(EB0126.3 - EB0325)
EB0325 MINUTES + ACTION SUMMARY

LIBER EXECUTIVE BOARD MEETINGS: NOVEMBER 2025 MINUTES AND ACTION SUMMARY, NATIONAL LIBRARY OF THE NETHERLANDS

Present: Julien Roche (JR), Anja Smit (ASm), Jonathan White (JW), Ann-Sofie Axelsson (AA), Alicia Gomez (AG), Anna Clements (AC), Cécile Swiatek-Cassafieres (CS), Adam Sofronijević (ASo), David Tréfás (DT), Giannis Tsakonas (GT), Martine Pronk (MP), Thomas Kaarsted (TK), Sara Lammens (SL), and Helen Ezeokoli(HE)

Online: Dóra Kalydy (DK),

Thursday 06 November 2025
1. Discussion slot:
EB0325.1 Re-evaluation of LIBER Restructuring and Finances
The Board reviewed the measures taken over the past year in response to LIBER's financial situation, including the restructuring of the LIBER Office, reductions in staff, and a stronger focus on balancing event budgets and safeguarding core income.

The Board noted the improvements in financial oversight, auditing support, and reporting, and agreed that greater emphasis must be placed on stable income streams, particularly membership income, while maintaining cautious supervision of budgets.

The Board also highlighted the need to strengthen LIBER's branding, respond to emerging trends, and further enhance the relevance and accessibility of LIBER events, particularly the Annual Conference.

Conclusions:

- The Board confirmed that LIBER now has improved oversight and understanding of its financial position compared to the previous year.

- Future decisions should be data-driven and aligned with LIBER's strategic priorities to ensure long-term financial sustainability.

2. Discussion slot:
EB0325.2 Enhancing the Sustainability of LIBER: Revised General LIBER Sponsorship Model (EB0325.2)
1. Proposal: New General LIBER Sponsorship Model
The proposed revised General LIBER Sponsorship Model was presented. The Board discussed the overall objectives of the model, including strengthening LIBER's financial sustainability while safeguarding its values, independence, and reputation. Attention was given to the importance of clear terminology, transparency towards stakeholders, and maintaining Executive Board oversight in sponsorship-related matters. The need to distinguish between general sponsorship arrangements and conference-specific sponsorships was noted.

2. Proposal: Change in Membership Definition
The proposed clarification of the distinction between LIBER membership and sponsorship was presented. The Board discussed the importance of maintaining a clear and consistent definition of membership, while allowing sponsors to engage with LIBER through a separate and well-defined framework. Questions were raised regarding alignment with existing governance structures and Working Group activities.

Decisions
The Executive Board:

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- Approved the revised General LIBER Sponsorship Model, as outlined in the proposal.
- Approved the proposed change in the definition and distinction between LIBER membership and sponsorship, as outlined in the proposal.

Next Steps

- The Taskforce will finalise the sponsorship fee structure, including the development of a tiered model (AA, CS, JW).

- The Executive Director will evaluate the revised model in the context of ongoing and future sponsorship negotiations.

- Once finalised, the revised sponsorship framework will be communicated via the LIBER website.

3. Apologies

- DK: Apologies for her absence from the Thursday meeting.
- ASm: Apologies for her absence from the Friday meeting.

4. Matters arising

- Discussion regarding adjusting the dates for the Winter Event 2026, Croatia, Zagreb, will be decided under the section "***Future hosts of LIBER Events (EB0325.8.3).***"

5. EB0224 minutes + Action Summary (draft) (EB0325.5 - EB0224)
The minutes were approved

Summary of actions after EB0125:

Carried forward from EB meetings from February 2025:

#	Who	What	Status
1	MP	Add testimonials and contact details from former local hosts to the website.	Remove
2	ASo; TK; CS	Revise the LIBER sponsorship model for improved clarity. Explore alternative fundraising opportunities and discuss new sponsorship collaborations with upcoming local organisers. Report on progress in November 2025.	Done
3	HK; TK; MP	Regarding sustainable and profitable LIBER trainings, investigate the business models of all LIBER trainings. Report on progress in November 2025.	Keep
4	SC Chairs	Arrange meeting with WG chairs during the Annual Conference to discuss the interim strategy assessment.	Keep

