



ANNUAL REPORT

2025-2026



LIBER in Brief

[Welcome](#) | 4

[Impact: Key Figures](#) | 5

[Mission & Values](#) | 5

Governance

[Executive Board Reflections 2025-2026](#) | 7

[Executive Board Members](#) | 9

[Members](#) | 10

Advocacy & Community Engagement

[Reports, Community Calls, Engagements](#) | 12

[Equity](#) | 13

[Insider & Quarterly LIBER mailings](#) | 13

LIBER Quarterly

[LIBER Quarterly Report](#) | 15

Collaborations, joint actions

[Collaborations & International Projects](#) | 18

LIBER Strategy in Action

[Strategy Update from the Vice President](#) | 20

[Research Libraries as Engaged and Trusted Hubs](#) | 21

[State-of-the-Art Services](#) | 22

[Advancing Open Science](#) | 23

[Upskilling the Library Workforce](#) | 24

[Upholding Rights & Values Taskforce](#) | 25

[Artificial Intelligence Taskforce](#) | 26

Events

[Annual Conference 2025 in Lausanne](#) | 28

[Annual Conference 2026 in Trondheim](#) | 29

[Architecture Seminar 2026 in Dublin](#) | 30

Financial Statements

[LIBER Annual Accounts 2025](#) | 32



About LIBER Europe

LIBER (Ligue des Bibliothèques Européennes de Recherche – Association of European Research Libraries) is the main network for research libraries in Europe. Founded in 1971, the association has grown to include over 400 research libraries in 40 countries.

LIBER's [strategy for the period 2023-2027](#) outlines the main areas of focus, identifying top driving factors that will affect research libraries, including key topics such as Open Access, Copyright Reform, Digital Humanities, and Research Data Management. These strategic undertakings, along with LIBER's diverse activities and advocacy work, help to maintain the association's strong position in enabling world-class research.

Cover: Lake Geneva (Lac Léman), backdrop
of the Reception at the LIBER Annual
Conference 2025



LIBER in Brief

WELCOME FROM THE LIBER PRESIDENT

The Annual Report published by LIBER this year once again demonstrates the role played by our association in serving the library community and, more generally, the major challenges associated with the production, dissemination, promotion and preservation of scientific and general information.

This publication takes place in a context of anxiety and concern that has been present for several years now, impacting the scientific community in general, and librarians in particular. It is accompanied by a steady stream of disinformation and misinformation, undermining formally established facts and demonstrating every day that, despite the determined action of academics, journalists and librarians, the information society is increasingly in danger of becoming a society of disinformation.

Even in Europe, and even throughout the world, academic freedom can be questioned, if not threatened. It is important to remember that this freedom, which is cardinal for the academic world, is not taken for granted by other parts of society. Recent decisions taken by the US administration, as well as by other governments in Europe and elsewhere, to steer the direction of research, cruelly reveal the existence of an increasingly assertive determination to make public research not only a commercial and profitable sector, but also and above all, a sector to be influenced or even controlled.

What can libraries do in this context? Alone and isolated, probably not much. However, united around a shared vision to be defended, promoted and fostered, libraries, we can do much more. It is from the sum of our individual and local energies, supported and extended by the strength of our network, that LIBER derives its dynamism and successes, which are illustrated throughout this report, and by its members.

On behalf of the entire LIBER Board, I would like to thank you all for your daily commitment and invite you to continue and intensify your efforts to support our library network; to promote our values, defend academic rights and freedom, fight against misinformation and to sustain science. In these troubled times, let's remain vigilant, mobilised and united.

I hope you find it an enjoyable read.



Julien Roche

JULIEN ROCHE
President | LIBER Europe

**“...by the strength of our network, that LIBER
derives its dynamism and its successes.”**

LIBER IMPACT

KEY FIGURES 2025-2026

Connecting

420 Member Libraries & Institutions
40 Represented Countries
500+ Annual Conference 2025 Attendees
180+ Architecture Seminar (LAG) 2026 Attendees

Engaging

10 LIBER Working Groups
2 Taskforces
11 Webinars

- 970+ Webinar attendees

2 Public consultations

Informing

9 LIBER Quarterly Publications
89,900 LQ paper downloads
3,000 Zenodo downloads
12 LIBER Insider Newsletters Published

- 4,800+ Subscribers

5 LIBER Events Mailings Published

- 2,000+ Subscribers

5 Quarterly Mailings Published

Educating

60+ Leadership Programmes Participants

- 21 Middle Management Training Participants
- 23 Emerging Leaders Programme Participants
- 22 Journees Participants

LIBER's Mission

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

Our Values

- High-quality services for all users of library and information services
- Intellectual freedom and access to scholarship
- Collaboration with campus, local, national, European and global partners
- Stewardship of collections and institutional resources, in the most appropriate format
- Leadership, innovation and a willingness to embrace opportunities for change
- Inclusivity, equality of opportunity and fulfilment of potential



Governance

EXECUTIVE BOARD

REFLECTIONS

The past year has been exceptional for LIBER, with a mixture of challenges and highlights. First and foremost, we are very happy to report that even in what are difficult times, the LIBER Membership continues to be stable. Moreover, the Annual Conference in Lausanne, 2025 reported a record high attendance of over 500 participants in 53 years. In addition, many LIBER members were able to participate in the Supportive Membership Fee Programme, which helps strengthen the continuity of the LIBER services. Many thanks to all our members for your continuing support for the LIBER collaborative!

