



EB0225.2  
EB0125 MINUTES + ACTION SUMMARY

## LIBER EXECUTIVE BOARD MEETINGS: FEBRUARY 2025 MINUTES AND ACTION SUMMARY, NORWEGIAN UNIVERSITY OF SCIENCE AND TECHNOLOGY, TRONDHEIM, NORWAY

**Present:** Heli Kautonen (HK), Julien Roche (JR), Anja Smit (ASm), Cécile Swiatek Cassafieres (CS), Thomas Kaarsted (TK), Hilde van Wijngaarden (HvW), Giannis Tsakonas (GT), Martine Pronk (MP) and Helen Ezeokoli(HE)

**Online:** Andreas Brandtner (AB), Anna Clements (AC), Dóra Kalydy (DK) and Birgit Schmidt (BS), Adam Sofronijević (ASo) and Sara Lammens (SL)

### Thursday, 20 February: LIBER Finances

#### 1. 2024 Draft Annual Account + Discussion

The board had a meeting with the LIBER new accountant (*Mr. Erik Vriesen*), and notes were made separately.

LIBER and AI: Executive Board and Sigurd Eriksson, Library Director (NTNU)

#### 2. Vision Document LIBER and AI

Introduction: JR introduced the paper, outlined the rationale and process behind its preparation and invited MP to provide further background.

Contextual discussion: Sigurd Eriksson provided a broader contextual discussion on how LIBER could draw from NTNU's experience in integrating AI (both at the national and international levels)

#### Strategic Key Takeaways

- LIBER's strategic role in leading this initiative on AI, especially from the European level.
- AI integration at LIBER strategic and operational level and aligning AI within the strategy.
- Leverage NTNU's experience in AI initiatives for broader implementation.
- Inclusion of relevant stakeholders in the AI proposed task force.

The floor was open for discussion, and following the discussion, the points were noted: BS highlighted some contextual terms used in the paper and the need for balanced terminology in the paper.

AC emphasized the importance of establishing a solid foundation for this initiative at a leadership level, highlighting the necessity of identifying who is directly responsible for it within LIBER.

GT pointed out a key oversight: the paper did not adequately address the community's concerns regarding AI and failed to consider how AI could be integrated into the new strategy. He also raised the proposal to include AI in the new LIBER strategy from 2028 forward. He said that the proposal should not be presented at the end of 2027 but should start earlier.

JR mentioned the need to create a priority circle within LIBER, with the Working Groups initiating tasks for the task force. GT warned of a potential risk, given LIBER's dynamics, indicating that we might inadvertently create an elite task force that becomes disconnected from the WGs. He suggested that we should consider gathering a survey to collect input from our members regarding this initiative. Ultimately, the board agreed that the creation of this task force would serve as a unifying force, bringing input and reports from the working groups (WGs) to the board. It also agreed to change the term "Quartermaster" used in the paper.





The proposal to form a task force was approved by the board, and Sigurd was appointed as chair. He will serve as the chair of this task force. Additionally, the task force will work together to ensure that this initiative remains sustainable beyond 2027.

### 3. Taskforce: LIBER Future Planning led by HvW

Based on the proposal presented in the paper by HvW to the board. The following summarised key discussions and decisions:

#### Membership Fees and Structure

- Maintain current fees with only indexed adjustments (yearly) without any extra adjustments. This helps in preventing the risk of cancellations, thereby ensuring the current membership base is secured. This was supported by the entire board.
- Continue the supportive membership fee program with realistic expectations. CS mentioned that we could consider sending an official letter from the LIBER president to thank these libraries for their extra support. This idea received support from all and will be implemented in collaboration with JR and the LIBER office.
- Explore new membership types, however, with a priority on how this will be achieved. (This means investigating new membership forms, like sponsored membership or group membership. However, before complicating the membership, take good care of feasibility. Since this administration of our membership is a very time-consuming activity, we should not complicate our model any more than it already is.)

#### Action list:

- Explore new membership forms and report back in July.
- Send thank-you letters to libraries that opted for the supportive membership fee program for 2025.