Actions after EB0125

#	Who	What	Status
5	Executive Board	Evaluate the pilot membership model for an organisation without paid employees	Keep
6	MP: SC Chairs	Share the approved new ways of working with WG chairs via email, and SC chairs communicate to wider groups	Done
7	MP; ASm; GT; JR	Coordinate a call for an announcement and recruitment for the facilitator for the LIBER 2028–2032 Strategy, including the creation of the task force	Done
8	GT	Draft AI usage policy for submissions; prepare statement for Nov EB meeting. Deadline: 15 September	Done
9	Executive Board; MP	Promote candidates for the Assistant Editor role among their networks. Issue a formal call later in 2025	Done
10	Executive Board	Share leads on potential candidates for future event hosts with ASm and MP	Ongoing

11	MP; ASm; JW	Regarding the ANBI status, draft an explanation and publish it on the website	Done
12	MP	Regarding the approved proposal: Work Process Winter Event 2026: Create the task force in collaboration with the LIBER Office	Ongoing
13	GT	Share with the EB the papers containing a proposal regarding the new framework for the conference model	Done
14	ASo; TK; CS	Regarding the General LIBER Sponsorship model, revise the model for more clarity	Done
15	MP; SL	Regarding LIBER membership: Prepare a list of Library Associations per country to explore a new membership campaign	Done
16	MP; ASm	Seek interest via email from new board members regarding open seats for SC Chair and State-of-the-Art Services, a member of the Taskforce for the Strategy 2028 – 2032, and the LQ Editorial Board member, including a successor for HvW on the SCOSS board. (ideally with Open Science experience)	Done

FINANCE COMMITTEE REPORT AND RECOMMENDATIONS

2025 Budget/realisation

6.1 Recommendations per item

6.2 Financial report Jan – Sept 2025 budget/realisation (EB0325.6.2)
JW: The Finance Committee report, including the financial overview for January–September 2025, was presented to the Board.

MP: In addition to the financial report, MP presented an overview of expected expenditures and income until the end of 2025. Those figures are still provisional, particularly regarding staff expenditure (due to new CLA per 1 Oct 2025), operating costs, final revenues from the Lausanne Conference, and final financial results for the DIAMAS and LibrarIN projects. However, a preliminary conclusion is presented that the taken measures led to lesser expenditures and more income than foreseen for the year 2025, which may offset the provisional losses as were prognosed in November 2024 and potentially contribute to reserves.

Decisions and Approvals:

- Financial report Jan – Sept 2025 budget/realisation (EB0325.6.2)

The Board took note of the financial report for January–September 2025.

6.3a LIBER Members

- Reclassification of LIBER Membership Tiers – October 2025 (EB0325.6.3a)

The Board reviewed the results of the October 2025 annual membership tier assessment, carried out by the LIBER Office in line with the agreed procedure based on IMF GDP per capita data. The review showed that most members remain in their current tiers; however, Spain, Slovenia, and Romania now meet the criteria for reclassification into a higher tier.

The Board discussed the importance of applying the classification policy consistently across all affected countries, independent of region, and of aligning any changes with the membership invoicing cycle.

Decision
The Executive Board:

- Adopted the results of the October 2025 tier assessment, based on IMF GDP per capita data.
- Approved the reclassification of affected members in Spain, Slovenia, and Romania in accordance with the agreed tier thresholds.
- Decided that the reclassification will be implemented operationally in 2026 and reflected in membership fees from 2027 onwards.

Implementation
The Board agreed that the LIBER Office will:

- Inform affected institutions of the forthcoming reclassification, including an explanation of the methodology used through individual LIBER letterhead.

- Update membership records and prepare the adjustments for the 2027 invoicing cycle.

- Continue the annual review process and report outcomes to the Board.

6.3b LIBER Members

- LIBER members overview: Proposal terminating memberships by Board decision (EB0325.6.3b)

The Board reviewed the proposal concerning the termination of membership, as outlined in EB0325.6.3b, following the established financial and governance procedures. The proposal was presented in the context of membership compliance and financial oversight, including the assessment of outstanding obligations.

The Board noted that the proposed provisional loss of 12.016,00, which was a result of non-paying invoices from 7 cancellation libraries and 2 terminated libraries with non-payment invoices for two years in a row.

