



Europeana Network Association Members Council

Members Council Meeting 21-22 June 2016
Austrian National Library, Josefsplatz 1, Vienna

MINUTES

Attending Councillors Max Kaiser (MK *Chair*), Merete Sanderhoff (MS *Vice-Chair*), Paul Keller (PK *Treasurer*), Stephan Bartholmei (SB), Francesca Di Donato (FD *Day 2 only*), Wim van Dongen (WD), Ellen Euler (EE *Also representing KH*), Gill Hamilton (GH), Lizzy Jongma (LJ *Also representing VA*), Breandán Knowlton (BK *Also representing OS*), Rolf Källman (RK *Board Member; Also representing EB*), Joke van der Leeuw-Roord (JLR *Board Member; Also representing LC*), Jef Malliet (JM), Marco de Niet (MdN), Johan Oomen (JO *Board Member - Day 2 only*), Sorina Stanca (SS), Sašo Zagoranski (SZ), Uldis Zariņš (UZ)

Invited experts Sebastiaan ter Burg (StB *Circular Content*), Laura Rauscher (LR *Austrian National Library*)

Europeana office Jill Cousins (JC), Aubéry Escande (AE), Ylva Klaassen (YK), Gina van der Linden (GvdL), Harry Verwayen (HV)

Apologies Vladimir Alexiev (VA *Voting by proxy through LJ*), Emmanuelle Bermès (EB *Voting by proxy through RK*), René Capovin (RC), Reyes Carrasco (RC), Laura Carletti (LC *Voting by proxy through JLR*), Jiří Frank (JF), Kerstin Herlt (KH *Voting by proxy through EE*), Jana Hoffmann (JH), Aránzazu Lafuente Urién (ALU), Olivier Schulbaum (OS *Voting by proxy through BK*), Marcin Werla (MW)

MK opened the meeting at 13:30 CET and welcomed the Councillors. The aim of this meeting was to review the Association's role in the context of Europeana Strategy and to draft the Business Plan 2017. **MK** went over the activities since the previous physical meeting in February: the MC's contribution to the [Council conclusions on the role of Europeana for the digital access, visibility and use of European cultural heritage](#) adopted under the Dutch Presidency, the #AllezCulture campaign 'I am @EuropeanaEU', the work on the Association's governance by the Voting/Elections Working Group, the first preparations for this year's AGM, and the work done by Task Forces and Working Groups. The Association has also continued to grow: the current number of members as of 21 June 2016 stands at 1,437.¹

1. 2016 Members Council activity plan: updates

1.1. Activity Plan: Progress and Next Steps

AE went over the Activity Plan to briefly recap on Councillors' commitments, timeline, and communications:

- The main activities of the MC throughout the year are participation in the three physical MC meetings, as well as in the AGM and the General Assembly; contribution to the development of the Europeana BP; selection of, and participation in, TFs and WGs; and representation of the Association towards their own communities. A range of [communication tools](#) is available for

¹ MC: Members Council, MB: Management Board, TF: Task Force, WG: Working Group, AGM: the Association's Annual General Meeting; BC: Basecamp, BP: Business Plan, EC: European Commission, MS: EU Member States, MSEG: [Member States expert group on digitisation & digital preservation](#).

these purposes. Councillors interested in writing a blog post for Europeana Pro are asked to contact the Office.

