



2018

STRATEGY REVIEW

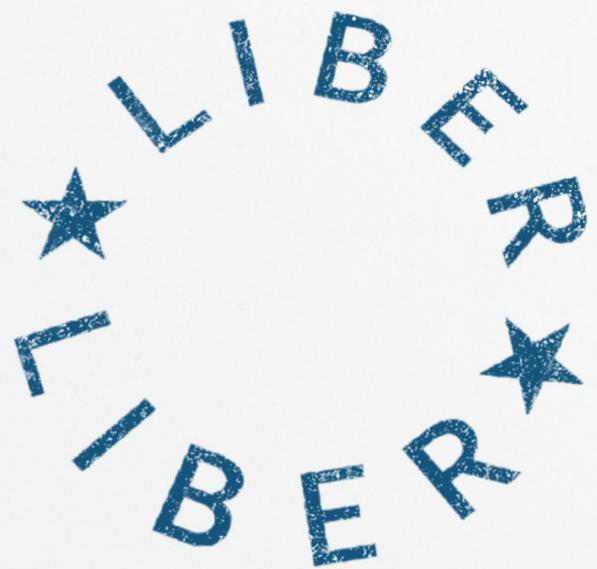
2022

LIBER
LIBER

2018

STRATEGY REVIEW

2022



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ABOUT THIS REPORT

Since the start of 2023, LIBER's Steering Committees and Working Groups have been busy initiating activities on the new 2023-2027 strategy. We are all looking forward to implementing everything we learned and experienced in the 2018-2022 period. Before we leave these years behind, let's take a closer look at what we did during the past five years.

This report summarises LIBER's journey throughout the past strategic period according to the roadmap that was defined by the Executive Board in 2017.

The strategy is first summarised, and then outlined in more detail. The highlights of the period show selected observations, outcomes and their impact on the LIBER community. An outline of each strategic direction composed by the respective Working Groups gives an overview of accomplishments and learnings. We also look at the international projects and the changes they bring, not only for our members, but for research communities at large.

LIBER STRATEGY

AT A GLANCE

Three Strategic Directions – Digital Skills & Services, Innovative Scholarly Communication and Research Infrastructure – have guided us toward impactful work that will help support our network of university, national and special libraries – their institutions and their users – in the years ahead.

To magnify collaboration between librarians and scholars, LIBER signed two Memoranda of Understanding (MoU), with DARIAH and CLARIN in the earlier years of the Period. The Digital Scholarship and Digital Cultural Heritage Collections Working Group published a report outlining the state of Digital Scholarship in European research libraries: [Europe's Digital Humanities Landscape: A Study From LIBER's Digital Humanities & Digital Cultural Heritage Working Group](#). The Digital Skills for Library Staff and Researchers Working Group published an [Open Science Skills Visualisation](#), which still enjoys regular downloads.

Enabling Open Access and Open Science continues to be at the forefront of our advocacy work. The Open Access Working Group released its [Four Urgent Recommendations for Open Access Negotiations with Publishers](#) in April 2022. As we continue demanding revisions in the Directive on Copyright in the Digital Single Market, LIBER [signed a joint statement](#), on the exemption of not-for-profit educational and scientific repositories, digital archives, and libraries, from the Digital Services Act.

The Linked Open Data Working Group authored [Best Practices for Library Linked Open Data \(LOD\) Publication](#) in 2020. On the topic of Citizen Science, LIBER signed two MoUs in February 2022: [LIBER signed MoU with European Citizen Science Association \(ECSA\)](#) and LIBER and SciStarter signed the [MoU](#). The Federated Identity Management Working Group (FIM4L) published a second version of its [recommendations. A Practical Guide to FAIR practices in Research Libraries](#) was also published by the Research Data Management Working Group. The Data Science in Libraries Working Group continues its [work on a landscape analysis](#), and its [matrix for libraries engagement in data science](#).

During the pandemic, the importance of open and digital access to knowledge online has been experienced in suboptimal, emotionally taxing and physically demanding conditions. The hard work of making knowledge available radiated into several difficulties and opportunities, many pointing to the extreme need for libraries and their staff. Despite its devastating cause, this intensification flourished into an even greater pursuit of the rights to access digital knowledge, and to continue learning and collaborating in safe environments.



LIBER Executive Director, Astrid Verheusen:

“Research libraries across Europe play a fundamental part in ensuring that legislation seeks to protect and stimulate educational and scientific development as well as the spreading of knowledge. Moreover, as a European organisation protecting the rights of research libraries and their users, we deem [this statement](#) to be of top priority and we hope it will have the desired impact for our community of research libraries. ”

RECAP OF THE LIBER 2018-2022 STRATEGY



Goals

Rooted in the foundation of LIBER's Mission, to enable world-class research, and our Values, Collaboration and Inclusivity, the 2018-2022 Strategy aimed to:

- Establish Open Access as the predominant form of publishing;
- Promote Research Data exercising the principles of FAIR: Findable, Accessible, Interoperable and Reusable;
- Reinforce Digital Skills for a more open and transparent research life cycle;
- Build participatory, tailored Research Infrastructures that are scaled to the needs of diverse disciplines;
- Build the cultural heritage of tomorrow using today's digital information.