The focus of the LIBER Board, Executive Director and colleagues at the Office was on continuing the services for members, while also resizing the LIBER Office. The one-time cancellation of the Winter Event 2025 helped support all other events and activities. This also helped adapt processes in the LIBER Office to fit the new Office composition, consisting of 3 staff under the leadership of the Executive Director. The Board is very happy with the continued efforts of the LIBER Working Groups that serve the LIBER community by innovating the libraries' impact. We are also proud of the seamless collaboration of LIBER members and Office staff in organising highly appreciated events, such as the Annual Conference 2025, the start of another cohort for the LIBER

Emerging Leaders Programme, the LAG Seminar and the LIBER Journées in May 2026.

It was also crucial to regain a better financial situation for LIBER as soon as possible. The participation of LIBER Members in the Supportive Membership Fee Programme was instrumental in achieving this. The Executive Director and office staff inputs were essential: a significantly better result for the remaining project activities was achieved by efficient management of projects. The LIBER Foundation has gained the ANBI status (Public Benefit Organisation) in the Netherlands, allowing for the acceptance of donations, and the Board has adopted a new Sponsorship Model to increase the income from LIBER sponsors. Together, all efforts by stakeholders resulted in a much better financial result over 2025 and higher reserves.

The Executive Board met three times in past twelve months: at the Annual Conference in Lausanne, 2025, at the LIBER Office in The Hague, November 2025 and at the University of Essex, UK in March 2026.

In July 2025, we welcomed Alicia Fátima Gómez, Ann-Sofie Axelsson, David Tréfás as new Board Members and Jonathan White as LIBER Treasurer. In July 2026, Julien Roche will end his term as LIBER President whilst Adam Sofronijevic and Cécile Swiatek will end

their last term on the Executive Board. We are looking forward to welcoming Giannis Tsakonas as LIBER President, appointing Sara Lammens as Vice-President and re-appointing Board Members, Dóra Kalydy and Anna Clements, for a third term.

In March 2026, the Board welcomed Alexander Hasgall as Executive Director of LIBER. He succeeds Martine Pronk, who moved on to become the Director of the Wageningen University & Research Library. We are very grateful for Martine's successful leadership in a time of significant change and many challenges, and we are looking forward to continuing working with her as a LIBER member.

Finally, the past year also brought sad news. In December 2025, the library community lost Paul Ayris, Pro-Vice-Provost at UCL Library Services (University College London). Paul was a prominent LIBER member and served as LIBER President from 2010 – 2014. He was widely recognised in Academia for his contribution to the development of the digital library and Open Science. He demonstrated how to successfully pursue our Open Access mission by connecting to a broader academic and political level within our countries and Europe. It was Paul who introduced LIBER libraries to European funding for innovative projects and became our ambassador who advocated for LIBER libraries with endless energy and passion.

EXECUTIVE BOARD

REFLECTIONS

In January 2026, we learnt of the recent passing of Miro Pušnik, Director of the Central Technical Library (University of Ljubljana), who was an enthusiastic, dedicated, and active member of the LIBER Research Library community. Miro was a passionate advocate for Open Science, and his experience and expertise in this area were instrumental for developing Open Science and Citizen Science in research libraries in Slovenia and the wider region. Miro was an active contributor to many LIBER events, emphasising the importance of international collaborations. This came to full fruition when he initiated the LIBER Winter Event, which was last held in Slovenia in November 2024.

This year, we also received the news of the unexpected passing from one of our Working Groups - Liam Green-Hughes, Technical Lead at the British Library Labs and a member of the LIBER Digital Scholarship and Digital Cultural Heritage Collections (DSHCH) Working Group. With a strong university IT background, Liam enriched the DSHCH Working Group and those around him with his expertise and affinity for digital technology and innovation. Above all, he will be remembered for his

kindness, warmth, and generosity toward colleagues and those who had the opportunity to know him. In Memoriam articles remembering these colleagues are available on the LIBER website.

ANJA SMIT
Secretary General | LIBER Executive Board

EXECUTIVE BOARD MEMBERS



MR JULIEN ROCHE
LIBER President
Director of Libraries,
University of Lille



DR GIANNIS TSAKONAS
LIBER Vice President
Director Library &
Information Center,
University of Patras



ANJA SMIT
LIBER Secretary-General
Director of DANS,
Dutch Centre of Expertise
and National Repository



**DR ALEXANDER
HSGALL**
LIBER Executive Director



JONATHAN WHITE
LIBER Treasurer
Director of Library and
Cultural Services and
University Librarian,
University of Essex



**CÉCILE SWIATEK
CASSAFIERES**
Library Director
University of Paris Nanterre



DÓRA KALYDY
Deputy Director General,
Library and Information
Centre, Hungarian Academy
of Sciences



ANNA CLEMENTS
Director of Library Services
& University Librarian, the
University of Sheffield



DR DAVID TRÉFÁS
Head of Modern
Collections, Basel University
Library



ALICIA FÁTIMA GÓMEZ
Library Director, IE
University



SARA LAMMENS
General Director,
Royal Library of Belgium



ANN-SOFIE AXELSSON
Head of the Department of
Communication and
Learning in Science & Library
Director, Chalmers
University of Technology



THOMAS KAARSTED
Deputy Library Director,
University Library of
Southern Denmark



DR ADAM SOFRONIJEVIC
Deputy Director University
Library "Svetozar Marković",
University of Belgrade

Executive Board Elections 2025

- New EB members: Jonathan White, Ann-Sofie Axelsson, Alicia Fatima Gomez, David Trefas
- Re-appointed EB members: Anja Smit

Office Staff

As of May 2026

- **Alexander Hasgall**, Executive Director
- **Helen Ezeokoli**, Administrative Coordinator
- **Anxhela Dani**, Events & Partnerships Coordinator
- **Henna Kanerva**, Communications & Marketing Coordinator

The role of the Executive Director was assumed by Alexander Hasgall in March 2026, following Martine Pronk who served in the position until the end of February 2026. We thank Martine for the years of leading the Office, and welcome Alexander to LIBER!

