Europeana Network Association
Members Council

Members Council Meeting December 5, 2017
Leonardo da Vinci Science and Technology Museum, Milan, Italy

Minutes

Venue
Meeting room: Sala del Cenacolo

Minutes
Minutes of last meeting (6-7 July, Copenhagen)

Councillors
Stephan Bartholmei (SB), Erik Buelinckx (EBu), Olimpia Curta (OC), Francesca Di Donato (FdD), Wim van Dongen (WvD), Ellen Euler (EE), Barbara Fischer (BF), Karin Glasemann (KG), Sergiu Gordea (SG), Gill Hamilton (GHa), Susan Hazan (SH), Julia Katona (JK), Paul Keller (PK), Vera Kriezi (VK), Joke van der Leeuw-Roord (JvdLR), Jef Malliet (JM), Cristina Roiu (CR), Merete Sanderhoff (MS), Sorina Stanca (SS), Marcin Werla (MW), Uldis Zarins (UZ), Vladimir Alexiev (VA), Georgia Angelaki (GA), Laura Carletti (LC), George Homs (GHo), Marco de Niet (MdN), Lars Rogstad (LR), Romain Wenz (RW)

Europeana office
Jill Cousins (JC), Harry Verwayen (HV), Zuzana Malicherova (ZM), Victor-Jan Vos (VJV), Gina van der Linden (GvdL)

Apologies
Max Kaiser (MK), Reyes Carrasco Garrido (RCG), Antje Schmidt (AS), Sanja Halling (SH), Fred Truyen (FT), Emmanuelle Bermes (EBe), Johan Oomen (JO), Lizzy Jongma (LJ)

1. ## Welcome, Apologies, Setting the scene

MS opened the meeting at 09:30 CET, welcomed the Councillors and guests in the Leonardo da Vinci Science and Technology Museum, Milan, and briefly introduced the topics of the agenda.

2. ## Minutes and actions from previous meeting

The Council reviewed and approved the minutes and action points from the previous meeting. There were no additional remarks. Action points 5, 7, 30, 31, and 32 are ongoing, the rest is completed.

→ Action 1: Europeana Office - to produce the minutes of this meeting and share it with the MC and on Pro.

3. Looking back: reflection on 2017

Task Forces update - ZM

ZM made an overview of all the Task Forces that were in place throughout 2017, summarized a few key positive points and raised a few procedural remarks that should be improved about functioning of Task Forces in general. The Council was then invited to address the mentioned issues and discuss new ideas for Task Forces, best ways to ensure practical implementation of final recommendations, and a possibility to have a Task Force Evaluation Committee in place.

Task Forces: review of new proposals

Europeana Migration Task Force (originally Migration Special Interest Group) evaluation - SH

SH presented the group evaluation of the TF proposal related to the Europeana Migration campaign 2018, which will involve 22 migration museums. The Task Force would focus on making these museums work together with Europeana during the first phase of the campaign. The Councillors discussed the timeframe and raised concern regarding the lack of members and of a clear description. The initial voting lead to 10 approvals and 16 approvals with adjustments, asking to strengthen the proposal and specify the deliverables. The proposal was then revised on the spot, subsequently voted on again and approved by all the present Councillors.

→ **Action 2: Europeana Office** - to contact the Europeana Migration Task Force Chair, announce its launch publicly, and advertise it in the Network. The dedicated Task Force space on Pro to be updated accordingly.

Impact Assessment 2 Task Force evaluation - SG

SG presented the group evaluation of the proposal to continue the second phase of Impact Assessment Task Force. The second phase shall focus on finalizing the Impact Playbook and Impact Toolkit and their implementation and dissemination, as well as the use of case studies, and dialogues with policymakers and the European Commission. The aim is to create a shared language, while reflecting on local circumstances in different countries. The proposal was approved by all the Councillors.

→ **Action 3: Europeana Office** - to contact the Impact Assessment 2 Task Force Chair, announce its launch publicly, and advertise it in the Network. The dedicated Task Force space on Pro to be updated accordingly.

Working Groups update - ZM

ZM gave a brief overview of the core activities and work done by 6 different Working Groups throughout the year, and invited the Councillors to discuss ideas for new Working Groups and communities within the Association, and suggestions for improvement of the overall ENA structure.

Work done on Copyright advocacy - PK

PK gave an update on work done by Europeana and the Copyright Working Group in the area of copyrights in the Digital Single Market for cultural heritage institutions. In an effort to advocate with the European Parliament Committees, the Council and rights organisations for changes in the EU copyright policy, the aim is to improve licensing practices and ensure wider access to content and preservation, and achieve a comprehensive solution for access to out of commerce works. PK emphasized that the Working Group's efforts need everyone's support.

