LIBER Executive Board Meetings: July 2025 Minutes and Action Summary, BCU Lausanne, University of Lausanne, Switzerland.

Present: Julien Roche (JR), Anja Smit (ASm), Heli Kautonen (HK), Thomas Kaarsted (TK), Hilde van Wijngaarden (HvW), Giannis Tsakonas (GT), Martine Pronk (MP), Anna Clements (AC), Dóra Kalydy (DK), Birgit Schmidt (BS), Adam Sofronijević (ASo), Sara Lammens (SL), Cécile Swiatek Cassafieres (CS), and Helen Ezeokoli (HE)

Monday 30th June 2025

1. Apologies

Andreas Brandtner (AB), Cécile Swiatek Cassafieres (CS)
Jeannette Frey (Director, BCU and LH) sent in her note of apology for her absence at the formal dinner.

2. EB0125 minutes + Action Summary (draft)
Page 5: Spelling mistake correction - Marie-Pierre.
The minutes were approved.

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.	Remove
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.	Remove
4	MP; BS; CS	Hold further conversation on the FOR-EU LIB re EU Project – send an update in July.	Remove
5	AB; GT; AC; BS	Regarding the mid-term evaluation: Request strategic-level feedback from all WG.	Remove

Actions after EB0125

#	Who	What	Status
6	HvW; SL	Explore and investigate new membership forms and report on progress in July 2025.	Remove
7	MP; HE; JR	Send thank-you letters to supportive membership fee program libraries for 2025.	Done
8	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.	Done
9	MP; CS	Define the most important tasks for active members of the WGs and report on progress in July 2025.	Done
10	ASo; TK;	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.	Keep
11	HvW; MP	Regarding the opportunity for extra funding: apply for ANBI status.	Done
12	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.	Keep
13	JR	JR to send a thank-you note to Trudy Turner, the outgoing LQ managing editor.	Ongoing

14	Executive Board	Share leads on potential candidates for future event hosts with ASm and MP.	Ongoing
15	MP	Explore opportunities for further discussions on LIBER and AI during the upcoming Annual Conference in Lausanne.	Ongoing
16	SC Chairs	Arrange meetings with WG chairs during the Annual Conference in July to discuss the interim strategy assessment exercise further.	Keep
17	MP; JR; GT	Draft a paper outlining expectations, vision, and timelines for a volunteered facilitator towards the new strategy.	Done
18	MP; HE	Look into creating a shared workspace for WGS.	Done
19	CS; ASo	Regarding the proposal to form a task force on Rights & Values: Update the board members about the task force.	Done
20	Executive Board	Regarding the available seats on the board: Point them to the call for nominees and/or contact Anja for more information.	Done

3. Matters arising

- JR reported a potential collaboration with LIBER from Mr. Benjamin Meunier, (Chair of the PRRLA Secretariat, Pacific Rim Research Libraries Alliance) and Deputy Director of the China University of Hong Kong, who requested a meeting regarding this.

4. **FINANCE COMMITTEE REPORT AND RECOMMENDATIONS**

4.1 Financial Report January – May 2025

HvW introduced the paper and highlighted the following points:

The report provides an overview of all projects, and the profits and losses of each one
The Executive Board (EB) thanked the LIBER Office for its efforts on this outstanding item. HvW mentioned that she plans to give an oral reminder to members with outstanding membership fees during the MoP. MP added that it is (also) essential for the Board to engage with libraries in their region regarding the list of libraries with outstanding membership fees. It was agreed that HE will coordinate with the designated Board members to take further action on this.

Regarding cancellations from LIBER members, the Board concluded that they may need to address this issue.

HvW concluded by informing the Board about the progress of the Supportive Membership Fee program for 2025 and announced that the program for 2026 is now open for launch.

4.2 Recommendations

- Regarding the new financial presentation in section (EB0225.4.1), the Board has formally adopted this format as the standard for future budget and financial reporting.

- In relation to the list of doubtful debtors, the Board is considering taking provisions for potential losses if necessary.

- Concerning the General Sponsorship Model, the Board will establish a firm deadline for developing a new sponsorship model. The Board has decided to use the July meeting for idea collection, with a proposal to be presented at the November Board meeting.

- With respect to memberships, the Board has approved alternative membership structures that include organisations with non-paid staff, as exemplified by the current case of the Slovenian National Library.

- Regarding the LIBER Journées 2026 (EB0225.5.1), the Board has approved the budget and the proposed registration fee structure presented in the document.