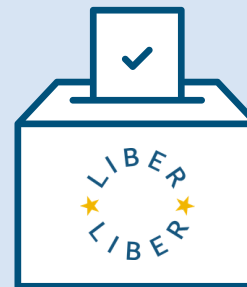
MEMBERS

Welcome New LIBER Members

We extend a warm welcome to all our new members who have joined us this period. We look forward to working with you in the coming years.

- [University of Split Library](#), Croatia
- [National Hellenic Research Foundation – Libraries](#), Greece
- [Slovenian Library Association](#), Ljubljana, Slovenia
- [National Institute of Sport, Expertise and Performance, Sports \(INSEP\) Library](#), France
- [SWU ‘Neofit Rilski’, University Library](#), Bulgaria
- [CERN Scientific Information Service](#), Switzerland
- [Library and Archives, Graz University of Technology](#), Austria
- [Sumy State University Library](#), Ukraine
- [Library of the University of Seville](#), Spain
- [The Central Statistical Library of Poland](#), Poland
- [University Library for Language and Civilization Studies](#), France
- [University Library OsloMet](#), Norway

Call for Nominations 2026



In July 2026 three board members, Julien Roche, Cécile Swiatek Cassafieres, and Adam Sofronijević will step down from the LIBER Executive Board after serving their full terms. In December 2025, LIBER launched the Call for Nominations to seek new candidates to serve on its Executive Board.



Advocacy & Community Engagement

ADVOCACY & COMMUNITY ENGAGEMENT

Reports & Responses

- [Open Access Week 2025: Who Owns Our Knowledge? – Update from the LIBER Open Access Working Group](#)
- [Unlocking Libraries' Potential: Monitoring Open Science through Initiatives, Methods, and Tools](#)
- [Measuring the impact of OER – Update from the Educational Resources Working Group](#)
- [Call for Evidence European Research Area \(ERA\) Act](#)
- [Call for Evidence European Innovation Act](#)
- [Printed Materials Excluded from EUDR](#)
- [Public Consultation on the European Research Area \(ERA\) Act](#)
- [Contribution for: EARE's Position on the Digital Simplification Omnibus Package](#)
- [Join Statement on Open Science: Open Science as a pillar for strengthening the European Research Area](#)

Community Calls

- [LIBER Libraries Call for Action: Public Consultation European Research Area \(ERA\) Act](#)
- [LIBER Cascading Grants 2026: Improving Open Access Practices in European Research Libraries](#)

Engagements

- LIBER (M. Pronk) attended the [EOSC United project kick-off meeting](#) at Masaryk University in Brno, Czech Republic.
- LIBER (A. Fenlon, [Copyright & Legal Matters Working Group](#)) joined the [EARE panel "Navigating data and copyright legislation in the age of AI" in Brussels.](#)
- LIBER (Cécile Swiatek Cassafieres) presented at the [Cfibd webinar, highlighting our work and opportunities available for the French research library community.](#)
- LIBER (A. Hasgall) attended BiblioCon 2026 conference, speaking at the panel ["International perspectives and strategies of libraries for free access to knowledge, transparency, and democracy."](#)



EARE Panel on Wednesday 1 October 2025 in Brussels, Belgium. Photo credit: EARE

ADVOCACY & COMMUNITY ENGAGEMENT

Equity

To foster a more equitable library network, we embed scholarship and funding opportunities into several of our activities. These help cover programme and event fees as well as other associated costs – making it more accessible for members of our community to join our in-person meetings, events, and activities.

- The Leadership Programmes Working Group awarded two scholarships to participants in the 5th Journées Cohort.
- Through our [Conference Fund](#), we provide ten bursaries for delegates attending the LIBER Annual Conference 2026 in Trondheim. These bursaries support participants from Membership Tiers B and C by covering costs associated with conference attendance.
- Through the [Cascading Grants 2026 initiative](#), LIBER provides support to libraries to map, develop, and share open science workflows and best practices.

LIBER INSIDERS

- [52 - June 2025](#)
- [53 - July 2025](#)
- [54 - August 2025](#)
- [55 - September 2025](#)
- [56 - October 2025](#)
- [57 - November 2025](#)
- [58 - December 2025](#)
- [59 - January 2026](#)
- [60 - February 2026](#)
- [61 - March 2026](#)
- [62 April 2026](#)
- [63 May 2026](#)

QUARTERLY MAILINGS

- [June 2025 Quarterly Mailing](#)
- [August 2025 Quarterly Mailing](#)
- [November 2025 Quarterly Mailing](#)
- [March 2026 Quarterly Mailing](#)



LIBER Quarterly



LIBER Quarterly (LQ) is a peer-reviewed, diamond Open Access journal of LIBER, covering all aspects of modern research librarianship and information delivery. This is done through the publication of articles, review papers, case studies, practice papers, and other formats. Published under a continuous publication model, articles appear online in final PDF and HTML forms as soon as they are ready and are allocated to the corresponding annual volume; papers published in 2025 form part of Volume 35. This included six practice papers on topics ranging from library wayfinding, automatic subject cataloguing, and research data management training and education. We were also pleased to publish articles on topics such as Open Access books, data management policies, and national repository infrastructure.

Most Downloaded Papers

The most downloaded papers in 2025 were *Understanding Artificial Intelligence in Research Libraries – Extensive Literature Review* (Gasparini et al.), *Automatic Subject Cataloguing at the German National Library* (Poley et al.), and *Theoretical Backbone of Library and Information Science: A Quest* (Roy et al.).

LIBER Quarterly recorded 89,339 visitors to the journal index page in 2025, representing a monthly average of 7,445 visitors. Abstract views totalled 98,930, with a monthly average of 8,244.

