



POLICY PLAN 2026





Who we are

LIBER (Ligue des Bibliothèques Européennes de Recherche – Association of European Research Libraries) is the voice of Europe's research library community.

Around 420 national, university, and special libraries in more than 40 countries are part of LIBER. Our wider network in the research and open science field includes goal-oriented partnerships with organisations in Europe and beyond.

As an association, we value Collaboration and Inclusivity. We have six main objectives:

- 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

Mission and Values

LIBER's Mission is to enable world-class research and our Values are Collaboration and Inclusivity.

Our Mission

We aim to:

- 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 which 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

Strategy 2023-2027

LIBER's strategy for the period 2023-2027 focuses on leading developments to get ahead of radical changes happening in the research landscape. We have identified top driving factors that will affect research libraries and LIBER and formulated strategic undertakings to maintain our strong position in enabling world-class research. The LIBER strategy consists of five components:

RESEARCH LIBRARIES AS ENGAGED AND TRUSTED HUBS

By 2027, research libraries will be engaged and trusted hubs of their user communities, collaborating with each other and with local, national, and international stakeholders in their role as change agents and facilitators, and taking up task in public engagement in research.

STATE-OF-THE-ART SERVICES

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.

ADVANCING OPEN SCIENCE

By 2027, in collaboration with researchers, research libraries stimulate, facilitate, co-develop and manage infrastructures and practices designed to take Open Science to the next level.

UPSKILLING THE LIBRARY WORKFORCE

By 2027, the staff of research libraries have the necessary knowledge, confidence and skills to take on the organisational and technological changes enabling the new roles and tasks of research libraries.

UPHOLDING RIGHTS & VALUES

By 2027, research libraries embody and uphold values of integrity, diversity, and inclusion inside and outside the research community.

The LIBER strategy 2023-2027 can be downloaded from: <https://libereurope.eu/strategy/>

What we do

Permanent Advocacy

LIBER has earned a reputation for effective advocacy. We have achieved meaningful improvements to EU copyright law and developed relationships with key decision-makers. Our goal is to ensure that the priorities of research libraries rank highly on the agendas of universities and the European Union.

Learning & Knowledge Exchange

We bring together an active LIBER community to learn, collaborate, and share expertise through our Working Groups, Task Forces, and consultations. Participants also help develop valuable resources, including reports, and case studies. For example, the [DS Topic Guides](#) were launched in 2025, helping library professionals to advance their skills in digital scholarship and data science.

Frequent Webinars

We run frequent webinars, organised with or by our Working Groups and community members, with engaging speakers to deepen the understanding of a range of topics and learn about the relevant best practices and resources.

LIBER Events

In addition to the many webinars and training sessions we provide, LIBER runs three key events for our research library community underlined below:

- *LIBER Annual Conference*

The LIBER [Annual Conference](#) is a highlight for those working at research libraries across Europe. Every year, 400-500 library professionals and stakeholders spend 3 days networking, collaborating, and learning from each other. Through our keynote speakers and interactive workshops, delegates have an opportunity to



identify the most pressing needs for research libraries and to share information and ideas for addressing those needs. In 2026, LIBER will celebrate its 55th Annual Conference on 1 – 3 July, hosted by NTNU University Library in Trondheim, Norway. LIBER Participants receive a discounted rate when registering.

- *Winter Event*

Each year we bring the active LIBER community, including our Working Groups, together for the [Winter Event](#) – two days of discussion, workshops, networking, and opportunities to learn and network beyond our Annual Conference. In 2026, the LIBER Winter Event will be hosted on 19 – 20 November by the National and University Library in Zagreb, Croatia.

- *Architecture Seminar*

You can advance your knowledge of library building projects and trends at the biennial [LIBER Architecture Seminar](#) hosted by the [LIBER Architecture Working Group \(LAG\)](#). In 2026, the LAG Seminar will be hosted by the Technological University Dublin from 6 – 8 May, Dublin, Ireland.

