



# LIBER POLICY PLAN

## 2025





## Who we are

LIBER (Ligue des Bibliothèques Européennes de Recherche – Association of European Research Libraries) is the voice of Europe's research library community.

Around 420 national, university and other libraries in more than 40 countries are part of LIBER and our wider network includes goal-oriented partnerships with other organisations in Europe and beyond.

As an association, we value Collaboration and Inclusivity. We have six main aims:

- 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

## Mission and Values

LIBER's Mission is to enable world-class research and our Values are Collaboration and Inclusivity.

### Our Mission

We aim to:

- 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 which 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

### Collaboration and Inclusivity

This translates into:

- 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
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## What we do

### Permanent Advocacy

LIBER has earned a reputation for effective advocacy. We have achieved meaningful improvements to EU copyright law and developed relationships with key decision-makers. Our goal is to ensure that the priorities of research libraries rank highly on the agendas of universities and the European Union.

### Frequent Webinars

We run frequent webinars with engaging speakers to deepen the understanding of a range of topics and learn about the relevant best practices and resources.

### LIBER Events

In addition to the many webinars and training sessions we provide, LIBER runs three key events for our research library community underlined below:

#### *1. LIBER Annual Conference*

The LIBER [Annual Conference](#) is a highlight for those working at research libraries across Europe. As of 2021, the conference has been running for almost 55 years. Participants receive a discounted rate when registering.

#### *2. Winter Event*

Each year we bring LIBER Working Groups together for the [Winter Event](#) — a day of discussion, networking, and opportunities to learn and network beyond our Annual Conference.

#### *3. Architecture Seminar*

You can advance your knowledge of library building projects and trends at the biennial LIBER Architecture Seminar hosted by the [LIBER Architecture Working Group \(LAG\)](#).

### Leadership Programmes

Many LIBER libraries have already benefited from our leadership programmes (hosted by the [LIBER Leadership Programmes Working Group](#)) for current and future directors.

#### *1. [LIBER Journées](#)*

The LIBER Journées is a tailored scientific programme designed for 20-25 Library Directors who are already in leadership positions in their institutions and who are looking ahead at delivering strategic change as libraries and institutions redefine themselves in an ever-changing information and social environment.

#### *2. [Emerging Leaders Programme](#)*

The Emerging Leaders Programme is aimed at the next generation of senior leaders at European research libraries. The Programme is featuring a combination of high-level seminars, training, and individual tutoring. Participants complete a year-long mentorship programme and participate in the alumni network. In 2025 the 7<sup>th</sup> cohort Emerging Leaders will start.



### 3. Middle Management Training

Most recently, the Leadership Programmes portfolio grew with an additional [training for Middle Management](#), with its first cohort taking place in 2025.

#### **LIBER Quarterly**

LIBER Quarterly is the peer reviewed, open access journal of [LIBER, the Association of European Research Libraries](#). The journal seeks to cover all aspects of modern research librarianship and scientific information delivery. The LIBER Quarterly [peer review process](#) is overseen by an Editorial Board, composed of volunteers from LIBER libraries.

#### **Monthly and Quarterly Mailers**

LIBER's monthly [LIBER Insider mailer](#) reaches over 3,000 individuals and includes a regular section summarising notable events and news for European research libraries. The [Quarterly Mailer](#) goes out to all of our Participants, containing official documents, updates on the activities of LIBER's Executive Board and Steering Committees, important news and upcoming events.

## LIBER Organisation

#### **Governance**

LIBER is a foundation registered in the Netherlands. Our work is guided by library professionals from across Europe. They serve on our Executive Board, Committees and Working Groups.

#### **Participants**

All LIBER Participants pay a yearly fee, which gives them access to services and the right to vote on key issues or be nominated to serve on the [Executive Board](#). Voting takes place at the Meeting of Participants held annually at our Annual Conference.

#### **Executive Board**

The [Executive Board](#) is made up of senior library professionals. Board members take the lead in directing LIBER's [Strategy](#) and activities. They delegate responsibility for the delivery of the Strategy, and the day-to-day management of the organisation to the LIBER Office, through the Executive Director.

#### **Working Groups**

Over 200 professionals from LIBER libraries volunteer on [our Working Groups](#). The groups address important areas of work for the research library community. All staff in LIBER libraries are welcome to get involved.

#### **Accountability. Statutes & Regulations**

Our results are reported through our website, in [LIBER mailings](#) and at the Annual Meeting of LIBER Participants, held every year at [LIBER's Annual Conference](#).



The following links give access to the most important statutory documents.

