



## Europeana Foundation Governing Board Meeting

11 April 2018  
16h30 – 18h00 CET  
Teleconference

### Precis of minutes of 5 March 2018 Board meeting

*The precis was published on [Pro](#) and shared with the DCHE*

#### Attendees:

- (EN) Elisabeth Niggemann, National Library of Germany, Germany - Chair
- (PK) Paul Keller, Kennisland, The Netherlands
- (UZ) Uldis Zarins, National Library of Latvia, Latvia
- (AM) Agnès Magnien, Institut national de l'audiovisuel, France
- (MK) Max Kaiser, Austrian National Library (ONB), Austria
- (BD) Brid Dooley, FIAT-IFTA, Ireland
- (LH) Lorna Hughes, University of Glasgow, UK
- (JO) Johan Oomen, Netherlands Institute for Sound and Vision, The Netherlands
- (MR) Mirjam Raabis, Ministry of Culture of Estonia, (sitting) Estonian Presidency
- (JF) Jeannette Frey, Ligue des Bibliothèques Européennes de Recherche (LIBER), Switzerland
- (MHS) Monika Hagedorn-Saupe, International Council of Museums Europe, Germany
- (KH) Karin van Honacker, EURBICA, Belgium
- (MP) Martijn Pronk, Van Gogh Museum, The Netherlands
- (MS) Merete Sanderhoff, SMK, Denmark
- (JLR) Joke van der Leeuw-Roord, EUROCLIO, The Netherlands
- (CV) Concha Vilarino, Ministry of Education, Culture and Sport of Spain, Spain
- (AB) Axenia Boneva, Ministry of Culture of Bulgaria, Bulgarian Presidency
- (SH) Stefan Hahn, Directorate of Arts & Culture of Austrian Federal Chancellery, Austrian Presidency

#### Observers:

- (EF) Elisabeth Freyre, Bibliothèque nationale de France

#### Apologies:

- (LA) Lora Aroyo, VU University, Bulgaria
- (EK) Elsbeth Kwant, Koninklijke Bibliotheek (KB), The Netherlands - observer

#### Europeana Office:

- (JC) Jill Cousins
- (HV) Harry Verwayen
- (AV) Albert Verhaar
- (VV) Victor Jan Vos
- (SA) Shadi Ardalan

(ZN) Zubia Naqvi (present during the discussion on recruitment of the executive director)

**Acronyms in the minutes:**

EF (Europeana Foundation)  
ENA (Europeana Network Association)  
MS (Member States)  
EC (European Commission)  
DCHE (Digital Cultural Heritage and Europeana)  
CHI (Cultural Heritage Institution)

**NB:** Some discussions are omitted from this version as they are deemed confidential to the Governing Board at this point in time. The public meeting papers and documents referred to in these minutes can be seen [here on Europeana Pro](#).

**I. Opening; tour de table; apologies; meeting quorum; formally adopting the agenda**

The Chair, EN opened the meeting. Quorum was reached with 18 Board members present. The Board adopted the agenda as stood.

**Decision 1:** The Board formally appointed the Austrian presidency representative, Stefan Hahn, from the Directorate of Arts & Culture of Austrian Federal Chancellery for the period between 1 January 2018 to 30 June 2019.

**II. Minutes, decisions & actions of 23 November 2017 meeting**

**Decision 2:** The Board approved the minutes ([Paper 1A](#)), decisions & actions ([Paper 1B](#)) and précis of minutes ([Paper 1C](#)) of 23 November 2017 meeting. The minutes of 15 December 2017 meeting extraordinaire ([Paper 1D](#)) were also approved as confidential minutes to the Board at this point in time.

**Pending actions:**

- 1) EF office will facilitate an innovation agenda taskforce meeting.
- 2) MS Board members to point out to DCHE that EF complied with the Council Conclusions and increased the number of member states on its governing board from one to three in November 2016. There seem to be consensus amongst the DCHE members that inclusion of presidency members on EF Governing Board has increased their involvement in Europeana.
- 3) The evaluators contacted the chairs of EF and ENA. MS had a one-hour call. EN was contacted but has not been interviewed yet.