- Councillors play an important role in championing the Association and Europeana within their own organisation and networks, as well as at meetings and conferences. [Europeana Pro](#) provides templates for presentations as well as useful facts and figures. Councillors are encouraged to reach out to their networks, and to inform the Office of any speaking engagements.
- [Working Groups](#): the progress of the six currently running WGs is documented in the overview. Three WGs will have a physical meeting on Day 2 of this meeting.
- [Task Forces](#): the [Audiovisual Media TF](#) has started its work, while two others (*Public Libraries* and *Brokerage and Business Opportunities*) have handed in their reports. Three TFs are in the pipeline. This leaves room for another call for TF proposals in autumn. TF selection will no longer take place at physical meetings, but will instead be conducted virtually, using an evaluation form.
- [AGM](#): the next AGM will be held on 8-9 November 2016 (two full days) at the National Library of Latvia, Riga. The main theme will be 'Show us what you've got'. The WG has selected five tracks: *Europeana Network Association General Assembly*, *Europeana Business Plan 2016-2017*, *Innovating the Aggregation Landscape*, *Impact and Sustainability*, and *EuropeanaTech and R&D*. Several speakers (4 of which are women) have already confirmed: Mia Ridge (British Library/UK Museums Computer Group), Lora Aroyo (Vrije Universiteit Amsterdam), Shana Kimball (New York Public Libraries Labs; *update: speaker replaced by Shawn Averkamp*), Markus Krötzsch (Technical University of Dresden, very active in the Wikidata movement) and Effie Kapsalis (Smithsonian Institute Archives). Early Bird registration for the AGM opened at the end of May, and the next months will see a gradual increase in communications; all Councillors are asked to support communications and promote the AGM. The WG is also working on reducing costs through an adaptation to the reimbursement rules.

→ **ACTION 4**: Europeana Office to launch another call for TF proposals after the summer

→ **ACTION 5**: All Councillors to promote the AGM in their own networks, e.g. by relaying blogs and tweets sent out

→ **ACTION 6**: All Councillors to represent the Europeana Network Association at events and conferences, and to inform the Office of any speaking engagements related to this

→ **ACTION 7**: All Councillors to get in touch with the Europeana Office if they would like to write a blog for Europeana Pro

1.2. #AllezCulture campaign update

MS updated the MC on the progress of the [#AllezCulture campaign](#).

- **Campaign aims and set-up** The [Find your hero\(ine\) - I am @EuropeanaEU campaign](#) was launched at the end of March 2016. Its goal was to help ensure long-term sustainability for Europeana, by raising political support for Europeana under the Dutch Presidency of the Council of the EU in the period leading up to the adoption of the Council Conclusions. The campaign aimed to create a buzz on social media around the value of cultural diversity and the importance of (access to) cultural heritage. People were invited to share their cultural hero(in)es from Europeana Collections, using the hashtag #AllezCulture and the tagline 'I am @EuropeanaEU'. An MC Working Group chaired by MS coordinated the campaign, with support from the Europeana Office.
- **Activity** The campaign inspired great enthusiasm and Twitter activity. Over a period of 2.5 months, almost 2,500 tweets were sent by more than 600 contributors, reaching almost 1

million unique individuals and creating over 11 million timeline impressions (see the campaign report). Moreover, activity was not limited to Europe: tweets were sent from all parts of the world. The tweets represented a good cross-section of the Collections; see the top tweets collected in this [Storify report](#).

- **Outcomes** The campaign encouraged people to explore and share material from Europeana Collections. The engagement of the MC was highly valuable: acting as champions, they both actively contributed and encouraged others to participate. Given the minimum budget available, the level of Twitter activity can be considered a great success. However, participation was mainly confined to Councillors and their circles, and did not reach the wider network. Moreover, the campaign's impact on funding stakeholders is unclear, as no adequate measures were put in place from the start; this is something to keep in mind for future campaigns.
- **Lessons learned** The campaign also provided other lessons, such as the importance of visual material (e.g. a still of a film, a picture of the cover of a book or music record) in attracting attention. Moreover, it showed the value of targeted communication towards Councillors' and institutions' own networks: tailored information, instructions in the audience's own language (several Councillors translated the [English blog](#) into their native languages), and personal encouragement.
- **Future campaigns** A new campaign will be launched under the hashtag #AllezCulture after the summer. The exact form and execution of the next campaign are still to be discussed; issues that will need consideration are, for instance, what can be achieved with a campaign like this; how to impact politicians; how to engage more people from the network.

MS ended by thanking everyone who supported the campaign, and announcing that the #AllezCulture WG would discuss upcoming campaigns in their WG meeting on Day 2. **JLR** enquired about the outages suffered by the Collections website over the last months, and the impression it might give to people wanting to participate in the campaign; **JC** replied that these were the first outages since 2008, so that these occurrences are not typical. **BK** asked how **MS** and **JC** would evaluate the campaign personally; both agreed that it has had a positive effect on awareness and use of the material in Europeana, as well as of the difficulties involved in finding that material on the site, and that it has provided valuable lessons for future campaigns. **SB** suggested that engaging and inspiring people to actively do something (e.g. by using GIFs) might be more effective than trying to spread a particular message. **PK** thought that not all Councillors should be required to participate; **Wvd** recommended doing better preparatory research on target groups (e.g. check if they are active on Twitter, and who they follow) to increase impact.

