timely sought, heard, and considered. An illustrative example is that two new taskforces, dedicated to Rights & Values and Artificial Intelligence, have been established by the Executive Board to address crucial contemporary issues.

Europe embodies social and cultural diversity, and LIBER stands as a manifestation of inclusivity. We encourage all members to review our progress and actively participate in the implementation of our strategy in any way they can. Every contribution, no matter how small, is greatly valued. LIBER stands ready to support its members in their shared journey towards a brighter future.



Research Libraries as Engaged and Trusted Hubs

Steering Committee Chair: Anna Clements



Citizen Science Working Group

The Citizen Science Working Group has continued its work across the three strategic directions: SD1 Developing the Working Group; SD2 Developing the field of Citizen Science in research libraries; SD3 Encouraging the involvement of research libraries as integral to Citizen Science. After a very successful inaugural Citizen Science Executive Masterclass held in partnership with ECS Academy in Paris in May, with 19 attendees from 11 countries, the WG is planning a series of follow up events from 2025. These will include Budapest, Brighton (UKSG) and online, to continue to onboard library staff (executives, managers, specialists) to develop local Citizen Science capacity. The group continues engagement activities including a workshop, session and poster contributions to the LIBER Conference in Limassol in 2024 and regular webinars. It has delivered the third section of the Citizen Science for Research Libraries: A Guide, which is titled: [Open Science meets Citizen Science](#).



Copyright and Legal Matters Working Group

It has been a busy year for the Copyright and Legal Matters Working Group with the high profile of potential changes to Copyright law. This is in response to the increasing interest, use and development of AI; particularly the need to seek a balance between the rights of copyright holders, the needs of researchers and the wider economy to limit obstacles to AI, support transformative research and broader economic growth. A major area of work for the WG has been on a KR21-funded project to support the development of an action plan "Improving access and reuse of research results by addressing copyright and data legislative and regulatory issues" in response to a EU study Consultation with LIBER members is ongoing with the final version to be launched at the LIBER Conference in Lausanne in July. In addition, the WG has attracted over 500 registrations and 250 attendees to its webinars, and continues to be heavily involved in leading discussions across Europe in partnership with KR21 on rights retention/secondary publishing rights. LIBER has also endorsed the [ICOLC Statement AI in licensing](#) following a recommendation from the WG.



Architecture Working Group (LAG)

Following a very successful LIBER Architecture Seminar in 2024 hosted by the Royal Library of Belgium (KBR) in Brussels, the Working Group has welcomed seven new members including a new group secretary. The main focus of work has been to arrange the next LAG Seminar which will be hosted by the Technical University (TU) Dublin in Spring 2026. The theme of the next seminar will be announced in late 2025, followed by the Call for Proposals. Both LIBER and LAG look forward to the next seminar – and to continue the dialogue between librarians and architects across Europe.



## State-of-the-Art Services

**Steering Committee Chair:** Birgit Schmidt

Research libraries manage and develop services for their collections based on current and emerging standards and technologies. The Working Groups in this and other Steering Committees are exploring new technologies and applications, and aim to provide orientation in a fast-moving environment which has recently experienced a strong shift to "Artificial Intelligence" (AI). To understand the value and challenges of AI, collaboration is key and first steps across working groups have been taken over the last year.



## FIM4L (Federated Identity Management for Libraries) Working Group

Developing guidance for authentication and access control mechanisms – in order to secure security and privacy for the users of scholarly information and data – are at the heart of this Working Group. Over the last year, the group has continued its discussion on relevant use cases, building on the [LIBER FIM4L Recommendations](#) (2022). A reflection on managed access use-cases for Open Science elaborated on how authentication and access controls play a role when information and data is collaboratively created, published and (re)used.