**Action 1:** JC to ask Christian Nyhus Andreasen that the evaluators meet/interview the chair EN.

- 4) LA and EF technical team are meeting on 8 March to discuss experiments and a statement paper on the state of play, and formulate a shared research project on the de-indexing issue.

**Action 2:** HV to report on de-indexing and web traffic at the next board meeting on 11 April.

- 5) Ongoing action for non-registered and newly appointed Board members: to submit the registration documents for the Dutch Chamber of Commerce.

**III. Recruitment of new Executive Director**

EF staff left the meeting during the Board's discussion. EN gave a verbal update on the process. A sub-committee of the Board was set up and organised by ZN, Europeana HR manager. The process

was helped by PK. The advertisement for the position was published broadly to which over 150 applicants responded. Interviews with short-listed candidates are currently taking place.

#### **IV. Governance and management**

##### **Advisory Committee**

JC - The Governing Board's proposal on the advisory committee was sent to the DCHE on 8 November 2017. The EC discussed the composition of a future advisory committee during the 13-14 November meeting.

JC - We have underlined that the cultural heritage institutions should be well represented in the advisory committee. Rehana Schwinninger-Ladak, head of unit, has invited HV to discuss the advisory committee.

JLR noted that the Evaluation results matter, according to these minutes, but that doesn't seem to align with the tender timeline.

JC - The advisory committee is expected to be in place before the tender contract is awarded. The evaluation results (draft) are expected in May for the DCHE and the public report will be issued in June.

**Action 3:** Board members to share any thoughts about the current position paper on the advisory committee with HV before he meets Rehana Schwinninger-Ladak.

JC - All the DSIs have an advisory committee. It is written in the [2016 Council Conclusions](#) that the MS should be better represented in European Governance (which we have complied to).

EN - Balance in the advisory committee is necessary.

MS - We have to protect the democratised European we have built over years. And as a Board we should ensure we protect what matters to cultural heritage. That includes the principles and ambitions of how European is contributing to the greater vision of Europe. We have to be sufficiently precise what we lose if European is not there. How lovely the idea of united Europe is and how European can be of help in achieving that. We have spent energy and come a long way democratising European and that's a principle we have to defend and fight for. Democracy makes European unique.

MR - We shouldn't think that all Member States are supporting European, nor is the cultural heritage sector in some MS. These institutions don't see the benefits of European and they come back to this point. There is a sense of having to do something rather than wanting to. This has to be changed.

JC - We are aware of this. We would be wrong to think all MS are equally supportive of European. MS have to see a good return. We need good account management and we are getting back to more direct connection. It is more about trying to improve the issue. We can always get better at it. The Network has a great role here and direct contact is very important.

BD - It's about the principles of cultural heritage and how European helps with and supports them.

EN - It comes down to our principles.

JC - These principles are written in our mission statement. We want these sectors to be represented in the advisory committee.

**Action 4:** EF Office to share the principles incorporated in European vision and mission statements on basecamp before the next board meeting and add a section to the agenda of a future Board meeting how to spread the message.

HV - We can bring this up in the upcoming meeting with EC as a concern. Translating the concept of democracy in technical terms will be challenging.

PK - Is it not crucial that the Board is involved in these discussions and support Harry in the run up to the meeting? PK proposed to delegate three/four Board members to work with HV and give feedback.

MHS - It makes sense that a subgroup of the Board be involved.

**Decision 3:** MS, JLR, MHS and MK volunteered to form a support committee to work with HV on Europeana Foundation position in relation to the advisory committee.

#### **Europeana Foundation bylaws and PoA for the acting director**

**Decision 4:** The Board approved the proposed revision of Europeana Foundation bylaws (Paper 2A)  
JC - The bylaws can be revised at any time as common agreements with the consensus of the Board without having to change the statutes. The Board may suggest other changes at any time in the future.

**Decision 5:** The Board formally approved the power of attorney and KvK proxy for acting director (Paper 2B) previously approved via basecamp. The typo in date of this meeting shall be corrected in the text. Effective 14 March 2018 HV will take over as the acting director.