#### Events and services to commercial parties

- Revise the LIBER conference model with clear guidelines on the division of profits between LIBER and the local hosts for all future events.
- Explore how we can offer paid services to commercial parties.
- GT was appointed as the leading person to set suggested actions in motion and report on progress in July 2025

In addition, the board agreed to continue with the current model with the Lausanne team regarding the 2025 LIBER Conference.

#### Action list:

- Revise the LIBER conference model to explore more even profit distribution and potential income from additional services from commercial parties.

#### Service and work processes

- How can we work more effectively through the Steering Committees to support the works of all WGs, especially in the current resized LIBER office?
- Rely more on voluntary resources of active members who are willing to offer in-kind services, such as leading the facilitation process of the new strategy, etc.
- Be strategic in defining the most important tasks which can be carried out by active members of the WGs.

Regarding this matter, it is essential to prioritise the current size of the LIBER office. The workload of the office should be considered a top priority within the services and work processes of LIBER. HK proposed that CS take the lead on task 3.3, which involves strategically defining the most important tasks that can be handled by active members of the Working Groups (WGs) and reporting back on progress in July 2025.



#### Action list:

Define the most important tasks for active members of the WGs and report on progress in July 2025.

#### Fundraising and Sponsorship

- Revise the policy regarding the LIBER Sponsorship model. Should we consider requiring sponsors without necessarily aligning them to the overall strategy?
- Clarify and revise the sponsorship model used for the Annual Conference.
- Consider and explore other sponsorship opportunities.
- Explore partnerships with other organisations. ( i.e ASo explore further with Internet Archive)
- Discuss new collaboration on other sources of sponsorship with (any) upcoming local hosts.
- Apply for ANBI status, ensuring legal compliance, which is needed for securing extra funding.
- Investigate and explore other similar associations and how they raise funds.

#### Action list:

- Revise the LIBER sponsorship model for improved clarity. Explore alternative fundraising opportunities and discuss new sponsorship collaborations with upcoming local organisers. It was agreed that ASo, TK, and CS would work on these tasks and report on their progress in July 2025.
- Regarding the opportunity for extra funding: Apply for ANBI status. HvW agreed to work on this.

#### Sustainable and Profitable business model for LIBER training.

- Can we develop a cost-neutral business model for all LIBER trainings that is cost-neutral?

#### Action list:

- Regarding sustainable and profitable LIBER trainings: Investigate the business model of all LIBER trainings and report back on progress in the July Board Meeting. (HK and TK to work on this, however, with MP included)

#### Relocation of the LIBER Office

It was agreed to discontinue the discussion on the relocation of the LIBER Office as it is not feasible (for now). Hence, refrain from spending time investigating it further. In the future, we can consider outsourcing some activities to our members. But this topic should not be discussed in 2025 and 2026. We can revisit the topic in 2027 as part of the new strategy.

#### 3. Apologies

There were no apologies

#### 5. EB0324 minutes + Action Summary (draft)

The minutes were approved.

As no Winter Event will be hosted in 2025, the last Executive Board Meeting for 2025 will take place in the National Library of the Netherlands, The Hague. The official location of which is the LIBER office. The office will send a doodle poll for further coordination on dates to the Board.

#### Summary of actions after EB0324:

#	Who	What	Status
1	HK; MP	Include explanation of Open Science in relation to new LIBER training programme in next draft.	Keep
2	MP	Investigate potential Participants and EOSC Association members overlap.	Done