## Data Science in Libraries Working Group



The Data Science in Libraries (DSLlib) Working Group explores and promotes library engagement in applying data science and analytical methods in libraries. When collecting case studies from libraries in 2023 this took into account a broad definition of data science and five central application areas. Collaboration across working groups was instrumental for moving forward and addressing emerging needs of the LIBER community. A popular and very well-received [workshop](#) at the LIBER Annual Conference 2024 provided a [hands-on introduction](#) to AI applications in libraries (e.g. language identification, object detection on book covers, named entity recognition), jointly organised with the Digital Scholarship and Digital Cultural Heritage (DSDCH) and Research Data Management Working Groups. Members of the Working Group also contributed to the writing sprints for topic guides on digital scholarship and data science essentials organised by the WG DSDCH.

## Research Data Management Working Group

Libraries are key partners in research data management, often in close collaboration with other service units in their institutions. To assist libraries in their role, and in particular in making data FAIR, the Working Group has updated and enriched its [guidance](#). Six strategies for engaging researchers in research data management were discussed at the LIBER Winter Event 2024 [workshop](#), building on a guide for librarians (2020). Further, the group created a [guide for skills development](#) in the area of creating data management plans, aimed at a broad audience in libraries. The group also collaborated with the Data Science in Libraries and the Digital Scholarship and Digital Cultural Heritage Working Groups to deliver a [workshop](#) at the LIBER Annual Conference 2024 that provided a hands-on introduction to AI applications in libraries.



## Advancing Open Science

**Steering Committee Chair:** Andreas Brandtner

## Open Access Working Group

The Open Access Working Group currently consists of 16 members from 11 countries. They provide libraries with practical guidance for implementing Open Access. This includes Transformative Agreements, Diamond Open Access, and Open Access Infrastructures (including Repositories). To this end, group members represent LIBER in the following networks:

- SCOSS (Olaf Siegert, ZBW – Leibniz Information Centre for Economics)
- Think.Check.Submit (Sofie Wennström, Stockholm University Library)
- SPARC Europe (Bernhard Schubert, Vienna University Library)
- cOAlition S Working Group: Moving away from APCs (Ruth Mallalieu, Oxford University Library/ Colleen Campbell, Max Planck Digital Library)

The Working Group participated in the LIBER 2024 Winter Event with a fully booked workshop on the topic 'Diamond OA Capacity Centres (DOACCs) and their relationship with libraries'.

Two webinars were held in 2024: 'Supporting DOAJ indexing: how libraries can boost the visibility of Diamond and institutional journals', in collaboration with DOAJ; and 'Towards a transparent transition to Open Access: the current data landscape', featuring two large-scale studies on the effects of Open Access transformation.

The Group prepared an overview of the 'Current trends in Open Access publishing' for the LIBER Board.

## Educational Resources Working Group



The Educational Resources Working Group currently consists of 23 members from 11 countries. They aim to support the provision of educational resources to staff and students in European libraries. Over the last 3 years the group's focus has been on open textbooks and their discovery. Consequently, members of the Working Group ran a workshop at the LIBER Winter Event on the topic 'Enhancing the discoverability of open textbooks – Let's work together to finish the guidelines for (LIBER) libraries about how to include more open textbooks into their discovery systems'. The guidelines are being finalised and will be circulated within LIBER and the wider library community during 2025.

The Working Group chairs finished their term of office in December 2024, new chairs took on the leadership in January 2025. The group has also welcomed new members over the last year.

New priorities for the group are now being agreed alongside work streams for the next two years. These will include a focus on how we measure the impact of Open Educational Resources (OER), how AI developments will impact OER, and how we advocate for OER and promote re-use within the academic community.





## Upskilling the Library Workforce

Steering Committee Chair: **Heli Kautonen**

In the past year, LIBER's strategic priority of 'Upskilling the library workforce' has been advanced through, de facto, all Working Groups and project activities. Here we report the achievements of two Working Groups belonging to the Upskilling steering committee: Leadership Programmes (LP) and Digital Scholarship and Digital Cultural Heritage (DSDCH).