- Finally, concerning the recent increase in cancellations, the Board will monitor the situation closely.

5. **EVENTS**

5.1 2024 – 2025 Events – Budget (Approval of the Proposal LIBER Journées 2026 Registration Fees)

Questions were asked regarding how the scholarship selection process works. The Board suggested that the Leadership WGs should explore a method of selection to ensure equity.

The proposal was approved.

6. **TASKFORCE FUTURE PLANNING**

6.1a Proposal: Work Process LIBER Winter Event 2026

The Board acknowledged that the proposal is a good one: the EB approves the proposal and gives the following suggestions:

- The aim of the task force serves as a link between LIBER and LH. For the sake of continuity, the Chair will be responsible for selecting the theme and the individuals involved. HvW emphasised that these individuals must be very engaged in the organisation of this event. GT suggested that the theme should remain within the purview of the SC chairs or the Executive Board so that the quality associated with the LIBER brand will be maintained.

- Based on the discussion, MP will document her needs and contact the board via email if needed.

- The Board also agreed that no follow-up paper for approval is necessary, as the discussion held was sufficient.

6.2 Events

GT will share the papers that contain a possible proposal regarding the work processes in the conference model. The Board discussed the financial model of events, and the following suggestions were given:

- LIBER should explore ways to monetise certain aspects of the conference (GT).

- A summary of these measures to share budget and/or cost-reduction strategies should be presented to the board.

- To clarify the services we offer and provide members with options for choosing these services. Also, consider revising the budget model to include additional services. (DK)

6.3a Sponsors

HvW agreed to revisit the points included in the paper that was shared internally, including definitions of criteria for accepting sponsors.

6. 3b Potential New LIBER Sponsors

MP introduced the paper and presented two potential new LIBER sponsors. Following the current sponsorship structure, the Board decided to continue discussions with these sponsors.

6. 4a Members

SL and HvW reported that they are currently preparing a list of all national libraries from which a potential new membership campaign can be conducted.

6. 4b Proposal: Membership for Organisations without paid employees

This proposal presents the application for membership from a library association without paid employees. The decision was made. To start a one-year pilot and review after this period.

The following comments were made:

- Keep the process simple and set clear guidelines for this type of association (HvW).

Monitor if this leads to increased membership for LIBER (DK).

6. 5 Training Business Models
HK reported that preliminary discussions are ongoing, and a paper can be expected for the Board meeting in November.

** The LIBER Executive Board agreed that, due to the numerous existing task forces, it would not continue this task force. The diverse tasks will be incorporated into the FC.*

INTERNAL BUSINESS PROCESSES
7. LIBER Executive Board Membership
7. 1 LIBER Executive Board: Membership Profile July 2024 – July 2025
ASm provided an overview of the current LIBER Executive Board. She noted that there are open seats for the following:

- SC Chair and State-of-the-Art Services
- Members of the Taskforce for the Strategy 2028 – 2032
- LQ Editorial Board member.
- Member SCOSS Board

These roles are vital to the LIBER strategy. The Board agreed to first consider interested candidates from within the board. The newly elected board members will be asked if they are interested in filling these seats.

7. 2 Proposal for the appointment of the LIBER Treasurer per July 2025
The proposal was to approve the appointment of Jonathan White, Director of Library and Cultural Services and the University Librarian at the University of Essex, as Treasurer serving from 2025 to 2027. He will replace the outgoing Treasurer, HvW.

The proposal was approved. It will be proposed for ratification by LIBER members during the 2025 Meeting of Participants (MoP).

7. 3 Proposal process for the appointment of the LIBER Vice-President per July 2026
The proposal outlines a process for appointing a new Vice-President in 2026, which aims to provide sufficient time to fill this role while ensuring a transparent selection process.

Additionally, HvW noted that the text in the document (page one, section EB0225.7.3) needs to be revised. The current wording mistakenly states that the Vice-President serves as the Chair of the Financial Committee; in reality, they should be identified as a member of that committee.

The proposal was approved.

8. Approval Appointment Chair AI Taskforce, Strategic level
8. 1 Proposal: Approval of Sara Kjellberg as Chair of the AI Taskforce
This was approved. Sara Kjellberg will not take a seat in the EB; however, she will join the Board meeting agenda items if deemed necessary.

She was invited to the agenda item: Introduction of incoming board members during the LIBER Executive meeting on Friday, 4 July.

