

ANNUAL REPORT



2023

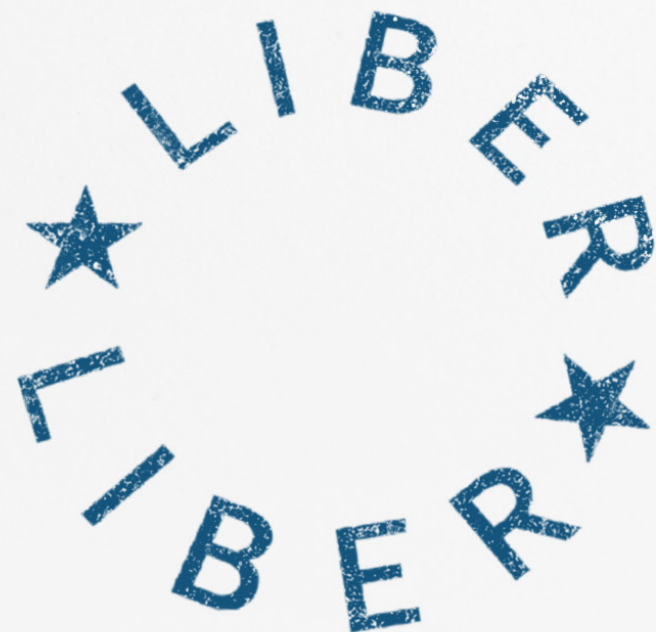
2024



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WELCOME

Dear colleagues, LIBER partners, friends and readers,

WELCOME TO OUR LIBER ANNUAL REPORT.

Last spring, our Executive Director, Astrid Verheusen, resigned to take another position as Managing Director and CIO at the Netherlands Institute for Art History (RKD). LIBER started a full recruitment process, and a new Executive Director, Martine Pronk, was appointed and started on 1 August 2023. This editorial gives me the opportunity to stress the increasing importance of the LIBER Office and, as head of the office, of the LIBER Executive Director.

The number of LIBER staff has increased a lot in the past 10 years, to support the development of our portfolio of activities. LIBER is involved in many European projects, taking part in the main evolutions of the Libraries and Information Science and Open Science landscape in Europe and across the world. LIBER has major partnerships with important stakeholders in Europe – Science Europe, Coalition S, EOSC and LERU, just to name a few. Our relationship with the EU Commission is vivid and successful, in a context where research libraries need a strong voice in Brussels. With LIBER, they find that voice.

LIBER has developed partnerships with other important stakeholders, with global players like UNESCO, regional players like LA Referencia in South America, and of course twin library associations like ARL, CARL, CAUL, RLUK and many others. Additionally, LIBER has a full portfolio of events: webinars happen frequently, the Annual Conference is a huge success every year attracting more than 400 attendees, the Winter Event is in its third year and is highly rated by participants, and LIBER has created relevant specific programmes, like the Emerging Leaders Seminar, the LIBER Journées, the Citizen Science Masterclass, the Architecture Seminar, and so on.

None of the above would be possible without the strong commitment of the LIBER Office. I'd therefore like to take the opportunity to thank them for all that they do, on behalf of the LIBER Executive Board, our Steering Committees and Working Groups and, more broadly, on behalf of the entire LIBER community.

For many years the milestone event for LIBER has been its Annual Conference, taking place every summer. After introducing the first Winter Event in Amsterdam in 2022, we organised a second one in Fiesole, Italy, last November. The event stands as a key initiative to engage with the LIBER community, and this challenge is an important one for us. LIBER has grown over the past years into a more complex organisation. When inventing and designing the LIBER Winter Event, the ambition was to offer an opportunity for our more active members to gather and work together to strengthen our internal network. Thanks to the 2023 Winter Event, we also tackled another important issue: engaging beyond the LIBER community. The day before the event the LIBER president, vice-president and several other board members attended a collocated meeting with a number of Italian librarians from Higher Education and Research Institutions, where the future of academic libraries in Italy and in Europe was discussed. Many of the Italian librarians were invited to attend and engage with the LIBER community during the Winter Event itself.

This was a fruitful initiative that we will repeat in Maribor, Slovenia, in November 2024, connecting LIBER members with non-LIBER members and bringing national issues to the European level, and European issues to national attention.

I now invite you to discover the full portfolio of our activities. Enjoy the reading.

Julien Roche
LIBER President



ABOUT THIS REPORT

We take this opportunity to share a summary of our activities from June 2023 to May 2024. The report includes updates on the wide range of LIBER activities: LIBER Working Groups, Steering Committees and Executive Board, the *LIBER Quarterly*, our portfolio of International Projects, and the LIBER Office. All LIBER activities are focused on achieving the aims of our 2023-2027 Strategy. This report will give a progress update as we enter the second year of the current strategic period.

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

EXECUTIVE BOARD REPORT

REFLECTIONS 2023–2024

Anja Smit, 28-03-2024

Executive Board Report

Annually, we report on the main events and achievements from the past reporting period, starting from the date of the previous LIBER Meeting of Participants (July 2023).

In 2023, some 431 organisations participated in LIBER, representing 40 countries. This shows that LIBER remains strong as the voice of research libraries in Europe!

New Executive Director for LIBER

We were very happy to welcome Martine Pronk as the new Executive Director of LIBER in 2023. After an interim period of three months, Martine started in August as the successor of Astrid Verheusen, who served LIBER in this role for six years. Martine brings a wealth of leadership and library experience to LIBER, including participation in the LIBER network.

Update of the LIBER Articles of Association

In 2021, the Dutch Management and Supervision of Legal Entities Act (WBTR) took effect. This law obliged LIBER to update some of their statutes' articles by notarial deed. These changes relate to the role of the board members of LIBER, and ensure and support 'good governance' by addressing situations in which conflict of interest would arise, or ensuring continuity of the governance if the board would not be able to conduct its tasks.

The Meeting of Participants voted in favour of these changes with (more than) the required two-thirds majority. The updated LIBER Articles of Associations were then confirmed by notarial deed and effective per 21 July 2023.

LIBER Events

The past year was full of LIBER events:

- The 52nd Annual Conference 2023 was held in Budapest, Hungary. Hosted by the Hungarian Academy of Sciences with a full house of participants that rated the conference an average of 8 out of 10, it was a huge success.
- The second Winter Event took place in November at the European University Institute in Florence, Italy. Under the theme *Come together! Enabling Collaboration and Inclusivity in Research Libraries*, many active LIBER Participants and project partners came together to share their expertise.
- The LIBER Architecture Group (LAG) organised the LAG Seminar in April in the Royal Library Brussels, Belgium.

- The fourth edition of the LIBER Journées brought together library directors with eminent global speakers for a strategic programme at the Freie Universität Berlin, Germany, in May 2024.



- Lastly, the second seminar of the LIBER Emerging Leadership Programme Cohort 6 took place in July 2023 in Budapest, before the LIBER Annual Conference 2023. It was the last part of the programme, in which Cohort 6 received their ELP certificates.

A full overview of all of LIBER's events appears later in this report.

Finances

LIBER's financial result this year was a slight deficit of minus €40 000 on a total budget of €912 000, mainly due to higher personnel costs. Income from project activities amounted to an income of over €451 000. LIBER remains financially healthy, with almost €600 000 in reserves. During the Meeting of Participants 2023, the LIBER Treasurer presented participants with the Supporting Membership Programme, which invited participants to support LIBER with a voluntary extra financial contribution.

Projects

The Office Project Staff have been working on eight projects and submitted four proposals for new projects. All the ongoing projects will be expected to be completed by the end of 2025 and efforts are under way to attract new opportunities. Read more in the project reports under the Steering Committee sections of this report.