→ **ACTION 8:** #AllezCulture WG to conceive of a new campaign and provide a plan to the MC

1.3. Association Budget

PK presented a budget update.

- Expenses so far are on track.

1.4. Europeana sustainability & Adopted Council Conclusions

JC updated the MC on the adopted Council Conclusions and the next steps; see also [JC's blog](#).

- **Background** Digital cultural heritage, and Europeana in particular, figure prominently on the agenda of the current [Dutch Presidency of the Council of the European Union](#). In addition to the conference on digital cultural heritage [Ready to Reach Out](#) taking place on 29-30 June, the main event was the adoption of the [Council conclusions on the role of Europeana for the digital access, visibility and use of European cultural heritage](#). These Conclusions are the consensus MS

view on Europeana and address the need for continued funding of Europeana by EC and MS. They were adopted on May 31 by the Education, Youth, Culture and Sports Council configuration (EYCS), and give recommendations to the EC, Europeana and MS. A good explanation and interpretation can be found in **PK's** [blog on Europeana Pro](#).

2. Creating the Mission & Vision of the Europeana Network Association

StB introduced the session.

This session was based on a suggestion made by **JM**, to investigate the role of various networks (such as the Aggregator Forum, DSI partners or EuropeanaTech) within the Association. The aims of this session were to:

- I. Get a shared understanding of the Europeana governance structure and the formal roles of the Association, MC, MB and Foundation Governing Board
 - II. Define the relationships between the various parties and their activities in the Europeana ecosystem, and develop ideas for improving engagement and communication
 - III. Define the vision and mission of the Association as a whole in the light of current and future developments, and how it can work with the Foundation for the greater good.
- **PK** briefly outlined the [formal governance structure](#): Europeana Foundation runs the platform and has decision-making power, while the Europeana Network Association is the voice of the digital cultural heritage sector, and advises the Foundation through (recommendations produced by) WGs and TFs.
 - The group then split up in smaller groups, for three rounds of exercises on 1) the Europeana network ('ecosystem') and the Association's relationships to the other players; 2) the Association itself (the relation between the Association and the MC, and between the MC and MB); and 3) its collaboration with the Foundation, with the aim to result in a realigned vision and mission for the Association. Several real-life scenarios had been developed to aid the discussions.
 - Representatives of the various break-out groups reported back. There was a discussion about interaction and communication within the Association, the Association's collaboration with other parties in the ecosystem, and the role of Councillors.
 - It was decided to set up a WG to work on adjusting the Association's vision and mission and incorporate the outcomes where necessary. **MK, MS, BK, UZ, MdN and JLR** volunteered for this WG; they will be supported by **AE, JC and YK** in the Office. The group will send their proposals for review to the MB by the beginning of September, before the MB takes them forward to the EF Governing Board meeting at the end of September, after which they will be submitted to all Association Members for their approval during the General Assembly at the AGM.

→ **ACTION 10: JC, MK, MS BK, UZ, MdN, JLR (supported by AE and YK)** to work on a proposal for the mission and vision of the Association

3. Governance and Elections

JLR and RK introduced the work of the Voting/Elections WG on the Association's governance.

- The Association was established at the end of 2014. After its first year, the Voting/Elections WG was set up to review its governance and the formal documents against past experience and daily practice, and to sort out the last open ends. The WG has developed amended versions of the Statutes, Bylaws and Procedures, and created a Decision-making grid.