### **V. DSI-4 procurement**

#### **Governing Board support group Paper 3A**

PK - Since publication of the tender, the tender team VJV, JC and HV have led the work on the proposal. The Board procurement support committee including PK, EN and BD had two phone calls with EF management where 1) the strategic questions and 2) how to approach the tender in general were discussed. VJV shared a first draft full tender proposal with the support group just before this meeting for review and feedback.

JC - The staff are assets but also the biggest liability.

CV - What are the assets, does it include metadata?

PK - We consider the metadata, the database, Europeana brand and the staff as the assets.

JLR - We are responsible for the assets and the staff so this must be minuted thoroughly: The staff under procurement have been the Board's concern, we have asked questions and we haven't overlooked this.

PK - The Board procurement support committee has done its utmost and looked into the issue of the staff being both asset and liability.

JC - We have done company-wide briefing sessions on the subject of staff under procurement and will share part of the minutes of today's Board discussion with the staff.

**Action 5:** EF office to A) minute the Board's concern over the staff under procurement and the actions taken thoroughly and B) share the minutes of Board's discussion on the subject in the next Europeana Foundation office newsletter.

JC - The bids will be opened on 10 April. The new service operator has to be in place by July 1.

### **VI. Finance & Financial Sustainability of Europeana**

**Decision 7:** The Board approved the final budget 2018.

### **VII. A Vision for Cultural Heritage and Europeana under the next Multiannual Framework**

Paper 5 and presentation (verbatim minutes of the discussion on vision are available for details)  
Stephan Bartholmei from Deutsche Digitale Bibliothek who's also on the Members Council collaborated with HV, JC, MP and MR in the work on the vision. Taking the opportunity of EYCH we aim to propose a vision for (digital) cultural heritage and Europeana that can be integrated into the next MMF.

#### **Sketch of current situation**

Considering the current situation based on the enumerate studies, HV concludes that the amount of digitised material hasn't considerably grown in the past couple of years. But the percentage of usable and afterwards reusable material is growing. Note that Europeana is ahead of the curve and has a substantially higher percentage of reusable material. Based on current knowledge this trend will continue in the coming years: focus on doing more with the available material. Another broad stroke conclusion is that digital cultural heritage is still largely seen as a cost factor (and first when there is a budget cut). The Board suggested to be careful with the use of the term '**digital**', and not to ignore the 90% that is not digitised.

JC: Europeana has taken the strategic decision to focus on doing more with what it's got but can make recommendations to digitise more.

### **What does that mean for the vision?**

We think we significantly contribute to society and economy and we need to change the perception that digital cultural heritage is just a cost factor. The question is to clarify what we contribute to and how we make these contributions tangible? For example, we have to show we are contributing to the big goals for Europe: '*unity in diversity*' and '*smart inclusive growth*'. There are also global goals captured in the UN sustainable development goals.

### **How does our strategy connect to other policy initiatives?**

Europeana is not the only entity trying to influence the vision for culture. The milestones in the process to propose a vision start with today's Governing Board meeting, a position paper to be introduced to the DCHE and the Bulgarian presidency, from which a stronger paper would emerge as a white paper to go to the Austrian presidency and eventually to be integrated into the Work Plan for culture. We need to make sure digital cultural heritage is recognised as an important funded initiative under the new multiannual framework. [Berlin's European Cultural Heritage Summit in the week of 18-24 June](#) is an excellent opportunity to present the first findings. The Austrian presidency's conference 'Culture, media and content in the digital era' on 8-9 October is also a very suitable forum. IFLA is also working on a white paper. The AV domain is working on a vision for their sector. There are some similarities in trends we are looking at and we can marry them. IFLA's will be more of a global vision. We should make sure our focus remains on Europe. There is a lot of focus on making cultural heritage usable. Digital cultural heritage preservation is often overlooked. From the AV perspective preservation is important.

