(EB0226.2)
EB0126 minutes + Action summary (Approved)

LIBER Executive Board Meetings: MARCH 2026 Minutes and Action Summary, University of Essex Library and Cultural Services, Colchester, United Kingdom.

Present: Julien Roche (JR), Anja Smit (ASm), Jonathan White (JW), Ann-Sofie Axelsson (AA), Alicia Gomez (AG), Anna Clements (AC), Cécile Swiatek-Cassafieres (CS), David Tréfás (DT), Dóra Kalydy(DK), Giannis Tsakonas (GT), Alexander Hasgall (AH), and Helen Ezeokoli(HE - Minutes).

Online: Adam Sofronijević (ASo)

Thursday 05 March 2026
EB0126.1. Introduction:
Alexander Hasgall with Board members
The meeting was opened by JR, who welcomed the Executive Board members and the new LIBER Executive Director, AH. A round of introductions followed, lasting 1 hour and 30 minutes, during which all board members shared their areas of interest and expertise, both within LIBER and at the national level, as well as their respective institutions.

EB0126.2. Apologies, for information, JR
The email notices of apology from Thomas Kaarsted (TK) and Sara Lammens (SL) for their absence from the meeting were acknowledged.

EB0126.3. EB0325 minutes + Action Summary (draft) (EB0126.3 - EB0325), for approval, JR
The Board reviewed the draft minutes and action summary of the previous meeting (EB0325).

Comment made:
- CS: The suggestions regarding the Rights and Values communication plans on page 8 should be followed.

Decision:
The Executive Board approved EB0325 minutes + Action Summary (draft) (EB0126.3 - EB0325).

Summary of actions after EB0225:
Carried forward from previous EB meetings

#	Who	What	Status
1	SC Chairs	Arrange a meeting with WG chairs during the Annual Conference to discuss the interim strategy assessment (Tuesday, 3 to 5pm)	Done
2	Executive Board	Evaluate the pilot membership model for an organisation without paid employees (AH to keep an eye for future to see how we can evolve this in the future)	Remove
3	Executive Board	Share leads on potential candidates for future event hosts with ASm and MP (JR asked the EB to discuss this in their networks actively)	Remove
4	MP	Regarding the approved proposal: Work Process Winter Event 2026: Create the task force in collaboration with the LIBER Office.	Done

Comments:
- Regarding Action 1: A meeting has been scheduled for Tuesday during the upcoming Annual Conference in Trondheim, tentatively set from 3 to 5 PM. All relevant stakeholders have been informed.

- Regarding Action 2: JR encouraged the Executive Board Members to discuss this within their networks actively.

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	Done
6	JW; MP	Meet with the auditor to initiate the review of the Annual Accounts 2025	Done
7	JW; MP	Finalise and circulate the Stichting LIBER Budget 2026 for Board approval by email	Done
8	SC Chairs	Encourage Working Group Chairs to propose workshop topics for the LIBER 2026 Annual Conference	Done
9	Executive Board; ASm	Begin preparations for identifying a replacement for the General Secretary position	Keep
10	JR	Send a thank-you note to Jeannette Frey	Done
11	MP; JW	Prepare and present the LIBER 2026 Annual Conference – budget (Trondheim) for board approval in the March EB meeting	Done
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	Remove
13	MP; HE	Inform affected institutions of the forthcoming reclassification, including an explanation of the methodology used through individual LIBER letterhead	Done
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	Done
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	Keep
16	Executive Board; AA	Actively encourage their networks to consider taking part in the LQ editorial board	Done
17	AA	Conversation with LQ Managing Editor Tiernan O'Sullivan regarding taking up the role after summer 2026 (initial agreement was for 1 year)	Keep
18	MP; GT	Explore reaching out to other potential hosts for the future LIBER Conferences	Done

EB0126.4. Matters arising, for discussion, JR
GT provided a brief overview of the expectations for the upcoming discussion on the LIBER Strategy 2028–2032, scheduled for the afternoon session. He mentioned that this session will include an update, and the board will have the chance to reflect and participate in interactive exercises and discussions. The session will be facilitated by Monica Steletti (MS, LIBER Strategy Facilitator), European University Institute Library, a LIBER member library.