Decision
The Executive Board:

- The Board approved the proposal.

- Acknowledged the associated provisional loss resulting from this decision and agreed that no further actions from the LIBER Office.

Implementation
The Board agreed that:

- The LIBER Office will officially notify the affected institution(s) of the Board's decision by sending an individual letter on LIBER letterhead regarding the approved proposal to terminate their LIBER membership.

- Relevant membership records will be updated, and any necessary follow-up actions will be coordinated internally.

6.4 Annual Accounts 2025

- Process Audit Annual Accounts 2025 (EB0325.6.4)

The Board took note of the proposed timeline and process. JW, ASm, and MP will meet with the auditor to initiate the audit.

7. **EVENTS**
2025 – 2026 Events - Budget
JW/MP: Presented to the Board the event-related papers covering the LIBER 2025 and 2026 Annual Conferences, including financial outcomes, preliminary budgets, and related proposals.

7.1 Recommendations per item

7.2 LIBER 2025 Annual Conference

- LIBER 2025 Annual Conference – Final Settlement

The final settlement of the LIBER 2025 Annual Conference was presented. The Board took note of the outcome and agreed that a formal note of thanks should be sent to the local host. MP: to remind JR to send a thank-you note to Jeannette Frey.

7.3a LIBER 2026 Annual Conference

- LIBER 2026 Annual Conference – Preliminary budget (Trondheim)

The preliminary budget for the LIBER 2026 Annual Conference (Trondheim) was orally presented for information. The budget will be discussed with the Finance Committee and circulated before the March Board meeting. The registration fee needs to be approved in February before opening registrations (expected 3rd or 4th week of February).

7.3b LIBER 2026 Annual Conference - Conference Fund Proposal (EB0325.7.3b)
GT suggested a new inclusion of eligibility criteria, which requires applicants for the fund to come from institutions that have not had outstanding membership fees for two consecutive years (the current and previous year).
The Board approved the proposal and noted that the suggested eligibility criteria can be implemented.

7.4 Budget 2026

- Stichting LIBER Draft Budget 2026 Explanatory Note and Risk Paragraph (EB0325.7.4)

The draft Stichting LIBER Budget 2026, including the explanatory note and risk paragraph, was discussed. The Board recommended retaining the cost of the external auditor. It was agreed that any major changes to the budget would require further board approval.

JW and MP: will finalise the document and circulate it to the board by email for approval

8. **CPC & Events**
The Board received an update on LIBER events and conference-related activities covering the period March–October 2025.

8.1 LIBER Events Report March 2025 – October (EB0325.8.1)
MP: The LIBER Events Report was presented.

The Board welcomed the new conference structure and noted it as a positive learning process. The effectiveness of the new networking format was highlighted.

8.2 On the Road to Trondheim – First Report of the LIBER Conference Programme Committee for the LIBER2025 Annual Conference (EB0325.8.2)
GT presented the paper

It was suggested that Steering Committee Chairs encourage Working Group Chairs via their respective Working Groups to propose workshop topics for the LIBER 2026 Annual Conference.

8.3 Future hosts of LIBER Events (EB0325.8.3)
The final confirmation from the University of Essex to host the 2027 Annual Conference was shared with the Board.

The Board's onsite visit will take place in March 2026 during their meeting.

As there was no potential host for the LIBER 2028 Annual Conference, the Board will explore alternative locations.

GT will follow up with MP to explore further other potential hosts in the pipeline.

Regarding the Winter Event 2026 at the National and University Library in Zagreb, Croatia, the Board agreed to combine their final Board meeting in 2026 together with the WE event for the last week of November. That is, the 23 -24 Board meeting and the 26-27 Winter Event.

The agreed-upon new dates regarding the combined Board meeting and the Winter Event 2026 will be shared with the Zagreb LH.

INTERNAL BUSINESS PROCESSES

9. Appointments and re-appointments LIBER Board

ASm: presented to the Board an overview of the current and upcoming composition of the Executive Board, including vacancies and leadership roles.

9.1 Board Composition 2025-2031 (including Vice President and Board vacancies) (EB0325.9.1)

Vice President

The Board discussed the proposal to appoint a candidate as Vice-President.