The LIBER Executive Board at the 2022 Annual Conference in Odense, Denmark

LIBER Quarterly

Volume 34 No.1 was published in February 2024. The LQ Editorial Board got together for blended (in person/online) meetings in July and November 2023. The LQ Board continues to build the journal's peer reviewer network and actively seeks interested people to join the board. Read more in the LIBER Quarterly Report within this publication.

The LIBER Office

Nine staff members work at the LIBER Office, under the leadership of the Executive Director. Staff mobility is rather a challenge for a small organisation such as LIBER, however, enthusiastic new colleagues were found to replace departing office members.

Executive Board composition and meetings

Of the 13 Executive Board members, five were re-appointed to a second or third term: Heli Kautonen, Birgit Schmidt, Andreas Brandtner, Hilde van Wijngaarden (Treasurer) and Anja Smit (Secretary General). The Meeting of Participants ratified these re-appointments.

The board met in person in July 2023 in Budapest, Hungary, in October 2023 in Sheffield, UK, and in Lausanne, Switzerland, in February 2024. The board discussed progress in realising our 2023-2027 Strategy, updates from the Working Groups, partnerships and new initiatives such as the European Universities Initiative (EUI). The board discussed how to effectively govern the growing number of LIBER events, services and activities.

LIBER REMAINS STRONG AS THE VOICE OF RESEARCH LIBRARIES IN EUROPE REPRESENTING 40 COUNTRIES AND 431 ORGANISATIONS



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



DRS ANJA SMIT
LIBER Secretary-General
University Librarian
at Utrecht University



DR HILDE VAN WIJNGAARDEN
LIBER Finance Committee Chair
Director University Library
Vrije Universiteit
Amsterdam



DR HELI KAUTONEN
Library Director
Suomalaisen Kirjallisuuden
Seura – Finnish Literature
Society



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



DR BIRGIT SCHMID
Head of Knowledge
Commons, Göttingen State
and University Library

Executive Board Members



SARA LAMMENS
General Director,
Royal Library of
Belgium



DR LARS BURMAN
Director
Uppsala University
Library



**DR ANDREAS
BRANDTNER MBA MSC**
Library Director
University Library
of Freie Universität Berlin



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



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



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



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

Executive Board elections 2024

2024 Call for Nominations

In July 2024 one board member, **Lars Burman**, will step down from the LIBER Executive Board after serving his full term. In April 2024, LIBER launched the Call for Nominations to seek one new candidate to serve on its Executive Board. This is a unique opportunity to be part of a dynamic and active group of library professionals, to network, exchange best practices and share your expertise with library leaders within Europe and globally. Please look at the announcement on our website: [2024 Call for Nominations to LIBER's Executive Board](#) for more information.



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.

- [NKUA Library & Information Center Greece](#)
- [University Medical Library Switzerland](#)
- [Gotha Research Library Germany](#)
- [University of Essex Library and Cultural Service United Kingdom](#)
- [University of Zagreb Faculty of Humanities and Social Sciences Library Croatia](#)
- [KHAS Information Center \(Library\) Turkey](#)
- [RKD Netherlands Institute for Art History Netherlands](#)
- [Medizinische Bibliothek Germany](#)

- [Universitätsbibliothek der Veterinärmedizinischen Universität Wien Austria](#)
- [University of Piraeus Library Greece](#)
- [University of Liverpool United Kingdom](#)
- [University Library of the University of Applied Arts Vienna Austria](#)
- [Onassis Library Greece](#)
- [International University of Applied Sciences Germany](#)

LIBER QUARTERLY

The Journal of the Association of European Research Libraries

Latest issue: **Vol. 34 No. 1 (2024)** Published: 2024-02-02

LIBER Quarterly (LQ) is the peer reviewed, Open Access journal of LIBER.

In 2023, using the continuous publication model, LQ published 14 papers, culminating in Volume 33 of the journal. This report considers performance and impact of LQ and discusses current and future developments of the journal and its related activities.

LQ online activity and impact

In this report, we present the second full year of user statistics since LQ moved to the openjournals.nl platform. The views and downloads of LQ papers are presented in the table below.

Time period	Views	Downloads
[Issue 33] 2023 (January–December)	81 543	74 321
[issue 32] 2022 (January–December)	74 429	72 583
[issue 31] 2021 (July–December)	6 099	2 688

The most downloaded paper published in 2023 – with 966 downloads – was Ma, L. (2023). The Platformisation of Scholarly Information and How to Fight It. *LIBER Quarterly: The Journal of the Association of European Research Libraries*, 33(1), 1–20.



Between January and December 2023, LQ's acceptance rate was 24%, up by 3% from 2022. In 2023 LQ published papers in the following content categories:

- Guest editorial (1)
- Article (5)
- Case study (2)
- Review paper (1)
- Practice paper (5)

All papers published in LQ in 2023 received at least two anonymous peer reviews, as per the LQ policy. Sincere thanks go to all those professionals and academics who agreed to undertake peer reviews for LQ in 2023. As of January 2024, there were six papers in review and three accepted papers being made ready for publication in Issue 34.

Developments

Over the past year, the Editorial Board appointed four new members – Caleb Derven, Najmeh Shaghaei, Leonidas Papachristopoulos and Justine Rush.

The Editorial Board is currently considering the development of 'data papers' as a new paper category. Additionally, a Working Group has now convened to examine the possibility of open peer review for the journal, with exploratory work expected to start in summer 2024. There are also ongoing discussions about best ways of formally recognising peer reviewer activity.

The LQ Managing Editor continues to work with the LIBER Office to promote coordinated communications activity between LQ and LIBER.

In 2024, it is proposed that the Editorial Board consider whether to draft an LQ development plan for consideration by the LIBER Executive Board. In recent years, the LQ Editorial Board has achieved a great deal, including a refresh of content policies, journal content development, extended reviewer networks and



transfer to a sustainable open platform. During this time, there have also been significant contextual shifts; the journal may benefit from a defined period of larger-scale thinking based on industry developments, scenario forecasting and community insights, so that LQ can develop in line with emerging ideas about open scholarship and in accordance with the LIBER Executive Board's strategic goals.

Editorial Board

The LQ Editorial Board assembled for blended (in person/online) meetings in July and November 2023. The board continues to build LQ's peer reviewer network and actively seeks interested people to join the board, particularly those with expertise and interest in Open Data, libraries as Open Science partners and the use of emerging technologies (like AI) in libraries. The board would also welcome enquiries from anyone interested in supporting editing activities, for example, copy editing. A strengthening of the LQ volunteer team will contribute to succession planning for the journal and all its activities.

Editorial Board members

Sincere thanks to the LQ Editorial Board for their incredibly generous support, expertise and enthusiasm during the past year:

- Ann-Sofie Axelsson
- Raf Dekeyser
- Caleb Derven
- Göran Hamrin
- Heli Kautonen (Chair)
- Leonidas Papachristopoulos
- Christian Schlögl
- Najmeh Shaghaei
- Aurélie Terrier (Copy Editor)
- Trudy Turner (Managing Editor)
- Cristóbal Urbano
- Julian Warner
- Wilhelm Widmark
- Justine Rush



liberquarterly.eu



LATEST ISSUE OF LIBER QUARTERLY



YEAR IN REVIEW: KEY LIBER ACTIONS 2023–2024

LIBER events

Events run by LIBER, our Working Groups and training programmes.

June 2023

[Research Data Curation: What Libraries Can Offer – RDM Working Group Workshop](#)

July 2023

[LIBER Emerging Leaders Programme \(Cohort 6\)](#)
[LIBER Annual Conference 2023](#)

August–September 2023

[LIBER Quarterly 'Keep Calm and Write' Sessions](#)

November 2023

[LIBER Winter Event 2023](#)

February 2024

[Data Management Plans: Use and Reuse – RDM Working Group Webinar](#)

April 2024

[LIBER Architecture Group \(LAG\) Seminar 2024](#)

May 2024

[Citizen Science Executive Masterclass](#)
[LIBER Journées 2024](#)

Project events

Events hosted or contributed to by LIBER as part of our portfolio of International Projects.

