



Research Libraries Powering Sustainable Knowledge in the Digital Age

LIBER Europe
Strategy 2018-2022



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About LIBER

LIBER (Ligue des Bibliothèques Européennes de Recherche – Association of European Research Libraries) is the main network for research libraries in Europe. Founded in 1971, LIBER has grown steadily to include more than 420 national, university and other libraries from over 40 countries.

We work to represent the interests of European research libraries, their universities and their researchers by advocating on issues such as Copyright and Open Access, by collaborating on European-funded projects, and by meeting and learning at events such as our Annual Conference.



Foreword

LIBER is the principal network of European research libraries with over 420 libraries in more than 40 countries.

The success of this network is an important factor in the development of the European research environment. It is my great pleasure to write the foreword to the LIBER Strategy for 2018-2022: *Research Libraries Powering Sustainable Knowledge in the Digital Age*. The process of developing the Strategy was inspiring, and drew widely upon the extensive knowledge of the LIBER Executive Board and the broad network of LIBER libraries. A number of European and international partner organisations also contributed constructive feedback.

The 2018-2022 LIBER Strategy, which will steer LIBER's development over the next five years, will support LIBER libraries in facing coming changes in the European working environment such as the various initiatives in advancing Open Science. It will also enable research in LIBER organisations to be world class. The leading role of LIBER brings added value to the implementation of the Strategy at a European level.

Strategy development is fundamentally about choices and priorities. In this Strategy, the main area of focus that has been chosen is digital open services supporting research. This does not mean that print services are unimportant to LIBER libraries. The Strategy builds links between print and digital collections and services through one of its priority areas, 'Digital Cultural Heritage and Digital Humanities', where libraries are positioned

as a hub around which researchers, collections and service development come together.

The term Open Science is not mentioned specifically in the Strategy. Instead, we emphasise innovative scholarly communication and digital skills and services, as well as research infrastructures to enable sustainable knowledge in the digital age.

The LIBER Strategy was drawn up by a small Strategy Task Force from the Executive Board, and was fully discussed and approved by the LIBER Executive Board. LIBER Participants (i.e. LIBER libraries) discussed the draft Strategy Framework at a World Café session during the LIBER Annual Conference in Helsinki in 2016. Those who were not able to be in Helsinki were able to comment online. The Strategy was developed in consultation with a number of key stakeholders, and the process was supported by a consultant.



Kristiina Hormia-Poutanen
LIBER President

Introduction

The five-year period 2018-2022 promises to bring radical changes to the research landscape. The LIBER Strategy focuses on those developments where a leading role by LIBER will bring the most added value.

This Strategy has been developed in consultation with international partner organisations and has been discussed with a wide range of LIBER institutions. It consists of:

- A vision for the research landscape in 2022;
- Three Strategic Directions, where LIBER institutions will take up a leading role in realising the vision;
- Organisational structure supporting the LIBER Strategy;
- The genesis of the LIBER Strategy.

The development of the Strategy has been guided by LIBER's mission and values:

Our Mission - To Enable Research to be World Class

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

Our Values - Collaboration and Inclusivity

- 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.



Powering Sustainable Knowledge in the Digital Age

Our Vision for the research landscape in 2022 is that the role of research libraries will lie in Powering Sustainable Knowledge in the Digital Age:

- Open Access is the predominant form of publishing;
- Research Data is Findable, Accessible, Interoperable and Reusable (FAIR);
- Digital Skills underpin a more open and transparent research life cycle;
- Research Infrastructure is participatory, tailored and scaled to the needs of the diverse disciplines;
- The cultural heritage of tomorrow is built on today's digital information.

Three Strategic Directions

Research libraries will have an important role to play in these five developments. To realise this, LIBER Institutions will work together on the themes identified by three (interconnected) strategic directions: Innovative Scholarly Communication, Digital Skills and Services, and Research Infrastructure.

Added Value and Support for LIBER Institutions

LIBER, as a European organisation, brings added value and support for LIBER Institutions in the form of the following enablers:

- Advocacy and communication capacity;
- Engagement in international projects;
- Policy development;
- Connecting to our international network and partners;
- Leadership capacity building.