Report on current progress of Evaluation of Europeana - JC

The European Commission's public evaluation of Europeana survey has run between October and January 2018. Following successful talks, where JC and HV presented data and results of Europeana's work, the Commission would like to get a direct feedback from the Management Board on the survey. MS and JCP encouraged the Councillors to fill in the survey and ask their networks to do so as well, since so far the response rate has been low. Although there are some technical problems with the survey, it is very important to fill it in - if they do not receive enough responses, they will assume that the partners and public do not need or appreciate Europeana. The Councillors can write a letter themselves proposing to be interviewed, and the survey may be prolonged. The results are expected to be reported in DCHE in May 2018, and although they will not influence the DSI4, they will have an impact on the funding of Europeana under next EU Multiannual Financial Framework.

→ **Action 4: Councillors/all - to fill in the survey on public evaluation of Europeana and encourage their networks to do the same as soon as possible.**

4. Europeana and the Association - Business Plan 2018

General introduction - HV

HV introduced the draft Business Plan 2018 to Councillors. 2018 represents a 10-year anniversary of Europeana, and the aim of the Plan will be to create a real impact for European citizens in the cultural heritage field, with a focus on a theme of migration, which will require support of the Network. The migration campaign will include 10-15 collection days (and transcribathons) in the spring and fall to build up Europeana collections and run impact assessments related to it. Other key activities will evolve around organisation of the Europeana Tech Conference in May 2018, Europeana and Centenary tour. The new version of Metis will be launched with an objective of involving the Network data partners and making Collections pages semi-automated and easily findable. Activities

for Network educators, researchers (grants programme), creative industries and end-users on social media will continue, together with new pilot projects such as Europeana Newspapers.

→ **Action 5: Councillors - to dedicate time and efforts to promoting activities of Europeana in 2018.**

Association budget in 2018 compared to 2017 - PK

PK explained the Association budget of 2017 and budget projections for 2018 based on available DSI funding, giving an overview of all the expenses. Both ENA budget and the Foundation budget, as its only source, were cut by the same percentage. The following lessons learnt and considerations were made based on what the overall available budget for 2018 is estimated to be:

- Task Forces should meet in the first half of the year as much as possible
- The budget has become increasingly limited, therefore the size of the MC cannot increase
- The available money needs to be spent wisely, meaning that at the moment, there can only be two MC meetings a year
- ENA is free to raise its own additional funds, and come up with proposals on how to resolve budget shortage.

→ **Action 6: Councillors - to advise the Management Board and Europeana Office about additional funding opportunities for the Association.**

Break-out groups on outlook for 2018 on Task Forces

This session aimed to reflect on topics introduced in the previous plenary presentations in an interactive break-out group manner. The break-out discussions gathered Councillors' practical input on the following key topics based on beforehand prepared discussion paper:

- What are the relevant topics that Task Forces could address in 2018?
- Task Force evaluation process: Shall we have a Task Force Evaluation Committee in place?
- What are the best ways to ensure practical implementation of the final recommendations?

Summary of discussions per group:

Group 1: JC, PK, MdN, JM, EBe, LC, FdD

The group proposed 'Connecting to Open Infrastructures' as a new idea for a Task Force; and to have three types of Task Forces in place – two coming from ENA, one from the Europeana Office:
1. Addressing topics related to the current Business Plan (e.g. Impact and Migration Task Force)
2. Exploratory Task Forces for the next Business Plan

3. Ad-hoc Task Forces – engage in urgent matters, using the expertise of the Network (paid for outside of the ENA budget)

The Task Force evaluation process should be restructured so that there are 5 MC members in the Task Force Evaluation Committee, with no need to wait for approvals at the MC meetings.

Group 2: HV, MS, VK, BF, CR, EBu, VA, RW

The group agreed that the Task Force Terms of Reference should address the following issues:
● Describe the role of Task Forces towards fulfilling the Business Plan
● Automatically reject Task Force proposals that do not meet the criteria
● Implement consequences/fallback plan if a Task Force does not follow the ToR/does not meet deadlines
● Define and clarify criteria for implementation and evaluation of Task Forces, including their best practice examples.

Group 3: GvdL, LJ, GA, LR, MW, EE

The group agreed that the Evaluation Committee should be created in order to make the MC members more involved in the coordination of the Association activities and guarantee better results. The first task of such Committee should be to evaluate current Terms of Reference.

The group proposed the following Ideas to ensure the implementation of final recommendations:
● Promotional poster sessions at the AGM
● Use of channels like ENA newsletter and mailing lists
● The final recommendations themselves should include suggestions on how to maximize the chance for their implementation.