Events

EB0126.5. CPC & Events

5.1 On the Road to Trondheim – Second Report of the LIBER Conference Programme Committee for the LIBER 2026 Annual Conference (EB0126.5.1), for information, GT
GT presented an update from the Conference Programme Committee on preparations for the LIBER 2026 Annual Conference in Trondheim. The board noted the strong number of paper submissions and accepted contributions, reflecting continued interest in the conference. Board members encouraged authors of accepted papers to consider publishing their work in LIBER Quarterly.

Summary of action:

- Executive Board: Encourage authors of accepted LIBER 2026 conference papers to submit to LIBER Quarterly.

5.2 LIBER Events Report (EB0126.5.2), for information, AH
AH presented the LIBER Events Report. No questions were raised by the board.

5.3 LAG Seminar Report (EB0126.5.3), for information, AC/AH
AC reported that preparations for the upcoming LAG Seminar are being finalised.

5.4 Future hosts of LIBER Events (EB0126.5.4), for information, AH
The board discussed the need to identify hosts for LIBER events after the 2027 Annual Conference in Essex. Board members were encouraged to explore potential hosts within their networks and share leads with AH/ASm.

Summary of action:

- Executive Board; AH: Identify and share potential future hosts for LIBER events with the LIBER office.

INTERNAL BUSINESS PROCESSES
EB0126.6. Appointments and re-appointments LIBER Board
6.1 Composition of the LIBER Executive Board 2025-2031(EB0126.6.1), for information, ASm
ASm informed the board that three vacancies are expected this year and encouraged board members to promote the call for candidates within their networks. DK and AC confirmed their willingness to continue in their current roles.

The board also discussed the upcoming General Secretary vacancy in 2027, noting the importance of continuity for this role and the need to carefully consider the process for filling the position.

Summary of actions:

- Executive Board: Promote the call for candidates for upcoming board vacancies within their networks.

6.2 SPARC Europe Board_replacement (EB0126.6.2), for approval, CS
CS: The proposal regarding the SPARC Europe board replacement was presented to the board. The board was asked to approve Thomas Kaarsted (TK) as the LIBER representative, replacing CS on the SPARC Europe board.

Decision
The Executive board approved TK as the LIBER representative, replacing CS on the SPARC Europe board.

6.3 Sister associations, for information, CS
CS presented:
FOREU4ALL MoU signed.
A joint event will be prepared in 2026 on open infrastructures. AH is aware of this since he has been contacted by the FOREU4ALL TG co-chairs. Thomas Karsteed (TK) and Julien Roche (JR) are members of the FOREU4ALL “Libraries and Open Science” topical group. We hope this will help attract new LIBER members.

UNICA meeting is scheduled for May

SPARCEUROPE board Thomas Karsteed (TK) expresses interest, which the board approved (reference: 6.2 SPARC Europe Board_replacement (EB0126.6.2))

UNESCO partnership is a work in progress, followed by HE from the office for the administrative part, but there is a name needed here for the animation of the partnership, following possible requests and programming actions. Ideally, this is for the Executive Director (as in IFLA, it is Stephen Wyber)

Conclusion, we(LIBER) had a fruitful year with this task(collaboration with Sister organisations) assigned to an Executive board member to work on collaboration. Every leader has a name except for UNESCO

Key summary from the discussion was:
ASm noted, LIBER should limit the signing of Memoranda of Understanding (MoUs) to cases where there is a clear commitment, while maintaining broader collaboration with partner organisations.

Summary of action:

- AH; CS: Review and discuss LIBER's approach to MoUs with sister associations.

6.4 Rights & Values Strategy Taskforce update, for information, CS
An update on the Rights & Values Strategy Taskforce was presented to the board. The session concluded with the board applauding CS, ASo, and the entire Taskforce for their valuable contributions to LIBER through the Rights & Values Strategy Taskforce.

EB0126.7. Executive Director
7.1 Executive Director's Report (EB0126.7.1), for information, AH
AH presented the Executive Director's report, highlighting ongoing engagement with strategic stakeholders and developments at the European policy level. Board members suggested additional stakeholders and initiatives that may be relevant for LIBER's strategic engagement, including developments related to EU regulations and international partnerships.