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Strategic Directions
to steer LIBER's development,
address coming changes &
support world-class research.

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Libraries as a Platform for INNOVATIVE SCHOLARLY COMMUNICATION

This Strategic Direction will strengthen and expand the roles of research libraries in innovative scholarly communication.

- **Open Access of Research Publications:** this theme will encompass developing innovative services on top of the repository network, developments regarding Open Access business models for journals and the role of libraries therein, and the possibilities for libraries as Open Access publishers and innovative publishing.
- **Research Data Management:** this theme will further explore and develop library services regarding FAIR research data, such as support for data management during research projects and support for data archive/data repositories to store and publish research datasets, and linking data to publications.
- **Innovative Metrics:** within this theme LIBER libraries will develop, in collaboration with other stakeholders, innovative metrics meant to monitor and evaluate research.
- **Innovative Peer Review:** this theme aims to participate in developments regarding innovations in peer review.

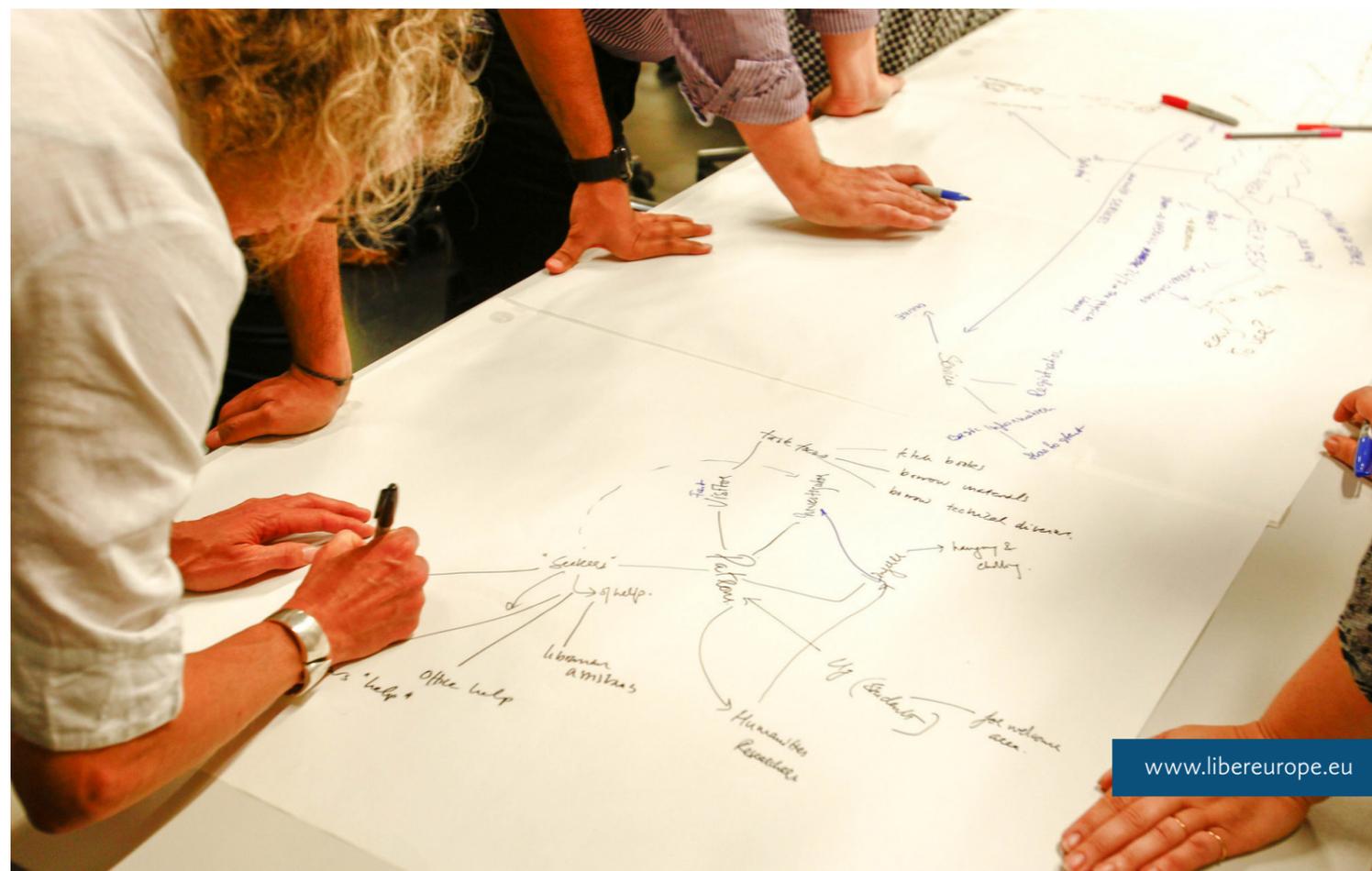


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Libraries as a Hub for DIGITAL SKILLS AND SERVICES

A hub is a place where people and information come together. This Strategic Direction will further develop research libraries as a hub for digital skills and services in both physical and virtual research environments.

- **Changing the Service Development Philosophy:** within this theme, LIBER will work on fostering a service development philosophy based on user-centred design, co-design, agile development and embedding services in the research process.
- **Diversifying Digital Skills of Library Staff Members and Researchers:** the development of an educational programme with the aim of developing the digital skills of library staff members is foreseen.
- **Digital Cultural Heritage and Digital Humanities:** positioning libraries as a hub for digital cultural heritage and digital humanities by strengthening and developing library services in this area.
- **Citizen Science:** stimulating citizen science through outreach and the development of services.
- **Text and Data Mining:** developing library capacity and services to support the uptake of text and data mining.
- **Copyright and Legal Matters:** influencing copyright and legal matters at a policy level and providing advice and guidance for researchers.
- **Information Ethics:** in the digital environment, the norms and standards regarding ethical behaviour are changing and adapting to technological possibilities. Libraries need to engage in and advocate for developing information ethics in the interests of the research community.