3	MP	Contact CISC for more information about their Participant category	The Office will take care of this
4	ASm	Discuss creating confidentiality policy at future meetings Pg.6 is not included.	Done
5	MP	Add testimonials and contact details from former local hosts to the website.	Keep
6	MP	Set up a task force to prepare for the LIBER Office move in 2028.	Done
7	MP	Add a short overview of each project output and benefits to the LIBER website.	Remove
8	HK; MP	Compile and publish an overview of all LIBER training activities on the LIBER website.	Keep
9	AC; CS; AB; BS; MP	Define the Libraries impact on the Open Science proposal's angle and scope and make a long list of potential partners for the libraries.	Done
10	Executive Board	Review the factsheet template before Oct 2024.	Remove
11	ASm	Draft takeaways from the discussion slot 'LIBER Governance and implementation strategy' and prepare follow-up.	Remove
12	MP; BS; CS	Hold further conversation on the FOR-EU LIB re EU Project – send an update in July.	Keep
13	ASm	Hold further discussion on suggested candidates to fill the upcoming open positions in the Executive Boards.	Remove
14	MP	Define the impact of the Annual Report and make a long list of potential stakeholders for future uses.	Remove
15	AC	Regarding the ICOLC: Prepare a detailed action plan.	Remove
16	AC; MP	Request from the CS-WG to provide a proposal on their Masterclass business model for approval.	Remove
17	AB; GT; AC; BS	Regarding the mid-term evaluation: Request strategic-level feedback from all WG.	Keep
18	JR; MP	Explore further collaboration possibilities between LIBER and CENL.	Remove
19	GT	Updates: Search for two potential candidates within the CPC for the proposal on the formation of a task force for the WE.	Remove
20	GT; MP	Explore reaching out to potential hosts for the 2025 Winter Event.	Remove
21	Executive Board	Suggest potential (suitable) candidates for upcoming vacancies in the EB&SC to ASm.	Remove
22	HK	Collaborate with Henna Kanerva on how LIBER communication can be further developed.	Done
23	HvW; MP	Review the current sponsorship model.	Remove
24	MP	Seek more clarification regarding the OAPEN-LIBER textbook project collaboration.	Done/remove
25	GT	Exploring with Andrej Vrcon on connecting with a potential private foundation.	Remove
26	MP; JR	Draft a paper on AI-LIBER and schedule an onsite discussion	Done
27	CS; ASo	Present feedback to the EB from the Workshop on Rights and Values held in WE 2024.	Done
28	Executive Board	Approve the budget and participant fees for Lausanne, Switzerland in 2025.	Done

## 5. Matters arising

Regarding LQ, the managing editor is stepping down and is in the process of recruiting a new editor. BS will join the recruitment committee.

### Action list:

- Board members to reach out to potential candidates;
- JR Send a thank you note to Trudy Turner, the outgoing LQ managing editor.

## 6. LIBER Participants and Sponsors

### 6.1 Overview of Participants + New Joiners and Leavers

There were no questions.

### 6.2 Supportive Membership Programme Fee



JR to work together with the LIBER office to send a thank you letter to all supportive members of libraries.

#### 6.3 Outstanding Payments from January – December 2024

JR encouraged the Board to contact libraries in their country on this paper regarding the outstanding payments, and CS said that she would send the questions that she received from the libraries that she had contacted to HE.

#### 6.4 Overview of 2025 LIBER Sponsors

HvW noted that the number of LIBER Sponsors is low and encouraged the board members to work on it.

#### 6.5 Proposed termination of membership based on the Board's decision

The board approved the termination of the LIBER membership of the proposed library outlined in the paper.

#### 6.6 Proposal for indexing Participant Fees for 2026

It was agreed that no extra increase in the Participant fees, only the yearly indexing, should be considered. Therefore, the paper was approved based on the 3.3%. The board noted that the difference between the proposed and approved increase will be added to the forecasted budget for 2025.

### 7. Events: CPC & Events

#### 7.1 LIBER Events Reports

GT presented the paper and thanked the LIBER office for a well-written report. No questions were asked.

#### 7.2 LIBER Winter Event 2024 – Participant Survey Results

As the paper was for information, no comments were made, but the board commended the good presentation made in the paper.

#### 7.3 Preliminary Budget for LIBER Annual Conference 2025 Lausanne.

MP presented that the registration fees will remain unchanged at 390, However, we anticipate an increase in income from sponsors in the weeks to come.

Regarding the distribution of income generated by the conference, MP explained that we can adjust the variable percentage in the budget to explore how we can achieve a scenario wherein the final settlement results in no losses. This has also been discussed with LH.

It was suggested and agreed that JR should possibly contact the LH to reconsider how the profits from the conference can be shared after its conclusion. The paper was approved.