Summary of action:

- Executive Board; AH: Share suggestions for relevant strategic stakeholders with the Executive Director.

7.2 Communications Report (EB0325.10.2)
The Communications update was presented.

The Communications Report was presented to the board. The timeline for contributions to the LIBER Annual Report was briefly discussed, noting that ongoing activities such as the LAG seminar and other events may affect submission deadlines.

FINANCE COMMITTEE REPORT AND RECOMMENDATIONS
EB0126.9. 2025 Budget/realisation, JW/AH

9.1 Recommendations per item, for approval, JW

9.2 Financial report Jan – Dec 2025 (including financial report Jan – Dec 2025 projects) (EB0126.9.2), for information

- 2 documents: PDF & Excel

JW presented the financial report for January–December 2025, including the project overview.

The financial results demonstrate an improved position compared to earlier projections. The profit and loss statement for the period from January to December 2025 shows a net loss of €92,575. This represents a substantial improvement over the forecasted loss of €206,078 predicted in November 2024 and may contribute positively to reserves.

9.3 LIBER Annual Accounts 2025

- 2025 Draft annual accounts Stichting LIBER (EB0126.9.3), for approval, JW
- Presentation Auditors' first findings – Mr Erik Vriesen (LIBER Auditor)

The draft 2025 Annual Accounts of Stichting LIBER were presented together with the auditors' preliminary findings by Erik Vriesen.

The draft 2025 Annual Accounts of Stichting LIBER were approved.

2026 Budget/realisation

2026 Budget
9.4 Budget 2026 and Explanatory Note Stichting LIBER Approved (EB0126.9.4), for approval
Summary:
JW and AH presented the LIBER Budget 2026 and explanatory note. The board also discussed LIBER's (future)involvement in the evolving EOSC Federation.

Decision:
The Executive Board approved the LIBER Budget 2026.

Summary of action:
- ASm: Share the document on the evolving structural changes of the EOSC federation with the board to decide LIBER's engagement with EOSC.

9.5 LIBER Financial Report Jan 2026 (EB0126.9.5), for information
The board reviewed the financial report; no further questions or comments were made.

LIBER Members
9.7 Indexing Participant Fees, for approval
- Proposal for Indexing Participant Fees for 2027 (EB0126.9.7)

Summary:
A proposal was presented to the board to approve a 3.3% increase in the indexed LIBER participant fees for 2027, based on the indexing methodology.

Decision:
The Executive Board approved the indexing of participant fees for 2027 in accordance with the established methodology.

Summary of action:
- AH; HE: Implement indexed participant fees for the 2027 membership cycle.

9.8 Membership Tiers
- Reclassification of LIBER Membership Tiers – February 2027(EB0126.9.8)

The Board reviewed the results of the February 2026 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, the Czech Republic, Estonia, and Lithuania now meet the criteria for reclassification into a higher tier.

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 in 2027.
- Update membership records and prepare the adjustments for the 2028 invoicing cycle.
- Continue the annual review process and report outcomes to the Board.

Summary of action:
- AH; HE: Communicate membership tier adjustments to affected institutions

It was noted that since the document lacks an approval decision from the board, HE will update it and upload a revised version to the Executive Board shared drive. This will help maintain consistency in the documentation of all board meeting papers.

9.9 LIBER Members Overview (EB0126.9.9), for information

The board reviewed the overview of LIBER membership and discussed the importance of understanding why members join or leave the association, as well as broader trends in membership composition.

Summary of action:

- Executive Board; AH: Explore feedback from members on motivations for joining or leaving LIBER

EVENTS

EB0126.10: 2025 – 2026 Events – Budget, JW/AH

10.1 Recommendations per item

10.2 LIBER 2026 Annual Conference

- LIBER 2026 Annual Conference Registration fees approved (formally approved)

The LIBER 2026 Annual Conference registration fees were formally approved by the LIBER Executive board members.

EB0126.11: Discussion slot

LIBER Strategy 2028 – 2032 Update and Discussion led by GT with a guest: Monica Steletti, (MS) from the European University Institute Library (LIBER Strategy Facilitator).