Title	Type	Date Published	Abstract Views	File Views	Total
Gasparini et al. Understanding Artificial Intelligence in Research Libraries – Extensive Literature Review	Review Paper	2022	2207	2168	4375
Poley et al. Automatic Subject Cataloguing at the German National Library	Practice Paper	2025	2379	1333	3712
Roy et al. Theoretical Backbone of Library and Information Science: A Quest	Article	2023	1166	1242	2408
Vlaeminck Dawning of a new age? Economics journals' data policies on the test bench	Article	2021	220	2004	2224
Karvovskaya et al. The Data Horror Escape Room game as a successful tool for RDM education and engagement	Practice Paper	2025	1342	836	2178



Summary Statistics

Metric	Total in 2025	Monthly average
Visitors to the journal index page	89,339	7,445
Views of Abstracts	98,930	8,244

Updates on Different Working Group Activities

The development of Generative AI applications and their incorporation into many aspects of professional and research practices have had implications for the editorial processes of LIBER Quarterly. The AI Working Group met on multiple occasions in 2025 to develop an AI policy for Authors and another AI policy for Reviewers. A draft policy was developed in July 2025 and published after consultation with LIBER's Conference Programming Committee as well as members of the LIBER AI Taskforce. The policy can be found here: [Research Integrity | LIBER Quarterly: The Journal of the Association of European Research Libraries](#)

Current Editions:

- Vol 35 (2025) - [LIBER Quarterly: The Journal of the Association of European Research Libraries](#)
- Vol 36 (2026) - [LIBER Quarterly: The Journal of the Association of European Research Libraries](#)

EDITORIAL BOARD

as of May 2026

- Heli Kautonen (Chair) - University of Turku
- Tiernan O'Sullivan (Managing Editor) - Tilburg University
- Ann-Sofie Axelsson (Liaison) - Chalmers University of Technology
- Aurelie Terrier (Copyeditor) - BCU Lausanne
- Julian Warner - Queen's University Belfast
- Najmeh Shaghaei - University of Southern Denmark
- Caleb Derven - University of Limerick
- Samrit Mainali - Universite Paris-Saclay
- Leticia Antunes Nogueira - NTNU
- Justine Rush - University of Kent
- Christine Okret Manville - Universite Paris Dauphine
- Cristobal Urbano - Universitat de Barcelona
- Leonidas Papachristopoulos - Hellenic Open University

This year, Leonidas Papachristopoulos is welcomed as an Expert Advisor to the LIBER Quarterly Editorial Board.

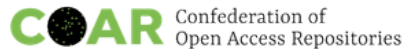


Collaborations & International Projects

COLLABORATIONS, INTERNATIONAL PROJECTS

Collaborations

LIBER regularly collaborates with key research and Open Science stakeholders from Europe and beyond. Last year, we participated in some interesting collaborative events and actions with the following organisations and have continued working closely with our esteemed partners.



International Projects

In the past year, LIBER has participated in several international projects, of which two successfully reached their conclusion: DIAMAS (Developing Institutional Open Access Publishing Models to Advance Scholarly Communication) and LibrarIN (Value Co-Creation and Social Innovation for a New Generation of European Libraries).

Following the extension of the Knowledge Rights 21 Project, LIBER continues to engage its member network in activities to build capacity in reforming access to research and education. With support from the project, the LIBER Cascading Grants 2026 initiative was launched in January 2026.

LIBER is also part of the consortium for the EOSC United Project, with the goal to raise awareness of the EOSC Federation among research libraries. Additionally, LIBER serves as an affiliated partner in the ECHOES Project (European Cloud for Heritage OpEn Science), contributing to the dissemination of its developments.

IARLA

LIBER remains active in matters affecting libraries and library organisations globally. In the International Alliance of Research Libraries Association (IARLA), we collaborate with the Association of Research Libraries (ARL), the Canadian Association of Research Libraries (CARL), Council of Australian University Librarians (CAUL) and Research Libraries UK (RLUK).



LIBER Strategy in Action

FOREWORD STRATEGY IN ACTION

LIBER is guided through the many challenges and complexities of our time and our profession by its Strategy and its strong commitment to advancing research libraries towards operating at the highest level and having a meaningful impact on their communities.

As the following pages demonstrate, the work carried out under our current Strategy is multilayered and multidimensional. The interests of our community are diverse, and the expertise of our members is remarkable. Once again, we extend our sincere gratitude to all LIBER members who participate in our Working Groups and contribute to the continuous improvement in research library conditions across Europe. Notably, four out of five participants in the Annual Conference Strategy Session indicated that they have implemented knowledge gained through LIBER into their own libraries, and our strategic outputs are regarded as highly actionable.

While the evidence we have for the current Strategy is encouraging, we are laying foundations for the new one. In July 2025, the LIBER Executive Board

established a Taskforce to lead the development of a new Strategy. As in previous cycles, the process is participatory and designed to actively engage the LIBER network and its partners. Throughout 2026, several opportunities will be offered for members and colleagues to share their views and help shape a Strategy that reflects the expectations and ambitions of our community.

Our invitation to engagement remains open: every opinion is welcomed, valued, and thoughtfully considered. We are LIBER, a manifestation of the European spirit of collaboration and collective growth. We want our future endeavors to support high-level research in Europe to include the visions, voices, and actions of our members.

GIANNIS TSAKONAS
Vice-President | LIBER Europe

RESEARCH LIBRARIES AS ENGAGED AND TRUSTED HUBS



Steering Committee Chair: Anna Clements

Citizen Science

The Citizen Science (CS) Working Group (WG) has continued its work across the three strategic directions (SD1: Developing the Working Group SD2: Developing the field of Citizen Science in research libraries SD3: Encouraging the involvement of research libraries as integral to Citizen Science), including numerous workshops, webinars and publications. A particular focus in 2026 has been reviewing how CS activities within European research libraries have evolved since the survey carried out by CeOS project and published in 2023: Thomas Kaarsted et al. (2023) [How European Research Libraries Can Support Citizen-Enhanced Open Science](#). Open Information Science, 7(1), Article 20220146. The results are expected to be presented at the LIBER conference in Trondheim in July 2026.