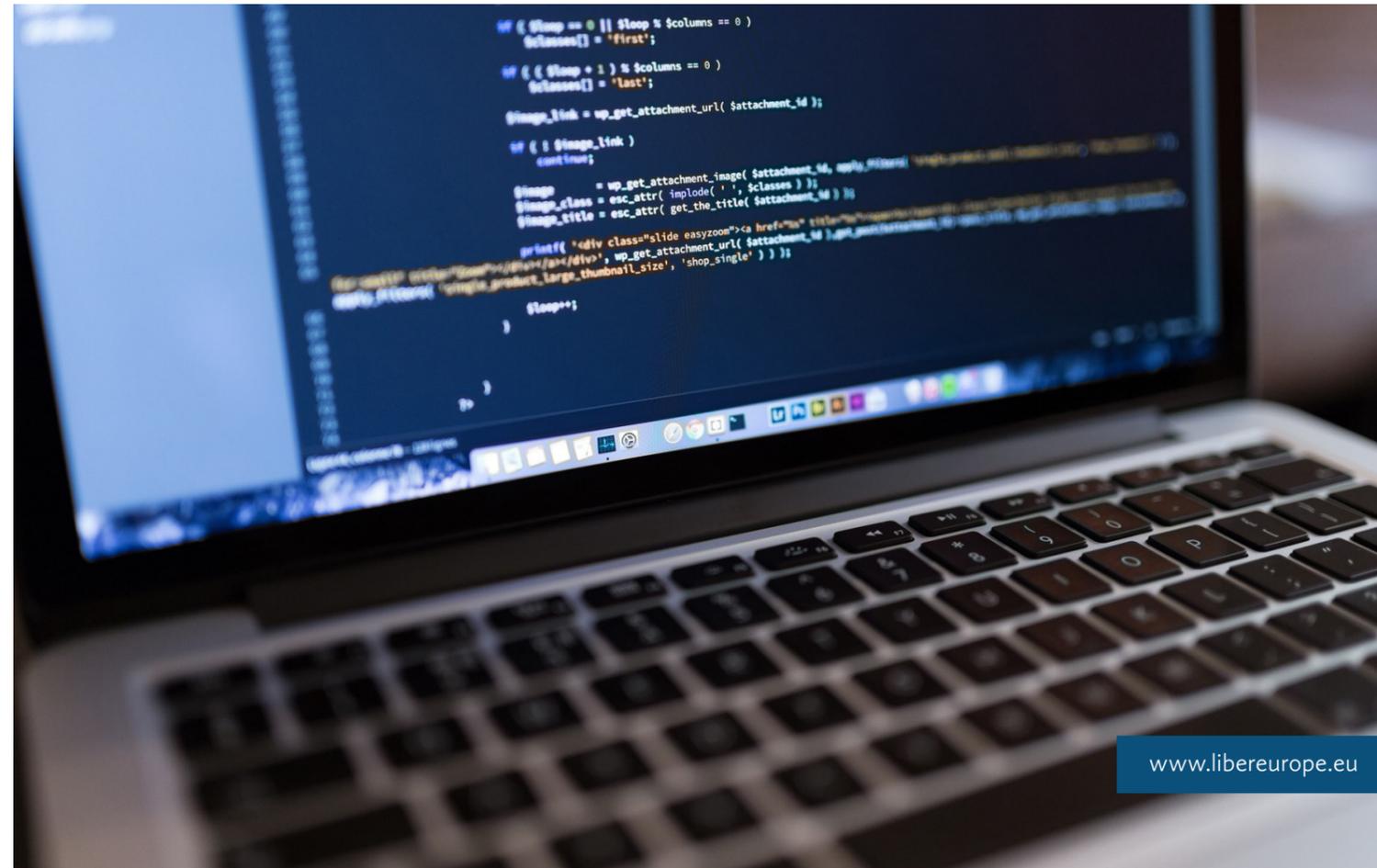


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Partners in RESEARCH INFRASTRUCTURE

Research libraries are well placed to bring down barriers between disciplines by supporting the development of appropriate infrastructure. This Strategic Direction will help develop infrastructure that is interoperable and scalable, supports sustainable knowledge and is seamlessly linked with services at an institutional level.

- **Shared Services and Cloud Services:** libraries are moving to shared services that need a solid foundation regarding funding, governance, trust and an evolving technical and social infrastructure.
- **Semantic Interoperability; Open and Linked Data:** research libraries are experts in metadata and ontologies and need to take a leadership role and engage with other stakeholders to ensure interoperability and accessibility of content.
- **Data Stewardship:** the development of criteria and guidelines regarding data stewardship and data curation, which are increasingly important for research libraries.
- **Disciplinary Partnership:** the different requirements of diverse scientific disciplines need to be translated into scalable infrastructure. This infrastructure should ultimately enable cross-disciplinary collaboration.



From Strategy to Action

The LIBER Executive Board will develop a Roadmap in line with the Strategic Directions in consultation with LIBER Participants (i.e. members).

As a living document, this Roadmap will be periodically updated in the five-year period of this Strategy. The Roadmap will identify concrete initiatives and activities and the latter will be implemented under the guidance of a LIBER Steering Committee.