Strategic Directions

To tackle these aims with practical actions and steer their development, LIBER formulated three Strategic Directions:

- **Innovative Scholarly Communication**
- **Digital Skills & Services**
- **Research Infrastructure**

Strategic Priorities

Each Direction was led by a Steering Committee composed of Working Groups, and worked to:

- Strengthen and expand the roles of research libraries in Innovative Scholarly Communication
- Develop research libraries as hubs for Digital Skills and Services in both physical and virtual research environments
- Support the development of interoperable and scalable infrastructure which supports sustainable knowledge and is seamlessly linked with institutional services.

One last look at our 2018-2022 Strategy's organisation chart:





LIBER WINTER EVENT 2022 STRATEGY SESSION

In addition to being an event for connecting and finding inspiration, the LIBER Winter Event 2022 was a form of closure for the 2018-2022 Strategic Period.

We had a session devoted to reflecting on all we achieved, and areas where work is still needed. We looked to the future and the expectations that it brings. The Working Groups made a poster for their respective Strategic Direction and presented their findings.

We also examined our contribution to the Strategic Directions with the work we did, and are still doing, on the International Projects. Here are summaries of each. But first, we selected a few highlights of the past years.

Highlights

Working Groups' observations on working together:

- Members' engagement and commitment is the foundation of the group.
- Present and enthusiastic leadership is vital to a group's success and progress.
- A clear work plan and goals are essential.
- More people working together on one topic is more effective.
- Focussing on less, brings more results.
- Working Groups need more support from LIBER, in guidance on goals and strategies.
- Working together and networking remotely can be very productive.

Projects added value by:

- **Advocating for change in Copyright Legislation and Open Access** to scholarly publications (KR21-Knowledge Rights 21)
- **Developing libraries in Southeastern Europe** as knowledge hubs, and upskilling staff in relation to Open Science and Citizen Science (CeOS_SE - Citizen-Enhanced Open Science in Southeastern Europe Higher Education Knowledge Hubs)
- **Promoting the inclusion of Open and Citizen Science in Higher Education curricula** by advocating for libraries as hubs for OS/CS activities and giving guidance on OS/CS activity design (INOS - Integrating Open and Citizen Science into Active Learning Approaches in Higher Education)
- **Supporting libraries in navigating the current regulatory framework**; improving access to culture and enriching cultural diversity; working to reduce obstacles to copyright regulations. (reCreating Europe)
- **Involving research libraries in the development of the SSH part of the EOCS** and in return training them in the services and knowledge provided by SSHOC (Social Sciences and Humanities for the European Open Science Cloud)
- **Advocating for the uptake of the Open Research Europe publishing platform** and elucidating its many advantages (ORE-Open Research Europe)
- **Bridging the imbalance of support through language technologies** and aiming for digital language equality (ELE- European Language Equality)
- **Providing access to multidisciplinary content on brain disorders**, created by a wide range of experts (MES-CoBraD- Multidisciplinary Expert System for the Assessment & Management of Complex Brain Disorders)

Highlighted Outputs from Projects

- ELE (European Language Equality)- Report for ELE project
- INOS (Integrating Open and Citizen Science into Active Learning Approaches in Higher Education) - Videos: Open Science Support and From Open and Citizen Science to Activism: Roles of Academic Staff.
- SSHOC (Social Sciences and Humanities for the European Open Science Cloud) - SSH Training Discovery Toolkit
- EOSC (European Open Science Cloud) EOSCpilot WP3 Draft Policy Recommendations & Report - A Vision for Open Science
- ORE (Open Research Europe): ORE Project Workshop on Sustainability – Plans for a Future-Proof and Robust Publishing Platform
- ReCreating Europe: reCreating Europe Tutorial - End-users
- DIAMAS Project: Understanding Institutional Publishing (Slides on Zenodo)
- CeOS (CeOS_SE Citizen-Enhanced Open Science in Southeastern Europe Higher Education Knowledge Hubs) - Recommendations for academic and research libraries within Citizen-Enhanced Open Science and Upscaling collaboration between academic and public libraries for CeOS in SE Europe
- MES-CoBraD (Multidisciplinary Expert System for the Assessment & Management of Complex Brain Disorders) - Poster: Research Data Management in the MES-CoBraD project: what's in it for the research libraries?
- Position papers on Secondary Publishing Rights, and eBooks & eLending – KR21 (Knowledge Rights 21)

Highlighted Deliverables from Working Groups

- The Europe's Digital Humanities Landscape: A Study From LIBER's Digital Humanities & Digital Cultural Heritage Working Group - Digital Cultural Heritage and Digital Humanities
- LIBER Journées 2022 - Leadership Programmes
- Open Science Skills visualisation - Digital Skills for Library Staff and Researchers
- LIBER and SciStarter Sign Memorandum of Understanding - Citizen Science
- Four Urgent Recommendations for Open Access Negotiations with Publishers - Open Access
- Directive on Copyright in the Digital Single Market; The Fundamental Right to Education and Science: Constitutional Law vs Copyright Law - Copyright and Legal Matters
- 10 Implementation Principles for single sign on (SSO) - FIM4L
- The FAIR Guidelines for Libraries; The 6 Pillars of Engaging Researchers in Research Data Management - Research Data Management
- Best Practices for Library Linked Open Data (LOD) Publication - Linked Open Data
- LIBER Data Science in Libraries: Survey - Data Science in Libraries
- Library Buildings in Europe website - LIBER Architecture Group
- Innovating the Ways Metrics Are Applied, Responsible Metrics & Measuring Openness and Metrics & Machines - Innovative Metrics