Interest from international colleagues from the Association of Research Libraries (ARL) in the US led to an online presentation and workshop from members of the CS Working Group in September 2025, highlighting the [training and guides available from LIBER](#) as well as the growing interest from libraries beyond Europe.

The second [CS Master Class](#) took place at the University of Vienna, 8-9 April 2026, with 18 attendees from 8 countries. The learning outcomes were to kickstart citizen science in research libraries. The participants were inspired by the experiences of

librarian colleagues from diverse backgrounds, as well as seeing the reasons and benefits for libraries. The next 'Developing Citizen Science Masterclass' will be held in Spain, IE University in March 2027.

Finally, it is with great sadness that members of the Working Group learnt of the death of [Paul Ayris](#), a keen CS advocate and co-founder of the Working Group, as well as a long-time supporter of LIBER including service as President 2010-2014 and a wonderful colleague and friend.

Copyright & Legal Matters

Following the publication of the LIBER Action Plan [LIBER Action Plan on Improving Access and Reuse of Research Results - LIBER Europe](#) the WG supported the "Cascading Grants" call for projects to libraries implementing one or more of the action points identified in the roadmap have been provided by KR21.

The group continues to represent the views of research libraries at the European level contributing to calls for evidence, consultations and responses. Co-Chair Alex Fenlon participated in an [EARE event](#) on navigating data and copyright legislation in the age of AI, Brussels in October 2025, convened by EARE featuring panellists from the European Commission.

The WG is also involved in the [AI Taskforce](#)

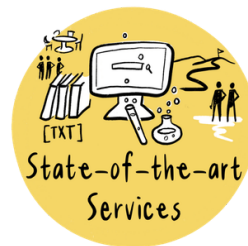
coordinating activity with colleagues across the LIBER network.

LIBER Architecture Group (LAG)

The biennial LIBER Architecture Group seminar was held in Dublin from 6-8 May 2026, hosted by TU Dublin at their historic Grangegorman campus where we were treated to a preview tour of the wonderful new Academic Hub and Library. This was the largest seminar so far in the series, bringing together over 180 librarians, architects and project leaders from across Europe and beyond to explore how library design and development transforms research learning and community engagement.

A call for proposals received a record number of submissions reflecting the wide interest in the work of the LAG. The final programme delivered keynotes on the importance of UX in the design and development of libraries from Andy Priestner, a personal reflection on designing and transforming libraries from leading architect, Francine Houben, and visits to several libraries across Dublin and beyond. This was alongside over 20 presentations and lightning talks ranging from the refurbishment of large university libraries (e.g. Cambridge and Vienna) to projects including the transformation of a swimming pool to a public library (Chomotov, Czech Republic), an ambitious project to build a joint public/academic library (Besancon, France), as well as several examples of projects transforming library spaces with more limited budgets.

STATE-OF-THE-ART SERVICES



Steering Committee Chair: David Tréfás

The Strategy quotes: “By 2027, research libraries will provide forward-looking, state-of-the-art services for collections, publishing, and curation of information and (meta-)data. These services will be relevant to and tailored for user groups inside and outside academia.” Currently, three Working Groups are engaging in this strategic goal:

1. LIBER Data Science in Libraries Working Group
2. LIBER FIM4L Working Group
3. LIBER Research Data Management (RDM) Working Group

All Working Groups are helping with the orientation and evaluation of potential new technologies for library services and library users. Not yet addressed is the aim of revaluating and reconnecting collections.

LIBER Data Science in Libraries Working Group

While this Working Group hasn't submitted a proposal for the LIBER 2026 Conference, some members will be participating in other, different proposals. The Working Group is currently planning new outputs for upcoming events after the Conference in Trondheim. Last year, work focused on developing a landscape study on 'Data Science in Academic Libraries' which is based on the results of a comprehensive survey conducted across several institutions to track the

adoption of data science and related fields in libraries. During the LIBER Annual Conference 2025 in Lausanne, the workshop 'Uniting Networks: LIBER and RDA Europe Advancing Research Together' was held which covered topics such as current data management tools and practices, as well as skills development within libraries.

LIBER FIM4L Working Group

At the LIBER 2025 Conference in Lausanne, FIM4L presented a poster named 'Open Access Management in the Open Science Infrastructure'. Further work was invested in an infographic template for access to e-resources. In their 2-weekly meetings, they discussed current developments such as wallets and verifiable credentials.

LIBER Research Data Management Working Group

The workshop titled 'The Role of Libraries in Research Assessment for FAIR Data and Open Research' was held in July during the LIBER Summer Conference in Lausanne. It was a major highlight for the RDM Working Group, featuring more than 30 participants and several group leaders who facilitated interactive discussions. This workshop explored research assessment for FAIR data and, more broadly, open research with its challenges, particularly focusing on

the role of libraries.

The Working Group further held a 'Research Software Management' webinar on October 9, 2025. This webinar focused on software management plans and FAIR software. A recording of the session was published on the LIBER YouTube channel. Finally, in November and December 2025, the Working Group prepared a workshop proposal for the LIBER 2026 Conference titled 'FAIR and Secure: Data Management under EU Sovereignty and Security Rules'. This workshop will focus on the intersection between FAIR data and knowledge security. This proposal has been accepted, and the Working Group is now concentrating on preparing this workshop during the following months.