Webinars:

[Creating Community-Driven Pathways to Equitable Open Scholarly Publishing, with CRAFT-OA, DIAMAS, and PALOMERA](#)

[Introducing the MES-CoBraD Platform: Advancing Medical Research and Patient Care for Complex Brain Disorders](#)

[Harmonising Zero Embargo initiatives: Challenges in Europe and beyond](#)

[Real-World Data in Medical Research: Harnessing their Potential and Addressing Challenges, with MES-CoBraD, RE-SAMPLE, and RETENTION](#)

[Navigating Europe's Institutional Publishing Landscape – DIAMAS Project](#)

[Institutional Publishing Survey Results](#)

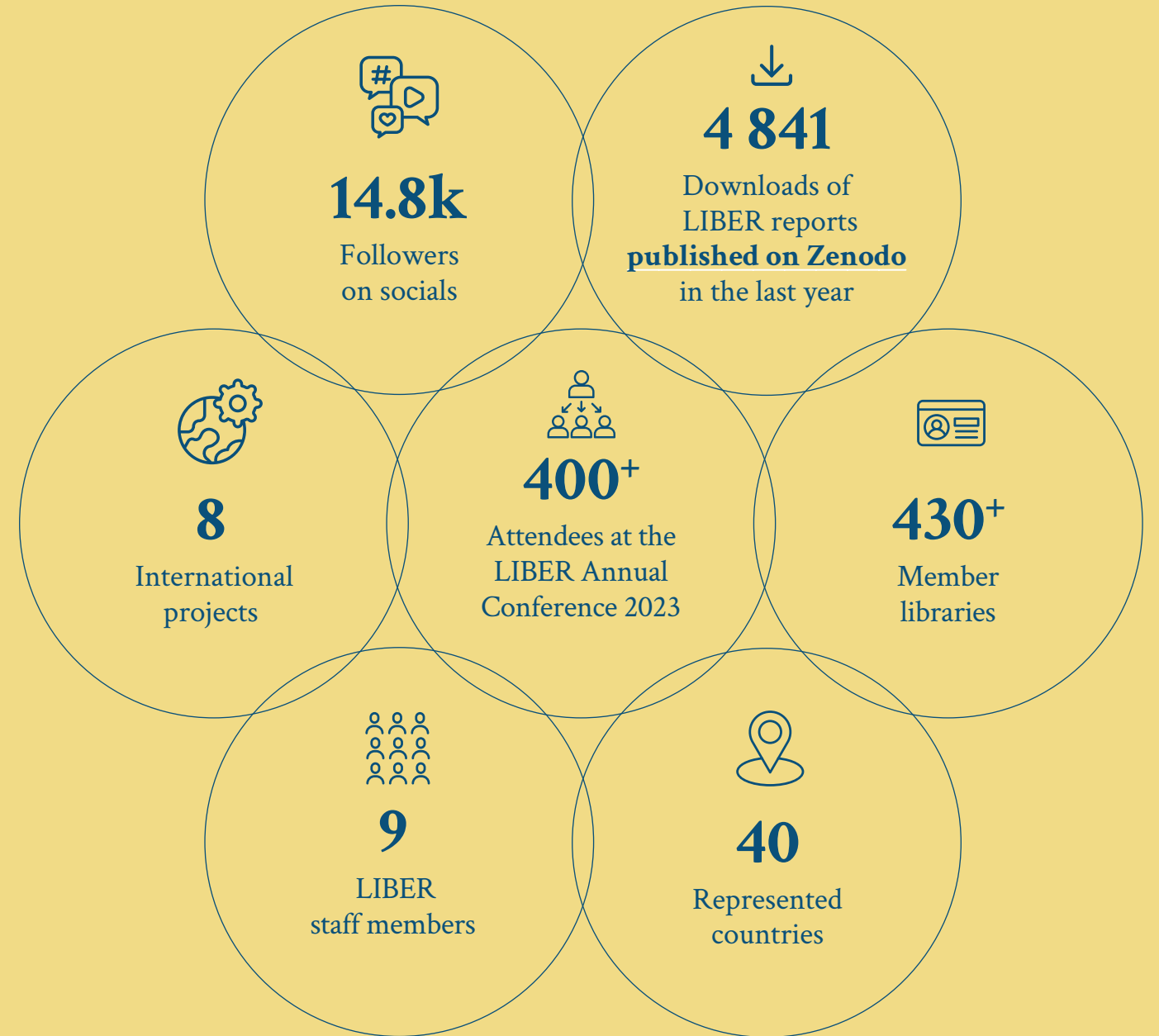
[Creating Community-Driven Pathways to Equitable Open Scholarly Publishing – Where Are We Now, with PALOMERA, DIAMAS and CRAFT-OA](#)

[Enabling the Reuse of the Scholarly Publication: Modus Operandi et Modus Desiderandi | Knowledge Rights 21 Programme](#)

Stakeholder Panel meeting:

[The LibrarIN Stakeholder Panel: A Collaboration for Innovative Libraries – LibrarIn](#)

2023-2024 IN NUMBERS



THE COLLECTIVE POWER OF
PEOPLE COMING TOGETHER
FOR THE UPKEEP OF OUR
COMMONLY SHARED VALUES.

COLLABORATIONS, PARTICIPATIONS, JOINT ACTIONS

LIBER regularly collaborates with key European research and Open Science stakeholders. Take a look at the collaborative events and actions we participated in last year.

Manifesto for 2024 EU Elections

In collaboration with European Bureau of Library, Information and Documentation Associations (EBLIDA), the International Federation of Library Associations and Institutions (IFLA), Public Libraries 2030 (PL2030) and National Authorities on Public Libraries in Europe (NAPLE Forum), LIBER has formulated a manifesto to support libraries across Europe in their involvement and impact with EU policy. As libraries act as facilitators of societal priorities such as the green transition, digital upskilling and fostering democracy, they need increasing access to EU funding and support. This manifesto is the first of two phases, serving as a tool for libraries to communicate and advocate their needs to local and EU policy makers and wider community networks.

Read the [full press release and access the manifesto documents](#).

LIBER and LA Referencia webinar

Following the success of the first webinar, a second one in collaboration with LA Referencia, titled: [Making Research Assessment a Reality: Showcasing Concrete Open Science Advancements in Latin America and Europe](#) took place 13 May 2024. Recordings are available in [English](#) and [Spanish](#), as are [speaker slides on Zenodo](#).

LIBER and SciStarter webinar series

The [LIBER Citizen Science Working Group](#) and [SciStarter](#) organised a three-part joint webinar series over the past years which culminated in 2023. The series introduced attendees to Citizen Science and provided tips and best practices for getting started and sustaining activities in Higher Education Institutions (HEIs) and libraries, showcasing resources that can be integrated into Citizen Science efforts.

Watch all three [webinar recordings](#).

LIBER and OCLC Building for the Future series

In July 2023, [LIBER](#) and [OCLC](#) announced the launch of an engagement programme based on [LIBER's 2023-2027 Strategy](#), which presents a vision for the future of research libraries. The series of discussions will collectively examine, explore and ideate around rapidly evolving technologies, a drive for open content, and the imperative of supporting rights and values.

Watch the [recording of the Opening Plenary](#) and read the summaries of the discussion sessions on the [OCLC website](#). [A Closing Plenary](#) is planned for 6 June 2024.

Open Science Monitoring in Europe: A LIBER, UNESCO and LA Referencia webinar

In October 2023, LIBER joined forces with LA Referencia and UNESCO to host a webinar providing a state-of-the-art analysis of the Open Science monitoring methods and tools currently developed in Europe. The event introduced the concept of inclusive monitoring of Open Science, in line with the [2021 UNESCO Recommendation on Open Science](#).