3.1. Statutes

- **Overview** The majority of proposed amendments to the Statutes concern minor adaptations: improvements in formulation, clarification, aspects which had previously been overlooked. However, two articles – 13 and 29 – contain fundamental changes.
- **Article 13** The original formulation of Article 13, regarding the voting and election procedures in the GA, created various legal and practical complications. In collaboration with the notary, the WG proposes a simpler version of the article. The article must be in accordance with Dutch law and it must be announced at the meeting of the GA that every decision taken there will be accepted provisionally, under the conditions that the required majority of the Association votes in favour of it during the following voting period.
- **Article 29** The WG proposes to amend Article 29 to put the MC in charge of changing the Bylaws (currently this responsibility is assigned to the MB only), to share responsibility and increase democracy and transparency.
- **Dispensation** The General Assembly must approve these changes with 2/3 majority of the votes, as the article refers to an amendment to the Statutes. Once these are approved, they will be formalised by the notary. The MB would like to ask dispensation from the MC to apply the proposed changes to Articles 13.1-13.4 and 29.1 of the Statutes already in the coming meeting of the GA on 8 November in Riga, as these renewed articles will increase democracy and transparency and streamline the elections/decision-making procedure. The MC voted on giving the Voting Committee dispensation to put Articles 13 and 29.1 into effect before official approval by the GA. All Councillors present, including all those voting by proxy (VA, EB, LC, KH, OS), agreed on this; there were no votes against and no abstentions.

DECISION: the MC gives the Voting Committee dispensation to put Articles 13 and 29.1 into effect.

3.2. Bylaws

- **Overview** The WG proposes to improve the structure and fine-tune the wording of the Bylaws, as well as to add and renew some articles, for instance on the start of the terms of service of Councillors, procedures for their replacement, and the increase in size of the MC.
- **Main changes** The articles with significant proposed changes are 9. Admission criteria, 12. The General Assembly, 15. Decision Making Process by the General Assembly, 17. Members Council - Composition of the Members Council, 18. Decision-making of the Members Council and 19. The Management Board.
- **SB** asked about the WG's decision to propose not to replace Councillors leaving during their term of service. **JLR** responded that the WG considered it better to wait with filling vacated seats until the next regular elections.
- **SB** then remarked on the formulation on the increase in MC size, suggesting to replace the phrase in the Bylaws with that in the Procedures.
- The MC voted on approving this new version of the Bylaws. 22 Councillors (17 present: MK, MS, PK, FD, WvD, EE, GH, LJ, BK, RK, JLR, JM, MdN, JO, SS, SZ and UZ + 5 proxies: VA, EB, LC, KH, OS) voted in favour; none against; 1 abstention (SB).

DECISION: the MC approves the proposed amended version of the Bylaws.

3.3. Working documents

- **Additional documents** The other two documents – the renewed Procedures and the new Decision-making grid – are working documents; as such, they have no legal status and therefore only require endorsement from the MC, not formal approval. With both documents, the WG has tried to make the Association's governance fully transparent and accessible. A third document still needs to be created by the Voting Committee: a timeline for the elections.
- **Procedures** The renewed Procedures further detail the measures and actions which follow from the Statutes and Bylaws.
- **Decision-making Grid** The new Decision-making grid offers an overview of the various decisions to be made, by which body of the Association, at what time and by which means. It details the needed quorum, proxy and amount of votes needed for decisions to pass.
- **SB** pointed out a mistake regarding the MB elections in the Decision-making grid; **JLR** thanked him for his perceptiveness. **SB** further requested that the Procedures include an obligation on the Voting Committee to provide a formal report on the elections, to make sure the results of the vote are documented and transparent.

RK and JLR thanked the MC for their support, extending special thanks to JM for his efforts and sharp eye.

→ **ACTION 11:** Voting/Elections WG to implement the amended Bylaws (taking into account the suggestions by the MC) and to prepare the amended Statutes for approval by the General Assembly in November

→ **ACTION 12:** Voting Committee to develop a timeline for this year's elections

4. Creating the Europeana Business Plan 2017

4.1. Introduction

HV introduced the process of BP development and the considerations from the Office.