ADVANCING OPEN SCIENCE



Steering Committee Chair: Thomas Kaarsted

Open Access Working Group

The Open Access Working Group provides libraries with practical guidance for implementing Open Access to research publications. This includes aspects such as Transformative Agreements, Diamond Open Access, Open Access Infrastructures (including repositories), and Open Science Monitoring. The Working Group operates under the Steering Committee for [Advancing Open Science](#) and plays an important role in implementing the [LIBER 2023-2027 Strategy](#).

The Working Group currently consists of 16 members from 11 countries, who meet online every 6-8 weeks. Members represent LIBER in the following networks:

- SPARC Europe - Bernhard Schubert (Vienna University Library)
- SCOSS - Olaf Siegert (ZBW – Leibniz Information Centre for Economics, Hamburg)
- Think.Check.Submit - Sofie Wennström (Stockholm University Library)

Several members are also active in other major international and national networks (e.g. OA2020, OASPA, COAR or EDCH).

In the reporting period, the Working Group organised a workshop focusing on Open Science Monitoring at the LIBER Conference 2025 in Lausanne. To ensure members benefit fully from their engagement, the group regularly hosts webinars and facilitates other

knowledge-sharing activities. Recent webinars covered topics such as cost allocation for transformative agreements (with OA2020) and open research information (with EARMA). The group also published an article for the [Open Access Week 2025 covering the topic “Who owns the knowledge”](#). Furthermore, one member of the Working Group was invited to represent LIBER at the EARMA workshop on the topic, “Open Science in FP10”.

Educational Resources Working Group

The Educational Resources Working Group has 21 members from 14 different countries and is co-chaired by Suzanne Tatham (University of Southampton) and Nataša Dakić (University Library "Svetozar Markovic"). The Working Group has been focusing on Open Educational Resources (OER) in recognition of their increasing importance of offering equitable access to quality learning resources. The group has four strategic areas of work:

- Improving the discovery of Open textbooks.
- Measuring the impact of OER.
- Using AI to enhance OER.
- Sharing and promoting the re-use of OER.

Last year, the Working Group published '[Call to Action for Libraries: Improve the Discoverability of Open Textbooks. A Step-by-Step Guide](#)'. This guide provides practical steps that help libraries improve the discoverability of Open textbooks. It also highlights the importance of making Open textbooks

discoverable within library collections, alongside advocacy to the academic community and driving institutional change.

The Working Group has been working with [Thoth](#) on a project to establish a joint Open catalogue for Open textbooks. We envisage that this will take the form of a repository which will enable users to search for Open textbooks, linking to the full text, and potentially offer a hosting option for institutions without such infrastructure in place.

We have also been exploring ways to collate usage data and metrics to help with OER advocacy by developing a reproducible, data-informed approach. We have developed a methodology for Ex Libris and OCLC customers, with testing underway, to identify the proportion of Open Access eBooks in their collections in relation to their reading lists.

The group has also been exploring the use of AI with OER including the role of Chatbots, how AI can help with translation, and how our community has engaged with new initiatives such as Sylla, to improve the discovery and use of OER.

UPSKILLING THE LIBRARY WORKFORCE



Steering Committee Chair: Dóra Kalydy

The 'Upskilling the Library Workforce Steering Committee' plays a prominent role in the LIBER 2023–2027 Strategy, as the strategic directions set by LIBER are grounded in the continuous professional development of librarians.

The Leadership Programmes Working Group

The LP Working Group has gained increasing recognition through its training courses offered at various professional levels. In 2025, the first training programme specifically designed for middle managers was organised. In Autumn 2025, participant feedback was evaluated which found that the exchange of experiences and reflection on management practices were particularly valued. The training also supported participants in maintaining structure, confidence, and clarity during complex periods.

The Emerging Leaders Programme launched Cohort 7 in July 2025. Led by two trainers, Niamh Tumelty (London School of Economics) and Tamara Szabó, this programme is running until the LIBER Annual Conference 2026 and consists of a series of webinars.

The fifth edition of LIBER's Journées Leadership Programme, designed exclusively for library directors, will take place from 27–29 May 2026 at the Copenhagen University Library / Royal Danish Library.

Twenty-two participants from different LIBER member libraries applied for the programme; all met the eligibility criteria and were accepted. The speakers have confirmed their participation, and a highly engaging and inspiring Journées is anticipated.

The Digital Scholarship and Digital Cultural Heritage Working Group

The DSDCH Working Group launched the [Digital Scholarship & Data Science Topic Guides](#) in June 2025. Authored by LIBER professionals, these guides provide concise introductions to the application of digital scholarship and data science in contemporary library practice. Each guide includes the authors' personal recommendations for tutorials, communities of practice to support ongoing professional development and further reading. The Topic Guides are always expanding and continuously updated by members of the Working Group.

LIBER is very proud of the work carried out by its

Working Groups and fully supports the librarians who volunteer to undertake these often-demanding responsibilities.

“... the strategic directions set by LIBER are grounded in the continuous professional development of librarians.”

RIGHTS & VALUES TASKFORCE



Taskforce Chairs: Cécile Swiatek Cassafieres & Adam Sofronijević

LIBER's Rights & Values (R&V) Taskforce (June 2025–May 2026) structures its work around academic values, integrity and European solidarity.

In Autumn 2025, the LIBER Board approved an impact statement co-written by all Taskforce members presented by its co-leads, Cécile Swiatek Cassafieres and Adam Sofronijevic. The statement articulates the Taskforces purposes behind planned deliverables, guiding its work in a thoughtful, meaningful direction aimed at strengthening democracy and benefiting librarians, researchers and citizens.

The Taskforce made the choice to address integrity and transparency topics in 2025-2026 within a context of European solidarity. This work excludes direct involvement in student services, university administration, or political postures.

The focus lies on reinforcing research libraries as essential actors in safeguarding and advancing European academic values through their work with researchers, scientific communities, and data infrastructures, and in empowering libraries themselves to act in accordance with these values.