Strategic Directions

DIGITAL SKILLS AND SERVICES

A total of three LIBER Working Groups were assigned to this umbrella:

- Digital Scholarship and Digital Cultural Heritage Collections
- Leadership Programmes
- Digital Skills for Library Staff & Researchers

WORKING GROUPS

Digital Scholarship and Digital Cultural Heritage Collections (Formerly Digital Cultural Heritage and Digital Humanities)

The Digital Scholarship and Digital Cultural Heritage Collections (DSDCH) Working Group's main activities are to identify and to share library services for supporting digital humanities, and to establish key prerequisites to enable libraries and librarians for the related tasks. Their aim is to strengthen the position of libraries in the European digital humanities network.

During this period, the group changed their name and focus to Digital Cultural Heritage and Digital Humanities. It signed two Memoranda of Understanding, with DARIAH and CLARIN in the earlier years of the Period.

In 2019, they published a report outlining the state of Digital Scholarship in European research libraries: [The Europe's Digital Humanities Landscape: A Study From LIBER's Digital Humanities & Digital Cultural Heritage Working Group](#).

Additional to this publication, the group organised webinars, notably on [Setting up a GLAM workbench](#), and [Open a GLAM Lab](#) on the book sprint method and publication of the book on GLAM Labs, as well as several workshops. They also curated reading lists, which are still in use. All resources discussed in these lists (and more) are also available in a [Zotero library](#).

The group acknowledged that to complete more of their initial goals, such as developing online townhall meetings, keeping all Working Group subgroups active and producing white papers, it would be important to first focus on fewer deliverables. They also realised that it would be more efficient to work as one larger group with enough volunteers. The group's plan moving forward is to focus on skills acquisition and development, to train resources, and to engage in more collaborations with the LIBER Office and community and with external partners such as RLUK, IARLA etc.

Leadership Programmes

The Leadership Programmes Working Group undertakes a range of activities designed to help libraries train and recruit strong leaders. When the pandemic did not block all possibilities for physical meetings, the group was able to organise two leadership

programmes: the LIBER Journées for Library Directors and the Emerging Leaders programme for senior librarians. An in-person LIBER Journées took place in May 2022, in Budapest, Hungary. The Working Groups coordinated three cohorts of the Emerging Leaders Programme and held multiple webinars.

The group did not conclude their goals of setting up an internship marketplace and updating the LIBER Job Description Repository. In the coming years, they look forward to reshaping and potentially expanding the current leadership programmes. A Working Group running a core LIBER programme needs more support in guidance on goals and strategies, says the group. The Emerging Leaders programme should be made more accessible for Eastern (and Southern) European members. Finances and language can be a barrier for these members to send representatives.

Digital Skills for Library Staff & Researchers

Although this group has ended, the Digital Skills for Library Staff & Researchers Working Group's work remains in high demand. Zenodo downloads are still active as are many other materials. The group's work focused on the necessary skills for library professionals and the training they need to better support research activities.

The group's priorities continued toward changing the service development philosophy, as well as diversifying digital skills of library staff members and researchers. They produced a series of deliverables, such as the [Open Science Skills visualisation](#) in English, French and Greek, case studies, a survey analysis and a Zotero Library. Many webinars and workshops were also held during the period, one being a [collaboration with FAIRsFAIR](#) during the LIBER Annual conference 2020.

Publishing a starter guide on Open Science skills remains one of the possible future projects, as do more translations of the Open Science Skills visualisation, and other materials. The group identified that having a short-term Working Group with one clear goal and a set number of corresponding deliverables is a more effective way of working, and that members' personal engagement in one or two action tracks makes a significant difference in the outcome.

These projects, and others, have been started before or during the 2018-2022 Strategy and are connected to the Digital Skills and Services Strategic Direction. LIBER is still active in a number of projects, while others have been completed.



ELE - European Language Equality (concluded)

A core role of LIBER in the project has been the creation of a **report** which surveyed and interviewed our Participants on the imbalance between European languages in terms of the support they receive through Language Technologies (LTs). In addition, LIBER hosted a **workshop** in which experts from the ELE consortium were invited to discuss language technologies and their implications for research libraries. Our participation in this project ensured that the voice of European research libraries continues to be heard as language technologies develop their potential to enable equality between all European languages.



FOSTER - Fostering the Practical Implementation of Open Science in Horizon 2020 (concluded)

LIBER was involved in work packages on Open Science training, outreach and advocacy. We also led the task of organising an Open Science Trainer Bootcamp, a trainers' network and community engagement.

