

Members Council Meeting 1-2 July, 2020
Virtual meeting

MINUTES

Councillors

Henk Alkemade (HA), Georgia Angelaki (GA), Ina Bluemel (IB), Petra Boettinger (PB), Flavia Bruni (FB), Erik Buelinckx (EB), Tamara Butigan (TB), Michal Čudrnák (MC), Olimpia Curta (OC), Robert Davies (RD), Killian Downing (KD), Maria Drabczyk (MD), Maria Engberg (ME), Ellen Euler (EE), Kate Fernie (KF), Barbara Fischer (BF), Karin Glasemann (KG), Susan Hazan (SH), Pilar Irala-Hortal (PIH), Loa Steinunn Kristjansdottir (LSK), Hans van der Linden (HvdL), James Morley (JM), Marta Musso (MM), Clemens Neudecker (CN), Marco De Niet (MdN), Steven Claeysens (SC), Stephan Bartholmei (SB), Peter Soemers (PS), Marco Streefkerk (MSt), Frederik Truyen (FT), Dafydd Tudur (DT)

Europeana office

Harry Verwayen (HV), Albert Verhaar (AV), Zuzana Malicherova (ZM), Julia Fallon (JF), Gina van der Linden (GvdL), Tamara van Hulst (TvH), Beth Daley (BD), Isabel Crespo (IC), Ariadna Matas (AM)

Guests Merete Sanderhoff (MS), Marco Rendina (MR), Maaïke Verberk (MV), Gregory Markus (GM)

Apologies Vera Kriezi (VK), Sara Di Giorgio (SdG), Antje Schmidt (AS)

1. Welcome and introduction

[Presentation](#) (Slides 2-5)

MdN introduced the agenda covered in a common [slide deck](#). Throughout the meeting, Councillors had an opportunity to pose questions and add comments in a separate [Q&A document](#). MdN expressed his appreciation for the fact that Councillors found the time to attend this meeting in the midst of the Covid-19 crisis. The objective of the meeting was to discuss the impact of Covid 19 on sector's accelerated digital transformation in relation to the work of the ENA and its communities. The Council was also going to reflect on the use of budget, 2020 conference planning, rapidly growing membership, work of the ENA climate group, results of the ENA impact assessment survey, and ways to encourage inclusivity & diversity in the ENA.

- [Review of previous meeting minutes and actions](#)

Minutes of the previous meeting were formally approved and will be published shortly. Most of the action points were completed, the rest remained ongoing.

- Recent changes in the MB

MdN presented the most recent division of tasks among the Management Board members:

- FT: Treasurer; main contact for communication issues related to ENA
- GA: Vice-chair of ENA; main contact for digital transformation strategy; main contact for Tech community
- MdN: Chair; main contact for policy documents of the ENA; main contact for individual MB/MC members; Member of selection committee for new EF Governance
- RD: Main contact for the Impact community
- SdG: Main contact for the Communicators community & for the EAF
- SB: Main contact for the Education community & for the Copyright Community
- SH: Chair of Governance WG; main contact for all membership issues; main contact for the Research Community; Member of the Europeana 2020 programme committee
- ZM: ENA/MC/MB secretariat; ENA Confidentiality person.

2. Europeana Initiative updates

[Presentation](#) (Slides 6-23)

- Europeana Governance update

HV explained the new governance model for the EF that will ensure more effectiveness in supporting the operational management, inclusivity, diversity and representation from the sector, and compliance with the Dutch Governance Code Cultuur. The new governance framework will be composed of a two-tier board system of the executive power and the supervisory power:

- An Supervisory Board (SB) of 7 members
- A Board of Directors of one vested with executive responsibilities (HV)

The Advisory Board (AB) of minimum 9 members will provide expert insight, network and contacts and extend its knowledge base and strategic thinking. The Advisory Board will represent the sector's needs, interests, challenges and best practices. Members of the SB and AB are appointed for a term of 4 years, with a one-time possibility for reappointment. The maximum term of office is therefore 8 years.