Summary

GT introduced the discussion, and MS presented an initial concept note for the development of the LIBER Strategy 2028–2032, including preliminary findings from an environmental scan and review of other organisational strategies.

The board exchanged views through an interactive session on strategic priorities, LIBER's mission, and the organisation's future role and impact within the research library landscape.

The session concluded with the board applauding MS for her valuable contributions to the LIBER Strategy 2028 – 2032 development process.

Friday 06 March 2026

STRATEGIC DIRECTIONS

EB0126.12.1: LIBER AI Taskforce, for information, SK

12.1 LIBER AI Taskforce update led by Sara Kjellberg (SK), (Chair of the LIBER AI Taskforce) SK provided an update on the activities of the LIBER AI Taskforce. The Taskforce focuses on enhancing collaboration within LIBER and with European partners, supporting engagement with LIBER members, and connecting various AI-related initiatives across LIBER networks. Planned activities include the LIBER AI Pulse, a 30-minute monthly webinar, contributing to discussions on AI at the European level, organising regular online updates, and conducting an environmental scan of related initiatives. These initiatives are currently being carried out collaboratively by the Taskforce and the Working Groups.

EB0126.12.2: Work plan: AI Task Force 2025-2027 (EB0126.12.2), for information, SK

The work plan focuses on how the Working Groups (WGs) want to explore potential collaborations. Discussions with the WGs are essential for identifying topics for collaboration.

ASm inquired about areas beyond AI, which the TF is also considering. Advocacy and networking will be important in positioning libraries within strategic conversations around AI. We need to engage with the relevant stakeholders to strengthen this involvement. LIBER should identify ways to support international collaborations and develop frameworks to influence decision-makers in the AI space.

JR suggested that we could consider the possibility of collaborating with similar organisations on the same initiatives, such as the Pacific Rim Research Library Association (PRRLA), to stay informed about ongoing initiatives.

He also noted that to address the missing part of the Leadership WGs in the work plan, the board suggested establishing connections with the leadership WG.

The board applauded the Task Force for their commendable work so far.

EB0126.13. Steering Committees Report and Recommendations
13.1. Recommendations, for approval. JR

13.2. Advancing Open Science (EB0126.13.2), for information, TK
No further updates or comments from the board.

13.3a. Engaged and Trusted Hubs (EB0126.13.3a), for approval, AC
AC provided an update on preparations for the LIBER Architecture Group (LAG) Seminar in Dublin. She also noted that the Group is working on the programme, and the workshops component is already fully booked.

13.3c. Proposal to establish online WG Networking Events (EB0126.13.3b), for approval, AC: The paper presented a proposal to organise quarterly online networking meetings for Working Group Chairs. The aim is to strengthen collaboration between Working Groups and support the implementation of the LIBER strategy.

The board discussed several aspects of the proposal, including the scope of participation, the relationship with existing events such as the Winter Event, and the level of support available from the LIBER Office.

It was agreed that the initiative will:

- Be limited to Working Group Chairs rather than open to all members.
- Be organised on a quarterly basis.
- Be chaired on a voluntary rotating basis.
- Be aligned with the strategic purpose of supporting Working Groups.

The kick- off meeting will be during the SC meeting scheduled on Tuesday during the upcoming annual conference in Trondheim.
AC will share the updates coming these discusion with Alex Fenlon (author of the paper). The Board is happy that he can chair the pilot phase with support from the LIBER office. Together with other members of the SC Chairs, AH and Alex Fenlon will coordinate the pilot phase.

Decision:
Based on the agreed conditions, the board approved the Proposal to establish online WG Networking Events (EB0126.13.3b)

Summary of action:
- AH;DK;DT;AC;TK, and Alex Fenlon: Launch and coordinate the pilot in-person kick-off of the online Working Group Chairs' networking meetings.

13.4. State-of-the-art Services (EB0126.13.4), for information, DT
DT reported that the proposal from the Research Data Management (RDM) Working Group for the upcoming conference has been accepted, and the WG is happy with this acceptance.

JR: It was suggested to engage in a discussion with stakeholders from the RDA Europe and LIBER to clarify the existing and potential connections and identify how this collaboration could support LIBER's strategic priorities. This point, suggested by JR, will be reported at the upcoming SC meeting before being included in the agenda for the next Board meeting.