Supporting Organisational Structure

The organisational structure underpinning LIBER's Strategy has three main objectives:

1. Ensuring optimal coordination between the activities of the three interconnecting strategic directions and the projects managed by the LIBER Office;
2. Optimising the flexibility and efficacy of the strategic activities;
3. Monitoring progress and ensuring accountability.

Steering Committees

The activities of each Strategic Direction will be coordinated by a Steering Committee. The Steering Committee's term will run concurrently with the five-year period of the Strategy. Each Steering Committee will consist of:

- Chair, appointed by the Executive Board;
- Chairs of the Working Groups that fall under the Steering Committee;
- Secretary (to organise meetings and produce minutes of meetings, etc.);
- Executive Director of LIBER;
- If applicable: Steering Committee meetings will be attended by the relevant member(s) of the LIBER Office (e.g. project managers of relevant projects).

The Chair of the Steering Committee (SC Chair) will be responsible for:

- Coordinating, reporting, monitoring progress and evaluating the outcomes/goals achieved by the Working Groups, and recruiting Working Group Chairs;
- Maintaining oversight of the Working Groups, without direct participation in a Working Group.

If the term of the SC Chair as a member of the Executive Board expires during the current Strategic period, he/ she may be invited to become an Expert Adviser to the Steering Committee in order to ensure a smooth handover to the new SC Chair.