The Board unanimously voted in favor of the appointment.

The candidate will be proposed for ratification by the Meeting of Participants (MoP) in July 2026.

Board seat vacancies

Looking ahead, the Board noted that three Board vacancies will become vacant in July 2026. It was agreed that these positions should be filled to maintain a full Board.

A call for candidates will be included in the November mailing and in further LIBER communications, including the LIBER Insider and social media posts during the following months. Board members were encouraged to actively use their networks and to promote applications from underrepresented regions and communities.

Regarding the role of General Secretary (ASm), the Board agreed that preparations for identifying a successor should begin in spring 2026.

Decisions

- The Board decided on the appointment of the presented candidate as Vice-President. Formal ratifications are needed from LIBER Participants during the Annual Meeting of Participants in the July Conference 2026.

- The Board agreed to open a call to fill three upcoming Board vacancies starting in the November communication.

- The Board agreed to initiate preparations for recruiting a successor to the General Secretary role in spring 2026.

10. Executive Director

10.1 Executive Director's Report (EB0325.10.1)

MP presented the Executive Director's Report, and the Board noted

- that LIBER has done excellent work in responding to relevant legislative calls from the EU,
- An optimised workflow has been put in place for core LIBER events, e.g., Winter Event Manual
- and the LIBER Office's more involvement in the LAG future events.

10.2 Communications Report (EB0325.10.2)

The Communications update was presented. The Board discussed the importance of strengthening advocacy-focused communications and better articulating the impact of LIBER's work. The potential value of sponsor blogs and testimonials was noted, alongside the need to gather testimonials from underrepresented parts of the membership. The Board also suggested exploring opportunities to further develop the LIBER website in connection with the upcoming strategy.

11. LIBER Charity Status

11.1 Policy Plan 2026 (EB0325.11.1)
MP: The Policy Plan 2026 was presented in the context of LIBER's requirements under its ANBI (charity) status.

The Board noted the importance of closely aligning the Policy Plan with the workplans of the Working Groups and LIBER's overall strategy and acknowledged the role of Steering Committee Chairs in supporting this alignment.

Decision:
The Board approved the Policy Plan 2026.

It was agreed that the next step is to share the Policy Plan via the Steering Committee Chairs to the WGs Chairs for further alignment and implementation among their WGs.

STRATEGIC DIRECTIONS

12.1 LIBER AI Taskforce update led by Sara Kjellberg (Chair of the AI Taskforce) (EB0325.12.1)
An update from the LIBER AI Taskforce was presented by Sara Kjellberg (Chair of the AI Taskforce). The Board took note of the progress made and ongoing activities.

12.2 LIBER Strategy 2028-2032 (EB0325.12.2)
The Board discussed the status of applications for the role of facilitator received in relation to the further development of the LIBER Strategy. It was noted that two valid applications had been submitted.

AA, GT, and AG indicated that additional time was required to review the applications in depth, with the intention of bringing a final recommendation to the Board for approval at the Friday session.

The Board discussed next steps for the strategic process, including the importance of structured coordination and risk mitigation. While the possibility of appointing two facilitators was considered, the Board agreed that appointing one facilitator would be preferable for clarity and coordination.

MP suggested that the Taskforce should give further consideration to communication planning around the strategy process. (To communicate on time with the LIBER Office)

The Board approved Monica Steletti (European University Institute Library) as the facilitator for the LIBER Strategy 2028–2032 (voluntary role). The Board thanks the EUI Library for supporting LIBER by donating time to facilitating the new LIBER Strategy 2028–2032 process.

12.3 Rights and values
Context and Philosophy
The TF members wrote collaboratively a text presenting the "Context and Philosophy, impact and scope of action of the R&V TF" that will be published as part of the work engaged on Rights & Values in the framework of the strategy. This will be shared on the LIBER communication channels after this presentation at the LIBER EB in October 2025.

Action Plan
- Thematic subgroups and their foreseen deliverables,
- TF deliverable at the 2026 Annual Conference in Trondheim (plenary slot and poster),
- TF feedback for the next strategy (to be shared in due time with the next strategy facilitator).