Summary of action:
- DT: Explore the relationship between RDA Europe and LIBER and report back via the SC to the next board meeting.

13.5a. Upskilling the Library Workforce (EB0126.13.5a), for information, DK
DK reported that preparations for the 2026 LIBER Journées are progressing well, and an evaluation report can be expected after the conclusion of the program.

13.5b. Summary and recommendations for the future of the LIBER Middle Management course (EB0126.13.5b), for information, DK
The board discussed the possibility of a hybrid format but noted that an online format remains the most feasible option, particularly in terms of workload and maintaining lower participation costs.

It was suggested that participants could be encouraged to connect with the MMT alumni network and engage with LIBER activities during the Winter Event, which may provide opportunities for stronger integration with the LIBER community and Working Groups.

The board expressed support for continuing the programme and noted the value of maintaining partnerships with the LIBER member institutions involved in delivering the training platform for the programme.

Summary of action:
- AH;DK: Reach out to Thomas Chaimbault-Petitjean, Enssib, regarding supporting/partnering with LIBER on a mutual in-kind level to continue to provide learning support for the future LIBER Middle Management Training (MMT) programme

13.5c. LIBER Training Business Model Analysis Report (EB0126.13.5c), for information, DK
DK provided an overview of the LIBER Training Business Model Analysis Report.
A key fact agreed by the board is that it is important to focus LIBER's training activities primarily on its core membership community, rather than expanding training offerings to external audiences.

The board thanked Heli Kauteon for preparing the document.

EB0126.14. LIBER Quarterly Status Update
14.1. LIBER Quarterly Report 2025 (EB0126.14.1), for information, AA
AA presented the LIBER Quarterly Report for 2025, highlighting ongoing efforts to boost submissions and encourage contributions from the LIBER community. The board discussed the importance of identifying key success factors and challenges related to content development for submissions to the LIBER Quarterly. Additionally, they emphasised the need for long-term preservation of LIBER publications and outputs.

Summary of action:
- AA;AH: Explore options for long-term preservation of LIBER Quarterly publications and outputs.

EB0126.15 Any other Businesses, for information, JR
JR thanked the board members for their participation in the board meetings and reminded them of the dates for future meetings. No other businesses were raised.

Future Executive Board meetings	
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 Combined with Winter Event 2026 (Zagreb)**
	Deadline for agenda items: 19 October 2026
	Deadline for papers/reports: 23 October 2026

Summary of actions after EB0126:
Carried forward from previous EB meetings

#	Who	What	Status
1	Executive Board	Start and prepare for the process of filling the General Secretary position	Keep
2	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	Keep
3	AA	Conversation with LQ Managing Editor Tiernan O'Sullivan regarding taking up the role after summer 2026 (initial agreement was for 1 year)	Keep

Actions after EB0126

#	Who	What	Status
4	Executive Board	Encourage authors of accepted LIBER 2026 conference papers to submit to LIBER Quarterly	
5	Executive Board; AH	Identify and share potential future hosts for LIBER events with the LIBER office	
6	Executive Board	Promote the call for candidates for upcoming Board vacancies within their networks	
7	AH;CS	Review and discuss LIBER's approach to MoUs with sister associations	
8	Executive Board; AH	Share suggestions for relevant strategic stakeholders with the Executive Director	
9	ASm	Share the document on the evolving structural changes of the EOSC federation with the board to decide LIBER's future engagement with EOSC	
10	AH; HE	Implement indexed participant fees for the 2027 membership cycle	
11	AH;HE	Communicate membership tier adjustments to affected institutions	
12	Executive Board; AH	Explore feedback from members on motivations for joining or leaving LIBER	
13	AH;AC; DK;DT;TK	Launch and coordinate the pilot in-person kick-off of the online Working Group Chairs' networking meetings.	
14	DT	Explore the relationship between RDA Europe and LIBER and report back via the SC to the next board meeting.	
15	AH; DK	Reach out to Enssib, regarding supporting/partnering with LIBER on a mutual in-kind level to continue to provide learning support for the future LIBER Middle Management Training (MMT) programme	

16	AA; AH	Explore options for long-term preservation of LIBER Quarterly publications and outputs.	