"LIBER is delighted to be collaborating with UNESCO and LA Referencia to explore the latest methods and tools for monitoring Open Science. The event will be an opportunity to share and discuss cross-national approaches to Open Science monitoring, furthering LIBER's mission of enabling world-class research across Europe and beyond."
– Martine Pronk, LIBER Executive Director

Watch the [webinar recording](#) and read the [event report](#).

LIBER and ADBU joint report and toolkit on Open Science Services within research libraries

LIBER and ADBU (Association des directeurs et personnels de direction des bibliothèques universitaires et de la documentation) have released a joint report on FAIR Research Data Management (RDM) and Open Access (OA) support services within libraries. The report – titled [Open Science Services by Research Libraries: Organisational Perspectives](#) – is the result of a study examining libraries with developed RDM and OA services, to understand the stages involved in their creation and the key competencies that are required. An accompanying [toolkit](#) has also been created to encourage an acceleration of the adoption of RDM and OA services.

Access the [toolkit and report](#).

Report on the state of European repositories

In January 2023, LIBER, [SPARC Europe](#), [COAR](#), and [OpenAIRE](#) launched a [joint strategy](#) aimed at strengthening the European repository network.



The strategy stated our commitment to work together – along with other relevant organisations – to develop and execute an action plan to reinforce and enhance repositories in Europe.

Open Science is ushering in a new paradigm for research; one in which all researchers have unprecedented access to the full corpus of research for analysis, text and data mining, and other new research methods. A prerequisite for achieving this vision is a strong and well-functioning network of repositories that provides human and machine access to the wide range of valuable research outputs.

The full report is available [here](#).

LIBER INSIDERS

[#29](#) – June 2023

[#30](#) – July 2023

[#31](#) – August 2023

[#32](#) – September 2023

[#33](#) – October 2023

[#34](#) – November 2023

[#35](#) – December 2023

[#36](#) – January 2024

[#37](#) – February 2024

[#38](#) – March 2024

[#39](#) – April 2024

[#40](#) – May 2024

STATEMENTS AND ANNOUNCEMENTS



Read LIBER's public statements, confirming our position on topics including Research Data Management services, Open Access and scholarly communication.

- [LIBER and other stakeholders welcome European advancements towards an equitable scholarly communication ecosystem](#)
- [LIBER and ADBU release joint report on Open Science Services within Research Libraries](#)
- [Knowledge Rights 21 Network Meeting – Report](#)
- [LIBER and OCLC announce new engagement programme to help build capacity in forward-looking research libraries](#)
- [LIBER releases position statement on the IFLA WLIC in Dubai](#)
- [LIBER Announces Joint Webinar with UNESCO and LA Referencia](#)
- [Contribute to the PALOMERA Survey on Open Access Book Policies](#)
- [LIBER at the 2023 IFLA World Library and Information Congress](#)
- ['A Toolkit for Knowledge Rights Advocacy' – KR21 Workshop Report](#)
- [LIBER, UNESCO and LA Referencia Webinar Report – Open Science Monitoring in Europe](#)
- [LIBER reflects on the Global Summit on Diamond Open Access](#)
- [New Report on the State of European Repositories](#)
- [LIBER Actions on Secondary Publishing Rights – KR21 Year in Review](#)

In case you missed them or want to see them again, have a look at all our webinar recordings on our website.

QUARTERLY LIBER MAILINGS

- [Welcome to the May 2023 LIBER Mailing](#)
- [Welcome to the August 2023 LIBER Mailing](#)
- [Welcome to the November 2023 LIBER Mailing](#)
- [Welcome to the March 2024 LIBER Mailing](#)
- [Welcome to the May 2024 LIBER Mailing](#)

HUMANS OF LIBER

Humans of LIBER interviews

In December 2023, we rounded off our Humans of LIBER campaign in which we interviewed people working at LIBER libraries across Europe. Catch up with the last interviews in the series below, or browse the whole campaign by searching 'Humans of LIBER' on our website:



MARIANA PALASHEVSKA
Librarian, National and University Library of Skopje, North Macedonia

[Read interview](#)



ROXANA DINU
Digital Librarian at the National Library of Romania

[Read interview](#)



ALISA MARTEK
Library Advisor at the National and University Library Zagreb

[Read interview](#)



DAVID TRÉFÁS
Head of Modern Collections, Basel University Library

[Read interview](#)

NEW LIBER STRATEGY 2023-2027

In 2023, LIBER announced its new strategy for the period 2023–2027, outlining three driving factors impacting research libraries:



A drive for Openness comes from academia, the broader society, European governments, and the European Union.



Artificial intelligence and other technological developments will accelerate the digital shift and profoundly affect research and scholarly communication.



An increasing awareness and demand by society and academia to uphold rights and values in the digital scholarly environment.

LIBER formulated a strategic response to these driving forces, consisting of five components. The final two elements are fundamental preconditions that will support and sustain our vision.

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 will 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. The first quarter of 2023 was spent aligning the plans of both Working Groups, and finding the common denominator or elements of synergy under the Upskilling SC.

UPHOLDING RIGHTS & VALUES

By 2027, research libraries embody and uphold values of integrity, diversity and inclusion inside and outside the research community. Although there is no defined Steering Committee for this element, we view it as being under the ownership of all of LIBER. How it will be concretely reflected in the strategy will be discussed during the coming year.

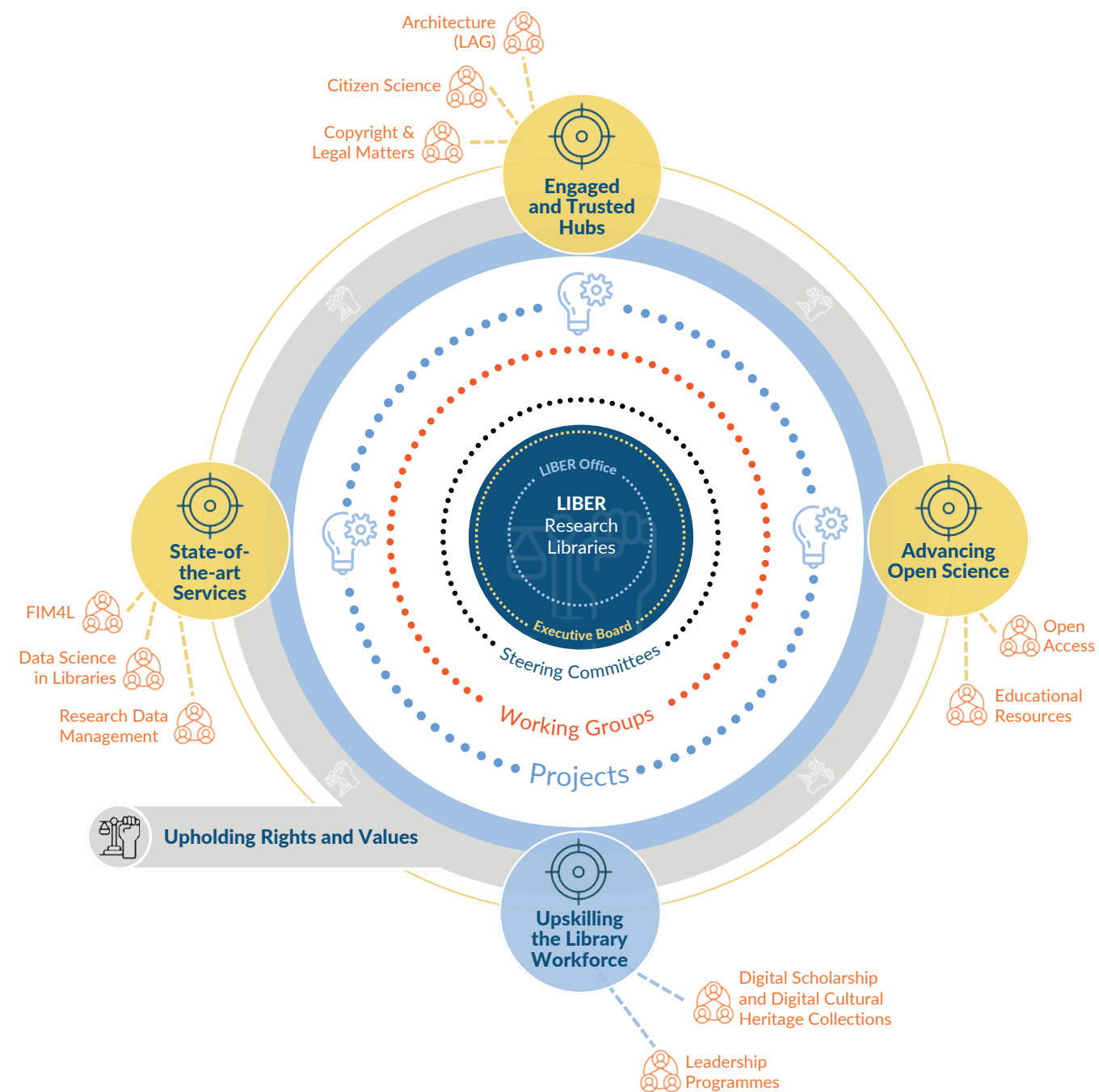
To implement the strategy, we have defined Working Groups & Steering Committees per topic.