- [LIBER Rules and Regulations](#) (PDF in English)
- [LIBER Foundation Statutes](#) (PDF in English) (PDF in Dutch [LIBER Foundation Statutes NL](#))

### **LIBER Office**

Enabling world-class research is serious work and LIBER is composed of a variety of people dedicated to making it work. The LIBER Office is based in The Hague and is led by an Executive Director. Permanent positions in the office are an Administrative Officer, Communications Coordinator and Events and Partnerships Coordinator. LIBER's temporary staff gives the organisation the flexibility to adapt to new developments and innovations.

## **LIBER finances**

LIBER's income consists of several different revenues.

### **Contribution fees and donations.**

Inclusivity is a core value of LIBER. We aim to keep annual fees affordable for a majority of Europe's research libraries. We therefore have three fee tiers based on the most recent [national GDP per capita](#) data, as published by the International Monetary Fund. This reflects the different financial realities among LIBER institutions. In 2025, this results in the annual fees for institutions, organisations and associations as stated on <https://libereurope.eu/join-liber/>.

Every year LIBER runs the Supportive Membership Programme where LIBER Participants can choose – on a voluntary base – to donate a higher fee for a one year period.

### **Sponsorship Programme**

The LIBER [Sponsorship programme](#) is designed to build a mutually beneficial relationship for companies who wish to play an important and highly visible role in our work. Two categories of sponsorship are available, Gold and Silver. A sponsorship term lasts for 3 years.

### **Events and Leadership Programmes**

LIBER's events and Leadership Programmes are organized on a non-profit base and their incomes cover the direct costs of the events and programmes. Agreements are made between LIBER and the host of the event in case of a positive result after final settlement.

### **Projects**

As part of our work to connect and represent research libraries in Europe, we participate in strategic and innovative projects. Due to changing agenda's in the European Funding Programmes, project income will be significantly reduced compared to previous years. All income coming from projects, is spend on delivering the project results.



## **Management and expenditure of assets**

The Executive Board decides how the income will be expended. The expenditure of the income needs to be contributed to execute the mission of the Foundation. LIBER spends all its income on delivering services and keeps a limited reserve for the sustainability of the organisation. Every year, LIBER publishes the annual report, which includes all activities and finances of the previous year. The latest Annual Report can be found at: [https://libereurope.eu/wp-content/uploads/LIBER\\_AR23\\_24\\_FINAL-WEB.pdf](https://libereurope.eu/wp-content/uploads/LIBER_AR23_24_FINAL-WEB.pdf).

The Foundation manages the financial administration in such a way that income and expenditure are transparently monitored. The Executive Board is charged with adopting the annual budget, a balance-sheet, a statement of the Foundation's income and expenditure and a report on the Foundation's activities every year. The Executive Director reports at least 3 times per year to the Financial Committee, led by the Treasurer. The Treasurer reports to the Executive Board.

Every financial year – from 1 January until 31 December – the Annual Accounts are drafted and audited by an independent auditor. The findings – Annual Accounts and Auditors Report – are reported to the Executive Board. The Board adopts the Annual Accounts. The Annual Accounts and Auditor report are sent to the Participants for consideration prior to the Meeting of Participants, which is held during the LIBER Annual Conference.

More information can be found in the current Statutes: <https://libereurope.eu/wp-content/uploads/2023-Statutenwijziging-Stichting-LIBER-NL.pdf>.

## **Strategy 2023-2027**

LIBER's strategy for the period 2023-2027 focuses on leading developments to get ahead of radical changes happening in the research landscape. We have identified top driving factors that will affect research libraries and LIBER and formulated strategic undertakings to maintain our strong position in enabling world-class research. The LIBER strategy consists of five components:

### **RESEARCH LIBRARIES AS ENGAGED AND TRUSTED HUBS**

By 2027, research libraries will be engaged and trusted hubs of their user communities, collaborating with each other and with local, national and international stakeholders in their role as change agents and facilitators, and taking up task in public engagement in research.

### **STATE-OF-THE-ART SERVICES**

By 2027, research libraries will provide forward-looking, state-of-the-art services for collections, publishing, and curation of information and (meta-)data. These services will be relevant to and tailored for user groups inside and outside academia.

### **ADVANCING OPEN SCIENCE**

By 2027, in collaboration with researchers, research libraries stimulate, facilitate, co-develop and manage infrastructures and practices designed to take Open Science to the next level.



## **UPSKILLING THE LIBRARY WORKFORCE**

By 2027, the staff of research libraries have the necessary knowledge, confidence and skills to take on the organisational and technological changes enabling the new roles and tasks of research libraries.

## **UPHOLDING RIGHTS & VALUES**

By 2027, research libraries embody and uphold values of integrity, diversity and inclusion inside and outside the research community.

The LIBER strategy 2023-2027 can be downloaded from: <https://libereurope.eu/strategy/>