These projects also fell under this Strategic Direction but ended before or early 2018:

- FUTURE TDM - Future of Text and Data Mining
- OpenMinTeD - Open Mining Infrastructure for Text and Data



[Andrej Vrcon](#), LIBER's Head of Projects:

“The ELE project gives LIBER the opportunity to develop knowledge and raise awareness of language technology within the library community and highlight the role this could play in the future. We see this as an important topic for open science and scholarly communication that should be on the agenda for research libraries.”



Strategic Directions

INNOVATIVE SCHOLARLY COMMUNICATION

A total of six LIBER Working Groups were assigned to this umbrella:

- Innovative Metrics
- Open Access
- Innovative Peer Review
- Copyright & Legal Matters
- Educational Resources
- Citizen Science



Innovative Metrics

The group focused primarily on creating and sharing knowledge about innovative metrics and produced a series of workshops and webinars, two being: **Innovating the Ways Metrics Are Applied, Responsible Metrics & Measuring Openness** and **Metrics & Machines**. They presented at international conferences, organised a workshop “Where to From Now On” at LIBER 2019 and begun cooperating with the International Network of Research Management Societies (INORMS) research evaluation Working Group. They enjoyed working as a team and felt it was a rewarding experience. The group is no longer active.

Open Access

The priority of the group was making research publications Open Access. Although the group created fewer landscape overviews and reports than originally planned, they were very productive. They also reflected that working remotely enhances productivity and networking.

The group held workshops with Open Access publishing-related themes for each of the annual meetings between 2018–2022. They created the “5 Principles for negotiations with publishers” and followed up with the renewed **“Four Urgent Recommendations for Open Access Negotiations with Publishers”** in April 2022. At least 8 blog posts were produced, with information about ongoing work related to OA publishing among research libraries in Europe. They additionally contributed to, or organised 8–10 webinars during the period, sometimes in collaboration with members from other working groups or other stakeholders. They further participated in the development of the **Think.Check.Submit** teaching tool. After Open Access Week 2022, the LIBER OA group shared some **OA insights** and experiences to follow the latest developments towards the mainstreaming of fully OA publishing principles.

The group members need clear guidance on goals and strategies from LIBER. On the other hand, LIBER also needs support to understand what they can contribute within the group for future projects. Open Access is constantly evolving and will face further changes in practices and policies.

Innovative Peer Review

This Working Group was never activated. It is expected however, that the Open Research Europe project and other platforms that encourage innovative forms of peer review can stimulate some interest. Also, data science, as an aspect of AI, can help to measure the rate of innovation in this field.

Copyright & Legal Matters

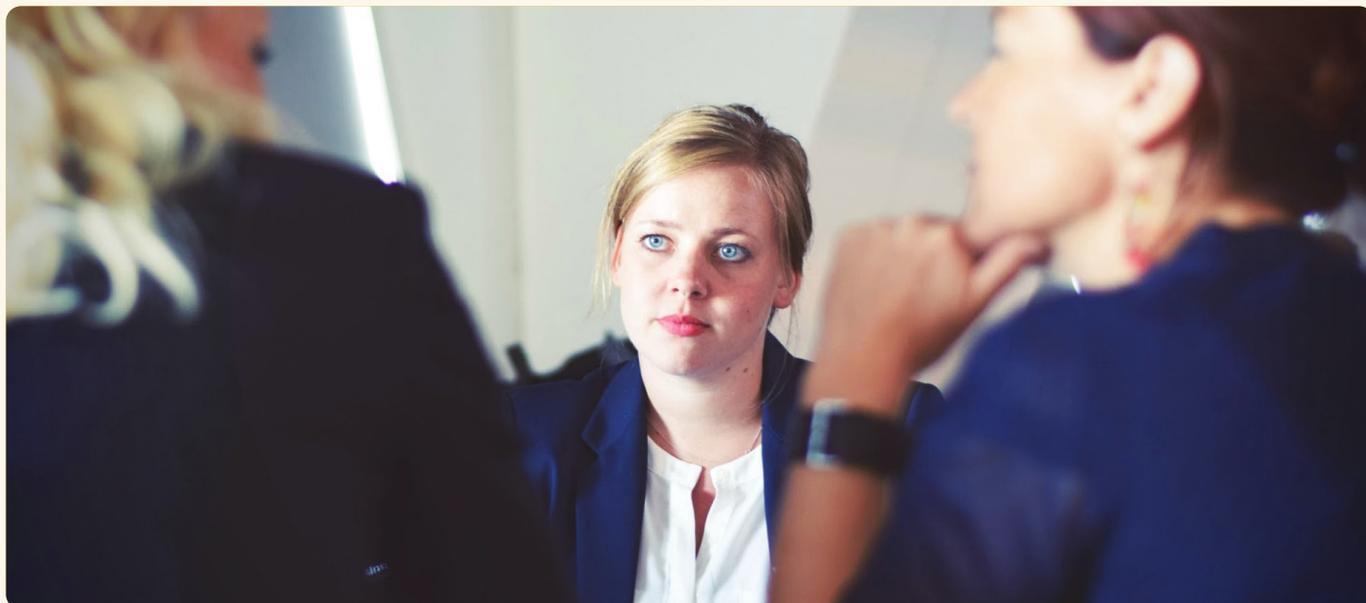
In addition to working on copyright and legal matters, the group also supported the Open Access group by working on Open Access to Research Publications. Their outcomes were several. The group worked on copyright blogs, capacity building, and other projects. They also released a **Secondary Publishing Rights Position Paper**. The group's active involvement in the **Secondary Publishing Rights model law** marked a strong start for LIBER's Secondary Publishing Rights campaign.