The DSDCH Working Group collaborated with the Data Science in Libraries and RDM Working Groups. Together, they have organised online writing sprints and in-person workshops to build an online training reference resource on digital scholarship and data science essentials: Digital Scholarship & Data Science Topic Guides for Library Professionals (DS Topic Guides). The DS Topic Guides are planned to be finalised by May 2025 and launched at the Annual Conference in July 2025. The resource provides a gentle, quick, and curated introduction to the key topics and new technologies that are being deployed in research libraries.

The Leadership Programmes Working Group made big waves with the flagship schemes: the Emerging Leaders Programme, LIBER Journées, and the brand-new Middle Management Training. The 2024 Journées was successfully completed with 19 participants. The next programme host call was announced during the LIBER 2024 Conference, and Copenhagen University Library was selected as the host for the 2026 Journées. Preparations for the Emerging Leaders Programme Cohort 7 included calls for trainers, programme leading director, and participants. Our network responded to these calls with enthusiasm – and it was a delight to announce a new leading director and trainers, and to successfully receive participant applications from member libraries across Europe. The programme for Cohort 7 starts in summer 2025. In addition, the LP Working Group developed modules for the new Middle Management Training, and the first Cohort, 21 participants strong, ran from January to April 2025.

### Our participants associate these qualities with the Middle Management Training:

Open and inclusive format

High level of interactivity

Right topics, good structure

Collaboration and learning

Collaboration, transparency, thoughtfulness and reflection

Tailored exclusively to the library sector

Building a broader professional network

In their meetings, the Upskilling Steering Committee followed the progress of Working Group activities and discussed library training trends. Positive experiences of cross-Working Group collaboration were shared. The Steering Committee also followed the evaluation process of the LIBER Emerging Leaders Programme, highlighting such report's value to the LIBER community. LIBER is proud to continue the important work of upskilling librarians and information professionals through our training programmes and resources.



## Upholding Rights & Values: Towards the second phase

Chairs: **Cécile Swiatek Cassafieres & Adam Sofronijević**

### Strategic Progress: June 2024 - May 2025

LIBER Rights and Values strategic priority has continued its work to articulate and act on the rights and values we hold in the digital scholarly environment. Following the departure of former board member Lars Burman in 2024, the Rights and Values (R&V) strategic priority has been strengthened by Cécile Swiatek Cassafieres, a member of the LIBER Executive Board and Library Director of University of Paris Nanterre. Together with a fellow Executive Board member Adam Sofronijević, Deputy Director of the Library of University of Belgrade, the work of LIBER R&V is now shifting towards its second phase: moving from multi-phase LIBER community consultations to implementation through a Taskforce and a workplan.

### Strategic Progress: June 2024 - May 2025

The period up to the 2024 Winter Event was spent setting the scope: defining LIBER core rights and values, establishing priorities, and choosing the Taskforce model for driving action.

During the Winter Event, the Board organised a workshop and follow up plenary session to initiate action on rights and values identified in the 2023-2027 strategy. The purpose was to make the subject clear to the LIBER community, to ensure we can meet our goal: "by 2027, research libraries embody and uphold values of integrity, diversity and inclusion inside and outside the research community".

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The Strategy was presented to participants of the Workshop and Plenary sessions as a card deck, which stimulated conversation around links between the Strategy, the overarching theme of Rights and Values, and the activities of the Working Groups.

Feedback around this was positive – as expressed both during the workshop and in the Winter Event Participant Survey - presenting an opportunity for direct contact with LIBER members who express interest in the subject. Participants determined the best way to move forward would be to establish a Taskforce. They made suggestions for its composition and started to define the initial and main actions to address.

### Developing the Taskforce

LIBER adapts its strategy to the external developments that surround us, while keeping its existing strategic structure intact - therefore creating new formats to investigate these developments.

In February 2025, the LIBER Executive Board approved the formation of the Rights and Values Taskforce. This group will explore the implications for research libraries and, if needed, prepare our organisation for future strategies. They will focus on four key themes - Academic Values, Integrity and Transparency and European Solidarity – which LIBER members have identified as priorities. The Taskforce will operate from June 2025 to June 2026.