#### 7.4 On the Road to Lausanne – First Report of the LIBER Conference Programme Committee for the LIBER 2025

GT reported that preparations for the conference are progressing well. We have received a significant number of well-prepared papers, and the keynote speakers, along with their abstracts, have been confirmed. He drew the board's attention to the increase in the number of parallel sessions from four to five, noting that Lausanne has the capacity to accommodate five sessions. This change was approved by the board, and GT will communicate the decision to the CPC, while the office will handle the necessary communications.

In light of the thorough review of all submissions, JR expressed gratitude to the CPC members for their excellent work.

#### 7.5 Future LIBER Event Host

ASm noted, we need to search for candidates to host the 2028 event. Please share any leads with MP and ASm.



Action list:

- Share leads on potential candidates for future event hosts with ASm and MP

7.6 Application for the University of Essex to host the LIBER Annual Conference in 2027  
The Board approved the University of Essex as the official host for the LIBER Annual Conference in 2027.

**Discussion slot: LIBER and AI**

*Invited Guests*

- Wilfred Østgulen, Department Director IT, National Library of Norway
- Peter Leinen, Head of IT department, German National Library
- Sigurd Eriksson, Director of NTNU Library, and Leticia Antunes Nogueira, Head of Resources and Digital Services NTNU Library
- Karin Rydving, Associate Director, University Library Oslo (Apologies from Karin Rydving, HK presented on behalf)

After a round of introductions, MP provided the background context and summarised the ideas discussed earlier in the morning. Wilfred shared what his library is doing with AI, focusing on the theme of AI at the National Library – AI for Norwegian Affairs. Peter discussed AI initiatives at the German National Library. Sigurd introduced Project Laibro - Artificial Intelligence, Real Library, and Leticia expanded further on the presentation. HK presented on behalf of Karin, emphasising the need to identify missing themes and connect(ed) the discussions from the LIBER side.

The board found the discussion to be insightful, and the following agreements were made:

We need to combine our efforts and engage further in these discussions. Therefore, we will move forward in identifying opportunities for collaboration on this topic, in particular with European National Libraries.

Action List:

- Explore opportunities for further discussions on LIBER and AI during the upcoming Annual Conference in Lausanne.

*\*The meeting on Thursday concluded with Sigurd giving a short presentation about the building where the meeting took place. He provided a brief introduction to the locations where the tours( where the social programme during the Annual Conference 2026) will occur. Following this, NTNU LH hosted the Board on a tour of the library. \**

**Friday 21 February: Discussion slot: LIBER Strategy 2023-2027 - An Interim Progress Exercise led by GT**

GT provided a preliminary introduction to the interim report. We received completed inputs from the majority of the Working Groups (WGs), although a few were unable to complete the form. The focus of the form was on the deliverables of their recent work and progress, including strategic priorities and driving forces.

Key Takeaways:

- The WGs recognise that their work is relevant to the LIBER strategy.
- While they acknowledge that much of their work is independent, they express a desire to collaborate with other WGs.
- Certain WGs, such as CS, RDM, and FIML, are interested in exploring more advanced topics.
- They recognise the need for synergies and formal knowledge sharing, utilising their work plans and collaborating closely with the SC chairs.

Key points coming out of the discussion:





GT emphasised that it is essential for all working groups (WGs) to understand that this process is crucial to the LIBER strategy. Their participation in the preliminary activities is very important to ensure they comprehend the reasons for conducting this assessment. JR expressed gratitude to GT for their work on the report and then opened the floor for discussion.

BS noted that the report was primarily output-oriented. There was a discussion about the infrastructures that facilitate the sharing of work among WGs. AC emphasised the importance of meeting more frequently with SC chairs, this will allow for further discussions on the findings from the report.

TK raised the question of how to structure our collaboration with the WGs and suggested exploring different models for this engagement. HK supported this idea and recommended sharing best practices from the leadership WGs with other WGs.

In the next phase of the strategy, we need to actively work with the WGs through the SC chairs. GT suggested (for the future) that we should consider organising frequent meetings, e.g. virtually, where individuals from all WGs can share their best practices collaboratively. With a key focus on how their activities contribute to the LIBER strategy (focusing on organisational aspects).