HV - we put forth 10 statements to provoke thoughts and discussion:

1) *The demand for trustworthy sources will increase. This is a huge opportunity for CHI.* The political and sociological environment is very much about polarisation and the public debate on globalisation. If tendency towards nationalism and regionalism continues, what does it mean for Europeana? This is a huge opportunity for CHIs, if not taken, we will become irrelevant. Reliable sources are vital for education. From the **authenticity** point of view, it will be a very **valuable commodity** in the future. For archives authenticity is high on the agenda. The authenticity is provided by the institutions. It was suggested to add '**digital**' sources. We have created new **interoperable and accessible** knowledge through preservation as digital cultural heritage entities, working collaboratively and independently.

2) *CHI can contribute massively to the reduction of inequality.*

What is the **intervention that makes the difference**? Is it the digital intervention or the nature of digital culture? The how is important. It should be signposted. For libraries some don't see the point at all. Libraries are free. Inequality is about education. Looking at the goals of UN and the **democratisation** - digital work can help more democratic access. The intervention could be that we

make more digital material (assets) available for people who normally would not be able to access them. That is a reduction in inequality.

3) CHI should continue to advocate for more open and harmonised copyright regulation. Bear in mind this document is for 2021 onwards by when the copyright directives will be finalised. Should we continue to deal with copyright? CHIs are keenly realising copyright continues to be a problem for them. It depends on the outcomes of current discussions and how it is harmonised. It is difficult to write this in the vision now because the baseline will move. At policy level the more fundamental shortage is that there is no alignment. These are driven from different points of departure. Both MS and EC want more access but are not willing to change much on copyright. **Alignment on policy objectives** is important.

4) As in the physical world, the online platforms of cultural heritage institutions can and must be a safe haven. It is an interesting perspective for us to position cultural heritage as a safe haven for example for libraries. *I.e.* if you use Europeana you are in a safe haven, we are not observing what you do. This is to counter effect facebook and google, Europeana came to existence as something that belongs to all of us not to those entities. One could argue it's difficult to predict what the world will be like in 2025. Will we get more social or will we change behaviour? You could argue authenticity is important because you can be true and connect to real things. Another aspect is these entities provide cheaper services than governments.

5) Europeana (and CHI) must focus on the use of video to open up collections to sustain and grow its audience reach. How will 2025 be in terms of content? Will users be lazy or be interested in listening to audio archives or reading material? How about using videos to actively present connections between items? One may wonder if in the future videos will be appreciated or if it's part of the education we want. The media sector is changing. All is becoming very interconnected. It's all the senses together. We have to be **more imaginative** and **more creative** in presenting the material to the audience. But **context is required**. We must also invest in **curated exhibitions**. Not everything in a video is authentic. CHIs should defend against the all-video trend. There is a broad section of people who enjoy videos. We should tap into the trend in a way we don't sell the real source and to find **the sweet spot**.

6) Europeana should focus only on what unites us as Europeans, not focus on individual MS or CHI. Should we present Europeana showing what unites us rather than what divides us? There are similarities we should focus on and make them stand out. We are focusing on the unifying aspects in immigration, food, 1914-1918.

7) The CH sector should be recognised for its social Return on Investment, rather than its direct commercial value to the economy. The real value of what we are doing is in education, well being, social cohesion. This is what to focus on rather than pure economy. We should take a proactive, advanced position as a sector and be proud of that. We need **a lot to back this up with numbers, facts and substance**. So much of what we do in media archives cost a lot in public money and it's not easy to show the **value and return**. It's a nice value but it does cost money. We have to make the statement and **build up metrics** for it. If there is no expertise, bring it from outside. We should **define ourselves as not earning**. We may not contribute to the GDP but we can contribute to for example [OECD](#) metrics on the social well being of Europeans.

8) AI will solve any cataloguing issue combined with 9) CHI should accelerate its investments in Narrow Artificial Intelligence. **Turn the table around. It is positive.** NAI performs really well. With automation usually the middle jobs get killed. We have to be prepared for that. Classifying images is easy for a machine. We have to learn about it, deal with it and embrace the innovation and

excitement in automation. **Let people do what they do best: to tell stories.** That cannot be automated. Europeana has been doing very well in innovation, making things easier and less expensive for MS. MS will not invest in AI, they appreciate this is taken up by Europeana. Europeana doesn't have the budget. The **society needs to make that investment.**

10) We need a Cultural Commons as a public alternative to Google and FB.