## Artificial Intelligence Taskforce

In 2025, LIBER initiated a dedicated Taskforce to investigate Artificial Intelligence (AI) activities across the research library field and strengthen its strategic approach to AI-related matters. Addressing the changes and rising challenges surrounding AI, the newly established **LIBER AI Taskforce** was created from the pressing need and ambition to explore and implement an agenda on AI within the current **LIBER Strategy 2023-2027**, with the vision of embedding it in our Strategy after 2027.

In the coming months, the AI Taskforce will formally commence its activities, beginning with connecting existing activities on AI across LIBER, including Working Groups and LIBER Quarterly. Next to the operational layer of the Taskforce, the strategic component is currently being developed.



## International projects LIBER participated in 2024-2025



AFFILIATED PROJECT



PALOMERA Final Conference, 28-29 October 2024



LibrarIN Final Conference, 22-23 May 2025



CeOS\_SE Project Multiplier Event, 4 December 2024

Over the past year, LIBER has participated in seven international projects, several of which have successfully reached their conclusion. **PALOMERA** (Policy Alignment of Open Access Monographs in the European Research Area), **MES-CoBraD** (The Multidisciplinary Expert System for the Assessment & Management of Complex Brain Disorders), **ORE** (Open Research Europe), and **CeOS\_SE** (Citizen-Enhanced Open Science in Southeastern Europe Higher Education Knowledge Hubs) reached completion in late 2024. In our other key projects, **DIAMAS** (Developing Institutional Open Access Publishing Models to Advance Scholarly Communication), **LibrarIN** (Value Co-Creation and Social Innovation for a New Generation of European Libraries), and **KR21** - LIBER continues the collaboration with consortium partners to deliver the final milestones of this impactful work.

Since 2024, LIBER has also been an affiliated partner in the **ECHOES** (European Cloud for Heritage OpEn Science) project, contributing to the dissemination of its developments.



# ANNUAL CONFERENCE 2024 IN LIMASSOL



## State-of-the-art libraries in the service of science and society

The 53rd LIBER Annual Conference gathered nearly 400 library professionals from all over Europe in Limassol, Cyprus for three days of learning, networking, and knowledge-exchange. The conference was hosted at the Cyprus University of Technology (CUT).

LIBER 2024 in a Nutshell:

- 3 Keynote Speakers
- 2 Panel Discussions
- 12 Parallel Sessions
- 10 Pre-Conference Workshops
- 20 Poster Presentations
- 400+ attendees
- 4 Innovation Award Winners
- 1 Liverpool University Press Bursary Winner
- 3 #LIBERReads Competition Winners

**What did LIBER 2024 delegates think?**

"All the networking possibilities of the conference exceeded my expectations."

"The discussions were highly professional and adapted to the changes in the present world and library environment."

"Thank you for letting us know that we are all capable and together can do anything."

"Cooperation between people from different countries and backgrounds is crucial for the development of our libraries."



## Annual Conference 2025 in Lausanne



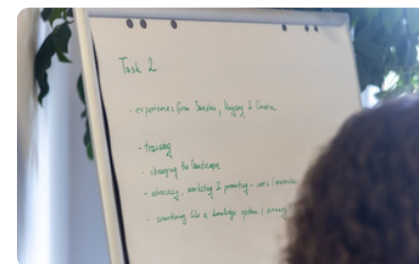
The 54th LIBER Annual Conference will take place from the 2-4 July 2025 at the Cantonal and University Library Lausanne (BCUL) in Switzerland. With an updated structure, this year's conference programme is informed by the theme "Engage, collaborate, innovate: libraries working to address global challenges." We look forward to welcoming you to Lausanne!

# LIBER WINTER EVENT 2024



## Expanding Horizons: Research Libraries and Social Engagement

On 26-27 November 2024, the third edition of the LIBER Winter Event welcomed over 100 participants from the core LIBER community to the University of Maribor Library in northern Slovenia. The two days were nothing short of informative, engaging, and inspiring – with a full programme of workshops, interactive sessions, keynote speech, and networking. The Winter Event has solidified its position as one of the most valued LIBER services and forums for knowledge-exchange, and continues to enjoy the appreciation by our members, project partners, and stakeholders from many of our collaborative initiatives.