- The SB will be composed of one ENA, one EAF and five other members with specific complementary profiles.
- The AB will include one Founding member of Europeana, two Member States (sitting and succeeding presidencies), one EAF, one ENA, at least one content association, at least one CHI, at least one other organisation, and one or more expert members, covering the full constituency of Europeana.

The approval of all the new Board members and amendments of statutes will take place on 29 September 2020. The connection to the ENA will be ensured by inviting an ENA representative to both AB and SB, in order to foster the connection between the EF and the ENA, strengthen the networking potential of the EF, extend the knowledge and strategic thinking of the EF, and generally represent the voice of ENA.

- Plans and work progress of the DCHE subgroup

MS joined the Council to give an update on the work progress of the DCHE subgroup, where she has been representing ENA. The subgroup played a vital role in developing the new Europeana Initiative Strategy. In this process, the group prepared recommendations for the member states and finalized the document based on their input. Next steps will be to support the implementation of the new strategy by the European Commission (EC) and the member states. MS mentioned that all the improvements Europeana has been applying, specially in terms of user-friendly infrastructure has made the EC feel more connected and take more ownership of and support for Europeana in the future. The EC has published a [public consultation](#) on the future of digital cultural heritage, which will run until September. In MS's opinion, the consultation validates Europeana's agenda of being a digital transformation hub. Both quality and quantity of the results will be crucial to ensure funding for Europeana and the sector in the next seven years.

- Update on current EF operations

AV gave an update on the current state of EF operations and relevant developments since March:

- Because of COVID-19 crisis the staff will continue working from home until 1 September
- EF hired six new people in the last 3 months;
- The current DSI contract will be extended by two years, ending in August 2022
 - Budget for the consortium remains the same (7 million euros / year)
 - EF is currently working on the new implementation plan based on the new strategy
- Electronic signing for all DEAs has been implemented
- A new audiovisual player has been rolled out
- New Europeana's 'Discovering Europe season' has started
- EF is involved in 9 Generic Services proposals out of 13 (available budget €4 million). Probably not all will be granted, the results will be known in October/November and the approved ones will start in February/March 2021.
- EF co-developed the 'Europe Day Manifesto' (almost 1,000 signatures, ca 50% individual signatories, 50% organisations)

→ Action 2020-22: ZM - to inform the Council about the latest developments and activities of the Generic Services projects.

Activities of Aggregators Forum

MR joined the meeting to update the Council on the latest activities of the EAF:

- EAF held a successful online meeting on 6-7 May, which included a copyright workshop.
- The changes proposed to the EAF governance structure were approved:
 - Kerstin Herlt from Deutsches Filminstitut & Filmmuseum, was elected as third aggregator representative to the EAF Steering Group.
 - ZM formally joined the EAF Secretariat.
- Electoral terms of the EAF SG members are now aligned with those of the ENA, i.e. having elections every 3 instead of 2 years.
- EAF started running its own TFs and WGs open to collaboration with the ENA and EF:
 - The EAF WG on IIF adoption, training, and translation of resources started in May in collaboration with the Tech community.

- TF proposal on training & knowledge transfer repository ('train the trainer'), proposed by SH and MR, is being discussed in light of the capacity building workshops to see how the workshop findings can feed into the TF work.
- Advocacy TF is in place since early July with an aim to draft an aggregation policy, which will be presented at the next DCHE meeting.
- There have been efforts to align the EAF communications with those of the ENA in a way that the EAF will have its own section in the Network newsletter, and contribute more actively to the Pro blog series.
- MR will represent the EAF on the new EF Advisory Board. Kerstin Herlt will become the EAF Supervisory Board representative.