Working Groups are the primary units to conduct work on the LIBER strategy and can be seen as the lifeblood of the LIBER community. Between 10 to 15 Working Groups are simultaneously actively working on topics relating to the LIBER strategy, while engaging around 100 to 150 LIBER members. The following Steering Committees will coordinate the strategic work of the Working Groups and our portfolio of International Projects, monitor their progress, and support the setting up of new Working Groups under the strategy plan.



[DOWNLOAD THE FULL LIBER STRATEGY 2023-2027](#)

ORGANIGRAM LIBER STRATEGY 2023-2027



[DOWNLOAD A PDF OF THE LIBER STRATEGY ORGANIGRAM](#)

OUTPUTS FROM WORKING GROUPS AND PROJECTS ORGANISED BY STEERING COMMITTEES

RESEARCH LIBRARIES AS ENGAGED AND TRUSTED HUBS



Steering Committee Chair: [Anna Clements](#)

Working Groups

Architecture Working Group (LAG)

The LIBER Architecture Working Group (LAG) is preparing for the [LAG Seminar 2024](#), an event taking place once every two years to bring librarians, architects and an array of stakeholders in library architecture and design together to discuss and raise awareness on new projects and trends. The seminar took place from the 24–26 April 2024 at the KBR (Royal Library of Belgium) in Brussels, under the theme: ‘Building Bridges: Libraries as Engaged and Trusted Hubs’. More than a theme, this year the LAG Seminar stood as a call to action for participants to join LIBER’s mission to redefine the role of libraries in society.

For the first time, a call for proposals was issued to the LIBER network to present their innovative library project at the LAG Seminar. As a result, more than 20 innovative projects from all over Europe were showcased and discussed, with a focus on topics such as inclusivity, community engagement, and sustainability in library architecture.

Citizen Science Working Group

In January 2023, the Citizen Science Working Group came together to define their work plan for the next strategic period aimed at cementing the role of libraries in the integration of Citizen Science into academia. The result was three clearly defined 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.

The Working Group continues to run several activities. The LIBER Citizen Science Executive Masterclass will run from the 8–9 May 2024 to upskill library leaders in how to integrate Citizen Science at their institutions. The group’s collaboration with SciStarter continued in 2023 with the final of the three-part webinar series being held in November. An important milestone was passed in March 2023: the publication of the second section of the Citizen Science for Research Libraries: [A Guide. Titled: Library Infrastructures and Citizen Science](#). Work is ongoing to establish an editorial committee for the remaining sections of the guide, due to be completed this year.

Copyright and Legal Matters Working Group

Following launch of new LIBER strategy, the Copyright and Legal Matters Working Group has been reviewed to ensure the priorities of the new strategy are being addressed. The Working Group has delivered excellent advocacy and lobbying on policy development particularly at EU level over the previous years. However, the new strategy requires consideration of institutional policy development and implementation, and the upskilling/sharing of best practice across practitioners at LIBER Member Organisations. The Working Group will therefore refocus in the coming period under new co-chairs, and held a positive meeting at the LIBER Winter Event 2023 to define the next steps.

International projects



CeOS_SE - Citizen-Enhanced Open Science in South-Eastern Europe Higher Education Knowledge Hubs
LIBER coordinates CeOS_SE which aims to mainstream Open and Citizen Science (CS) practices in Southeastern Europe. In June 2023, the first **CeOS Multiplier Event**, led by UNLIB, took place in Belgrade. Later that summer, work to enable the uptake of Citizen Science in Higher Education Curricula and Open Science practice started. The University of Patras, in the lead of this activity, followed a detailed work plan and distributed a survey among HEI students. Its findings will be detailed in upcoming project deliverables. Another outcome of this work was the delivery of video interviews, which can be [watched here](#). In November 2023, the CeOS_SE project hosted a workshop at the LIBER Winter Event. Project partners from UNITO, UNLIB, NSK and UP shared the outcomes of their work within the project. [Read the event report on the LIBER website](#). In March 2024, work on the final project result began. This new activity will bring the CeOS_SE partners together for various events, including a dedicated stakeholder event in Limassol, Cyprus, during the LIBER Annual Conference.



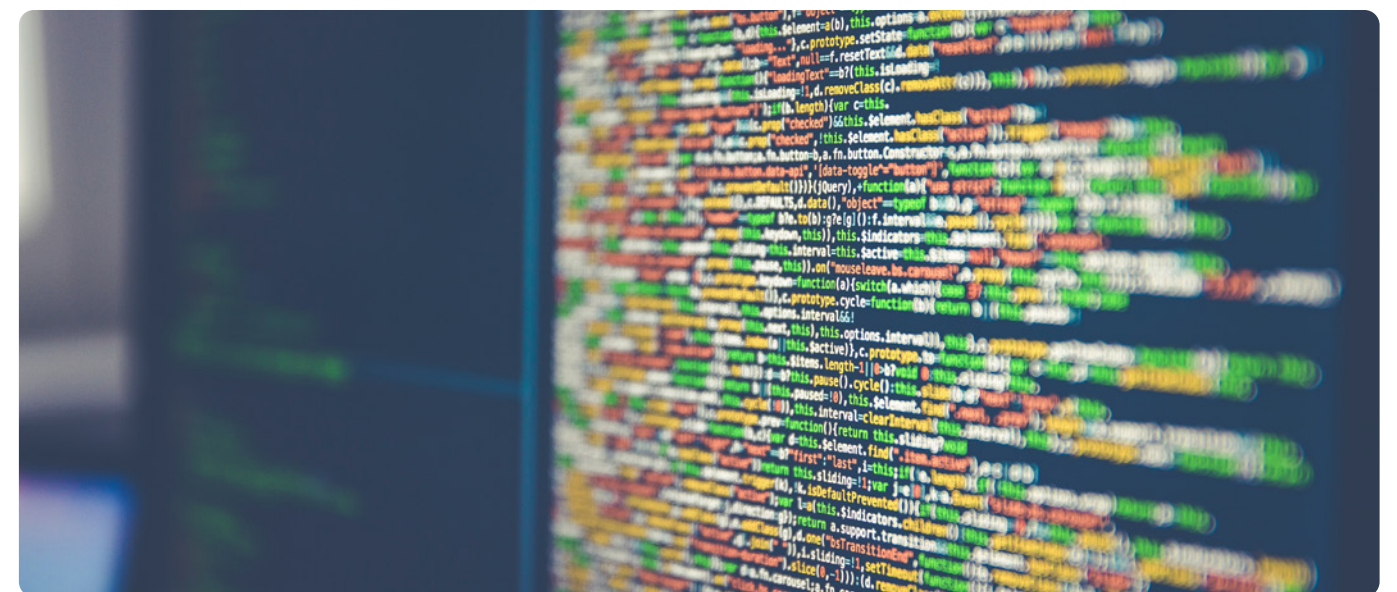
The KR21 - Knowledge Rights 21 programme The Knowledge Rights 21 Programme aims to mobilise Europe’s libraries to engage with others across the access to knowledge movement and build momentum towards long-term copyright reform. The programme has entered its final year and is preparing a manifesto which will set the priorities for policy-making in the field of openness for knowledge. In 2023, LIBER’s role in the Knowledge Rights 21 project focused on Secondary Publishing Rights (SPR) – a legal instrument that allows the republication of research in an open-access repository or elsewhere. In November we hosted a [second webinar on the topic](#), and released the final report; [Secondary Publishing Rights in Europe: Status, Challenges, and Opportunities](#). A summary of LIBER’s work on SPR in KR21 is [available on our website](#). To try and connect the project more closely with the LIBER network, the National Coordinator for Italy, Deborah de Angelis, was invited to the LIBER Winter Event 2023 in Florence to meet the Copyright and Legal Matters Working Group.