Upcoming actions

- Two active subgroups are planning a survey and interviews: "practices" (Elisa and Jos) and "prospective" (Naeem and Coen), to be sent as seen with Martine: a specific "Rights & Values" focus email to be sent soon by Henna (LIBER Communication Coordinator) with a link to the questionnaire accessible to directors/representatives. Henna will check that there is no conflict with other major solicitations to the members at this moment, so that it is more impactful.
- The "references" subgroup's work is ongoing.
- The glossary topic will only be addressed in April.

Friday 07 November 2025

13. Discussion slot
As part of the Board meeting for Friday, the Board held a discussion slot with the topic focused on:

Diamond Open Access Developments with a guest: Pierre Mounier

STRATEGIC DIRECTIONS

14. EU Activities and Partnerships
14.1 International Projects Report: June - October 2025 (EB0325.14.1)
The report gave an overview of the projects. The board thanked MP for her efforts in finalising all projects.

15. **Steering Committee Reports and Recommendations**

15.1 Recommendations from the Steering Committee meeting (was approved per agenda item)

15.2 Advancing Open Science (EB0325.15.2)
TK gave a summary and stressed that because this field is continuously evolving, LIBER needs to evaluate its priorities. This assessment will help determine which aspects of advancing open science to focus on, as it will be crucial for the next LIBER Strategy.

15.3a Engaged and Trusted Hubs (EB0325.15.3a)
AC reported the following key updates:
There will be a change of co-chair for the LIBER Citizen Science Working Group (see EB0325.15.3b). Recommendation from the SC meeting to the board: to approve.

Concerning the LAG:
- The seminar at Technological University Dublin in Ireland is progressing well, with 44 papers submitted in response to the Call for Proposals for the LIBER Architecture Seminar 2026.

- Registration for the seminar is expected to open in early December. The LAG group is currently finalising the sponsor's brochure.

Marie-Pierre Pausch has officially confirmed her decision to step down after the seminar in Dublin.

JR emphasised the importance of monitoring developments related to the Digital Omnibus Regulation and recommended that Copyrights WGs and Chairs be cautious in monitoring these developments within this area to inform the board via AC if any actions are needed.

15.3b Proposal of Simon Worthington as a new co-chair of the LIBER Citizen Science Working Group (EB0325.15.3b)

The Board approved Simon Worthington as a new co-chair of the LIBER Citizen Science Working Group.

15.4a State-of-the-Art Services
DT's Summary:
Regarding LIBER FIM4L
FIM4L is currently evaluating its work plan to determine whether it has met its goals as a Working Group. This evaluation will help decide the future of LIBER FIM4L.
FIM4L is currently reviewing its work plan to assess whether it has achieved its goals as a Working Group. This evaluation will inform the future direction of LIBER FIM4L. It was agreed that DT should consult with the group regarding this assessment and provide a report in March 2026.

Regarding LIBER Research Data Management:
Recommendation from the SC meeting: to the Board: to approve
Sara Viklund is stepping down as co-chair, and Naeem Muhammad has been proposed as her replacement. See EB0325.15.4b.

15.4b Proposal of Naeem Muhammad as a new co-chair of the LIBER Research Data Management (EB0325.15.4b).
The Board approved Naeem Muhammad as a new co-chair of the LIBER Research Data Management Working Group.

15.5a Upskilling the Library Workforce (EB0325.15.5a)
DK's summary:
LIBER Journées 2026: Call for Applications Now Open

Launch of DS Essentials
MP flagged: All SC chairs need to create a more effective communication plan between the LIBER Office and the Working Groups (WGs) to ensure that updates and important information are shared promptly across all LIBER channels.

15.5b Proposal of Thomas Chaimbault-Petitjean as a new co-chair of the LIBER Leadership Programmes Working Group (EB0325.15.5b)
Recommendation from the SC meeting:o the Board: to approve
The board approved Thomas Chaimbault-Petitjean as a new co-chair of the LIBER Leadership Programmes Working Group.

15.5c Proposal of Andy Corrigan as a new co-chair of the LIBER Digital Scholarship and Digital Cultural Heritage Collections Working Group (EB0325.15.5c)
The Board approved Andy Corrigan as a new co-chair of the LIBER Digital Scholarship and Digital Cultural Heritage Collections Working Group.