Some Councillors asked what steps could be taken in countries that don't have a national aggregator. The EAF cannot directly help establish a national aggregator, but the Forum members can advocate with their member states and the EC for the importance of having one, and for improving national aggregation infrastructures. The DCHE and the newly established aggregation advocacy TF also play a role in this process. Also, one of the main objectives of the Europeana Common Culture project was to empower or possibly establish several national aggregators. In practical terms, the structure of the new Pro pages allows the CHIs to find contacts and aggregation routes in their countries more easily.

3. Covid 19 and its impact on the CH sector's digital transformation

[Presentation](#) (Slides 24-42)

- *Outcomes of the sense-making and capacity building workshops*

The sense-making and capacity building workshops on digital transformation, led by M. Edson and J. Visser took place throughout June, involving the MC, the EAF, and the Network at large. The [final report](#) is being finalized and will be shared more widely in the coming weeks. This report is a starting point that will hopefully help the EF teams create a high quality capacity building framework to understand and tackle the needs of the sector.

Content of the report:

- 18 conversations, 6 surveys with 64 participants from 22 countries.
- Highlighting 10 themes (+10 additional outliers), providing insights for Europeana
- Aims to stimulate dialogue and catalyze action by identifying strategic drivers, crafting creative response, finding key patterns, and planning next steps

HV went through a couple of key observations and findings of the report regarding capacity building. One of the most important take-aways about digital transformation is that our sector is diverse and that transformation has to fit individual institutions' needs, but at the same time, it is a collective process and an ongoing journey. One of the main challenges seems to be the fact that the needs of CHIs are many and varied, which makes it difficult to achieve consistency in digital output and mindset across the sector. As a solution, Europeana and the ENA can showcase the importance and added value of digitisation, adoption of standards, best practice and common solutions; develop

training, form larger networks, and advocate for strengthening of national infrastructures. HV identified the following four key report aspects:

1. Change (and its relation to impact)
 - There is a sense of urgency (for GLAMS) to use the momentum for change (in an impactful way)
 - There is considerable doubt about the direction it will take (stagnation, right/wrong direction)
 - Europeana can work with 'the leading coalition' and support them with change management capabilities and practical guides
2. Social responsibility, audience & diversity
 - Cultural heritage has a role to play in societal challenges including themes such as social justice, climate action, and diversity (but doesn't sufficiently)
 - COVID-19 and #BLM have put the focus back on audiences
 - Europeana can catalyze the wider transformation of the sector from exclusive to inclusive, not only in terms of people, but also audiences, content, and partnerships
3. New perspectives on digital (divides)
 - To be more than a 'backup' option we need integral 'blended' approaches to digital
 - There seem to be 3 digital divides: social technological inclusivity, between GLAMs and between colleagues
 - Europeana can support by creating and sharing new 'vocabularies' (i.e. flipping the museum) and developing examples/impact assessments to provide investment logic and bridge the digital divides
4. Organisation, learning & the network
 - Working from home and remotely has given new insights into working conditions, the balance between professional and private time, teamwork, etc.
 - We need to build our capacity not only in terms of knowledge and skills (3D, IPR, ...) but also in terms of attitudes and behaviors (digital literacy, bias, change itself, ...)
 - Europeana should focus on collaboration (Soft Commons)

HV asked the Councillors to read the report thoroughly and ask themselves what recommendations or statements resonated most to them, what was missing, how to shape a common understanding and turn these ideas into actionable points for ENA, and how can ENA support Europeana in providing solutions.

- *Reflecting back from the workshops by participating Councillors*

GA asked those Councillors that actively participated in the workshops to share their experiences. DT found it a very positive experience, and appreciated the timing, the balance of activities and communications between workshops, and a pleasant atmosphere. He was impressed with the amount of information collected in just three weeks, and overall found value in learning and sharing information this way. MC also found the workshops very useful and the sessions well prepared, and appreciated learning how other people and their organisations have adapted to working in current circumstances and discussing future scenarios. He thought it was a very good format to be used in

the ENA and the community discussions. MSt appreciated the EF taking this kind of initiative and found it inspiring to hear about perspectives of colleagues in the network. He suggested that English as a common language is not easy to use for everyone, and it could be very helpful if the network could help expand a multilingual collaboration, e.g. by organising a peer to peer coaching in local languages and using Europeana as an umbrella organizer to facilitate it. MS added that people around the world feel the need for change in the CH sector, have been talking about it for years and now there is a momentum to make this change take place, although the sector is in a difficult condition with many employees being laid off. Digital transformation can not only lead to technological development but can now also make organisations less hesitant and more courageous to take action to address social issues and letting more people into the discussion, and Europeana and the ENA can help lead the way.