“Through its work on Project Zero, supported by Knowledge Rights 21, LIBER has built on its influential model provisions on Secondary Publishing Rights, and shone an invaluable light on how these work in practice. Through this, it has brought a key tool for accelerating Open Access closer to reality, not just at the national but also at the European level.

Stephen Wyber, KR21 Project Coordinator



LibrarIN - Value Co-Creation and Social Innovation for a New Generation of European Libraries
LibrarIN examines ways in which libraries can develop new functions, services and engagement with the individuals, organisations and communities they serve through social innovation and co-creation techniques. The [2nd General Assembly Meeting](#) took place in Denmark on 1–2 June 2023 and was hosted by the Danish Social Innovation Academy and Roskilde University. In the Work Package on Stakeholders’ Co-Design and Validation, LIBER has been responsible for the recruitment and organisation of LibrarIN’s Stakeholder Panel, currently consisting of 31 experts representing European libraries and library associations as well as policymakers, academia and civil society. The first online Stakeholder Panel meeting took place in September, which was followed by a full day in-person Stakeholder Panel workshop in Amsterdam in October. Since the first deliverables of the project were submitted in late November, LIBER, leading the dissemination of these deliverables, has multiplied the contact with all partners for event participation. Four new meetings are scheduled to take place in 2024 (in person and online), as well as the formation of Panel expert Entrepreneurship and Living Labs. LIBER is also involved in pursuing case studies around these themes in the Work Package on Thematic and Empirical Work in Selected Co-Creation Areas. You can find more about the project on [their website](#).



STATE-OF-THE-ART SERVICES

Steering Committee Chair: [Birgit Schmidt](#)



Working Groups

FIM4L (Federated Identity Management for Libraries) Working Group

The FIM4L (Federated Identity Management for Libraries) Working Group aims to develop a library policy for federated authentication which is broadly supported by libraries and publishers. The group continued its discussion on the scope and relationships between Open Science and managed access while protecting researcher and subject privacy. The workshop at the Winter Event 2023 was used to explore further possible use cases, also in discussion with the LIBER Open Access Working Group.

In August, Jos Westerbeke, chair of FIM4L, [presented at the IFLA World Library and Information Congress](#) in Rotterdam, the Netherlands. The group wrote an [informative blog post](#) for the LIBER website detailing recent browser developments and IP-address authentication and how they will affect research library systems. Members were also involved in the organisation of a [FIM4R workshop](#) on 30 Jan 2024.

The group will soon begin work on a template for libraries to help them create flyers/infographics on privacy-preserving access to library collections.

“A modern library likely provides access to its collection in an online fashion. Their users only need a laptop or device connected to the internet and a library is able to provide its service to every home. Great opportunities in the light of sustainability: reduce travelling, no fixed PCs needed in the building, and so on.

But what about online identification to access the library collection? What about privacy? We would like to bring this to your attention.

– Jos Westerbeke, FIM4L Working Group Chair, at the IFLA WLIC 2024

Data Science in Libraries Working Group

The Data Science in Libraries Working group (DSLlib) held a successful workshop at the LIBER Winter Event. For the workshop a [prototype of the Digital Scholarship & Data Science Essentials for Library Professionals Learning Hub](#) was created. In March 2024, group members met in person, together with the LIBER Digital Scholarship and Digital Cultural Heritage Group, for a two-day edit-a-thon to further the work on the prototype. Currently it covers a basic introduction and exercises on LLMs and LOD, and points to existing competence frameworks and learning materials.

Next steps for the group's landscape study on Data Science practices are underway, [following the call for survey respondents](#) in 2022. The group agreed on a methodology for the literature review and is currently collecting reviews of papers and adding references to their shared Zotero library. Writing of the study started in March 2024.

The group is continuing to collaborate with the [Research Data Management Working Group](#) and Digital Scholarship and [Digital Cultural Heritage Collections Working Group](#), and will hold a workshop with both groups at the LIBER Annual Conference 2024.

Research Data Management Working Group

The Research Data Management Working Group works to help libraries secure a critical role in the 21st century scholarly information infrastructure and to recognise research data as valuable academic resources that need to be managed, shared and preserved. The group was active both at the 2023 Annual Conference and the 2023 Winter Event, with both workshop reports available on the [groups resources webpage](#).

In June 2023 the RDM Working Group released an interview with [Data Curator Matthias Towe](#), to help others learn more about the vital role that Data Curators play within libraries. Following this was a webinar, [Research Data Curation: What Libraries Can Offer](#), which discussed the concept of data curation, and underlined how research libraries can assist with data curation practices.

The group was highly instrumental in planning and facilitating the group discussion at the [OCLC-LIBER Webinar](#) on 15 November 2023. In 2024, they hosted a highly popular [webinar on Data Management Plans: Use and Reuse](#) and began discussions for their 2024 work plan.

ADVANCING OPEN SCIENCE

Steering Committee Chair: [Andreas Brandtner](#)



Working Groups

Open Access Working Group

The Open Access Working Group provides libraries with practical guidance for implementing Open Access. To this end, group members represent LIBER in the following networks:

- cOAlition S Working Group: Moving away from APCs (Ruth Mallalieu, Oxford University Library / Colleen Campbell, Max Planck Digital Library)
- SCOSS (Olaf Siegert, ZBW)
- Think.Check.Submit (Sofie Wennström, Stockholm University Library)
- SPARC Europe (Frank Manista, JISC).

For Open Access Week 2023, we highlighted some of the actions that the group is involved in, including Think.Check.Submit and the new cOAlitionS Working Group. The Group has been approached by DOAJ to host a common workshop for the library community, with a consensus to organise such an event in 2024.

The group took part in the 2023 Annual Conference with a workshop, 'Open Licensing: How Libraries Can Provide Support for Academics' and at the Winter Event with a workshop, 'A Long and Winding Road – transforming to OA publishing is a journey'.

Educational Resources Working Group

The Educational Resources Working Group aims to support European librarians in their role to provide educational resources to staff and students. After shifting their focus in 2023 to Open Textbooks, the group met with representatives from OAPEN/DOAB in order to see if and how OAPEN/DOAB could be a venue for collecting open textbooks.