Leadership Programmes

Many LIBER libraries have already benefited from our leadership programmes (hosted by the [LIBER Leadership Programmes Working Group](#)) for current and future directors. For many of our leadership development programmes, LIBER members are eligible to apply for scholarships and grants.

- *LIBER Journées*

The LIBER Journées is a tailored scientific programme designed for 20-25 Library Directors who are already in leadership positions in their institutions and who are looking ahead at delivering strategic change as libraries and institutions redefine themselves in an ever-changing information and social environment. In 2026, the [LIBER Journées](#) take place from 27 – 29 May at the Copenhagen University Library/Royal Danish Library, Copenhagen, Denmark.

- *Emerging Leaders Programme*

The [Emerging Leaders Programme](#) is a 12-month-long programme, aimed at the next generation of senior leaders at European research libraries. The Programme is featuring a combination of high-level seminars, training, and individual tutoring. Participants complete a year-long mentorship programme and participate in the alumni network. The current cohort of Emerging Leaders (Cohort 7) will have its second and final seminar prior to the LIBER Annual Conference, from 28 – 30 June 2026, hosted by NTNU University Library in Trondheim, Norway.

- *Middle Management Training*

Most recently, the Leadership Programmes portfolio grew with an additional [training for Middle Management](#), with its second cohort taking place in 2027. The application process will start mid-2026.

LIBER Quarterly

LIBER Quarterly is the peer reviewed, open access journal of LIBER. The journal seeks to cover all aspects of modern research librarianship and scientific information delivery. The



[LIBER Quarterly](#) peer review process is overseen by an Editorial Board, composed of volunteers from LIBER libraries.

Monthly and Quarterly Mailers

LIBER's monthly newsletter - [the Insider](#) - reaches over 4,500 individuals and includes a regular section summarising notable events and news for European research libraries. The [Quarterly Mailer](#) goes out to all of our LIBER Participants, containing official documents, updates on the activities of LIBER's Executive Board and Steering Committees, important news and upcoming events.

LIBER Organisation

Governance

LIBER is a foundation registered in the Netherlands. Our work is guided by library professionals from across Europe. They serve on our Executive Board, Committees, and Working Groups.

Participants

All LIBER Participants pay an annual fee, which gives them access to services and the right to vote on key issues or be nominated to serve on the [Executive Board](#). Voting takes place at the Meeting of Participants held annually at our Annual Conference.

Executive Board

The [Executive Board](#) is made up of senior library professionals. Board members take the lead in directing LIBER's [Strategy](#) and activities. They delegate responsibility for the delivery of the Strategy, and the day-to-day management of the organisation to the LIBER Office, through the Executive Director. In 2026, with 3 board members serving their maximum term, LIBER will open 3 vacancies for board membership.

Working Groups

Over 200 professionals from LIBER libraries volunteer on [our Working Groups](#). The groups address important areas of work for the research library community. All staff in LIBER libraries are welcome to get involved.

Task Forces

LIBER constantly evaluates their strategy and reflects on developments in the field. In 2025 LIBER set up several taskforces to focus on emerging and relevant topics that will continue in 2026. Task forces in addition to the existing governance model ensure LIBER staying agile and responding to the needs of our community.

Task Force Rights and Values

From July 2025 to July 2026 focuses on three strategic priorities for research libraries in Europe: European solidarity as a fundamental concern; a strong commitment to academic values; and a focus on content anchored in integrity and transparency.

Task Force Artificial Intelligence

The Task Force AI will run from July 2025 until December 2027 to investigate Artificial Intelligence activities across the research library field and strengthen its strategic approach to AI-related matters.



Task Force LIBER Strategy 2028 – 2032

The Task Force will guide the process to develop the new LIBER Strategy 2028 – 2032. Developing the strategy involves a comprehensive multi-year process that includes community engagement, working group activities, and iterative feedback from the LIBER community.

Accountability, Statutes & Regulations

LIBER reports on its results the [LIBER website](#), in [LIBER mailings](#) and at the Annual Meeting of Participants, held every year at [our Annual Conference](#).