- *Discussion*

Councillors briefly reflected on how they feel that these outcomes relate to their work in ENA, how this work can be better aligned with the rest of the Europeana Initiative Strategy, and whether there may be aspects missing from these outcomes that are important for the ENA.

How to empower CHI workers that are not directly involved in decision-making appeared to be a crucial issue, as most people share this problem. Therefore, participating Councillors found having debates in peer groups and exchanging experience very helpful and supportive. MdN shared a positive experience from the Leiden University Libraries, that has gone through a major digital transformation in just a few months because of COVID-19 and has adopted a positive mindset around it. Many library employees that were very much used to (and preferred to) work and meet in an analogue way, were now forced to start working digitally and online and had to change their original mindset. MdN mentioned that the availability of good and user friendly digital tools were a big part of making this quick transition together.

Furthermore, the present attitude towards various groups and their histories in society seems to change, and this is something to consider when digitizing collections. The way the content is selected and presented can be a tool to position cultural heritage institutions in current societal debates and they may also contribute to an increase of inclusivity in the sector.

- *MemeTime: Introduction to the breakout session*

As a follow-up on the discussions mentioned above, together with results of the initial debate at the Council meeting in Lisbon, the Councillors were going to work in breakout groups to think about what they have learned from capacity building workshops, how these ideas contribute to their work in the ENA, and how these are aligned with the Europeana Initiative Strategy.

Based on the discussion of the [top 5 ranked topics](#) identified by the Council in Lisbon, five groups were formed. The topic for the sixth group was added based on input from the workshops.

- [Group 1](#): Help each other by enabling collaborations
- [Group 2](#): Share experiences
- [Group 3](#): Contribute to positive image of CHI's in society
- [Group 4](#): Promote open licenses and FAIR-principles
- [Group 5](#): Provide visibility of best practices
- [Group 6](#): Agency for Change

Each group was asked to dive into the pre-selected concept and create a statement for a meme by combining the statement with an image from Europeana collections. The groups were then asked to tweet their memes using handle #europeanacommunities.

Name	Tweet
Group 4	https://twitter.com/michal_cudrnak/status/1278338361980268545/photo/1
Group 2	https://twitter.com/therealstief/status/1278337613619920902/photo/1 https://twitter.com/therealstief/status/1278342762199384064/photo/1
Group 1	https://twitter.com/jamesinealing/status/1278337031190523905/photo/1 https://twitter.com/jamesinealing/status/1070232747019550720/photo/1
Group 5	https://twitter.com/ErikBuelinckx/status/1278337685560741891/photo/1
Group 3	https://twitter.com/marcodeniet/status/1278339374179106816/photo/1

4. Wrap-up of the day

RD concluded the first day of the meeting by reflecting on how the new Europeana Initiative Strategy is aligning various strands of work, and creating synergies and cohesion between the EC policy, Europeana activities and needs of the CH sector in relation to capacity building and making sense of the concept of digital transformation. In the next community sessions, the aim will be to see how the community goals and activities can match with Europeana's overall approach to digital transformation.

Day 2

5. ENA Communities

[Presentation](#) (Slides 74-85)

- [ENA Communities: Progress reports & videos 2019/2020](#)

Councillors joined six [Community breakout groups](#) to discuss how Covid-19 has impacted their community work; how they see communities contributing to the digital transformation related initiatives and activities; and what concrete opportunities they can identify for each community (both short and longer term).