9. Future hosts of LIBER Events
9. 1 Future LIBER Event Hosts
There were concerns regarding the scheduling of LIBER events. Under the current plan, four large events and leadership programs are scheduled for one year, while only two will take place in the alternating year. All of these events primarily target the same group: library leaders. It was agreed that the Board, including the chairs of the Steering Committee, should

consider how to coordinate the scheduling of events to avoid competition among them. This approach will help manage the workloads of the working groups and the LIBER Office more effectively.

10. Executive Director
10.1 Executive Director's Report
The report offers an overview of activities since the last Executive Board meeting. The following comments were made:
JR will send the full title of his presentation to HE for inclusion in the report (EB0225.10.1) on page three.
HvW raised questions about EOSC and explored possible avenues for involvement. Additionally, it is necessary to identify a replacement for HvW as the LIBER representative on the SCOSS board (see also agenda item: LIBER Executive Board: Membership Profile July 2024 – July 2025)

10.2 Communications Report
The board commended the report, with no further comments.

CPC REPORT AND RECOMMENDATIONS
11. CPC - Annual Conference 2025
11.1 Report of the LIBER 2025 Conference Programme Committee
In terms of submissions, the event has proven to be a significant success. The new conference model is currently being tested at the conference in Lausanne. GT commended the excellent work done by the Local Host Organising team.

When it comes to submissions that involve the use of AI, it is essential to clarify our policy. We need to align with the LIBER Quarterly policy regarding AI usage. If we choose to allow AI, LIBER should include a comprehensive statement addressing its application. ASm suggested that we embed this within the "Responsible Use of AI" framework, with support from the AI task force. However, we must acknowledge that some level of AI will be utilised, while emphasising that the originality of the work remains our primary focus.

The description of our policy should be broad enough to avoid the need for annual reviews. We must address this matter promptly. A small working group made up of members from LQ, CPC, and the LIBER AI task force will be assigned this initiative, to be ready for approval at the next Board meeting in November. The deadline for getting the text was set for September 15.

12. CPC - Annual Conference 2026
12.1 Proposal: Theme and Topics for the 2026 LIBER Annual Conference in Trondheim
The following suggestions were made:

- Include sub-topics more explicitly, rather than presenting them as they were in the paper (EB0225.11.1) on page two (JR).

- Expand the summary to encompass these subtopics (JR)

- Regarding the theme: The Power of Libraries in an Uncertain World. Clarify what type of power we are referring to in our discussions.

- Include a subsection on norms and standards.

- Regarding the sub-topic four: Leadership for sustainability. There was a consensus to keep the topic open to encourage more submissions; however, as reviewers, we must be cautious not to select submissions that solely focus on green libraries.

The theme "***The Power of Libraries in an Uncertain World***" has been approved.

Tuesday 1st July 2025

STRATEGIC DIRECTIONS

13. EU Activities and Partnership

13.1 International Projects Report

MP presented the paper. The report provided a comprehensive overview of all the projects. The Board agreed on the need to explore ways to stay connected with the Diamond open access consortium in Europe.

13.2 Proposal LIBER and FOREU-LIB/FOREU4ALL Community of Practice "Libraries and open science

The project might be promising for LIBER, and we will monitor its development closely. The next action is to sign the MOA (MP). TK has kindly agreed to act as a monitoring representative from the Executive Board for the FOR-EU LIB initiative.

13.3 Proposal for a LIBER EB member assignment as in charge of "Sister associations/networks"

The paper proposed that the LIBER Executive Board assign a member to manage specific sister organisations in close consultation with the LIBER Executive Director, starting in the summer of 2025. The primary aim is to reinforce international collaboration and partnerships, with a focus on strategic partners rather than on the mandate itself. It was agreed to experiment with this new approach.

Additionally, it was suggested that a similar structure could be established for external partnerships with commercial entities, such as sponsorship partnerships. Having a dedicated individual for external affairs would be beneficial, allowing for preliminary contacts with these strategic partners and enabling the board to address concrete actions as they arise.

In summary, this individual is expected – in close collaboration with the Executive Director - to bring maturity to these partnerships. Specific discussions will be necessary to connect sponsors with the Board, and this topic will be brought to the next meeting. The Board expressed support for this approach. CS will initiate this process regarding sister organisations/networks, and it will need to be reassessed in one year.