Highlights from the Winter Event attendees:

"The atmosphere"

"Meeting my Working Group peers!"

"Join Working Groups, exchange ideas on topics of interest, meet colleagues, and learn new information"

"Meeting colleagues from all over Europe and exchanging experiences. And the social dinner!"

"Meeting the local delegates and learning about Slovenian perspectives."



**LIBER  
WINTER  
EVENT 2024**





Dr. Hilde van Wijngaarden

LIBER Treasurer

In 2024, LIBER's financial position is challenged. The financial result for the Foundation for the year ending 31 December 2023 is a loss of 282.033 euro (2023: a loss of 39.760 EUR). Nevertheless, LIBER's equity and liquidity position is in order.

In previous years LIBER depended to a significant extent on temporary project income. In 2023 this was 50%, and 60% in 2022. In 2024 the situation changed: five out of seven European projects ended, causing a direct loss of income. Attempts to acquire new project funding, by participating in 6 consortia with proposals for EU-calls, were not successful. Additional losses resulted from the concluding projects, in part due to the late-stage financial matching and the variance between projected and recorded hours.

INCOME	2024	2023
From regular activities		
LIBER participants	468.182	406.874
Events	33.850	15.000
Conference	24.643	23.716
Other income	12.000	15.000
	538.675	460.590
Project funding		
SSHOC	-	1.288
reCreating Europe	-228	32.217
Open Research Europe	42.111	24.099
Mes-CobraD	57.507	63.112
Knowledge Rights 21	6.372	57.055
Knowledge Rights 21 – National/EU Initiative	10.459	-
CeOS_SE	91.199	41.379
DIAMAS	76.694	96.855
LibrarIN	80.570	106.728
PALOMERA	31.783	28.461
INOS (loss)	-7.178	-
ELE (loss)	-3.698	-
CeOS_SE (addition to project provision)	-60.273	-
DIAMAS (addition to project provision)	-36.715	-
PALOMERA (addition to project provision)	-6.744	-
	281.859	451.194
TOTAL INCOME	820.534	911.784



EXPENSES SERVICES	2024	2023
Events	-33.471	-22.237
Conference	-30.009	-30.822
Project Expenses	-367.909	-449.907
EXPENSES SERVICES	-431.389	-502.966

	2024	2023
GROSS PROFIT	389.145	408.818

EXPENDITURE	2024	2023
Personnel costs	795.816	690.272
Personnel costs charged to projects	-212.419	-329.673
Depreciation tangible assets	3.399	2.637
Housing Expenses	8.670	8.670
Selling Expenses	25.454	33.029
Office Expenses	19.318	18.254
General Expenses	71.531	55.837
Internal Projects	16.538	29.909
Overhead charged to projects	-55.473	-60.159
TOTAL OPERATING EXPENSES	672.834	448.774

RESULTS	2024	2023
OPERATING RESULT	-283.689	-39.956
Financial income and expenses	1.656	196
NET RESULT	-282.033	-39.760

Immediately after the financial losses became clear, the Executive Board convened an additional meeting to ensure future sustainability. At the start of 2025 LIBER holds a healthy financial position and the loss of 2024 can be absorbed by the financial reserves. Equity at the end of 2024 is 302k. This is sufficient to cover normal operations and risks.