MP: Recommend to SC chairs to share the LIBER Toolkit with the WGs chairs, with the disclaimer that edits are needed in some parts.

16. **LIBER Quarterly Status Update**

16.1 Nomination of Leonidas Papachristopoulos as Expert Advisor to the Editorial Board (EB0325.16.1)
The Board approved the nomination of Leonidas Papachristopoulos as Expert Advisor to the Editorial Board.

16.2 AI Policy – LIBER Quarterly (EB0325.16.2)
This is the first version, and it is expected that this policy will be reviewed periodically. The Board commended the paper as a good form example to share with relevant stakeholders if needed.

16.3 Expanding the LIBER Quarterly copy-editing team
Expanding the LQ copy-editing team was suggested to increase the team's capacity for reviewing papers.
The way forward:
- Make a call to announce new volunteers for the LIBER Quarterly copy-editing team. Connect with the LIBER Office to explore how we make the call more sustainable.
- Conversation with LQ Managing Editor Tiernan O'Sullivan regarding taking up the role after summer 2026 (initial agreement was for 1 year).

17. Any other business
The communication plan regarding the nomination of the Vice-President needs to be communicated to the LIBER Office.

MP to check with ASm regarding how we communicate the vacant seats regarding the LIBER Quarterly November mailing.

Future Executive Board meetings	
EB0126	**5 - 6 March 2026, Essex, Colchester, UK**
	Deadline for agenda items: 2 February 2026
	Deadline for papers/reports: 6 February 2026
EB0226	**29 June – 3 July 2026, Trondheim, Norway**
	Deadline for agenda items: 1 June 2026
	Deadline for papers/reports: 5 June 2026
EB0326	**23 -27 November 2026 (Combined with WE 2026)**
	Deadline for agenda items: 19 October 2026
	Deadline for papers/reports: 23 October 2026

Summary of actions after EB0225:

Carried forward from previous EB meetings

#	Who	What	Status
1	SC Chairs	Arrange meeting with WG chairs during the Annual Conference to discuss the interim strategy assessment	Keep
2	Executive Board	Evaluate the pilot membership model for an organisation without paid employees	Keep
3	Executive Board	Share leads on potential candidates for future event hosts with ASm and MP	Ongoing
4	MP	Regarding the approved proposal: Work Process Winter Event 2026: Create the task force in collaboration with the LIBER Office.	Ongoing

Actions after EB0325

#	Who	What	Status
5	AA; CS; JW; MP	Develop a draft tiered LIBER Sponsorship model (modelled against the LIBER membership tier structure), to support discussions with current interested sponsors in the pipeline	
6	JW; MP	Meet with the auditor to initiate the review of the Annual Accounts 2025	
7	JW; MP	Finalise and circulate the Stichting LIBER Budget 2026 for Board approval by email	
8	SC Chairs	Encourage Working Group Chairs to propose workshop topics for the LIBER 2026 Annual Conference	

9	Executive Board; ASm	Begin preparations for identifying a replacement for the General Secretary position	
10	JR	Send a thank-you note to Jeannette Frey	
11	MP; JW	Prepare and present the LIBER 2026 Annual Conference – budget (Trondheim) for board approval in the March EB meeting	
12.	ASm	Seek formal confirmation and ratification from Participants during the Annual Meeting of Participants in the July Conference 2026 regarding the nomination of the new Vice-President	
13	MP; HE	Inform affected institutions of the forthcoming reclassification, including an explanation of the methodology used through individual LIBER letterhead	
14	MP; HE	Officially notify the affected institution(s) of the Board's decision by sending an individual letter on LIBER letterhead regarding the approved proposal to terminate their LIBER membership	
15	CS; ASo; MP	Coordinate the Taskforce's contributions to LIBER 2026 and the next LIBER strategy, finalise ongoing subgroup work, and gather member input through a survey and interviews in coordination with the LIBER Office	
16	Executive Board; AA	Actively encourage their networks to consider taking part in the LQ editorial board	
17	AA	Conversation with LQ Managing Editor Tiernan O'Sullivan regarding taking up the role after summer 2026 (initial agreement was for 1 year)	
18	MP; GT	Explore reaching out to other potential hosts for the future LIBER Conferences	