Steering Committee Reports and Recommendations

14.1 Recommendations

- Concerning the Report on Developing Citizen Science in Research Libraries (EB0225.14.2), the SC recommends to the board the following: Promote the Citizen Science Masterclass through the LIBER brand and its communication channels. However, please note that there is no funding available from LIBER for this initiative. To maintain consistency, the event should be titled "Masterclass." Based on these conditions, the Board approved the Report

- Regarding the Proposal LIBER Office Support to LIBER Working Group, Steering Committees, LIBER Quarterly and Taskforces (EB0225.14.3). SC recommends that the board approve the proposal presented on page 2. The Board approved the proposal.

14.2 Report on Developing Citizen Science in Research Libraries

The Executive Board was pleased and will check in the future if evolution is needed. (see recommendation bullet point one for more information)

The report was approved.

14.3 Proposal LIBER Office Support to LIBER Working Groups, Steering Committees, LIBER Quarterly, And Taskforces

The Executive Board found this approach to be a balanced first step for the working group.

To communicate this, it was agreed that the Steering Committee (SC) chairs will relay the information to the chairs of the working groups. However, MP will (first) share the new ways of working with the chairs of the working groups via email.

This proposal was approved by the board.

14. 4 Advancing Open Science (TK)
It was noted that regarding DIAMAS and the European Diamond Capacity Hub, LIBER is not formally represented. How can we ensure that LIBER stays informed about the discussions surrounding Diamond Open Access? This will be discussed with the OA WG.

14.5 Engaged and Trusted Hubs
AC reported:
American Research Libraries (ARL) are interested in collaborating on Citizen Science. It was agreed that the Citizen Science Working Group (CS WG) would move forward with a presentation on its activities and outputs. If ARL expresses interest in a broader collaboration, a proposal will need to be submitted to the LIBER Board for discussion, as LIBER's primary focus is on Europe.

Regarding the LAG, preliminary works for Dublin are ongoing.

14.6 State-of-the-Art Services
BS reported:
That progress is ongoing among the Working Groups (WGs), with most of them focusing on collaborating with other WGs to promote their activities, such as organising workshops and webinars.

Currently, topics for upcoming webinars are being discussed among the WGs. Furthermore, the WG has contributed to workshops for the LIBER AI Task Force and will have members participating starting in July 2025.

14.7 Upskilling the Library Workforce
HK reported:
Regarding the feedback on the midterm strategy evaluation
- Leadership WG would like to convene a meeting with all other LIBER WG chairs to discuss collaboration opportunities and the leadership challenges faced by other WGs. This will help improve the leadership programs.

Regarding the launch of DS Topic Essentials
- DSCH essentials is scheduled to launch after the July Conference in Lausanne

With no direct involvement of Office liaisons in WG's anymore, it is important to pay attention to any updates and information that need to be communicated via the LIBER Office on the website, and support needed from the LIBER Office.

15. LIBER Quarterly Status Update
Tiernan O'Sullivan has been appointed as the new managing editor for LQ.

To keep good communication between the LQ and the LIBER Executive Board, the Board decided to involve one member of the Executive Board (EB) (see also agenda item: LIBER Executive Board: Membership Profile July 2024 – July 2025)

It is important to have a backup for the LQ editor position, such as a secondary editor or copy editor. The board noted that the recent transition process revealed the need to strengthen the sustainability of LQ's editorial operations. Potential measures to achieve this include:

- Appointing an Assistant Editor or additional Copy Editors to ensure continuity during transitions.
- Establishing a centralised and accessible repository for editorial materials and documentation.

The Board decided to promote candidates for this position at the conference and will ask the LQ Editorial group to issue a formal call for the position of secondary editor or copy editor later this year.

It was agreed that although HK's tenure on the Board has ended, she will continue as chair of LQ, serving as a direct link between the Board and LQ.

16.1 LIBER Strategy 2023-2027: An assessment of interim progress
LIBER Strategy 2023-2027: An assessment of interim progress
The paper now includes a map of the Working Groups (WGs) and mentions the potential collaborations they would like to pursue. It is the responsibility of the Steering Committee (SC) chairs to convey these opportunities to the WG chairs. Overall, this exercise has underscored the importance of collaboration and how the WGs' work contributes to the implementation of the current strategy.

One of the key recommendations is that Working Groups should consider developing, reviewing, and, if necessary, updating their annual action plans. This practice will help them align closely with the strategic vision and remain relevant for the LIBER membership. Additionally, it will allow them to identify any changes brought about by unforeseen circumstances. Having a clear action plan will aid in recognising potential partners, both within the LIBER network and externally, and will enable them to communicate necessary interventions to the Steering Committee Chair to enhance collaboration and facilitate synergies.