Google and Facebook dropouts talk about how democracy is endangered. We have to bring these voices together, invite them to our conversation and communication about Europeana. On the other hand, we have to find a way to **live with FB and Google.**

*Other points and conclusion*

Elements like **language barriers** have to be incorporated. What position do we take as a public platform? As the next step we will write a position paper and we can invite other volunteers. A possibility is to turn this exercise into a wider campaign and harness that as a movement. EF can take the lead to write the position paper. **MS volunteers** to review and give feedback on the paper. It can be extended to MC if they are interested. The position paper should be **short and focussed. Metrics and measuring success** should be included.

**Action 6:** A) HV to share the presentation on vision on basecamp and B) Board to give feedback.

## VIII. Progress against Business Plan

Briefing Book, [Business Plan 2017](#), [Business Plan 2018](#)

The briefing book showcases many activities. There is a lot going on. In the light of budget cut, it's difficult to decide which one to drop.

JC - Real emphasis has been put on education. JC invited the Board to share ideas on how to reduce activities and focus more.

MK - The briefing book is an excellent document to get a grip.

JC - The idea behind the briefing book is that we don't feed the Board but the Board digs down and brings up issues and questions.

PK - If made in a google doc, feedback and questioning is made easier.

JLR - The briefing book facilitates more interaction in these Board meetings.

### **DSI-3 second periodic report (Paper 6A)**

MK - The DSI-3 report is written very well.

### **Content report (Paper 6B) and Web traffic & social media report (Paper 6C)**

MR - The DCHE has asked what the strategy of Europeana is towards the web traffic.

JC - With the desire to be short in writing paper 6C, we have put a lot less in the report than we are actually doing.

HV - The criticism is understandable. We know where the problem is and we are starting to understand how to mitigate it. There is direct correlation between deindexing and traffic.

MHS - On the other hand we perform better in social media. We are reaching the public through social media.

**Action 7:** EF to give more information on its strategy and measures in relation to web traffic for the next DCHE meeting in April.

### **Europeana Collections**

MS - How is it going with the automated collections brought up in 2017? Is it creating traffic?

JC - We know we can produce collections that are good for users.

HV - It is not so much about traffic in either curated or automated collections, but more about user engagement.

### **Future of aggregation and Metis**

MS - Are you seeing satisfying results from data providers?

JC - We are not there yet. We have looked at where to spend more effort. A user forum will be set up before the end of this year, at the earliest, to understand what doesn't work for some aggregators. We have written a paper with the understanding we don't agree on everything. The main problem on operation direct and metis was about expectation management. Operation direct gave the notion that everyone would give their data and then we realised it was not the case. It was a nice idea but didn't work.

JLR - This is how innovation works.

JO - Funding is reduced drastically.

EN - I've been struggling from start of Europeana having all these aggregators in different countries. In the beginning we started experimenting. 10 years on are we seeing a common view?

### **Bulgarian presidency**

AB - [Europeana event](#) is taking place on 28-29 May.

JC - We will connect the big lines on culture to the vision. Commissioner Gabriel is very keen on the role of culture in democratisation. [George Oates](#), a real innovator will set the scene. Then all this will connect to [Europeana Tech](#), looking at the juxtaposition of technology.

MS - Can we get one of Silicon Valley dropouts to speak?

### **Events**

MS - How far are we around confirming the AGM dates? MC meeting should be before the AGM.

HV - The closing event of 2018 cultural forum takes place on 6-7 December. We will plan against that. MK and JO are helping to find a venue. We will probably hold the MC meeting on 4 December and the AGM on the 5th.

### **Any Other Business**

EN - Thanked JC for the wonderful experience working with her as the director for 10 years and wished her all the best in the future.

Next Board meeting will be held on 11 April at 16h30.

**Circulation:** Europeana Foundation Governing Board Members, Observers and DCHE

**Classification:** Public