The group's continuing participation in the Directive on Copyright in the Digital Single Market development is well supported across the community. A press release in January 2022, on a **public statement** calling on the European Union to proactively recognise the importance of education and research digital infrastructures, was followed by another in March, **Proposal for a Digital Services Act** – Research, Education, and Science as Collateral Damage. LIBER also **signed a joint statement** in April, on the exemption of not-for-profit educational and scientific repositories, digital archives, and libraries from the Digital Services Act and a Joint Statement was signed in July, on The Digital Services Act – Education and Science Require Better Policy Making Procedures.

The group expects to work on more developments in European copyright amendments in support of education and research.

Educational Resources

This group gave their support to Open Access to Research Publications. One of their main outcomes was to draft plans to include support for education within LIBER's scope and network. The group did not however, produce the concrete results they were looking for.



A prominent conclusion was that it was important to first set clear goals for the group and select a chair who can invest enough time. A new focus to work on open textbooks was announced at the end of February 2023, as was a call for new members. Are you interested in joining the group? Please have a look at the [scope of the working group](#) and fill in the [membership form](#).

Citizen Science

Fostering a strong collaboration between society and science, the Citizen Science Working Group published the [Research Librarians' Guide to Citizen Science](#) in 2021. During the past strategic period, they formed partnerships with SciStarter and the European Citizen Science Association (ECSA) and held webinars within and outside the LIBER community. An article, ["Citizen Science & Libraries: Waltzing Towards Collaboration"](#), was published to illuminate current policies, recommendations, and practices from the United States and Europe in support of libraries seeking to engage with Citizen Science.

The Group organised a [workshop at the LIBER Winter Event](#) to train the LIBER network on how to engage citizens in Citizen Science projects, producing a video in the process: [Example of a movie for Citizen Science recruitment](#) (a fictional research project).

As their work continues with many volunteers, the group appreciates the importance of developing the team. Developing templates and good practices for Citizen Science points of contact were projects that were not concluded. For this upcoming period, they expect that Citizen Science will become more present in science and science literacy programmes.



[Anne Kathrine Overgaard](#),
Head of External Projects at
the Faculty of Health Sciences,
University of Southern
Denmark (SDU):

**"Jump in, do Citizen Science
– it is not always easy,
but it is good fun."**





International projects

These projects, and others, have been started before or during the 2018-2022 Strategy and are linked to the Innovative Scholarly Communication Strategic Direction. LIBER is still active in a number of them, while others have been completed.



ReCreating Europe

ReCreating Europe - Rethinking Digital Copyright Law for a Culturally Diverse, Accessible, Creative Europe

LIBER participated in the G.L.A.M. (galleries, libraries, archives, and museums,) activities of the project, and leads the Work Package on Dissemination, Engagement & Outreach, including training activities. The project had its final conference in March 2023, in Brussels.

The Open Up Museums! Workshop in Trento, Italy focused specifically on copyright and access to digital culture in the GLAM sector, as demonstrated in the blog post, [‘Recap on the ‘Open Up Museums!’ Event – reCreating Europe Project’](#). LIBER also created [video tutorials](#), (together with project partners) tailored to each stakeholder group.

Alessia Fassone,
Curator at the Egyptian Museum,
Turin:

“An open museum is a means to bring culture to everyone, everywhere, in every condition. This is why we commit spreading our culture and the Egyptian culture as a means of communication with everyone around the world. ”

Introducing the European Commission's dedicated open access publishing platform.

Open Research Europe

ORE - Open Research Europe

Open Research Europe (ORE) is an Open Access, peer-reviewed publishing platform for beneficiaries of Horizon 2020 funding. LIBER is a partner in the project and spearheads efforts to engage research libraries and other stakeholders who could benefit from the platform. Our activities include organising workshops, webinars and trainings for the platform. We ensure that all project news reaches the right audiences within the Open Access landscape in Europe. A representative of ORE hosted a session at the Winter Event 2022 and presented: [How the Open Research Europe Publishing Model Promotes Community](#). A workshop, [ORE Project Workshop on Sustainability – Plans for a Future-Proof and Robust Publishing Platform](#), was held earlier this year.

Knowledge Rights 21

21st Century Access to Culture, Learning & Research

KR21 - Knowledge Rights 21

The Knowledge Rights 21 Programme aims to mobilise Europe's libraries to engage with others across the access to knowledge movement and build momentum towards long term copyright reform. LIBER managed the Communications Work Package of the project in Q4 of 2022. It is now leading the [Secondary Publishing Rights Work Package](#) of the KR21 Programme. To start, the team is conducting a study to understand the factors, incentives, obstacles and practices that helped to shape the legislative framework for Open Access in several European Countries. The project is called Project Zero.