Statutes, Rules & Regulations

The following links give access to the most important statutory documents.

- [LIBER Rules and Regulations](#) (PDF in English)
- [LIBER Foundation Statutes](#) (PDF in English) (PDF in Dutch [LIBER Foundation Statutes NL](#))

LIBER Board meetings

The minutes of the LIBER Board meeting are made available via the [Quarterly Mailings](#) and via the [LIBER website](#).

Meeting of Participants

The Meeting of Participants is the most important meeting of the year where official representatives of LIBER Participants come together for discussions about matters that concern the foundation and where participants can actively exercise their rights. The minutes and papers for the meeting are available through the [Quarterly Mailings](#) in May/June at least one month before the meeting, sent directly to our Participants, and available via the LIBER website. The Meeting of Participants is held during the Annual Conference in July and is open to everyone interested in organisational matters.

LIBER Office

Enabling world-class research is serious work and LIBER is composed of a variety of people dedicated to making it work. The LIBER Office is based in The Hague and is led by an Executive Director. Additional permanent positions in the office are an Administrative Officer, Communications Coordinator, and Events and Partnerships Coordinator. LIBER's temporary staff gives the organisation the flexibility to adapt to new developments and innovations.

LIBER finances

LIBER gets income from different revenue streams.

Contribution fees and donations

Inclusivity is a core value of LIBER. We aim to keep the annual fees affordable for Europe's research libraries wherever they are based. LIBER uses three fee tiers based on the [national GDP per capita](#) data, as published by the International Monetary Fund. This reflects the different economic realities in the different European countries LIBER institutions are located in. In 2026, this results in the annual fees for institutions, organisations and associations as stated on <https://libereurope.eu/join-liber/>.



Every year, LIBER runs the Supportive Membership Programme where Participants can choose – on a voluntary base – to donate a higher fee for a one-year period.

Sponsorship Programme

The LIBER [Sponsorship programme](#) is designed to build a mutually beneficial relationship for companies who wish to play an important and highly visible role in our work. Two categories of sponsorship are available, Gold and Silver. A sponsorship term lasts for 3 years.

Events and Leadership Programmes

LIBER's events and Leadership Programmes are organised on a non-profit basis, and their incomes cover the direct costs of the events and programmes. Agreements are made between LIBER and the host of the event in case of a positive result after final settlement.

Projects

As part of our work to connect and represent research libraries in Europe, we participate in strategic and innovative projects. Due to changing agendas in the European Funding Programmes, project income will be significantly reduced compared to previous years. All income coming from projects is spend on delivering the project results.

Management and expenditure on assets

The Executive Board decides how the income will be expended. The expenditure of the income needs to be contributed to execute the mission of the Foundation. LIBER spends all its income on delivering services and keeps a limited reserve for the sustainability of the organisation. Every year, LIBER publishes the Annual Report, which includes all activities and finances of the previous year. The latest Annual Report can be found at: [2024-2025 LIBER-Annual-Report.pdf](#)

The Foundation manages the financial administration in such a way that income and expenditure are transparently monitored. The Executive Board is charged with adopting the annual budget, a balance-sheet, a statement of the Foundation's income, and expenditure and a report on the Foundation's activities every year. The Executive Director reports at least 3 times per year to the Financial Committee, led by the Treasurer. The Treasurer reports to the Executive Board.

Every financial year – from 1 January until 31 December – the Annual Accounts are drafted and audited by an independent auditor. The findings – Annual Accounts and Auditors Report – are reported to the Executive Board. The Board adopts the Annual Accounts. The Annual Accounts and Auditor report are sent to the Participants for consideration prior to the Meeting of Participants via the [Quarterly Mailing](#) ahead of the LIBER Annual Conference.

More information can be found in the current Statutes: <https://libereurope.eu/wp-content/uploads/2023-Statutenwijziging-Stichting-LIBER-NL.pdf>.