Action Plan

The R&V Taskforce brings experts from six European countries together ensuring broad representation and inclusive perspectives throughout its work.

Four main workstreams have been developed, leading to tangible outputs:

- **Glossary:** shared definitions enabling responsible action.
- **Reference Corpus:** key texts supporting advocacy and comparison across contexts.
- **Practices Overview:** questionnaire, interviews and examples of successes and challenges drawn from LIBER members' library directors, aimed at library leadership, with intention to define the concepts and document situations which these values were challenged or upheld.
- **Prospective/Strategic Foresight:** questionnaire and interviews with LIBER members' library directors on the impact of political, social and technological shifts, on democratic norms, rising polarisation, trust, and the ambivalent effects of Alon integrity and transparency.

Focus on the questionnaire: the Taskforce also sought input from library directors in additional countries, thereby extending the geographical scope of its reflections.

Expected Impacts for Researchers and the Society

The text endorsed by the LIBER Board in Autumn 2025 states: *Research libraries are not just enablers of research - they can be actors themselves, committed to*

upholding academic values, including integrity and transparency. LIBER empowers libraries to take meaningful action to:

- *Advocate for integrity and transparency into research policies and practices;*
- *Reinforce public trust on academic and research libraries;*
- *Increase solidarity across borders through collaboration and aligned principles;*
- *Contribute to European conversations on academic values.*

Beyond the benefit for the library community, the expected impacts on the academia and society are:

- For researchers: A more reliable and transparent research environment based on documented, reproducible and interoperable practices, and stronger cross-border links between libraries and research communities.
- For society: A strengthened public trust in knowledge institutions through transparency and a coherent European narrative; contribution to countering disinformation and reinforcing democratic resilience.

Strategic Value for LIBER 2028–2032

The findings will inform recommendations on possible alignment with partner networks/associations, and preparation for AI-related and geopolitical challenges, reinforcing libraries' role as trusted actors within the European research ecosystem.

ARTIFICIAL INTELLIGENCE TASKFORCE

Taskforce Chair: Sara Kjellberg

LIBER Artificial Intelligence Taskforce formally launched at the LIBER Conference in Lausanne in July 2025 and has since focused on coordinating and connecting AI-related projects across LIBER Working Groups. The AI Taskforce has taken steps toward positioning Artificial Intelligence as a strategic priority within the LIBER community. As AI rapidly reshapes research and educational practices, scholarly communication, and digital infrastructures, libraries face both opportunities and responsibilities. An important starting point for the Taskforce is to ensure that AI development is aligned with research values such as openness, transparency, equity, and academic freedom.

A key assignment has been the establishment of a 2025-2027 workplan for the AI Taskforce in delivering its mandate. This includes developing a thematic workplan that supports LIBER Working Groups and ensures that AI initiatives do not evolve in silos but instead contribute to LIBER's overall strategic coherence.

In parallel, the Taskforce has strengthened LIBER's engagement in European arenas. Participation in the European Alliance for Research Excellence (EARE) has

enabled LIBER to contribute a research library perspective to policy discussions on AI, copyright, and data governance. Collaborations have also been initiated with key organisations such as CENL, CONUL and AI4LAM through different meetings. These have included highlighting the importance of text and data mining exceptions for research in European policy processes.

To support sustained dialogue and knowledge-sharing within the LIBER community, the Taskforce organised a new webinar series during Spring 2026 known as LIBER AI Pulse. Held on the last Friday of each month, these 30-minute sessions provided updates on current AI topics relevant to research libraries. The series opened with an introductory session hosted by the AI Taskforce, and subsequent sessions were hosted by LIBER Working Groups making sure there is broad, practice-oriented coverage of AI-related issues while increasing visibility of ongoing work across the LIBER community.

Overall, the year can be characterised through groundwork and coordination. The AI Taskforce has been building partnerships, identifying priorities, and establishing structures that enable LIBER to take a proactive and credible role in shaping responsible approaches towards AI in research libraries. This work provides a foundation for LIBER's long-term AI agenda and will contribute to the development of the next LIBER strategy.

“The AI Taskforce has taken steps toward positioning Artificial Intelligence as a strategic priority within the LIBER community.”



Events

ANNUAL CONFERENCE 2025 IN LAUSANNE

The LIBER Annual Conference 2025 was hosted by BCU Lausanne (Bibliothèque cantonale et universitaire) in Lausanne, Switzerland. The sold-out conference gathered nearly 500 library professionals from Europe and beyond for three days of learning, networking, and knowledge-exchange.

We thank all our participants, the co-operation between BCU Lausanne and LIBER, our volunteers, sponsors, and all who made the 54th edition a success.

LIBER 2025 in a Nutshell

239 Abstract Submissions

480 Attendees

- 39 Countries Represented

3 Keynote Speakers

45 Standard Presentations

27 Poster Presentations

10 Workshops

3 Innovation Award Winners

1 Panel Discussion

1 Sponsor Update

14 Local Event Volunteers

3,400+ Conference Presentation Downloads on [Zenodo](#)





LIBER LIBER

**LIBER 2025
LAUSANNE
2-4 JULY**

**OPENING CEREMONY
JULY 2nd 2025**

"BOOKS ARE AGENTS OF FREEDOM"

Books should be read
discussed
stay alive! —

A.I.
Geopolitical
instability
Attacks
press freedom

Fake
news
Attacks
science

"Essential
role for
libraries!"

LIBER
LIBRE
LIBERTY!

LIBER 2025:
45 PRESENTATIONS
27 POSTERS
1 PANEL
10 WORKSHOPS
3 KEYNOTES

THINKSKETCH.COM

Next Annual Conference



The 55th LIBER Annual Conference will take place from the 1-3 July 2026 at the Norwegian University of Science and Technology (NTNU) Library in Norway.