A new reporting scheme can be designed and implemented in the upcoming strategic period to ensure that this type of information is readily available to all stakeholders.

Some vital missing topics? were noted during the discussion among the Board.

These are:

- Research Assessment: (CoARA) is a relevant area to consider. While we do not need to lead any initiatives, it is important to stay connected.
- Open Science: Continuing to engage in broader discussions around open science remains a priority.

16.2. LIBER 2028 – 2032 Strategy development proposal
The proposal outlined the process to develop the 2028 – 2032 LIBER Strategy, including a timeline and the different roles needed. In particular, the creation of a role for a facilitator from the LIBER community (this is an in-kind contribution), with a focus on managing the process. The call is suggested to be launched by the end of summer. If approved, a task force will be established, chaired by the Vice President (VC). The Board found the proposed timeline to be very useful. The Board gave the following suggestions:

- Develop a clear job description and determine the time commitment required from those involved (TK).
- Identify the tools to be used and the resources available from LIBER.

The Board is pleased with the proposal, and it was approved.

Next steps: include recruiting members for the task force from among the new Board members. (see also agenda item: LIBER Executive Board: Membership Profile July 2024 – July 2025)
AC and SL have expressed their interest in participating; however, other interested Executive Board (EB) members are encouraged to also submit their interest.

17. Any other business
TK raised the question of who decides the dates for the upcoming meetings and mentioned that he cannot attend the next two meetings.

The annual accounts need to be signed by ASm, JR, and HvW.

The meeting concluded with a brief farewell session for the outgoing Executive Board members:

- Hilde van Wijngaarden (HvW), outgoing LIBER Treasurer and Director of the University Library at Vrije Universiteit Amsterdam.
- Birgit Schmidt (BS), Member of the LIBER Executive Board and Head of Knowledge Commons at Göttingen State and University Library.
- Andreas Brandtner (AB), Member of the LIBER Executive Board and Director of the Vienna University Library.
- Heli Kautonen (HK), Member of the LIBER Executive Board and Library Director at the University Library of Turku, Finland.

Friday 4th July 2025
Discussion slot: On-site discussion only

As part of the board meeting for Friday, the board held an on-site discussion session with the topic focused on:

"How can research libraries exist and work in the dynamic context of current global developments, and what can be the role of international collaborations?"

The following guests were presented:

- *Stéphanie Gagnon (elle), Director general, Direction des bibliothèques, Université de Montréal and member of the board of Directors at Canadian Association of Research Libraries (CARL).*
- *Susan Haigh, Executive Director, Canadian Association of Research Libraries (CARL).*
- *Jeff Ubois, Internet Archive*

18. Introductions: New Executive Board Members
The meeting on Friday was concluded with an introductory session among the LIBER Executive Board members and the newly elected/appointed board members.

- Ann-Sofie Axelsson (AA), Head of Department and Library Director from the Chalmers University of Technology in Sweden.
- Alicia Gomez, Library Director (AG), IE University Director in Spain.
- David Tréfás (DT), Head of Modern Collections, University of Basel from Switzerland.
- Jonathan White (JW), Director of Library and Cultural Services and University Librarian, Library and Cultural Services, University of Essex

Future Executive Board meetings	
EB0325	**6 – 7 November 2025, The Hague, Netherlands**
	Deadline for agenda items: 3 October 2025
	Deadline for papers/reports: 6 October 2025

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

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.	Keep
2	ASo; TK;	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.	Keep
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 meetings 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.	
6	MP: SC Chairs	Share the approved new ways of working with WG chairs via email, and SC chairs communicate to wider groups.	
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.	
8	GT	Draft AI usage policy for submissions; prepare statement for Nov EB meeting. Deadline: 15 September.	
9	Executive Board; MP	Promote candidates for the Assistant Editor role among their networks. Issue a formal call later in 2025.	
10	Executive Board	Share leads on potential candidates for future event hosts with ASm and MP.	
11	MP; ASm; JW	Regarding the ANBI status, draft an explanation and publish it on the website	
12	MP	Regarding the approved proposal: Work Process Winter Event 2026: Create the task force in collaboration with the LIBER Office.	
13	GT	Share with the EB the papers containing a proposal regarding the new framework for the conference model.	
14	ASo; TK;	Regarding the General LIBER Sponsorship model, revise the model for more clarity.	
15	MP; SL	Regarding LIBER membership: Prepare a list of Library Associations per country to explore a new membership campaign.	
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)	