Group 4: ZM, JvdLR, WvD, SHa, GHo, JK

The group proposed a new Task Force idea: creating/evaluating a new framework/package for students/tourists to be able to create (semi-)automated exhibitions online that Europeana could use.

The group agreed that Task Forces:
● Should be related to the Business Plan, and address practical, often times technical matters such as monitoring of progress of software and infrastructure development
● Be a strategy to involve ENA members in activities of Europeana
● Have an MC member appointed as a rapporteur who would be held accountable for results during meetings, or transfer of knowledge when needed.

The evaluation process needs to be re-thought, with the forms being more specific and adjusted for every proposal, making it more guiding and inclusive. The evaluation need more points and members should come from different background - new Network members could be asked to fill in a more sophisticated form when registering, and specify their set of skills and interests.

Some Councillors agreed with the ideas of having an Evaluation Committee of 5 MC members, while others did not. The group suggested to give the MC some time to think about it and offer a concrete proposal of how such Committee should function as a way forward for Task Forces.
- ● UZ, MW, GA, VJV, VK, SB, JK, SG, KG - volunteered to come up with/discuss the proposition.

Group 5: VJV, UZ, SG, KG, SB, GHa, SS, OC

The group agreed that Task Forces serve a dual purpose for Europeana:
1) they are the way for the Network to influence Europeana's operation, policy, strategy and direction;
2) they are a method of Europeana to fulfil requirements of the Business Plan and DSI Tender.

It is the sole jurisdiction of the MC to evaluate, approve, or reject them. The current process for proposing and approving the Task Forces is not completely fit for purpose. According to the group, there are the following issues:
- ● Task Force proposals are only submitted twice a year and the proposals are of mixed quality and quantity
- ● The MC is not in a position to satisfactory evaluate the (implementation of their) results
- ● There is no proper accountability of the budget for Task Forces
- ● The need for Task Forces does not adjoin with the timing of an MC meetings
- ● Delivery of reports and evaluation process need to be substantially improved.

The group agreed with a Committee that would be responsible for the process of setting up and approving the Task Forces, and evaluating their results. The Committee would facilitate the MC to allow for a proper process of decision making. It would not, however, make the decisions on MC's behalf. The Committee could consist of one MB member (UZ, chair), 2-3 MC members, and the Network Coordinator. Task Forces deliver midterm or final report to the MC latest 2 weeks before each MC meeting. The report would include an evaluation of the Office of how the Task Forces results may be implemented in Europeana's operation and policy. Task Forces that do not provide a report would not be allowed to spend money until the following MC meeting (Responsible: TF Chair, Accountable: MC member).

The following action points were derived from these discussions:

→ Action 7: Europeana Office - to come up with a concrete proposal for a Task Force Evaluation Committee set-up to be consulted with UZ, MW, GA, VJV, VK, SB, JK, SG, KG, and put in practice by the first MC meeting of 2018.
→ Action 8: Europeana Office - to restructure the Task Force Terms of Reference and overall evaluation process, clarify criteria for their implementation and evaluation, and adjust their forms.
→ Action 9: Europeana Office - to consider the use of channels like Europeana newsletter and mailing lists to promote Task Force recommendations.

*#AllezCulture WG Intermezzo:

JC encouraged the Councillors to take part in [Thunderclap](#) [#SoDoWe](#) and provide their support for it by emailing their networks, tweeting and posting on social media about it.

2. break-out group discussions on outlook for 2018 on communities, overall structure, and Network activation

These break-out discussions aimed to reflect on overall ENA structure set-up, and ideas for new Working Groups and communities. The groups provided input on the following questions based on beforehand prepared [discussion paper](#):

- What do you think about the current ENA structure? Do you have suggestions for improvement?
- What are the relevant topics that the Working Groups could address in 2018 and beyond?
- What are the relevant topics that the communities could be built around in 2018 and beyond?

Summary of all the discussions on ENA structure and set-up:

The structure of the democratic governance model should be used to strengthen community-building in the Network and provide incentives for its members to actively participate. How should the dialogue/engagement in the communities be fostered?
→ look at Wikipedia community as an example: the platform feels open and democratic, but it requires dedicated administrators and truly engaged and active contributors.

Each MB member can champion a key area/community defined by the Network (e.g. IPR, Tech, Impact, data quality). Such key areas should be interoperable and defined as 'a problem to solve' – challenges that all Network members share an interest in facing together across the sector. These communities should be based on diversity of interest, and related to professions, or based on end-users/thematic channels/markets of Europeana. They should not necessarily reflect the generic sector-divisions: it is obvious for libraries to have such communities, but not so much for others like archives – avoid doubling of communities created elsewhere outside Europeana.