#### Action Items:

- Regarding the inputs from the WGs on the interim progress exercise on the strategy: SC chairs should arrange meetings with WG chairs during the Annual Conference in July to discuss the interim strategy assessment exercise further.
- Draft a paper outlining expectations, vision, and timelines for a volunteered facilitator towards the new strategy.

## 9. Strategic Directions

### 9.1 EU Activities and Partnership: International Projects Report

MP presented the paper, There were no questions.

## 10. Steering Committee reports

### 10.1a New co-chairs for the LIBER Citizen Science Working Group

Dragana Janković and Alisa Martek were approved as new co-chairs for the LIBER Citizen Science Working Group.

### 10.1b Proposal: Developing the LIBER Citizen Science Masterclass in Research Libraries

DK noted that there are no financial expectations from LIBER regarding this masterclass. HK proposed that this initiative be implemented only in Budapest, but it will serve as a review of the overall integration framework (which is ongoing with the general review of all LIBER training). However, it is important to remember that we need to recognise the LIBER brand in all our trainings and prioritise LIBER members. MP asked if the paper could be reviewed to include necessary communication aspects needed from the LIBER office. This proposal has been approved.

## 10. 2 Advancing Open Science

Nataša Dakić and Suzanne Tatham as the new co-chairs were approved as the new co-chairs for LIBER WG Educational Resources.

## 10.3 Engaged and Trusted Hubs

AC reported that we are having a constructive discussion with Marie-Pierrie regarding the budget for organising the next LAG seminar, and MP will be kept in the loop.

Regarding the Copyright I Legal Affairs WG: workshops are in development for the Annual Conference in July 2025



There was a general discussion about a shared workspace for WGs, and MP confirmed that this was being investigated by the LIBER Office

Action list:

- Look into creating a shared workspace for WGS

#### 10.4 State-of-the-Art Services

Sara Viklund was approved as the new co-chair of the RDM Working group. Regarding the confirmation of Ana Petrus to remain on the WGs as an expert advisor, the board approved under the condition that this is for a fixed term of 2 years. If her status changes, BS will contact the board.

Regarding the DSLib Working Group, Arben Hajra was approved as one of the co-chairs. He will be taking over from Péter Kiraly.

#### 10.5 Upskilling the Library Workforce

HK announced that the launch of the DS Essentials Topical Guides is scheduled for the conference. Communication needs to be prepared in advance, and HK will relay this information to the group. ASm suggested that the group check the names of the guides to avoid any risk of duplication. She will share the link with HK for further examination.

AC recommended that we create opportunities for other working groups to share their impacts and projects. Concerning this, GT and MP noted that the Networking Power session in the new conference structure provides such opportunities. They also mentioned that if any working groups need to promote any works through advertisements during the conference, they should send that information to MP and GT. A brief presentation or highlights of such work would be appreciated.

#### 11. ICOLC AI statement

##### 11.1 LIBER Board paper on ICOLC AI statement

AC presented the paper, and the board endorsed the statement. MP will ensure signing and communication

#### 12. Rights and Values

##### 12.1 Rights & Values - Progress report and proposal for a task force 2025-2026

The board expressed its support for the proposal based on the following comments made by GT, which were welcomed by all:

LIBER adapts its strategy to the external developments that surround us and, without distorting the existing structure that implements it, creates new formats to investigate these developments. For this reason, we have decided to form two taskforces, one on Rights and Values and another on Artificial Intelligence, to explore the implications for research libraries and, if needed, prepare our organisation for future strategies.

Action list:

- Regarding the proposal to form a task force on Rights & Values: The board requested AS and CS to update the board members about the task force (potentially in the November Board Meeting).

#### 13. Internal Business Processes

##### 13.1 Composition of the LIBER Executive Board for 2025: Available Board Seats

ASm requested the board's approval to appoint two sitting board members as replacements for the upcoming vacant seats within the Steering Committee per July 2025: Thomas Kaarsted to replace Andreas Brandtner as SC Chair Advancing Open Science, and Dóra Kalydy replacing Heli Kautonen as SC Chair Upskilling the Library Workforce The board approved this decision, which will be communicated to the chairs of the relevant working groups soon, with an official announcement scheduled for July.