Anna Triantafyllou, LibrarIN Project coordinator,
Athens Technology Center:

“Value co-creation is often defined as the involvement of citizens in the initiation and/or design of public services. However, we need to link co-creation to the value generated at the end of the production process too. The vision of LibrarIN is to discover, analyse and provide managerial and policy recommendations for transformative strategies that integrate the co-creation of value in public libraries through the introduction of a new paradigm of public service and social innovation.”



LibrarIN - Value Co-Creation and Social Innovation for a New Generation of European Libraries

The LibrarIN Project is looking at ways that libraries can develop new functions, services and engagement with the individuals, organisations and communities they serve. As leaders of WP6 (Dissemination, Communication and Sustainability), LIBER heads the dissemination of project results and awareness-raising within the scientific and policy community, stakeholders in general, practitioners and citizens.

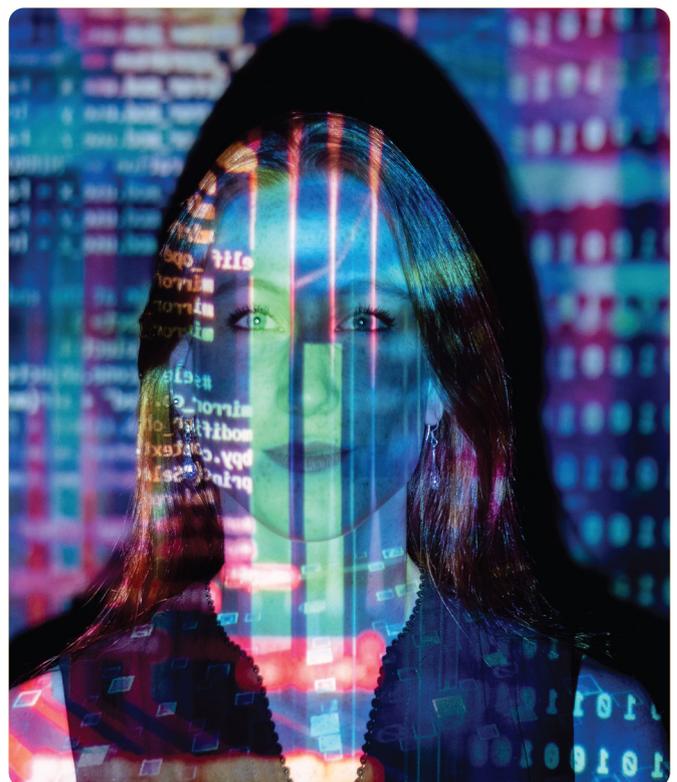
LIBER will also use its network of research libraries and connections within the library community to contribute to mapping exercises and will play a decisive role in stakeholder engagement tasks.

The project's latest participation was in the 32nd Conference of the European Association for REsearch on SERvices (RESER), in Paris, which took place in December 2022, about a month following the project's launch.



DIAMAS - Developing Institutional Open Access Publishing Models to Advance Scholarly Communication

A recently started project, DIAMAS is developing a European Reference Standard in the domain of institutional publishing. It aims to improve the efficiency, quality, and good practices of publishing activities and services in the European Research Area (ERA) at all institutional levels. LIBER is responsible for the website, communications, engagement and other activities. In their workshop at the Winter Event 2022, the project members already presented [Understanding Institutional Publishing \(Slides on Zenodo\)](#).





International projects



CeOS - Citizen-Enhanced Open Science in South-Eastern Europe Higher Education Knowledge Hubs

The CeOS_SE project aims to raise awareness and mainstream Open Science (OS) and Citizen Science (CS) practices in Southeastern Europe. LIBER is the project coordinator and supports all project activities. All members of this project are LIBER members as well, solidifying our position, our dedication, as well as collaboration within the LIBER community.

Watch a [brief introduction](#) of our involvement in the project from our LIBER office. Findings of the first two completed studies – [Recommendations for academic and research libraries within Citizen-Enhanced Open Science](#) and [Upscaling collaboration between academic and public libraries for CeOS in SE Europe](#) – were presented at the Winter Event 2022.



INOS - Integrating Open and Citizen Science into Active Learning Approaches in Higher Education (concluded)

LIBER was part of the objective to trigger policy change to enable the integration of Open and Citizen Science practices into Higher Education (HE) learning approaches. LIBER's network of research libraries, as key institutions in the facilitating of OS/CS activity, were used to examine the need for cultural and policy change in this area.

A final [Vision and Policy recommendations](#) document was created to highlight key actions that research libraries and their higher education institutions can take in integrate OS/CS into their practices. The project has also produced outputs to help practically facilitate the integration of Open and Citizen Science into teaching and learning at HEIs. [Several outcomes](#) have been achieved. Two videos are available for watching; [Open Science Support](#) and [From Open and Citizen Science to Activism: Roles of Academic Staff](#).



LIBER Vice President, [Giannis Tsakonas](#)

“The involvement of LIBER in the INOS project gave us the opportunity to see how we can create the vital space for open science and innovation to flourish in the academic environment.”