Each MB member is responsible for creating a subgroup of interested Councillors and championing a key area. Each area should have a position paper specifying its achievements year by year. Councillors in the subgroup are responsible for sharing and advocating the activity in their networks. The subgroups should be rather small and connected. This should be a way to facilitate the community-building and a sense of belonging based on existing interests within ENA.

The following action points were derived from these discussions:

→ Action 10: Europeana Office - to implement and facilitate the suggested community and Working Group structure of ENA based on findings of the breakout group discussions.
→ Action 11: Europeana Office - to consider conducting a survey on what motivates members to become part of ENA and specific communities/Working Groups.

5. Europeana Network Association support of 2018 European Year of Cultural Heritage (EYCH)

[Europeana & 2018 European Year of Cultural Heritage: Flagging the Digital](#) - JC

JC presented Europeana campaigns related to 2018 EYCH and asked for a support and participation of the MC and ENA in these activities. The core idea is that Europeana is the digital face of 2018 EYCH – it is the only pan-European body in the digital cultural field that is participatory and operates cross-border. Europeana and ENA will be contributing to the Year with the #AllezCulture campaigns, including the release of Thunderclap and creating a tweet bank: *My favourite (migrated) food/music/art is ____ @EuropeanaEU #Migration=Culture #EuropeForCulture*. The Migration project will consist of various elements that are dedicated to: Europeana migration collection, migration in the Arts and Sciences, collection days, migration museums, and re-use of the migration collection. During the collection days, people - including those from local schools and retirement homes - will be asked to tell their migration-related stories in various locations such as Luxembourg or Ireland. 25 migration museums are interested in organizing events with us. The migration collections and material will also be reused for education market. The second #AllezCulture campaign will be dedicated to the 1914-18 and a Centenary tour, with collection days being run under Bulgarian Presidency of the EU.

→ Action 12: Councillors - to dedicate time and efforts to promoting and actively participating in activities of Europeana and ENA related to 2018 EYCH.

Parallel break-out group discussions:
1) Predicting the future: preparing for last session of the AGM - all
2) Quiz Masters: creating questions for the AGM participants based on presentation of Europeana partnering EYCH - SH

During this session, the Councillors took part in preparing the last session of the AGM 2017 programme on predicting the future of 2018 EYCH activities. They participated in a Kahoot exercise, led by SH, where they created a Kahoot quiz with new questions for the next day's AGM based on JC presentation of the Europeana partnering EYCH and the migration campaign.

6. Developing the [#AllezCulture Migration Campaign](#)

Following the presentation of JC on the Migration Campaign, the Councillors took part in a short social media workshop by Aleksandra Strzelichowska from the Foundation's Marketing and Communications team. They were asked to individually or in pairs prepare a tweet for a tweet bank with a theme "My favourite (migrated) food/music/art is ____ @EuropeanaEU #Migration=Culture #EuropeForCulture".

7. Voting & Elections 2017

Members Council elections and voting procedure - JM

JM invited the Councillors to vote in the 2017 Members Council elections and clarified that according to the Statutes, from now on, the newly-elected Councillors will be serving a 3-year term, not 2-year as it was until now. All the important documents will be included in the elections and voting email sent out by the Office, and uploaded on the website for information.

→ **Action 13: Europeana Office - to ensure that all the ENA members receive all the key Association documents to be voted on together with an election email on time for voting.**

Statutes and Bylaws updates - JvdLR

JvdLR gave the Council an update on the work done by the Governance Working Group on updating the Association's Statutes and Bylaws based on changes agreed upon during the previous MC meeting in Copenhagen. The Council approved the changes. The Statutes have been submitted to the Notary and are being finalized.

→ **Action 14: Europeana Office - to share the updated version of the Association's Statutes and Bylaws publicly.**

8. Wrapping up & looking forward to 2018

Formal approval of Association's Annual Report 2017 and Activity Plan 2018

The Council approved the content of the Association's Annual Report 2017 and Activity Plan 2018, prepared prior to the meeting by the Europeana Office and the Management Board. Both reports were submitted for official voting starting at the AGM 2017.

Meeting wrap-up: General lessons learnt in 2017 & projecting next steps - MS/All

MS wrapped-up the meeting by reflecting on some lessons learnt in 2017 and outlining the next steps for the MC and the Association. She thanked everyone for participating in the meeting and all the activities throughout the year, and reminded that the budget restrictions for 2018 can be seen as an opportunity to work together more effectively and use the Network in more optimal ways. MS concluded the meeting with a beautiful Icelandic musical contribution.