- [EuropeanaTech community](#)
- [Europeana Research](#)
- [Europeana Education](#)
- [Europeana Copyright](#)

- [Europeana Impact](#)
- [Europeana Communicators](#)
- Community dynamics - mentimeter

This session was prepared and led by SB and BF on behalf of the Governance WG, which has been working on revision of the current community terms of reference. In order to suggest more informed revisions to the current rules and expectations, the WG wanted to use this session to gather input on how SG members feel about their roles and relations as different goals can pull members in different directions (i.e. the EF working towards DSI objectives, while ENA members working on a voluntary basis having their own interests). The aim is to find a common understanding and create good work dynamics while complementing goals set by the Europeana Strategy, and at the same time addressing needs of individual professionals across Europe. According to GM, the role of the Tech community is to bring in diversity and not only to inform but also to provide an umbrella body for exchange and promotion of information.

*Note:

The Mentimeter results were summarized in [this document](#). Due to the mix of questions addressing either ENA members or community managers or both and various members skipping some of the questions, some invalid values and votes were recorded. From the total of 34 recorded votes, 27 were valid and could be identified as 20 member and 7 community manager votes. The WG will analyze these results and inform the MC about next steps.

6. Communicators sharing online tools: how to organise a successful webinar

[Presentation](#) (Slides 86-104)

BD and SH presented the Council with online tools that the Communicators Community has successfully used when organizing their webinars. They provided a lot of useful advice in terms of format, timeline and planning, webinar preparations (actions table, presenter brief, promotional texts), moderation tips, social media coverage, and post-webinar follow-up (surveys, debriefs).

7. Association business

[Presentation](#) (Slides 106-134)

- ENA Budget update & expected changes under current circumstances

FT gave the MC an update on the current state of the ENA budget. About 10 000 Euro was originally allocated for MC travel costs, and other costs (TF travel costs) but due to Covid-19 crisis, the budget has not been spent. Therefore, the MB has asked the community SGs how they wish to repurpose their unspent budget on activities other than meetings (e.g. video production). The MB will assess the community proposals in August.

- [Europeana 2020 conference & webinars](#)

GvdL informed the Councillors about the latest planning of the annual event. The programme will cover activities of the whole Europeana Initiative spread across three days on 11-13 November 2020. The preliminary topics and motivations for people to attend will be:

- Day 1: Come learn the basics, learn something new - What do you know now?
- Day 2: Come level up your knowledge, refine a skill - I really like to learn more
- Day 3: Come dream with, look into the future - I am curious what I can learn in the future

Local activities might also take place in a hybrid conference form with smaller groups of participants including Hackathon, Transcribathon, Serious Lego play, or a Collection day, while the EF team will coordinate these events remotely. Confirmed locations at that moment were KU Leuven - Belgium, and Hunt Museum - Limerick, Ireland.

Call for proposals is planned as follows:

- Mornings: The programme Committee will draft a programme according to the theme of the day
- Afternoon: A call for proposals will be sent out soon so that people can submit their ideas for speakers, panel sessions, workshops etc. They should fit the theme of the conference and address the past, present or future. Those suggestions that won't make it to the conference can be reused in 2021 for webinars or workshops.

The Programme Committee will represent interests of the Communities, the ENA Board, and the EAF SG. The 'save the date' has been sent out and the Committee will start working on the programme shortly. There will be no conference fee, although local event organisers may be asked to provide catering if needed.

- [ENA impact assessment survey results](#)

The ENA survey ran for two weeks throughout June, being one of the 10 impact case studies and a DSI obligation, and collected 308 responses. We recorded the following results:

- 45% of respondents have been members of the Network for 0-2 years, and 22% have been members for more than 6 years.
- 84% agreed/strongly agreed that the Network provides access to other professionals working in the sector
- 20% of Europeana Network Association members suggest that Network membership has helped them get involved more in the Europeana ecosystem.
- Over 60% of respondents agree or strongly agree that Network Membership gives them new knowledge about trends in the sector
- 13% of respondents suggested that shaping and driving policy development was an outcome of Network membership.
- 48% of respondents are considered 'promoters' of the Network, according to the NPS score they gave.
- 15% are detractors. The Network NPS score is 31, which, according to [SurveyMonkey](#), is around average.