The group held a panel presentation and discussion at the IFLA WLIC in August 2023, 'Enhancing the Discoverability of Open Textbooks: The European Initiative of the LIBER Education Resources Working Group' (see blog post), and were also active at the LIBER Annual Conference with a workshop on enhancing the discoverability of Open Access Textbooks. The group recently conducted a survey on best practices concerning OER/Open Textbooks, the results of which will be released on LIBER channels soon.

International projects

Open Research Europe

ORE – Open Research Europe

Open Research Europe (ORE) is an Open Access, peer-reviewed publishing platform for European Commission-funded researchers (Horizon 2020, Horizon Europe, and Euratom) across all disciplines, with no author fees. LIBER is a partner in the project and spearheads efforts to engage research libraries and other stakeholders who could benefit from the platform. In 2023, LIBER's work has focused on the ORE Librarians Advisory Group – a group of dedicated librarians and Open Research experts from LIBER member organisations who champion Open Research and actively participate in shaping the future of the ORE platform, its sustainability and success. Currently comprising 24 librarians representing 20 European countries, the group remains open to additional applications.

After the kick-off of the Advisory Group in June 2023, a second meeting followed online in October, a third in hybrid form at LIBER's Winter Event in November, and a fourth in March of 2024. The group's fifth meeting is scheduled for to take place at the LIBER Annual Conference in Limassol, Cyprus.

Two blogs written by or in collaboration with LIBER were published on the ORE website: [an interview with previous LIBER President, Kristiina Hormia-Poutanen](#) and a report on ORE at the LIBER Annual Conference, [Libraries and Open Access Publishers: Fostering the Connection](#). For more information on the ORE project, please visit the [Open Research Europe website](#).



DIAMAS – Developing Institutional Open Access Publishing Models to Advance Scholarly Communication

DIAMAS is developing a European Reference Standard in the domain of institutional publishing, with particular attention to Diamond OA publishing initiatives. It aims to improve the efficiency, quality and good practices of publishing activities and services in the European Research Area (ERA) at all institutional levels. After [conducting a survey](#) to understand better institutional

publishing in the European Research Area, the DIAMAS project packaged the results and findings from the survey into a report: *Institutional Publishing in the ERA: Results from the DIAMAS survey*. LIBER played an active role in delivering the report, including writing a [synopsis version](#). To introduce the insights of the survey, LIBER moderated and hosted the [kick-off webinar](#) on 7 February 2024, which 250 people attended. Read more about the survey and the resulting report on the [DIAMAS Website](#).

As part of LIBER's role leading this Work Package, our work will now focus on communicating and disseminating project deliverables, and working to facilitate the creation of the [DIAMAS Common Access Point](#).

MES-CoBraD – The Multidisciplinary Expert System for the Assessment & Management of Complex Brain Disorders

The MES-CoBraD project seeks to improve early, accurate and comprehensive diagnosis of CoBraD through the multisource-multidisciplinary MES-CoBraD Assessment Protocol. The project aims to engage citizen scientists throughout the project cycle – an objective that LIBER's network will help facilitate. Alongside leading project activities related to stakeholder engagement and opportunity-based dissemination, LIBER also supports and participates in the development of legal and ethical frameworks, landscape analysis and methodology, RWD acquisition pilots, and awareness-raising communication. LIBER presented a [poster on Data Management in the MES-CoBraD Project](#) at the LIBER Annual Conference 2022. In 2023, LIBER organised two project webinars: the first aimed at introducing the MES-CoBraD work to key project stakeholders; the second in collaboration with partner HORIZON projects – RE-SAMPLE and RETENTION – sought to demonstrate MES-CoBraD's approach to recruiting and collecting data. Several deliverables from the project are also available on [Zenodo](#).

PALOMERA Project – Policy Alignment of Open Access Monographs in the European Research Area

PALOMERA, which has entered its final year in 2024, focuses on ensuring that academic books and monographs are not neglected in Open Science and Open Access policies. LIBER has assisted PALOMERA with its [landscape analysis](#), specifically mapping the European landscape for the Open Access Monographs policy. This involved gathering data on national library book publications and conducting a focus group interview with librarians, which LIBER organised and executed. On 20 June 2023, LIBER and PALOMERA partnered with Craft-OA and the DIAMAS project to host a webinar on [Creating Community-Driven Pathways to Equitable Open Scholarly Publishing](#). The [follow-up webinar](#) to evaluate the progress of each project took place on 29 February 2024, led by OPERAS: [Creating Community-Driven Pathways to Equitable Open Scholarly Publishing: Where are we now?](#) A third event will be organised for the autumn of 2024. LIBER will continue to assist PALOMERA in disseminating project results to our network as key deliverables are released towards the end of the project.

UPSKILLING THE LIBRARY WORKFORCE



Steering Committee Chair:
Heli Kautonen



Working Groups

Leadership Programmes Working Group

With a new co-shared leadership, the LIBER Leadership Working Group has reviewed its organisation, procedures, and participation in subtasks. **The Emerging Leaders Programme (EPL)** completed its sixth cohort in 2023. The second and final seminar for Cohort 6 took place in Budapest before the LIBER Conference in July 2023. After ten successful years, the Leadership Programmes Working Group conducted an evaluation of the Emerging Leaders Programme, which will lay the foundation for the Programme in the coming years. Planning for the new period has begun, and a call for ELP 7 will be announced during summer 2024, with a start date for the programme of summer 2025. The fourth edition of [LIBER's Journées Leadership Programme](#), exclusively for library directors, will take place from 29–31 May 2024, at the Freie Universität in Berlin.

Digital Scholarship and Digital Cultural Heritage Collections Working Group

The Digital Scholarship and Digital Cultural Heritage Collections Working Group (DSDCH WG) is a knowledge and skills-sharing network for colleagues within European libraries with an interest in digital humanities, digital scholarship, and digital cultural heritage collections. In 2023-2024, the group strived to build on the [previous years' work](#) which had identified the skills needs of LIBER members' staff ([Europe's Digital Humanities Landscape: A Study From LIBER's Digital Humanities & Digital Cultural Heritage Working Group](#)), and began to [surface and collate resources](#) to provide an easy entry into topics relating to digital research. DSDCH WG's collaboration with the Data Science in Libraries Group continues to run smoothly and productively with a second joint workshop conducted at the LIBER Winter Event 2023. The workshop continued to develop the elements of the prototype learning hub, 'Digital Scholarship & Data Science Essentials for Library Professionals'. In March, the two groups came together for an edit-a-thon to consolidate feedback from the workshop and build towards a template for individual learning guides on digital topics.

UPHOLDING RIGHTS AND VALUES



Steering Committee Chairs:
Dr Adam Sofronjević
and Professor Lars Burman



The Upholding Rights and Values part of the LIBER strategy weaves throughout all LIBER activities – within our Working Groups, the events we organise and our work on international projects. The current strategy identifies upkeeping rights and values as one of three driving factors impacting research libraries and LIBER as an organisation.

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

In 2024, the LIBER Executive Board continued to develop plans to create guiding principles, policies and recommendations that uphold and embed values, and therefore materialise the goals of the LIBER Strategy 2023-2027.

Working Groups

Identifying Rights and Values for Research Libraries

The following values have been identified as crucial:

- Academic sovereignty
- Copyright
- DEI (Diversity, Equality, and Inclusivity)
- European solidarity
- Integrity and transparency
- Privacy and user rights
- Sustainability

The United Nations Universal Declaration of Human Rights must always be kept in mind: upholding basic values of peace, freedom, social progress, equal rights, and human dignity. Also, of utmost interest and relevance are the UN Sustainable Development Goals and the constitutional values of the European Union – human dignity, pluralistic democracy, freedom, tolerance, equality and non-discrimination.

Finally, we recognise the values selected by the LIBER community: intellectual freedom, access to scholarship, responsible stewardship, leadership and innovation, inclusivity and equality.