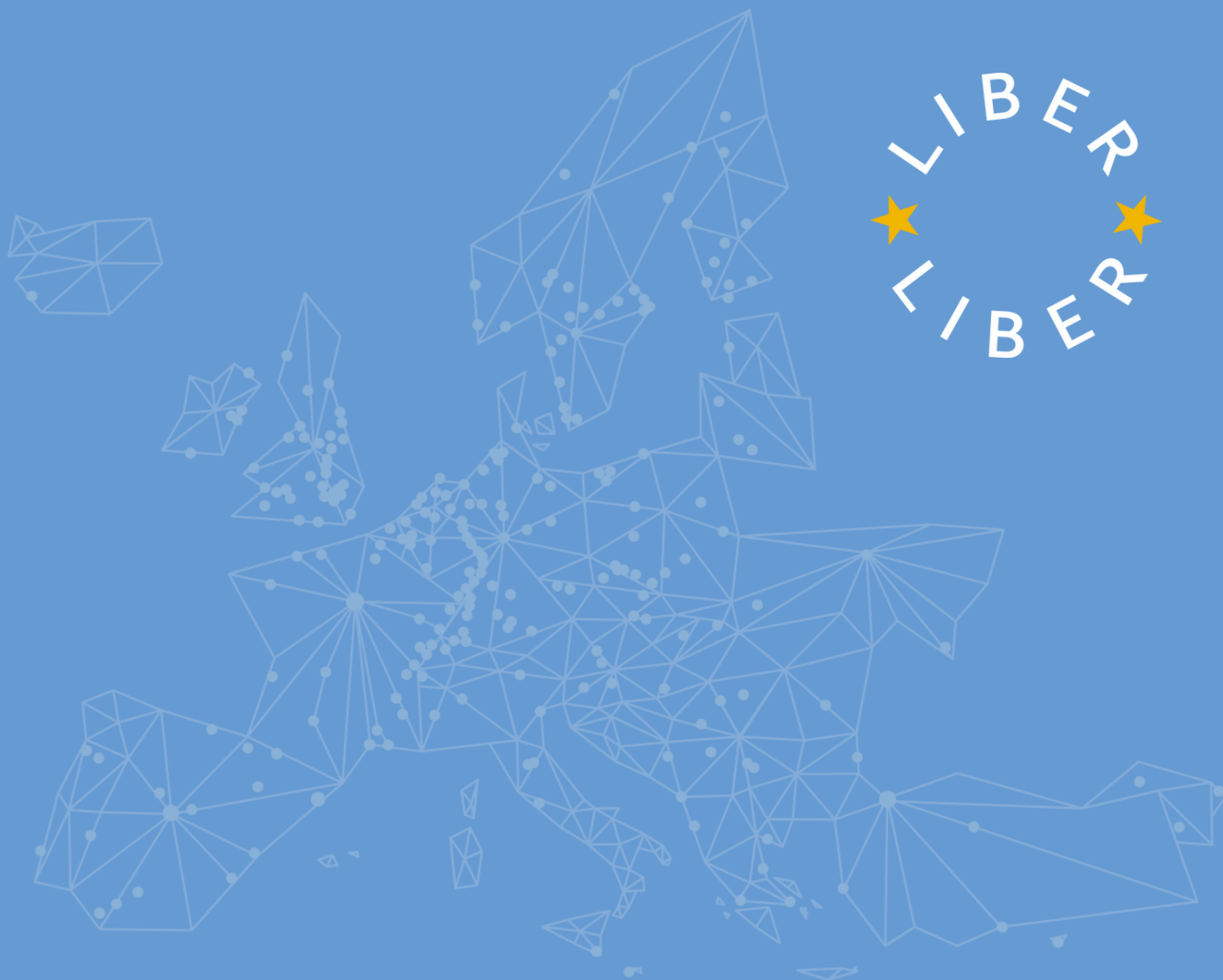
Future financial sustainability does require attention. The decision taken by the LIBER Board to restructure the organisation comes into effect in 2025, which makes 2025 a transition year. The full effect of the measures is expected to be visible in the financial results in 2026.



More information about LIBER's financial position is available in the Annual Accounts 2024 and the auditor's report.



Ligue des Bibliothèques Européennes de Recherche  
Association of European Research Libraries



#### FIND OUR RESOURCES AND GET INVOLVED

- Webinars, workshops and other recordings on the [LIBER YouTube channel](#)
- Publications, presentations and posters on the [LIBER community on Zenodo](#)
- [Bluesky](#), [LinkedIn](#), [Facebook](#), [Instagram](#), [X](#)
- [LIBER website](#)
- Contact the [LIBER Office](#)

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