The primary analysis of the open text responses is ongoing, and should be complete by the end of August. The Council will be asked to provide feedback to ensure that the results are validated. The EF team also aims to create a question bank in order to help standardise future data collection approaches, and assess and further develop the Europeana Theory of Change.

- *ENA Governance update*

The Governance WG has been overseeing the ENA Membership Campaign, which kicked off on 20 April and will end on 1 October 2020. Reminders are sent monthly and the message is relayed monthly in the newsletter. To this date, 1138 people have confirmed their membership, 29 decided to terminate it. The WG will start planning the MC elections, starting on 1 September 2020 with a call for candidates. The WG has also been working on a proposal for the ToR review and assessing the roles and expectations in evolution of the ENA Communities. The MC will be informed and consulted in the process.

- *Inclusivity & diversity in the ENA*

KD updated the MC on the latest activities of the [New Professionals Task Force](#), trying to find ways to make the ENA more inclusive and diverse. The discussion of this topic started in Lisbon at [a session on Inclusivity & Diversity at Europeana 2019](#). This has led to creation of a [Basecamp group](#), and a TF was set up to explore how to better support emerging professionals. The TF needs more people to learn, challenge and bring depth to the conversations. KD asked the Councillors to support this work; share it with their networks, and get in touch with him or with JF.

- *Proposal for a dedicated membership WG*

MdN and SH, who are responsible for reviewing new ENA membership requests, explained that since January, ENA has grown its membership by around 500 new members, and it keeps growing. This has made the MB and the EF team discuss the fact that ENA needs to reflect on the current customer journey that people experience when they wish to join the ENA. The latest ENA membership breakdown by domain, industry, country, etc. was presented. The Board therefore proposed to create a WG on membership that would be dedicated to assessing the membership and looking for ways to engage ENA members in new ways. The Councillors embraced the idea of creating a WG as a follow-up to some current Taskforce and other activities and a long-term instrument dedicated to facilitating the ENA membership.

→ Action 2020-23: MdN/SH - to prepare a formal proposal for the membership WG, in relation to the preliminary results of the NP TF; Councillors to consider chairing or joining the WG.

- *ENA Climate group work update*

PS and KD on behalf of the ENA Climate Group updated the MC on activities of the group since March. The group has kept communicating on [Basecamp](#), but has been relatively inactive since the Covid-19 crisis started due to high workload of group members, which was also a reason for postponing a planned social media campaign. The Councillors can help keep the momentum and

discussions ongoing, support a collective manifesto planned for January 2021, and help [organise a Green Event](#).

8. Wrap-up and next steps

[Presentation](#) (Slides 135-136)

Councillors concluded that many important issues have been going on in the sector that the ENA should address. The meeting had a positive and optimistic note and many people seem to have adapted to a new way of working in the midst of a global health crisis, when the existence of many GLAMs and related jobs are endangered. The current situation has accelerated the digital transformation in a couple of months, and according to FT, many ENA members were able to successfully take part in it thanks to their network connections. Due to the lack of physical contact that Councillors miss, the ENA communication flow and information exchange needs to be intensified online and members should support each other wherever possible.

The Councillors found the agenda interesting and diverse and the meeting pleasant, useful and efficient. MdN expressed pride in the level of commitment and good work of the communities, and in the fact that the ENA is growing and expanding its potential so much every month. Due to high level of interest, it is obvious that the ENA is taking on initiatives related to recent events and long term societal issues.

→ Action 2020-24: ZM - to inform the Council about the date of the next meeting, and include prominent contemporary societal topics in its agenda.