Proposition for Upholding Rights and Values within LIBER

Rights and values are now a standing item on the agenda of the Executive Board. There are concrete plans for workshops and other activities to bring rights and values to the forefront of LIBER activities.

Rights and values will be championed by:

- Identifying threats to rights and values through workshops with the LIBER Community
- Proposing activities that will lead to more interactivity within LIBER regarding rights and values, such as: encourage rights and values discussions at LIBER events, encouraging paper submissions on rights and values to the Annual Conference and LIBER Quarterly, and including research libraries in discussions on academic freedom
- Formalising rights and values into LIBER-supported educational programmes and activities such as the LIBER Journées and Emerging Leaders Programme
- Emphasising the concept of 'the right of access to information' in LIBER communications and resources
- Bringing Open Science firmly within a rights and values context in LIBER communications and resources.
- During the Executive Board meeting in February 2024, board members worked to make this strategic direction more library-specific. The connection was made to Open Science and copyright, and how we as libraries can safeguard rights in these domains. Looking at the CARE principles (moving beyond FAIR) was also a key theme in the discussions.

Work to embed rights and values within LIBER activities is already underway:

- 'Embedding equity and diversity in daily operations' was a submission theme for the [Call for Proposals](#) at this year's Annual Conference.
- The Strategic Vision of the LIBER Journées explores various aspects of rights and values under the theme of 'Trusted Leadership in Challenging Times'.

Workshops on Rights and Values

The LIBER Executive Board plans to organise a workshop at the Winter Event 2024 to address (copy)right, values and Open Science, to define actions that LIBER can promote in this area. Reporting from workshops should provide important insight into the rights and values landscape across Europe and build grounds for next steps within the LIBER strategic framework.

ANNUAL CONFERENCE 2023 IN BUDAPEST



Participants at the Annual Conference 2023

The LIBER Annual Conference 2023 brought 400+ library professionals from all over Europe together in Budapest, Hungary for three days of inspiring content, networking and social events.

The LIBER Annual Conference 2023 brought 400+ library professionals from all over Europe together in Budapest, Hungary for three days of inspiring content, networking and social events. [Read here](#) the Opening Address by LIBER President, Julien Roche.

- 3 Keynote speakers
- 2 Panel discussions
- 12 Parallel sessions
- 12 Pre-conference workshops
- 400+ attendees
- 3 Innovation Award winners
- 3 #LIBER23Necessity competition winners

Access the speakers' slides on the [LIBER 2023 Zenodo Community](#). A word cloud of respondents' comments on the LIBER Annual Conference:



SURVEY ANNUAL CONFERENCE

Every year, we ask the participants of the Annual Conference to tell us how we did, so we can improve the Conference experience year-on-year.

- The LIBER 2023 Conference was given an average score of 8 out of 10.
- 55.6% of participants stated that they would attend another LIBER event.
- 63.4% of participants said the conference met their expectations, with 31.34% stating it exceeding their expectations.
- 42.48% of participants plan to attend LIBER 2024 in Cyprus.

Some comments from our participants and sponsors:

"It was an extraordinary programme. I would like to express my sincere thanks to the organising committee for their excellent organisation and hospitality."

"It was an excellent event and all the organisers were incredibly helpful. As a vendor it was great to see so many delegates take the time to come and speak to us."

"Keynote speakers were really well chosen and gave excellent talks."

"Everything was so well organised and ran smoothly. Venue, food, accommodation, city, etc. It was organised better than any other conference I have attended."

Annual Conference 2024

At the Closing Ceremony in Budapest, the LIBER flag was handed over to next year's hosts from the Cyprus University of Technology in Limassol, Cyprus.

[Take a look at the teaser video](#) for LIBER 2024. We look forward to seeing you from the 3-5 July 2024!



LIBER WINTER EVENT 2023

Participants at the LIBER Winter Event 2023

In a picturesque venue overlooking the historic city of Florence, the LIBER Winter Event 2023 gathered over 100 participants for two days of intense discussion on the matters at the heart of our research library community. Delegates from across Europe came together at the [European University Institute](#) to discuss, deliberate and share knowledge on topics including library leadership, data management services, Citizen Science, AI, and the creation of library spaces.



READ THE HIGHLIGHTS FROM THE EVENT ON [OUR BLOG](#).



VIEW THE WINTER EVENT [ZENODO COMMUNITY](#) FOR A COLLECTION OF SPEAKERS' SLIDES.



LIBER Winter Event 2024

LIBER is thrilled to announce that the 2024 Winter Event will take place from 26th-27 November at the University of Maribor Library, Slovenia.

"The University of Maribor Library is honoured to host the LIBER Winter Event 2024, welcoming the LIBER community to Maribor. Together, let's foster discussions and exchange ideas crucial to our work, recognising that unity fortifies and diversity sparks innovation."

- Dunja Legat, Director of the University of Maribor Library

[Learn more on the Winter Event webpage.](#)

LIBER ANNUAL ACCOUNTS 2023

Accounts

LIBER's financial position maintains a solid balance, although the financial result for the Foundation for the year ending 31 December 2023 is a loss of € 39 760 (2022: a surplus of € 147 898). LIBER's capital and liquidity position is currently in order.

By 2023, income was slightly lower while expenditures increased. Projects provided a significant contribution of income: the LIBER organisation depended approximately 50% on temporary project income. This is much more balanced than the 60% project income in 2022, which was foreseen as the result of one-off growth in the number of projects and a catch-up in billable work for already ongoing projects following the end of the COVID-19 crisis.

To ensure future sustainability, ongoing attention needs to be given to further strengthen the foundation. During the

Meeting of Participants in July 2023, a sustainability initiative - 'Supportive Membership Fee Programme' - was announced, which came into effect on 1 Januari 2024. Indexing the membership fees in line with economic developments was also announced for 2024.

The positive result of 2022 that was partly allocated to appropriated reserves (€ 75 000) will be used in 2024 instead of 2023.

Solvency (equity as a percentage of the balance sheet in total) in 2023 is 66% compared to 55% in 2022. The difference with 2022 is mainly due to fluctuations in periodic payments from projects.

More information about LIBER's finances can be found in the full 2023 Annual Accounts, sent as part of the May 2024 Quarterly Mailing.

INCOME

	2023	2022
FROM REGULAR ACTIVITIES		
LIBER Participants	406 873	386 782
Annual Conference	19 216	20 856
Sponsorship	19 500	13 000
Events and activities	15 000	51 200
Other revenues	-	10 971
	460 589	482 809
PROJECT FUNDING		
SSHOC	1 288	124 218
INOS	-	40 948
INOS Provision	-	- 17 018
reCreating Europe	32 217	127 689
Open Research	24 099	37 617
ELE	-	13 089
MES-CoBraD	63 112	96 441
Knowledge Rights 21	57 055	49 876
CeOS_SE	41 379	195 979
DIAMAS	96 855	58 193
LibrarIN	106 728	10 279
PALOMERA	28 461	-
	451 194	737 311
TOTAL INCOME	911 783	1 220 120

2023 2024



EXPENDITURE

	2023	2022
Personnel costs	690 272	622 226
Executive Board	-	-
Steering Committees	2 375	16 208
Leadership Seminar	9 600	23 132
LIBER Office	95 100	81 308
LIBER Quarterly	7 965	3 100
Promotion and Representation	8 328	14 168
Operating costs	121 208	309 540
Other expenditure	16 891	- 707
TOTAL EXPENDITURE	951 739	1 068 975

RESULTS

	2023	2022
FINANCIAL RESULTS	- 39 760	147 898
NET RESULT	- 39 760	147 898

TO ENSURE FUTURE SUSTAINABILITY, ONGOING ATTENTION NEEDS TO BE GIVEN TO FURTHER STRENGTHEN THE FOUNDATION.



WHERE TO FIND OUR RESOURCES AND MORE...

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



This report was written and compiled by
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