- **Process** The creation of the 2017 BP started with a [workshop with the Europeana Office](#) to identify the strong points and challenges for Europeana. The second step in the process was a workshop with the Europeana directors, which led to the realisation that a recalibration of strategy is needed.
- **Main points for consideration** in recalibrating the strategy are:
 - 1) Becoming more **audience-focused**, as well as segmenting our audiences. We could focus on professional users, as research shows that they make intensive and repeated use of the Collections, and are prepared to put up with deficiencies. For the moment, this group mainly consists of researchers, but other potential markets are education, creative industries and smart cities. Casual users, on the other hand, although good for 80% of traffic, are not primarily interested in cultural heritage, and do not return to the website. This group might be more effectively targeted by displaying our material on external platforms (such as Pinterest or Wikipedia) or through third-party products, and by engaging with them through campaigns such as the #BigArtRide.
 - 2) Use of the current momentum of the publication of the Council Conclusions to reinvigorate Europeana's position as a platform (**'owning our position'**) and get a stronger strategic alignment on the implications of that position with Network and Funders. Europeana is a platform, but is often regarded as merely a portal to collections. Europeana's efforts as a digital service infrastructure in fostering

innovation, increasing interoperability, overcoming borders etc. are not always acknowledged.

- **MC survey** The MC was asked to complete a short survey on BP priorities before the meeting; the results indicate that Councillors think the views of Association members are relatively well represented in the current BP. The MC strongly agreed that it is important for the 2017 BP to reinstate and re-invigorate our [Commons Principles](#), as well as to create a shared understanding amongst stakeholders that Europeana is a platform and what that means in practice. They agreed to a stronger audience focus, but were divided over the choice of target audience. There was agreement on focusing on text-based data, but not on the participatory element of Europeana services or the best way to improve data quality. A discussion ensued on the importance of various audiences.

4.2. Building the BP: exercises

StB then facilitated various rounds of exercises to collect MC input for the BP, asking the Councillors to reflect on two main topics, following the conclusions of the directors' workshop: 1) Europeana's audience, and 2) how Europeana can own its position as a platform.

Audience Focus What is the distinction between a professional and a casual user? What is your experience in your institution in reaching different audiences? Do you agree that Europeana should focus (more) on professional users? Do you agree that professional users are best served on Europeana domains (Collections, Labs etc.) and casual users on other domains (Wikipedia, Pinterest etc.)? What issues do you foresee to implement this for Europeana?

Although the MC agreed that Europeana should become more audience-focused, there was disagreement on audience segmentation and targeting.

Owning our position as a platform Do you think there is a shared understanding of what the platform is? Which (groups of) Europeana activities and services are most and least visible to the various stakeholders? Which of these should be prioritised in terms of visibility, how could that be achieved, and what role could the Europeana Network play in improving visibility of these activities?

The MC agreed that Europeana is a platform, and that this includes more than just being a portal giving access to cultural heritage material. The Councillors also agreed that Europeana's services and activities are not all equally visible to the network and funders. However, there was disagreement about the most important thing to bring to the fore. The MC agreed that the quality of the data, and seeing data partners as Europeana's core customer group is pivotal.

4.3. Task Force recommendations

Selected Councillors then pitched the [recommendations of the finished TFs](#), indicating which recommendations they thought should be incorporated in the BP. A vote on whether or not the recommendation should be taken on board ensued (using red, orange and green cards), followed by plenary discussion.

After a concluding summary of the BP session by **HV**, it was decided to have the WG meetings take place after the plenary closure of the meeting. **MK** wrapped up by thanking everyone for their active participation, stating that it had been a productive meeting. He asked the MC whether they thought the new format – designed to make the meeting more (inter)active than informative – worked well, and the majority agreed to this. **SB** suggested to add a 30-60 mins 'open mic' slot next time, for Councillors to report on important developments in their communities. The next MC meeting will take place on Monday 7 November at the National Library of Latvia in Riga, and will be

followed by the AGM (8-9 Nov); this means the MC will have to travel to Riga on Sunday 6 November. After the wrap-up, the AGM, #AllezCulture and Voting/Elections WGs had meetings.

→ **ACTION 13:** All Councillors to book their travels to Riga, taking into account that the MC meeting starts in the morning of Monday 7 November, and the AGM ends in the afternoon of Wednesday 9 November. Please note that accommodation has been booked for everyone.

→ **ACTION 14:** MB to make sure that there is an 'open mic' session of 30-60 minutes at the next MC meeting.

A selection of these minutes will be made available on Europeana Pro to support the MC's transparency towards the Association.