Working Groups

Each Steering Committee may have two to three active Working Groups at any one time. Each Working Group will have (in principle):

- A limited timeframe of one or two years (however, there are exceptions in some areas);
- Clearly set objectives to be achieved in one or two years;
- A Chair, who also participates in the Steering Committee.

In addition, the following rules have been established:

- When the goals of a certain Working Group have been achieved, or if they appear to be unachievable in the set timeframe, the Working Group will be disbanded;
- Over the course of the five-year period, Chairs of disbanded Working Groups will step down from the Steering Committee to make way for Chairs of the new Working Groups;
- The results of each Working Group will be evaluated annually by the SC Chair;
- Because of the (generally) limited timeframe of the Working Groups, the Working Groups will change during the five-year period, and thus the Chairs of these Working Groups (sitting on the Steering Committee) will also change.

Roadmap and Joint Strategic Activities

Each Strategic Direction has several areas of activities. Therefore a timeframe must be established for each point of the Strategic Direction and the activities must be given a set priority. In the next step, these activities will be assigned to a (new or existing) Working Group. The three Strategic Directions have many interconnections. It is foreseen that in some cases, joint Working Groups will be set up.

Coordination, Monitoring Progress and Accountability

The present Strategy Task Force (including the three SC Chairs, the President, Vice-President and the Executive Director) will continue to function by holding an annual meeting to coordinate the strategic activities that fall under each Steering Committee. In addition, other members of the Executive Board will function as regional monitors for strategic activities and actively help to recruit potential participants in Working Groups. The progress of the Strategy will be discussed as a standard agenda item at each Executive Board meeting. The SC Chair will annually evaluate the results of each Working Group. World Café sessions will be organised at LIBER Annual Conferences to take stock of LIBER Participants' views on the progress and impact of the strategic activities.

LIBER Activities Not Covered by the Strategy

In devising this Strategy, a choice was made to focus on the digital domain because the LIBER Executive Board views LIBER's role as helping LIBER Institutions to adapt their roles in view of the radical changes taking place in the digital domain. It is important to acknowledge, however, the continuing importance of print collections. Should initiatives in this area emerge at a European level during the current Strategy period, LIBER will take action.

Genesis of the LIBER Strategy 2018-2022

A Strategy Task Force was formed in 2016 with Kristiina Hormia-Poutanen as President, Jeannette Frey as Vice-President, Wilhelm Widmark, Wolfram Horstmann, Julien Roche and Martin Hallik as (past and present) Steering Committee Chairs, and Susan Reilly as Executive Director.

In 2016 the Strategy Task Force held meetings on 11 February, 2 May and 20 September. In addition, the Executive Board discussed strategy developments on 25 and 26 February, 27 June and 20 October.

LIBER Participants (i.e. members) discussed a draft strategy framework at a World Café session during the Helsinki Annual Conference in 2016. Using Discuto, there was a digital opportunity for LIBER Participants not present at the Helsinki Annual Conference to comment on the draft strategy framework.

The development process has been supported by Maurits van der Graaf, Pleiade Management and Consultancy, The Netherlands.

The development process contained the following steps:

- Development of a vision and a draft strategy framework, based on a PEST analysis;
- Stakeholder analysis through an examination of the strategy plans of international partners and stakeholders, and twelve interviews with representatives of stakeholders on a draft of the strategy framework (see table, right);
- Discussions with and input from LIBER Participants either at a World Café session or through a digital communication option (see above);
- Revising and finalising the strategy framework;
- Developing the organisational structure that will support implementation of the strategy;
- Composition of the Strategy 2018-2022.

Research Stakeholders	
EC DG Research & Innovation	Jean-Claude Burgelman
EUA	Lidia Borrel-Damian
ALLEA	Nathalie Harrower
Science Europe	Stephan Kuster
EARMA: European Association for Research Managers and Administrators	John Donovan

Library Organisations	
ARL	Elliott Shore
CENL	Caroline Brazier

Scholarly Communication	
CODATA	Simon Hodson
COAR	Kathleen Shearer
EuroCRIS	Ed Simons
PLOS	Catriona MacCallum
Peerwith	Joris van Rossum