ASm noted that there are open seats on the board: SC Chair, State-of-the-Art Services and Treasurer. Any board member with questions regarding the position of the treasurer can reach out to HvW for further information. Additionally, that Board members are looking out for potential new board members and point them to the call for nominees and/or contact Anja for more information

The board welcomed ASm's briefing on the proposed process for this year's board election. The ratification of ASm's position to continue as General Secretary was confirmed.

Action list:

- Regarding the available seats on the board: Point them to the call for nominees and/or contact Anja for more information.

#### 14. Executive Director

##### 14.1 Executive Director's Report

The report offers an overview of activities from the past year. The relocation of KB has been removed from the report due to slow progress. A key highlight is Lorenza Gallo's work regarding LIBER and sustainability. In line with sustainability efforts, AC suggests considering the possibility of hosting future board meetings virtually. While this option is not available for this year, it may be considered in the following years

##### 14.1 Communications Report

The Board welcomed the new way of reporting.

MP also reported the soft launch of Bluesky to replace X in due time.

The board commended the report.

#### 15. Any other business

- HE to send a doodle poll for the board to decide on dates for the last board meetings of the year in October or November.
- Regarding the section on the steering committee reports: JR suggested adding a specific item/paper to the agenda whenever approval from the board is needed instead of mentioning it in the SC report.
- As we will have quite a few new board members at the last meeting for the year 2025, JR noted that we should reserve a time slot on the agenda for an introduction.

Future Executive Board meetings	
EB0225	<b>30 June – 4 July 2025, Lausanne, Switzerland</b>
	Deadline for agenda items: 2 June 2025
	Deadline for papers/reports: 9 June 2025
EB0325	<b>6 – 7 November 2025, The Hague, Netherlands</b>
	Deadline for agenda items: 3 October 2025
	Deadline for papers/reports: 6 October 2025

#### Summary of actions after EB0125:

##### Carried forward from EB meetings before February 2025:

#	Who	What	Status
1	HK; MP	Include an explanation of Open Science in relation to the new LIBER training programme in the next draft.	Keep



2	MP	Add testimonials and contact details from former local hosts to the website.	Keep
3	HK; MP	Compile and publish an overview of all LIBER training activities on the LIBER website.	Keep
4	MP; BS; CS	Hold further conversation on the FOR-EU LIB re EU Project – send an update in July.	Keep
5	AB; GT; AC; BS	Regarding the mid-term evaluation: Request strategic-level feedback from all WG.	Keep

### Actions after EB0125

#	Who	What	Status
7	HvW; SL	Explore and investigate new membership forms and report on progress in July 2025.	
8	MP; HE; JR	Send thank-you letters to supportive membership fee program libraries for 2025.	
9	GT	Revise the LIBER conference model to explore more even profit distribution and potential income from additional services for commercial parties and report on progress in July 2025.	
10	MP; CS	Define the most important tasks for active members of the WGs and report on progress in July 2025.	
11	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 July 2025.	
12	HvW; MP	Regarding the opportunity for extra funding: apply for ANBI status.	
13	HK; TK; MP	Regarding sustainable and profitable LIBER trainings: Investigate the business model of all LIBER trainings and report back on progress in the July Board Meeting.	
14	JR	JR to send a thank you note to Trudy Turner, the outgoing LQ managing editor.	
15	Executive Board	Share leads on potential candidates for future event hosts with ASm and MP.	
16	MP	Explore opportunities for further discussions on LIBER and AI during the upcoming Annual Conference in Lausanne.	
17	SC chairs	Arrange meetings with WG chairs during the Annual Conference in July to discuss the interim strategy assessment exercise further.	
18	MP; JR; GT	Draft a paper outlining expectations, vision, and timelines for a volunteered facilitator towards the new strategy.	
19	MP; HE	Look into creating a shared workspace for WGS.	
20	CS; ASo	Regarding the proposal to form a task force on Rights & Values: Update the board members about the task force.	
21	Executive Board	Regarding the available seats on the board: Point them to the call for nominees and/or contact Anja for more information.	