Strategic Directions

RESEARCH INFRASTRUCTURE



Five Working Groups made up the third Direction:

- Research Data Management
- Federated Identity Management for Libraries
- Linked Open Data
- Data Science in Libraries
- LIBER Architecture Group (LAG)

Research Data Management

As well as focusing on Research Data Management, the Group is working on Data Stewardship. In the past years, they produced a **stream of publications**: ‘[The FAIR Guidelines for Libraries](#)’, ‘[The 6 Pillars of Engaging Researchers in Research Data Management](#)’, and countless other reports, guidelines, fact sheets, best practices, case studies, a catalogue, and a survey. They additionally organised various workshops and webinars. To complement all these outcomes, the group still has future ambitions to publish material about data curating and reaching a larger audience for the Data Management Plan Catalogue.

The group learned that very enthusiastic leadership is vital for a Working Group’s success. They also concluded that for their group, working on larger topics with all members is more effective than having subgroups each covering smaller subjects. For the coming years, they expect to see the data stewardship roles of libraries shifting from data management to data curation, and plan on incorporating Research Data Management skills into library staff skill development.

Federated Identity Management for Libraries (FIM4L)

Launched in autumn 2019, this group published a first and second version of **10 Implementation Principles for single sign on (SSO)**, while collecting feedback from libraries and publishers. The group presented its work on federated authentication with SSO to UN libraries. In March 2022, they held a talk with Elsevier – **[Towards Federated Access Best Practices](#)**.

Throughout the 2018-2022 Strategic Period, they learned the importance of carefully setting goals, to avoid not achieving them. One of the goals that was not completed was reaching more publishers. In the future, the group aims to work on general guidelines and education about how libraries should deal with identities login and privacy.

Linked Open Data

Until the group ended in 2020, their strategic priorities were two-fold: Semantic Interoperability and Open Linked Data. Following a survey on the current state of Linked Open Data among European libraries, group members worked on and authored **[Best Practices for Library Linked Open Data \(LOD\) Publication](#)**, a practical guide for research libraries that want to publish their data in a linked and open format.

The group wished they could have updated the Linked Open Data Cloud with respect to library data sets. A more realistic option was to shift their attention to the importance of making library data visible and keeping it updated in data catalogues such as the LOD Cloud in their guide. Observations are that Linked Open Data is still a relatively new topic in the library domain. Linked data will remain an important topic inside and outside the library world: linked data principles make high-quality metadata more accessible and usable and therefore can help provide access to neutral and accurate information. Systems and know-how to support linked data are still forming, for which there needs to be clear and practical guidelines. There is also a need for concrete examples and success stories for motivation. International collaboration is key for proper interoperability.

Data Science in Libraries

The Data Science in Libraries Working Group had several focuses for the previous strategic period: Data stewardship, Research data management, Semantic Interoperability and Open Linked Data. To serve their goals, they sent out a **[survey to map the presence of data science in research libraries](#)**. In the coming years they will continue to evaluate methods and strategies for Data Science skills and capacity development. A prominent conclusion for the group is that Data Science covers different and overlapping topics. Librarians might not know whether activities could be considered Data Science. In the coming years, they expect to work on landscape analyses to chart concrete activities, projects, and methods in the Data Science in Libraries field.

LIBER Architecture Group (LAG)

This group prioritised Disciplinary Partnership. It launched a **[new website and database](#)** in 2020, and organised events such as the 20th edition of the biennial **[LIBER Architecture Seminar](#)** in Luxembourg. An interactive workshop during the LIBER Winter Event 2022 produced a stream of ideas for architects designing libraries and how to categorise information in their database. The next **[LAG Seminar will be held in 2024](#)** at the Royal Library of Belgium in Brussels.

The group observed that having active and dedicated Working Group members is very important for successfully organising activities. They also foresee that library architecture in general will be challenged by budgetary difficulties, and that global events and other obstacles will cause delays in the construction industry.

International projects

These projects, and others, have been started before or during the 2018-2022 Strategy with the purpose of complementing the Research Infrastructure Strategic Direction. LIBER is still active in a number of them, while others have been completed.



MES-CoBraD - The Multidisciplinary Expert System for the Assessment & Management of Complex Brain Disorders

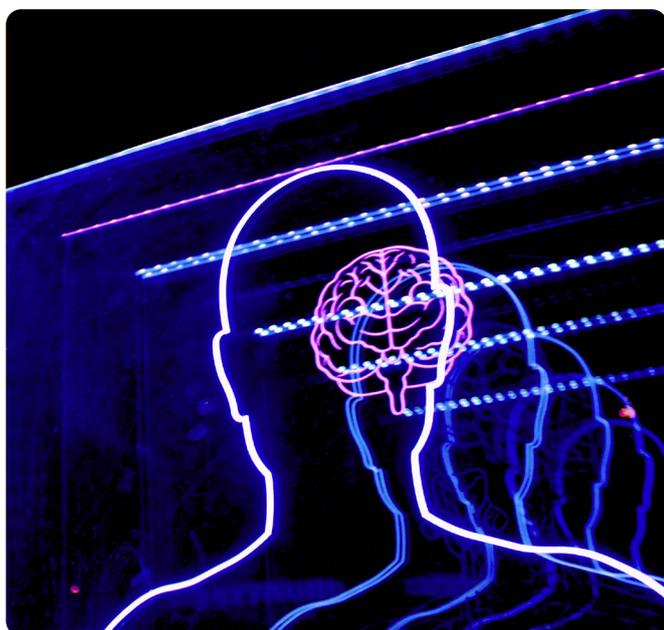
The MES-CoBraD project seeks to improve early, accurate, and comprehensive diagnosis of CoBraD through the multisource-multidisciplinary MES-CoBraD Assessment Protocol. Furthermore, the project aims to engage citizen scientists throughout the project cycle and LIBER's network will help facilitate this objective. LIBER leads project activities related to stakeholder engagement activities and opportunity-based dissemination. LIBER also participates and supports the development of legal and ethical frameworks, landscape analysis and methodology, RWD acquisition pilots, and awareness-raising, dissemination and communication. LIBER presented a **poster on Data Management in the MES-CoBraD Project** at the LIBER Annual Conference 2022. Several deliverables from the project are also available on [Zenodo](#) and [OpenAIRE](#).