This year's conference programme is informed by the theme "The Power of Libraries in an Uncertain World."

We look forward to welcoming you to Trondheim!

ARCHITECTURE SEMINAR IN DUBLIN

Every two years, LIBER Architecture Working Group organises a conference to exchange knowledge and experience between librarians and architects across Europe, aiming to raise awareness of emerging projects and trends. In 2026, the seminar was hosted with Technological University Dublin in Ireland with the theme “Invest - Involve - Inspire: Shaping the next generation of Library Buildings”.

We thank all our participants, the co-operation between TU Dublin Library Services, LAG Committee, and LIBER Office, sponsors, and all who made the 22nd Architecture Seminar a successful and memorable event. For more information about LAG from LIBER’s strategic perspective, see page 21.

LIBER LAG 2026 in a Nutshell

- 39 Abstract Submissions
- 180+ Attendees
- 2 Keynote Speakers
- 10 Standard Presentations
- 10 Lightning Talks
- 10 Workshops
- 7 Library Tours



Photo credit: Hu O'Reilly - Glasseye



Financial Statements

LIBER ANNUAL ACCOUNTS 2025

2025 was a year of change for LIBER which saw the Executive Director and Board working to resolve a budget deficit situation that threatened the future of LIBER. In 2024, the year-end result was a loss of €282.033 from previous concluding projects (see 2024 Annual Report for more details). This situation forced decisive action to be taken to reduce costs. For example, the LIBER Office team was re-sized to reflect a move away from projects. In 2025, further measures were taken by the Board to reduce in-year non-staffing costs, and offset losses suffered from debtors.

We have also undertaken a new approach to corporate sponsorship as attracting sponsors is key to the future financial viability of LIBER. The previous LIBER sponsorship rates were small compared to those charged by other similar organisations. Therefore, new and increased sponsorship rates have been agreed by the Executive Board. The first sponsor who engaged with these new tiers – Frontiers – responded positively.

The financial health of LIBER has now significantly improved, and we are considered a going concern by our Auditor. In December 2024, LIBER was projected to make a loss of €206.078 at the end of the 2025 budget year. However, through the proactive work of the Executive Director and Board, the final loss was reduced to €92.575. This was due to the in-year actions taken and, results from the Annual Conference 2025 and LIBER Training Programmes surpassed expectations. For 2026, we are projecting that we will be out of the loss-making position and return to a surplus position of €35.000. This will also help us rebuild our reserves back towards €300.000, a goal the Executive Board has set as LIBER continues its efforts to restore equity to that level.

JONATHAN WHITE
Treasurer | LIBER Executive Board

	2025	2024
Income		
Regular Income		
LIBER Participants	479.923	468.182
Events	17.200	33.850
Annual Conference	60.125	24.643
Corporate Sponsorship	14.000	12.000
Total regular income	571.248	538.675

*Overview of project income and total income available on page 33
Overview of expenses services, expenditure, and net result available on page 34*

	2025	2024
Project funding (Income)		
DIAMAS	86.904	76.694
LibrarIN	92.379	80.570
Knowledge Rights 21 (KR21) National/EU	21.041	10.459
KR21	15.844	6.372
PALOMERA	6.744	31.783
MES-CoBraD	-2.693	57.507
CeOS_SE	125.900	91.199
KR21 Phase 2 2025-2029	79	-
EOSC-United	3.644	-
reCreating Europe	-	-228

Project funding (Income) - continued	2025	2024
INOS loss	-	-7.178
ELE loss	-	-3.698
DIAMAS addition to project provision	-	-36.715
CEOS_SE addition to project funding	-	-60.273
PALOMERA addition to project provision	-	-6.744
Open Research Europe	-	42.111
Total Project Funding (Income)	349.842	281.859
Total Income	921.090	820.534

	2025	2024	Expenditure (continued)	2025	2024	Results	2025	2024
Expenses Services			Pension premiums	75.603	78.650	Operating result	-92.724	-283.689
Events	10.766	33.471	Depreciation tangible fixed assets	2.710	3.399	Financial income and expense	149	1.656
Annual Conference	27.098	30.009	Other staff expenses	13.192	33.233	Net result	-92.575	-282.033
LIBER Quarterly	3.497	6.239	Housing expenses	7.981	8.670			
Project Expenses	298.666	367.909	Selling expenses	32.973	25.454			
Total Expenses Services	340.027	437.628	Office Expenses	15.047	19.318			
			General Expenses	75.764	71.531			
Gross Profit (Total Income - Total Expenses Services)	581.063	382.906	Internal Projects	1.452	10.299			
Expenditure			Overhead charged to projects	-30.491	-55.473			
Salaries	403.088	369.313	Total Operating expenses	673.787	666.595			
Social security charges	76.468	102.201						

FIND OUR RESOURCES AND GET INVOLVED

- Webinars, workshops and other recordings on the [LIBER YouTube channel](#)
- Publications, presentations and posters on the [LIBER community on Zenodo](#)
- [Bluesky](#), [LinkedIn](#), [Facebook](#), [Instagram](#), [LIBER website](#)
- Contact the [LIBER Office](#)

This report was written, compiled, and designed by **Henna Kanerva** | LIBER Europe

Edited by **Alice Mann** | University of Essex Library and Cultural Services

Contributing photographers

Laurent Dubois | BCU Lausanne (Cover)

Noemi Renevey and **Bruno Boehm** | Lyketil

Hu O'Reilly | Glasseye (LAG 2026)

Illustrations p.2 & 29

Elco van Staveren | Denkschets



LIBER Europe
c/o Koninklijke Bibliotheek
National Library of the Netherlands
PO Box 90407
2509 LK The Hague
The Netherlands
Tel: +31 70 314 07 67