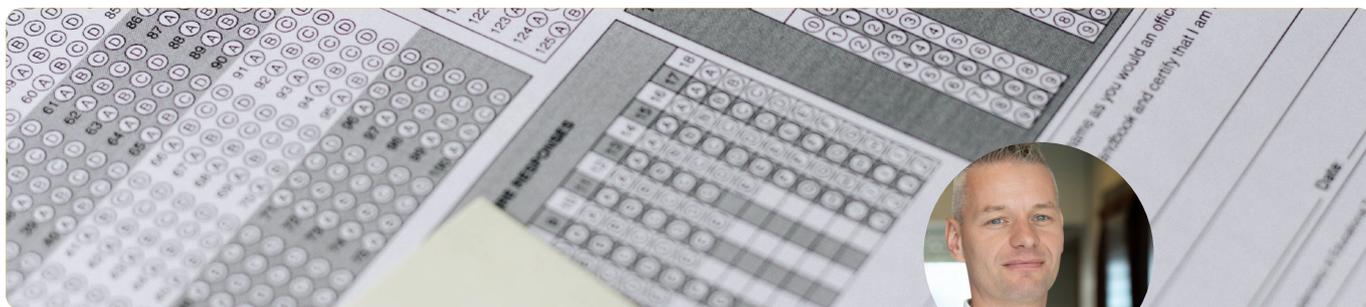


EOSC - European Open Science Cloud Pilot (completed)

A follow up project to support the first phase in the development of the European Open Science Cloud (EOSC), the EOSCpilot Project addressed the issue of why European research is not yet fully tapping into the potential of data.

LIBER's involvement in the project is connected to Research Infrastructures. We coordinated communications, the engagement strategy and participated in the project's activities, including workshops and webinars. The project was completed in 2018. Recordings of EOSC and related projects can be watched on the [LIBER YouTube channel](#).





Joeri Both
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SSHOC - Realising Social Sciences and Humanities for the European Open Science Cloud (completed)

The SSHOC project aimed to make data, tools and training available and accessible for users of SSH data. LIBER led activities related to the fostering of communities, empowering of users and building of expertise. This work included workshops, webinars and a final conference. LIBER was also involved in communications, lifting technologies and services into the SSH Cloud and governance & sustainability activities.

In November 2020, LIBER played an active role in Realising the European Open Science Cloud, a virtual conference organised in collaboration with [SSHOC](#), [EOSC-hub](#) and [FREYA](#). Together with SSHOC, LIBER organised the conference in general, and the session: [Citizen Science what it means for Social Science and Humanities \(SSH\) and how can multidisciplinary be achieved.](#)

The consortium has agreed to a further collaboration under the SSHOC Memorandum of Understanding. The new SSH Open Cluster aims to build upon and expand the existing synergies created during SSHOC and support knowledge-sharing in all areas of common interest.

On the SSHOC final conference: “Coming from an exact science background, this further introduction to SSH domain questions was really good as well, for instance, to really understand the nuances in the translation in surveys can cause such an effect was a good understanding for me.”



OpenAIRE2020 - Open Access Infrastructure for Research in Europe (completed)

The aim of the project was to build new services for more open scholarly communication. It was completed in 2018. LIBER led the implementation of the EC/ OpenAIRE FP7 Post-Grant Open Access Pilot. We are participating with OpenAIRE+ in a joined Survey of Open Repositories in Europe.

These projects also fell under this Strategic Direction but ended before or early 2018.

- AARC - Authentication and Authorisation for Research and Collaboration
- EUDAT - Research Data Services, Expertise and Technology



IN CLOSING OF THE 2018-2022 STRATEGIC PERIOD

A lot has been done. To all our members, partners and volunteers thank you for your time, passion and dedication. As the new Strategic Period progresses, we are working hard to continue supporting the LIBER Working Groups, Projects and community more actively.

LIBER Strategy 2023-2028

The new LIBER Strategy was officially presented at our LIBER Annual Conference 2022 in Odense. In addition to participants having received printed material of the Strategy, we have updated the [Strategy Page](#) on our website. Furthermore, an [organigram](#) is available, representing how the Strategy is intertwined with the LIBER Working Groups, Projects, Executive Board, our community and the LIBER Office.

WHERE TO FIND ALL PUBLISHED GEMS AND MORE?

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





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